Taranaki Regional Council

AGENDA

Taranaki Civil Defence

Joint Committee

Thursday 11 September, 9.45am

Extraordinary Taranaki Civil Defence Emergency Management Joint Committee

11 September 2025 09:45 AM

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!

MEMORANDUM

Taranaki Emergency Management

Date: 11 September 2025

Subject: **Taranaki CDEM Group Plan 2025-2030**

Author: E Malloy, Senior Planning Advisor

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

Document: TRCID-1492626864-1161

Purpose

1. The purpose of this memorandum is to present the final version of the Taranaki CDEM Group Plan 2025-2030 for adoption.

Executive summary

2. The 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. This is a high-level strategic document that sets out our vision, purpose, values, strategic goals and objectives for action over the next five years.
3. The Taranaki CDEM Group Plan 2025-2030 (Appendix 1) has now completed all reviewing requirements, and the final version is presented for adoption to this extraordinary meeting of the Taranaki CDEM Joint Committee.

Recommendations

That the Taranaki CDEM Joint Committee:

a) receives the memorandum, the *Taranaki CDEM Group Plan 2025-2030*

b) adopts the *Taranaki CDEM Group Plan 2025-2030*

c) determines that this decision be recognised as not significant in terms of section 76 of the Local Government Act 2002

d) determines that it has complied with the decision-making provisions of the Local Government Act 2002 to the extent necessary in relation to this decision; and in accordance with section 79 of the Act, determines that it does not require further information, further assessment of options or further analysis of costs and benefits, or advantages and disadvantages prior to making a decision on this matter.

Background

4. 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 in June 2018.

5. 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).
6. A full rewrite of the Group Plan was approved by the Joint Committee in March 2024 and was supported by advice from NEMA. The process followed to review the Plan has complied with the relevant statutory requirements, including being submitted to the Minister for his comment. A copy of the letter of commendation from the Minister for Emergency Management and Recovery is attached (Appendix 2).

Options

7. Approve the adoption of the Taranaki CDEM Group Plan 2025-2030.
8. Decline the adoption of the Taranaki CDEM Group Plan 2025-2030.

Significance

9. 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 decision as to whether to adopt the Plan, following completion of the process required under the Act, represents a step at the end of a process. As such the decision to be made today is considered to be not significant.

Financial considerations—LTP/Annual Plan

10. This memorandum and the associated recommendations are consistent with the adopted Long-Term Plan and estimates of the four Taranaki councils. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.
11. The costs of producing the Plan are being managed as part of the existing TEMO budget.

Policy considerations

12. 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

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

14. 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.
15. TEMO have been collaborating with Ngā Iwi o Taranaki in drafting the Group Plan.

Community considerations

16. 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

17. 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

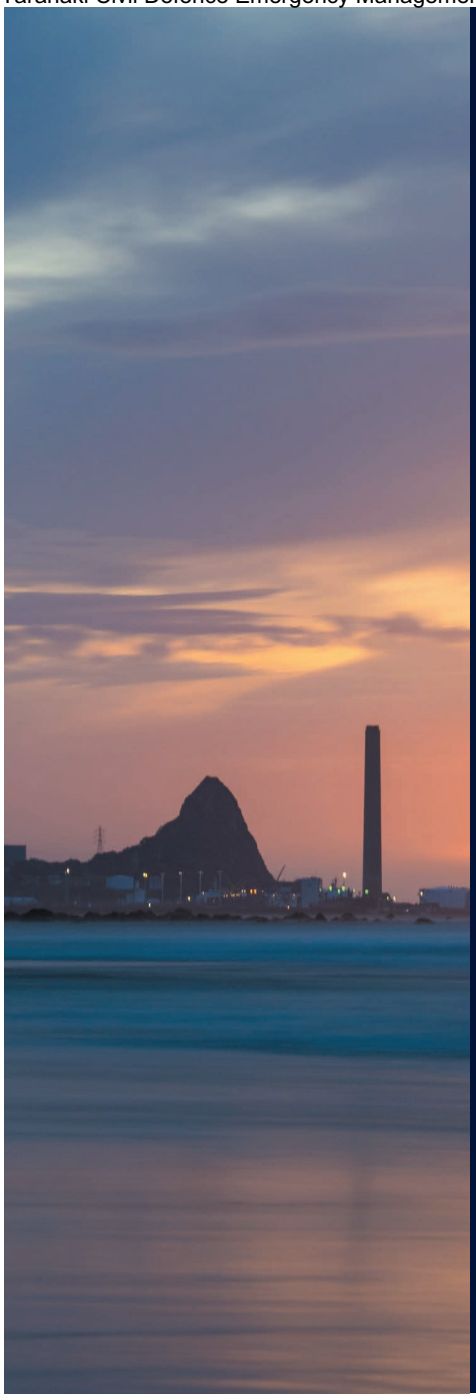
TRCID-1492626864-1162: *Taranaki CDEM Group Plan 2025-2030*

TARANAKI
EMERGENCY MANAGEMENT

Taranaki Civil Defence Emergency Management Group Plan 2025 - 2030

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

NPDC
Te Kaunihera a Rohe o Whakaahurangi Stratford District Council
South Taranaki District Council
Taranaki Regional Council



TARANAKI
EMERGENCY MANAGEMENT

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.

Karakia

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 and the surrounding peaks as ancestral mountains, that 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 guardians of a unique ecosystem, and a site of shared history and physical resource[1]. 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 life force 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, Te Tōpuni Ngārahu Limited Partnership (Ngā Iwi o Taranaki), Taranaki businesses, mana whenua and mataawaka, and our communities.

[1] Te Ruruku Pūtakerongo / Taranaki Maunga Collective Redress Deed (2023) and Te Ture Whakatupua mō Te Kāhui Tupua / Taranaki Maunga Collective Redress Act 2025.

Rārangi Upoko |
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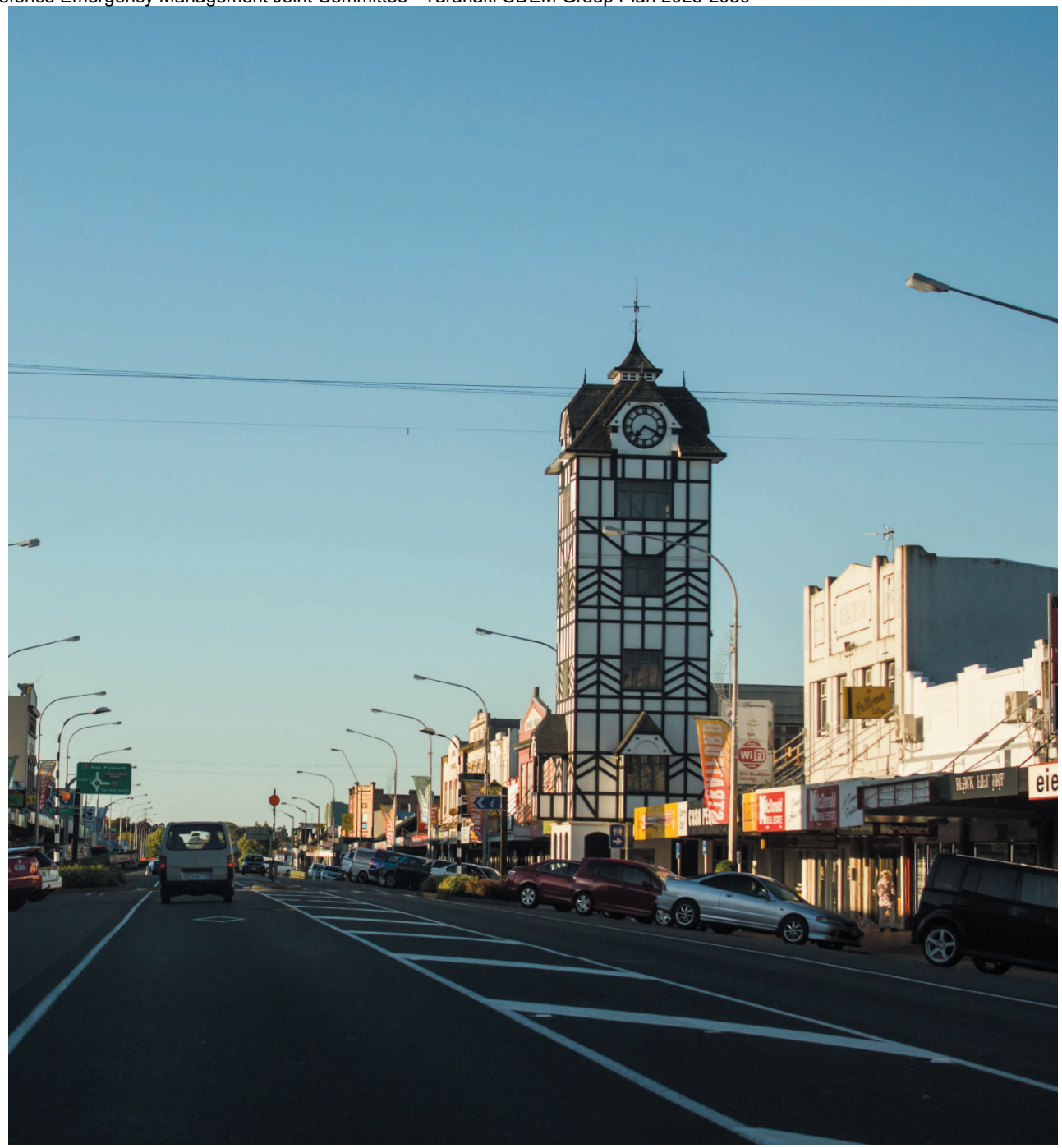


Wāhanga Tahi| Section One

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 Taranaki Regional Council, 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.

Collaboration with iwi, councils, advisory groups, key stakeholders, the community and partners was undertaken during development of this Group Plan and is a critical aspect of our day-to-day business. Additionally, during the hazard risk assessment process we worked with appropriate knowledge experts, key stakeholders and partners and Te Tōpuni Ngārahu Limited Partnership (Ngā Iwi o Taranaki).

The Taranaki CDEM Group seek to give effect to the treaty relationship through endeavors such as the co-developed Partnership Charter between the Taranaki Emergency Management Office and Te Tōpuni Ngārahu Limited Partnership (Ngā Iwi o Taranaki). This charter will outline partnership principles, aspirations and focus areas for joint mahi that these two entities will undertake across the 4Rs.

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 individuals, organisations, iwi and Māori organisations, advisory groups 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 ō 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 and used to guide 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.

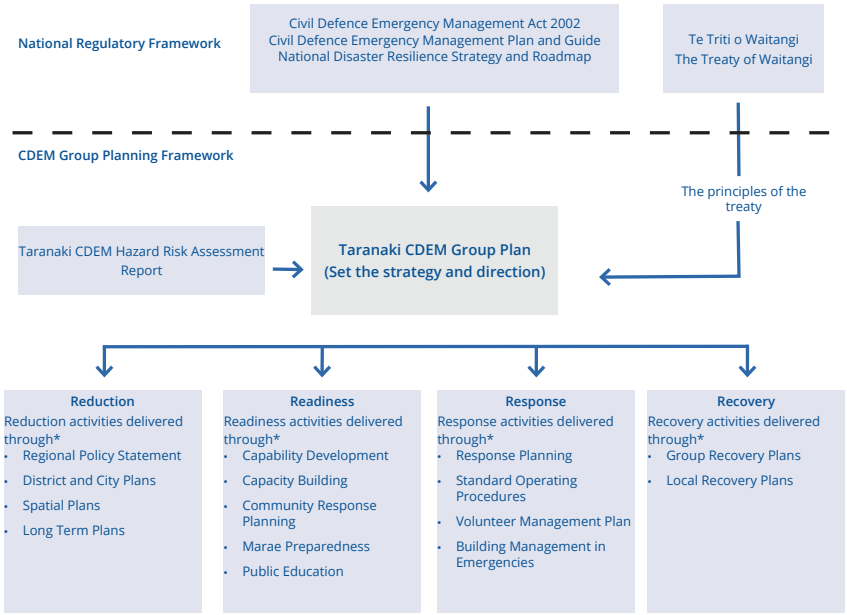
Wāhanha Rua | Section Two

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.

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.

The Taranaki CDEM Joint Committee resolved to invite three iwi representatives (one from each of the three waka – Aotea, Kurahaupō and Tokomaru) as non-voting participants to their meetings. Current legislation does not currently provide for iwi representatives to sit as statutory members of the Joint Committee[2].

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 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 Whakamarumaru 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

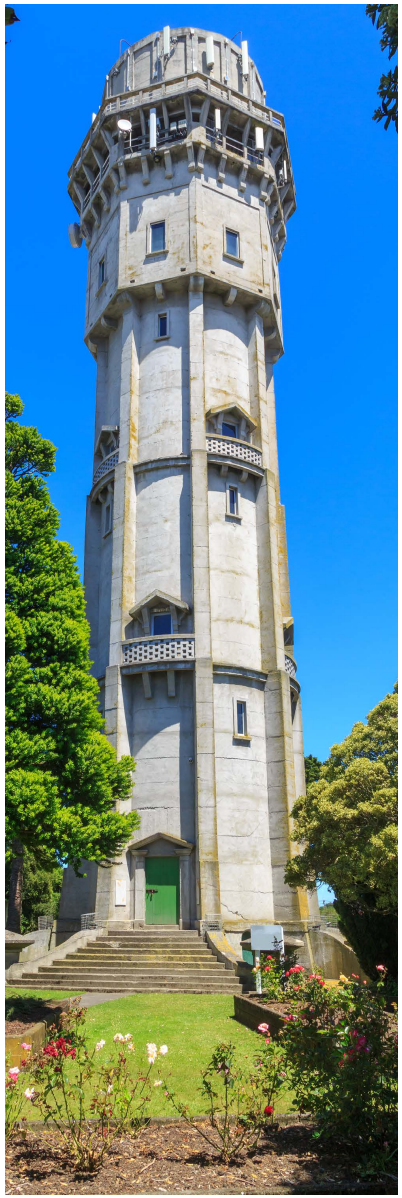
CEG is chaired by a chief executive officer (or an alternate representative with delegated authority to act for the chief executive officer) of one of four local authorities and consists of:

- 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 Te Tōpuni Ngārahu Limited Partnership (Ngā Iwi o Taranaki) (co-opted members)
- Any other persons that may be co-opted by the Civil Defence Emergency Management Group

Maru Tiaki | Administering Authority

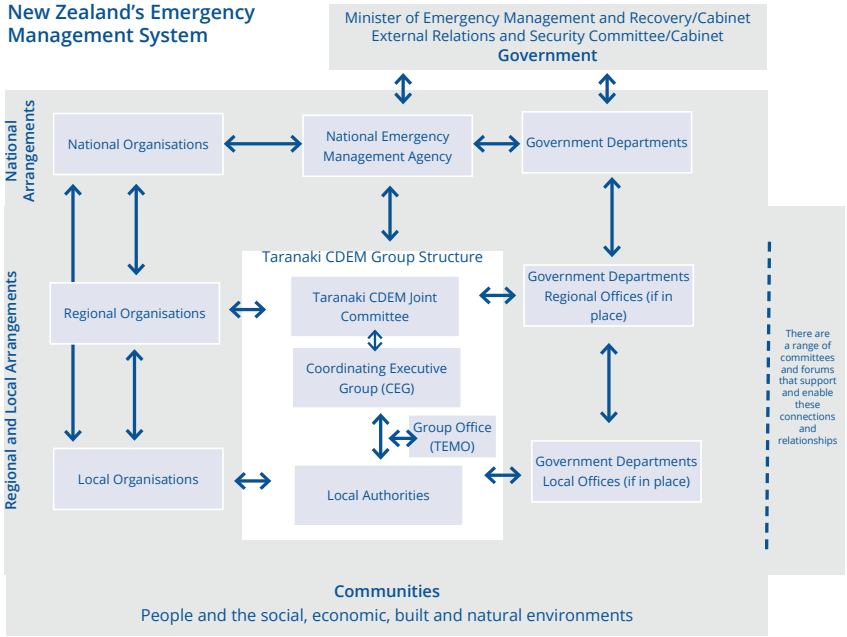
In accordance with Section 23 of the CDEM Act 2002, the Taranaki Regional Council is the administering authority for the Taranaki CDEM Group and CEG.

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). Furthermore, the Taranaki CDEM Group maintains strong partnerships with iwi, volunteer groups, emergency services, government agencies, business and community groups to enable a whole of society approach to emergency management



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 Tongapōrutu 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 Whangamōmona, Marco and Tahora settlements (which lie within the Manawatū-Whanganui Regional Council area) with the Tāngarākau Gorge representing the eastern landmark boundary.

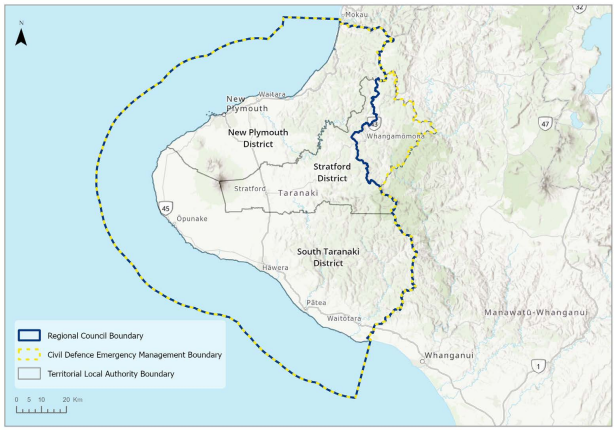


Figure 3. Taranaki CDEM Group Area

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 Manawatū-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.

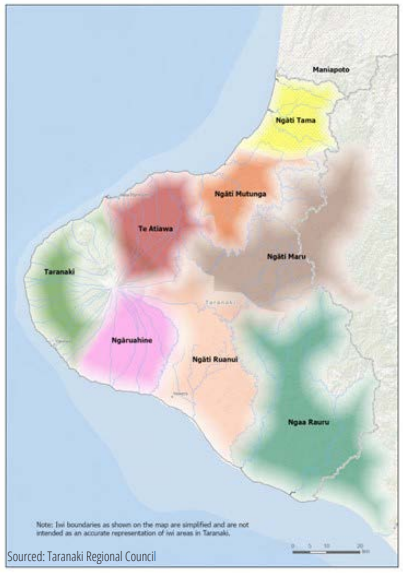


Figure 4. Iwi boundaries within the Taranaki region

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, and supported by a team lead, advisors and administration staff. These staff members coordinate and facilitate planning, communications, risk management, systems, documents, and capability development on behalf of the Joint Committee and CEG. The 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 suitably 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 the 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 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 Emergency Operations Centre (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 Emergency Coordination Centre 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 tītoko 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 coordinate and support the delivery of welfare services by local authorities and agencies prior to, and during, an emergency. The WCG also provides advice on welfare related issues to the Taranaki CDEM Group Welfare Manager.

Welfare services support individuals, families and whanau, and communities in being ready for, responding to and recovering from emergencies. Welfare services are managed and delivered at the local level and coordinated and supported at regional and national levels. The objective of the welfare services function is to carry out activities across the 4Rs (reduction, readiness, response and recovery) to provide for the needs of people affected by an emergency and to minimise the consequences of the emergency for individuals, families and whanau and communities. Communities can be affected by emergencies in different ways and may need different types of welfare services.

There are two welfare sub-functions described in the Coordinated Incident Management System (CIMS 3) which are Needs Assessment and Welfare coordination delivery. As further outlined in CIMS 3, welfare coordination delivery is further divided into 7 clusters with each cluster having a lead responsible. These clusters are Inquiry, Care and Protection services for children and young people, Psychosocial Support, Household Goods and Services, Financial Assistance, Shelter and Accommodation, and Animal Welfare.
Government agencies with responsibility for coordinating each of the sub-functions and clusters, as well as agencies that support the sub-functions and clusters are key WCG members and include the agencies with welfare service responsibilities as detailed in the National Plan.

CDEM coordinate across these agencies and deliver on specific welfare needs. During an emergency the WCG will meet as often as required according to the scale and impacts of the emergency.

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: 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 Controllers[3]:

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. **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 94H to 94N CDEM Act 2002.

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

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.
-

The Group Welfare Manager is responsible for leading the development of the Taranaki CDEM Group Welfare Plan.

- The purpose of the Taranaki CDEM Group Welfare Plan is to provide a strategic framework for welfare coordination and delivery in the Taranaki CDEM Group Area, under the operative Taranaki CDEM Group Plan. It confirms the statutory and operational roles and responsibilities of CDEM welfare agencies, through risk reduction, readiness, response and recovery (4 Rs).

Non-statutory Leadership Appointments

Function Manager appointments for EOCs and the ECC are made at the discretion of the statutorily appointed leaders (Controllers and Recovery Managers) to give effect to the Coordinated Incident Management System and recovery equivalent organising structure.

These appointments are separate and additional to employee positions of councils, made on merit and may include external volunteers. Training and exercising to maintain competency and currency is included in our volunteer management and readiness activities.
These positions include, but are not limited to:

- Response Manager
- PIM Manager
- Logistics Manager
- Operations Manager
- Planning Manager
- Intelligence Manager
- Welfare Manager

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 appointment

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 may be made available, subject to the nature of the emergency and Central Government decisions on availability. Agencies that have provided recovery funding mechanisms from previous events 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)	TRC	Other CDEM Stakeholders
Programmed activities				
Representation	Responsible for funding representation costs for their own staff and elected members.			
Risk Reduction, Resilience and Readiness activities	• 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)	• 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	• 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)	• Statutory responsibilities • Staff training and exercise participation • CDEM Centre staffing (EOCs and ECC)
Emergency Management Facilities	• 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	• All costs associated with the Emergency Operation Centres (EOCs), excepting IT licensing • Business continuity requirements	• Business continuity requirements	

Types of cost	Group Office (TEMO)	District Councils (NPDC, STDC, SDC)	TRC	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 Plan (aligned with the financial year). This annual 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 Infometrics [4].

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 Aotearoa 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 Aotearoa 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 Whakamarumaru 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 mana whenua and mataawaka.
- 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-serviced 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.

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Ngā Waka | **Transportation**

The Roading Network[7]

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 year[8].

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.

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

Fuel[9]

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 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 Gas[10]**

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 asset[11]. 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[12 13]

[9] Taranaki Emergency Management (2018). Taranaki Lifelines Vulnerability Study.
[10] New Zealand Lifelines Council (2020). New Zealand Critical Lifelines Infrastructure National Vulnerability Assessment.
[11] Taranaki Emergency Management (2018). Taranaki Lifelines Vulnerability Study.
[12] New Zealand Lifelines Council (2020). New Zealand Critical Lifelines Infrastructure National Vulnerability Assessment.
[13] Taranaki Emergency Management (2018). Taranaki Lifelines Vulnerability Study.

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 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 | **Radio communications**

The radio communications 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 Haumaru i te Waipuke | **Flood Protection**

Taranaki Regional Council owns and maintains flood protection schemes on the Waiwhakaiho and Waitara Rivers. The regional council also provides flood control schemes for the Hangatahua River and, in partnership with the South Taranaki District Council, in Opunake 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.

Te Whai Whakaaro o Te Rākau Whakamarumaru 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)[14].
- 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 Taranaki Maunga 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.

[14] 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 Employment[15]

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 industries[16].

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%). Around 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 heavily reliant on 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 heavily reliant on power and water. The Taranaki agricultural sector contributes significantly to New Zealand's food production and supply.
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The Taranaki region is also a significant producer of poultry for the rest of the country. Most poultry farms are intensively farmed and are heavily reliant on 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.

[15] Infometrics (2023). Regional Economic Profile Taranaki Region 2023.
[16] Taranaki Regional Council, 2021. Regional Land Transport Plan for Taranaki 2121/22 – 2026/27

Te Whai Whakaaro o Te Rākau Whakamarumaru 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 Aotearoa. 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:

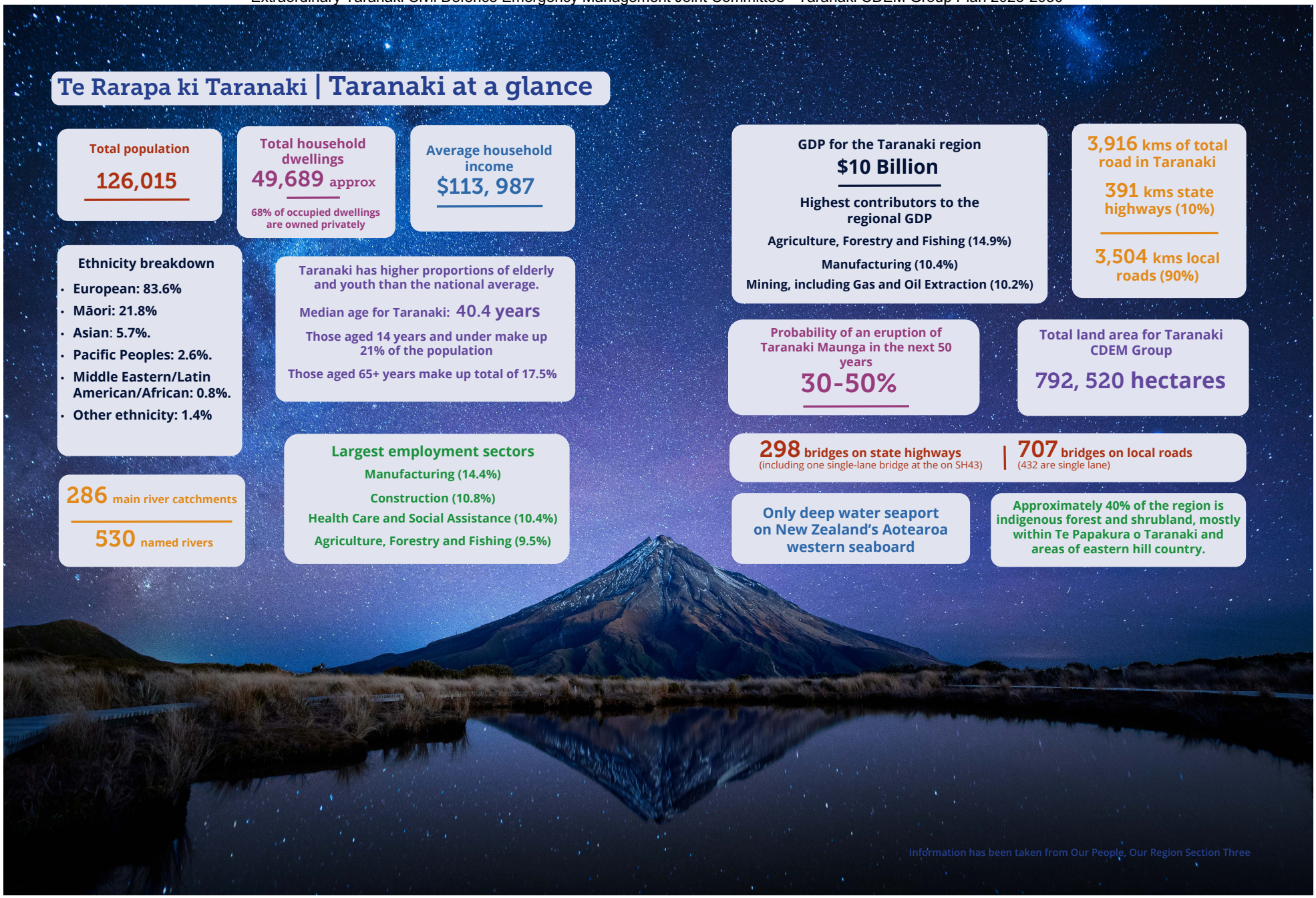
- The **volcanic ring plain**, centred on Taranaki Maunga, consists of fertile and free-draining volcanic soils. The ring plain supports many urban settlements plus intensive pastoral farming (particularly dairying). Farming is most intensive on the flatter land in southern Taranaki. The radial drainage 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 Whakamarumaru 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, tornadoes, 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 region[17]. 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.

[17] 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%
286 main river catchments
530 named rivers
Largest employment sectors
Manufacturing (14.4%)
Construction (10.8%)
Health Care and Social Assistance (10.4%)
Agriculture, Forestry and Fishing (9.5%)
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 kms 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 Aotearoa western seaboard
Approximately 40% of the region is indigenous forest and shrubland, mostly within Te Papakura o Taranaki and areas of eastern hill country.
Information has been taken from Our People, Our Region Section Three

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 NEMA[18] 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 focuses on managing the risks and impacts from the hazards within our region.

[18] 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 workshopped 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

Very High Risk · High Risk · Medium Risk · Small Risk

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

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 severe weather/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.

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.

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 communities[19].

To supplement the regional risk assessment, the TEMO has conducted hazard specific risk assessments on defined hazard exposure zones (i.e. flood zones). Hazard Risk Summaries have been prepared on hazard zones including dam failure, long-term electricity failure, flooding, sea State (short-term erosion), slope instability (roading isolation), and tsunami, where these are available. Volcanic, cyclone/severe weather and earthquake hazard risk summaries are planned to be completed over the life of this Group Plan (refer to priority hazards section). Hazard Risk assessment processes provide a more granular consideration of community exposure, impact and vulnerability assessment, and have informed the development of this Group Plan and operational plans and processes.

The hazard risk summaries inform comprehensive community risk assessments, that identify communities with a high priority for resilience work planning. From these, community engagement is tailored to and prioritised within these areas to bring about awareness and build resilience. This work is aimed to be published and made publicly available.

[19] 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.

Priority Hazards and Risks

Aotearoa New Zealand uncomfortably sits second on Lloyds of London's list of most exposed countries to natural hazards. It estimates the average cost of natural disasters to New Zealand's economy is 0.7% of gross domestic product (GDP) per year .

The Taranaki Hazard Risk Assessment and risk rating process is outlined on page 36. Some of the hazards listed within the Taranaki Region Hazardscape and within Table 3, are managed by government entities or organisations other than CDEM. The Taranaki CDEM Group are mandated through legislation or expertise to manage an emergency arising from geological, meteorological and infrastructure failure hazards . Understanding and analysing risks is a crucial process that enables prioritisation of hazards . The hazards with the highest risk rating, and managed by the Taranaki CDEM Group, or where there is an identified need for prioritisation, will receive more resources and management from the CDEM Group over the duration of this Group Plan.

Ngā Pūmate Matua | **Prioritised Hazards**

It is important for the Taranaki CDEM Group to direct resources to the management of hazards with the highest risk rating or where there is an identified need for prioritisation (i.e where an information gap exists). This does not mean that other hazards are not important, but that for the time being, their management is less of a priority. This section discusses in more detail the priority hazards and the risk implications for these in Taranaki. Prioritised hazards in Taranaki are:

- Volcanic
- Severe Weather/Cyclone
- Flooding
- Earthquake
- Tsunami
- Space Weather
- Climate Change (as an exacerbator to many hazards)

Although this section of the Group Plan focuses on prioritised hazards, it does not preclude the emergence of new or other hazards that may become more prevalent and pose a risk for Taranaki communities. It is particularly important that opportunity is taken to identify, analyse and address new or emerging risks in a timely manner.

What is the risk and what are we doing about it?

Risk evaluation is a crucial aspect that decides what risks need to be further managed, and the priorities for doing so [20]. The process of identifying priority hazards and subsequent gaps (be that from research, knowledge, planning and/or funding gaps) and the priority actions required for risk treatment is summarised in Table 4.

Risk treatment can take the following forms [21]:

- Reduce or modify the hazard (e.g. construct stopbanks to control flood waters, dune nourishment and planting to reduce coastal inundation).
- Modify behaviour (e.g. land use planning rules to avoid risk zones).
- Reduce or modify vulnerability (e.g. minimum floor heights, building strengthening, replacing brittle pipe networks).
- Risk transfer (accept some assets will be damaged and take out insurance).
- Accept risk and plan for response and recovery (e.g. public alerting, planning for evacuation, welfare and recovery).

Having appropriate levels of emergency management in place (readiness, response and recovery arrangements) are also valid means to treat risk (Figure 5).

Figure 5 Relationship between risk treatment and emergency management (CDEM Group Planning Director's Guidelines for Civil Defence Emergency Management Groups [DGL 09/18].

[20] CDEM Group Planning. Directors Guidelines for Civil Defence Emergency Management Groups [DGL 09/18].
[21] CDEM Group Planning. Directors Guidelines for Civil Defence Emergency Management Groups [DGL 09/18].

Table 4. Summary of priority hazards, gaps and priority actions required for risk treatment.

1	Hazard Risk Assessment for Taranaki	What are our Priority Hazards	Are there any gaps or mitigations under development?	What are our Prioritised Action
2	Prioritised Hazards (based on the hazard risk rating and the CDEM Group responsibilities for meteorological, geological and infrastructure failure hazards)	Volcanic	New hazard science has been developed through the He Mounga Puia Transitioning Taranaki to a Volcanic Future project. This new evidence base is yet to be incorporated into planning. The Volcanic Unrest Response Plan is out of date	5-year Volcanic Operational Planning Programme Review and update the Volcanic Unrest Response Plan, based on new hazard science from the He Mounga Puia project Catastrophic Planning for Taranaki will also be explored over the duration of the Group Plan using a volcanic hazard scenario Complete a hazard risk assessment
		Severe Weather/ Cyclone		Severe Weather/Cyclone initial response action plan Complete a hazard risk assessment
		Flooding	Taranaki Regional Council new regional flood modelling data, as well as new Waitōtara Catchment flood modelling under development. This includes nature-based solutions research within the Waitōtara Catchment.	Review and update the Flood Response and Recovery Plan based on new modelling if required
		Earthquake	Current research and planning is up to date	Complete a hazard risk assessment
		Tsunami	New Tsunami Evacuation Directors Guidelines Currently have inundation zones mapped, however no evacuation zones No signage	Complete the Tsunami Work Program
		Space Weather	NEMA National Space Weather Response Plan recently published	Define and investigate CDEM Group responsibilities within resilience and readiness activities and initial response action plans
		Climate Change Impacts		Councils within Taranaki are exploring options and developing adaptation planning

1 Cont	Hazard Risk Assessment for Taranaki	What are our Priority Hazards	Are there any gaps or mitigations under development?	What are our Prioritised Action
3	General Risks	Natural Hazard Science Information Gaps	Gaps in regional natural hazard science information	Regional Spatial Plan gap analysis which includes natural hazard information Development of a regional spatial plan to guide development across all of Taranaki and drive better alignment amongst the four councils.
		Hazard Risk Assessments		Identified priorities for completion: Volcanic (addressed as part of the 5-year Volcanic Program Management Plan) Earthquake Severe Weather / Cyclone

Volcanic unrest/eruption

At 2,518 metres high, Taranaki Maunga is the second highest peak in the North Island and one of the most symmetrical volcanic cones in the world. Taranaki Maunga is the youngest and only remaining active volcano in a chain that includes the Kaitake and Pouakai ranges, Paritūtū, and the Sugar Loaf Islands [22].

Volcanic eruption is the regions key geological hazard and has been rated a 'very high risk' for the region. Taranaki Maunga has a long and active history of past eruptions. Agricultural and pastoral producers can thank Taranaki Maunga's historical eruptions for the region's fertile soils. However, a volcanic eruption today has the potential to affect the region for a long period of time.

Scientists have defined that there is a 30-50% likelihood of Taranaki Maunga awakening again in the next fifty years. Future eruptions may be small or a large, disruptive, decadal-long period of unrest and eruption. The He Mounga Puia Transitioning Taranaki to a Volcanic Future research programme was launched under the maunga's korowai, with a vision to strengthen and deepen our understanding of a future eruption and its impacts on Taranaki. This programme has transformed our understanding of the Maunga.

The volcano science strand proved that active magmas exist at Taranaki Maunga for the first time and has refined Taranaki's most recent eruption timeline. High-precision dating of tephra deposits found in mineral spring deposits reduced age uncertainty from ±70–90years to just ±7–9 years. This breakthrough has shown that Taranaki is much more active than previously thought and confirmed that the most recent eruption occurred in 1790AD, providing a much stronger foundation for forecasting future events. Researchers have also successfully mapped the journey of magma from its deep origins through to the reservoir beneath Taranaki Maunga, discovering that magma is stored much shallower (4 and 12 kilometres) than previously thought. This means the maunga can move from quiet to unrest within weeks to months, giving Taranaki communities a much tighter timeframe for key decision-making [23].

Potential impacts to roading from a volcanic event include isolation by road (lava flows / lahars crossing SH 3 in a number of places), damage from ground shaking and roads not damaged by near source impacts are likely to be difficult to drive on due to ash. During a volcanic eruption whereby, the region may be isolated by road for an extended period of time, Port Taranaki becomes critical for evacuations and transport of emergency supplies. However, while Port Taranaki itself is not in a lahar flow area, port operations are likely to be disrupted by ashfall, electricity, telecommunications and road disruptions. Probable loss of natural gas production would have a significant impact on national electricity security of supply. Possible damage to gas transmission lines to the north from lahars / lava flows, potentially causing long term gas supply disruptions in the North Island. Additionally, an eruption may cause significant and ongoing affects to North Island air transport and disruption to the Stratford – New Plymouth rail line [24].

What we're doing about it...

- **GeoNet Monitoring.**

The Institute of Geological and Nuclear Sciences Limited (GNS) undertakes volcanic monitoring through the nationwide GeoNet network. In recognition of the future risk of volcanic activity and to help mitigate the possible impacts, GeoNet operates a robust volcano monitoring network to support the Taranaki region. GNS has regional seismometers that detect any local earthquakes or magma movement that would indicate the beginning of an eruption. Because volcanic tremors have a signature different from common earthquakes, scientists can analyse the information recorded by the GeoNet seismic network and determine whether or not the earthquake is of a volcanic nature. Since detailed monitoring started in the early 1990's no volcano related earthquakes have been recorded [25]. Other indications of the volcano reawakening could include changes in ground deformation and activity in warm springs. GeoNet operates GPS-GNS instruments on and near Taranaki Maunga to detect ground deformation. GeoNet also have monitoring in place at the warm springs at Arawhata Road and keep a watchful eye on the volcano with a webcam [26].

- **Volcanic Hazard Risk Assessment**
- **Taranaki Seismic and Volcanic Advisory Group**
- **5-Year Volcanic Operational Planning Programme**

The Volcanic Operational Planning Programme focuses on how the Taranaki Emergency Management Office (TEMO) will meet its responsibilities under the Civil Defence Emergency Management Act (2002) (CDEMA) to plan for volcanic unrest and eruption from Taranaki volcano. This programme intends to deliver enhanced regional coordination over a five-year period and will be treated as a priority work program. The programme will align with national catastrophic planning work and leverage the He Mounga Puia Transitioning Taranaki to a Volcanic Future science programme outputs.

[22] Taranaki Regional Council (2015). Taranaki As One Taranaki Tāngata Tū Tahi.
[23] HMP Research Programme (2025). He Mounga Puia, Puia Rū, Puea Kōrero: Transitioning Taranaki to a Volcanic Future – Research advances and future focuses (end of programme report). Endeavour Research Programme (MBIE): UOAX1913
[24] New Zealand Lifelines Council (2023). Aotearoa New Zealand's Critical Infrastructure: A National Vulnerability Assessment.
[25] GeoNet (2023). Keeping an eye on Taranaki Volcano. https://www.geonet.org.nz/news/33FEjuhLK0sMvicGQkOPaR
[26] GeoNet (2023). Keeping an eye on Taranaki Volcano. https://www.geonet.org.nz/news/33FEjuhLK0sMvicGQkOPaR

Severe Weather-Cyclone

Cyclone Hale, the Auckland Anniversary heavy rainfall, and Cyclone Gabrielle were collectively the most severe and destructive weather events in New Zealand's recent history. They resulted in significant devastation to property and ongoing trauma for communities. Most tragically, 15 people died, and one person remains missing. The Treasury estimates the events caused between $9 and $14.5 billion of physical damage to households, businesses, and infrastructure [27].

Severe weather-cyclone is the regions key meteorological hazard and has been rated a 'very high risk' for the region. Severe weather and/or cyclones can cause flooding, landslides, and road closures, damage lifeline utilities and the built and natural environments. High winds can cause extended power outages through damage to infrastructure. Low-lying coastal communities are also vulnerable to coastal inundation, particularly when high winds and tides converge with storm surges. These issues can be amplified when high sea levels restrict drainage at river mouths, increasing flooding risk.

Landsliding is also prevalent during severe weather and cyclones - the most common landslide trigger being intense or prolonged rainfall [28]. Increasing population, changing land-use and intensification increase the impact and costs associated with landslide events [29].

Long-term transportation disruption can result from areas vulnerable to slope failure, with network damage causing isolation for affected properties. Work involved in clearing the roads and assessing the damage is likely to take months, rather than weeks, particularly where the road surface experiences undercuts requiring re-instatement of the road substrate. Greatest likelihood of long-term impact on local authority roads is in remote rural locations, particularly up single lane road access valleys, or where there are limited alternative routes. Roads may also be impacted where single point failures exist, such as bridges and culverts.

What we're doing about it...

- **Powerco Base Power**

Powerco have developed Base Power units to provide standalone power generation [30]. The units use solar panels and battery storage, along with backup diesel generation to supply safe, reliable and durable power independent of our electricity network. The eastern Taranaki township of Whangamōmona is the first Taranaki community on Powerco's network to receive an emergency backup electricity supply to boost rural community resilience. Additional sites are being investigated via partnering with Taranaki's District Council's emergency management teams.

- **Community Engagement**

Community Emergency Centres and Community resilience planning are activities that can help communities build resilience. Community engagement will be prioritised to those communities identified within our risk assessments and will include those communities being most vulnerable to slope failure and loss of road access.

- **Complete a Severe Weather/Cyclone Hazard Risk Assessment**
- **Severe Weather/Cyclone Initial Action Plan**

[27] Report of the Government Inquiry into the Response to the North Island Severe Weather Events (2024).
[28] Dellow, G. Tool 2.3.1: General information on the causes of rainfall-induced landslides. Impacts of Climate Change on Urban Infrastructure and the Built Environment.
[29] Natural Hazards Portal (2024). Landslides. https://www.naturalhazardsportal.govt.nz/s/natural-hazard-risk/about-natural-hazard-risk/landslide
[30] https://www.powerco.co.nz/get-connected/off-grid-solutions and https://www.powerco.co.nz/what-we-do/our-projects/remote-area-power-supply.

Flooding

Floods are New Zealand's number one hazard in terms of frequency, losses, and declared Civil Defence Emergency Management emergencies [31]. Floods are usually caused by heavy rain and can cause injury and loss of life, and damage to property, land and infrastructure.

Although Taranaki's 530 or so named waterways are relatively small in size and length, high rainfall often results in frequent high flows. Our rohe is home to a number of major river systems, including the Waitara, Waiwhakaiho, Patea and Waitōtara, all of which have the potential to cause widespread flooding. While most of our major rivers have flood protection schemes, the ongoing effects of climate change mean even significant engineered solutions will be put under increasing pressure.

Several severe flooding events have occurred in the Taranaki region resulting in widespread consequences. In June 2015, the South Taranaki area received a significant portion of its annual rainfall in one weekend. Preceding the event, the region had received over 100 percent of its usual June rainfall. The event resulted in flooding of the Waitōtara River and township and the floodplain below, a large area of the Eastern Hill country and Uruti areas, and some flooding in the Waitara River. The estimated cost to repair and reinstate the local roads was $10.25 million.

Flooding can cause damage to critical infrastructure by damaging or obstructing bridges and roads, power lines, and other power supply infrastructure. It can cause environmental and public health issues for water supplies if water treatment and sewerage treatment systems are overcome.

Commercial and industrial activities are also at risk of damage or closure or loss of supplies due to flooding. Flooding of industrial premises can create a risk of hazardous chemicals leaking into flood waters. Land use and increased urbanisation can increase the likelihood of flooding, as it provides less room for rivers to move during a flood event, decreases the amount of land that water can drain into and increases the number of impervious surfaces (paving, road surfaces, hard landscaping).

[31] NEMA (2024). https://www.civildefence.govt.nz/cdem-sector/consistent-messages/flood

What we're doing about it...

The region is protected with two multimillion-dollar flood control schemes, a number of smaller ones and a region-wide river level and flood monitoring and warning system operated by the Taranaki Regional Council. Both the major schemes – at the lower Waiwhakaiho River in New Plymouth and the lower Waitara River in Waitara township – have undergone significant upgrades in recent years and offer 'one in 100-year' protection incorporating allowance for climate change. The Taranaki Regional Council also has flood control schemes for the Hangatahua River and, in partnership with the South Taranaki District Council, Opunake and the Waitōtara River.

Together with MetService severe weather forecasting and warnings, the Taranaki Regional Council provides flood warnings and flood control advice and also carries out minor works to reduce flood damage.

Once floodwaters enter a watercourse constructed as part of a storm water system, however, they become the responsibility of the appropriate local district council.

There are also several small rural flood control and drainage schemes across the region, and under delegation from the Taranaki Regional Council, the New Plymouth District Council controls and manages the detention dams on the Waimea, Huatoki and Mangaotuku Streams and two tributary detention dams, together with diversion tunnels, culverts, and earth embankments (the New Plymouth detention dam scheme).

- **New flood modelling within the Waitōtara Catchment, as well as regional flood modelling.**
- **Monitoring and Alerting System**

The Taranaki CDEM Group has a 24/7 monitoring and alerting system in place for river flooding. Additionally, the TEMO provide the public with educational messaging to increase their readiness and also provide warning messaging when action may be required across social media channels.

- **Severe Weather and Flood Event Standard Operating Procedure**
- **Flood Response and Recovery Plan**

If required, an update to this plan will be undertaken based upon new flood modelling undertaken by Taranaki Regional Council

- **Flood Initial Action Plan**
- **New regional flood modelling to confirm and define risk exposure**

Earthquake

Since the Christchurch earthquakes of 2010 and 2011, people know a lot more about earthquakes than they did before. Although a number of active fault lines run beneath Taranaki (Inglewood, Waverley and Oaonui areas, as well as offshore), the region is an area of relatively low seismic hazard when compared with other parts of the country [32]. The seismic hazard in the region generally increases from the northwest to the southeast and is roughly equivalent to the seismic hazard in the western Bay of Plenty or eastern Otago [33].

Taranaki typically experiences 250 to 300 measurable earthquakes every year. Only a handful of that number (up to ten) are felt by people in the region and are reported. The depth and distribution of earthquakes has remained stable since measurements began in 1994. Most of the shallow earthquakes in Taranaki are centred west of Taranaki Maunga, with only a few events beneath or close to the mountain. Deep earthquakes are mainly located in the Hāwera area, in the southeast and east of Taranaki. GNS calculates the annual likelihood of a magnitude 6.0 earthquake (large enough to damage buildings and move furniture) to be 5% in South Taranaki and 3% in the north [34].

A large earthquake can damage infrastructure over a wide area and create lengthy repair times. Fault rupture will sever underground services, such as water and gas pipes, that cross the fault and can damage or destroy built structures. The impact of a large earthquake on Port Taranaki would be of local and national economic significance due to logging and oil and gas exports.

The Building Act 2004 and Building Code focus on life-safety in regard to earthquakes – they acknowledge that buildings may be damaged. The system looks to achieve balance so that the risks from buildings are managed appropriately and proportionately to cost and practicality [35].

What we're doing about it...

- **Rapid Building Assessments**

If a natural disaster causes structural damage, councils have the ability to carry out rapid building assessments. A rapid building assessment is a central government process that councils may carry out immediately after a natural disaster or extreme weather event to assess whether a building is safe to use. Councils carry out rapid building assessments to determine whether:

- a building is safe to occupy
- a building poses a potential safety risk to people and other property
- land instability poses a potential risk.

- **Liquefaction zones (Local Council information).**

Liquefaction is a natural process where earthquake shaking increases the water pressure in the ground in some types of soil, resulting in temporary loss of soil strength. In 2013, a GNS investigation found that, due in part to the region's geology and low earthquake risk, and the fact that only a few coastal areas have the types of soil that might liquefy, the probability of liquefaction in Taranaki is low and restricted to a few areas [36]. Those areas identified as having potential to liquefy include Port Taranaki; the lower reaches and tributaries of the Mōhakatino, Rapanui, Tongaporutu, Mimitangiatua (Mimi), Urenui, Onaero and Waitara rivers (in New Plymouth district); and the lower reaches and tributaries of the Waitōtara, Whenuakura and Pātea rivers (in South Taranaki).

Liquefaction at Port Taranaki would damage freight handling areas and thus impact on imports and exports in the region with significant economic effects. However, on average, earthquakes strong enough to cause liquefaction would only be expected every 150 years at Port Taranaki and between 980 and 1,070 years at the river areas [37].

In response to the November 2019 Building Code update, which revised B1/AS1 (the design approach used for many simple structures) to ensure that new buildings are built safe and strong enough to withstand liquefaction effects, New Plymouth District Council contracted Tonkin and Taylor Ltd to undertake an assessment of liquefaction potential throughout the New Plymouth District (2021). This report is available online through the NDPC website.

- **Monitoring**

GeoNet seismometers are installed at carefully chosen sites in the region to detect the arrival time and strength of pressure waves generated by an earthquake as they travel through the ground [38].

- **Preparedness Information**

The NEMA 'Get ready' website and the Taranaki Emergency Management website both provide information on how to prepare for and respond to an earthquake.

- **Complete an Earthquake Hazard Risk Assessment**
- **Earthquake Response and Recovery plan.**
- **Earthquake Initial Action Plan**

[32] Gurney (2023). Isoseismal maps of damaging earthquakes in Taranaki, New Zealand, from historical sources – 1882 to 1942. GNS Science Report 2023/25.
[33] Gerstenberger MC, Bora SS, Bradley BA, DiCaprio C, Van Dissen RJ, Atkinson GM, Chamberlain C, Christopherson A, Clark KJ, Coffey GL (2022) New Zealand National Seismic Hazard Model 2022 revision: model, hazard and process overview. Lower Hutt (NZ) GNS Science Report 2022/57.
[34] Taranaki Regional Council (2015). Taranaki As One Taranaki Tāngata Tū Tahi.
[35] Ministry of Business, Innovation and Employment (2025). General information on building safety in earthquakes. https://www.building.govt.nz/managing-buildings/building-safety-in-earthquakes
[36] Dellow, G.D., Ries, W. (2013). Liquefaction hazard in the Taranaki Region. GNS Science Consultancy Report 2013/57
[37] Taranaki Regional Council (2015). Taranaki As One Taranaki Tāngata Tū Tahi.
[38] Taranaki Regional Council (2015). Taranaki As One Taranaki Tāngata Tū Tahi.

Tsunami

Coming from the Japanese word 'harbour wave', tsunami are a series of waves – with wave lengths up to hundreds of kilometres between crests - caused by undersea seismic disturbances. Ground displacement (movement) due to undersea earthquakes is the most common cause of tsunami. However, they may also be caused by submarine landslides, volcanic eruptions and caldera collapses [39].

While a tsunami is not identified as a significant hazard in the Taranaki region, New Zealand's entire coastline and some of our larger lakes are at risk of tsunami. This is because of our location in the Pacific and our geography. The biggest tsunami in New Zealand can arrive in less than an hour.

The time it would take a tsunami to reach Taranaki's shores is dependent on the proximity of the tsunami source – far away or close to home. A locally sourced tsunami may have a travel time of minutes. For Taranaki, local source Tsunami is possible from an underwater offshore landslide or offshore earthquake fault rupture, which is likely associated with a strong earthquake. A distant tsunami (for example, sourced in South America or the South to South-west Pacific region) may take up to 18 hours to reach the west coast. Tsunami activity can continue for 20-30 hours after the first wave event.

In 2012, local authorities contracted a report on Taranaki's tsunami risk. The report found that while most of Taranaki's steep coastline is not susceptible to tsunami, some low-lying communities, and areas on the coast or in river estuaries do have a higher risk. Those communities include Tongaporutu, Urenui, Onaero, and parts of Waitara, Bell Block, New Plymouth, Oākura, Opunake and Pātea. The tsunami risk for Port Taranaki is moderate, however, a large tsunami damaging the port would have significant local and national impact, as it may prevent imports and exports of oil and gas-related products. A small tsunami might disrupt shipping movements, on a precautionary basis, for a few hours.

A 2013 GNS Science report considered the potential for tsunami to be generated by faults around New Zealand and the Pacific for different time frames and estimated the expected maximum tsunami heights at the coast, taking into account a range of uncertainties. Although the 2013 report indicated a slight increase in predicted wave heights for Taranaki over the long term, most results estimate tsunami heights at no more than eight metres, even in worst case scenario conditions such as a locally sourced tsunami occurring in storm conditions at high tide [40].

What we're doing about it...

- **New Zealand's tsunami monitoring and detection network**

In 2019, the New Zealand Government deployed Deep-ocean Assessment and Reporting of Tsunami (DART) buoys. This DART network improved New Zealand's ability to monitor, detect and issue warnings about tsunami.

The DART network includes many DART stations that measure associated changes in water pressure using sea floor sensors. If the network detects unusual water pressure changes, the DART station sends the signal to a satellite. The signal is sent to the 24/7 National Geohazards Monitoring Centre (NGMC) at GNS Science where Geohazards Analysts analyse the data. If a tsunami has been detected the NGMC will tell the National Emergency Management Agency (NEMA). NEMA is the official tsunami warning agency for New Zealand. NEMA will issue a tsunami warning to CDEM Groups, emergency services, media and the public. If the NGMC expects the tsunami to flood land areas, NEMA will also send an Emergency Mobile Alert (EMA) [41]. The TEMO may also issue an EMA with local evacuation instructions.

- **Tsunami Evacuation Directors Guideline [DGL 08/25]**

Published May 2025, the purpose of the Tsunami Evacuation Directors Guideline is to provide a nationally consistent approach to tsunami evacuation, including the development of tsunami evacuation zones, maps, and public information for Civil Defence Emergency Management (CDEM) Groups and local authorities. The nationally consistent approach for public-facing tsunami evacuation zones is the use of one zone: the Blue Zone. All existing tsunami evacuation zones, routes, maps and signs should conform to this guideline by 1 July 2031. A Tsunami Work Programme, as outlined below, will address the new guidelines and will be undertaken over the duration of this Group Plan.

- **Tsunami Work Programme**

The Taranaki CDEM Group will undertake a Tsunami Work Programme over the duration of the Group Plan to better understand and mitigate or reduce the impact tsunami may have on our coastal communities. This work programme will include improving our understanding of tsunami flooding and inundation, where and in what ways our communities may be vulnerable to them, and what technologies or strategies could be employed to reduce their risk. Within the lifecycle of this Group Plan, we will review existing tsunami inundation modelling against the new National Directors Guideline standards with the intent to define new information to meet these standards. This will include single blue evacuation zones and maps, options assessment for tsunami signage, and tsunami hazard communication. This work will inform the Tsunami Response and Recovery Plan as well as Public Education activities.

- **Tsunami Response and Recovery Plan**
- **Tsunami Initial Action Plan**

[39] NIWA (2025). https://niwa.co.nz/hazards/tsunami
[40] Power, W.L., Review of Tsunami Hazard in New Zealand (2013 update), GNS Science Consultancy Report 2013/131
[41] NEMA (2024). Tsunami monitoring and detection network. https://www.civildefence.govt.nz/get-ready/get-tsunami-ready/tsunami-monitoring-and-detection-network

Space Weather

Hazards from outside of the earth's atmosphere also occur. Events such as solar flares and geomagnetic storms can impact Earths 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 NEMA is the lead agency for the response to space weather and uses the National Space Weather Response Plan to guide response activities. The plan includes the hazard specific roles and responsibilities of supporting agencies and presents an impact assessment. NEMA primarily relies on space weather alerts issued by the US National Oceanic Atmospheric Administration's Space Weather Prediction Centre and the Australian Bureau of Meteorology Space Weather Forecasting Centre.

What we're doing about it...

- **Explore Space Weather operational planning.**
- **Intend to create a Space Weather initial action plan.**

Climate Change Projections and Impacts

"Human activities, principally through the emissions of greenhouse gases, have unequivocally caused global warming"[42]. 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 changes[43]. This may cause impacts such as water shortages, an increased need for irrigation and the probability of wildfires.

What we're doing about it...

- **Climate Adaptation Options**

All councils and the TEMO are collaborating via a Regional Climate Change Working Group and will be exploring climate adaptation planning and options over the duration of this Group Plan.

[42] Intergovernmental Panel on Climate Change (2023). Climate Change 2023 Synthesis Report Summary for Policymakers. A Report of the Intergovernmental Panel on Climate Change.
[43] Macara, 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

Te Taiao Hapori Tū | Built Environment

- High dependency on key infrastructure including roading, electricity and oil and gas industries.
- Development near waterways and coastal areas.
- High dependency on surface water resources
- Increasing urban intensity

Te Taiao Ohanga | Economic Environment

- Significant potential regional and/or national impact on the economic environment from major poultry, dairy, sheep and beef, oil and gas as well as electricity generation disruptions during an event.
- Likely significant disruption to the economic contribution from the tourist trade during a large-scale event.

Te Taiao Hapori | Social Environment

- Relatively low levels of preparedness within the community with cost viewed as a barrier to preparedness.
- Socio-economic deprivation within some areas can contribute to the adaptive capacity of communities to respond to and recover from an event.
- Taranaki's rural environment is vulnerable to various natural hazards which can isolate communities.
- Relatively high levels of elderly and youth within Taranaki.

Te Taiao Urutapu | Natural Environment

- Diverse range of hazards with varying degrees of likelihood, consequence and risk ratings
- More frequent and severe weather events due to climate change

These factors contribute to the risks we face from hazards and influence the focus of our activities

He aha te hua ki a Taranaki? | What Does This Mean for Taranaki

This section outlines where we need to focus our emergency management activities to strengthen resilience within our communities.

- In order to manage risks effectively, the region needs to understand the likely impacts of hazards and a changing climate (such as an increase in drought potential and water shortages, rising sea level and water tables) and take steps to mitigate risk and improve resilience
- The CDEM Group needs to focus on collaborative solutions that strengthen resilience within communities and protect the region for future generations
- To address the potential for multiple hazard events, CDEM planning must address the potential consequences and impacts of multiple hazards rather than focus on any one single hazard
- The region's CDEM efforts needs to focus on vulnerable communities as a matter of priority
- CDEM planning should prioritise hazards with the highest risk rating
- Building awareness of where both geographically and non-geographically vulnerable communities are and prioritising community engagement activities within these vulnerable communities, is vital for building resilience.
- Due to the relatively low number of CDEM events experienced within Taranaki it is essential for the CDEM sector to train and exercise regularly during peace time to ensure effective response and recovery operations during emergencies.

Wāhanga Rima | Section Five
Te Whakapakari i ngā Here ki te Tangata Whenua | Mana whenua and mataawaka partnership

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.

Mana whenua in the region have a special relationship with the land and with Taranaki Maunga. The Maunga are the essence of this region having shaped the human landscape with unfaltering springs, fertile lands and extensive shoreline. They have shaped the very nature of the region, including the language, culture and identity.

We respect and value tangata whenua perspectives, which may view natural processes from tūpuna mounga, awa, and other environments as entities to coexist with.

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 Partnership Charter which outlines how the Taranaki Emergency Management Office and Te Tōpuni Ngārahu Limited Partnership (Ngā Iwi o Taranaki) will collaborate and partner to support communities across the 4 Rs of emergency management.
- At the group office level, work is underway to co-create a Partnership Charter which outlines how the Taranaki Emergency Management Office and Te Tōpuni Ngārahu Limited Partnership (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 and sector in Taranaki.
- Taranaki CDEM Group continues to develop a strong working relationship with Te Tōpuni Ngārahu Limited Partnership (Ngā Iwi o Taranaki) strengthening collaboration and partnership in emergency management

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

Te Tōpuni Ngārahu Limited Partnership (Ngā Iwi o Taranaki) and the Taranaki Emergency Management Office (TEMO) Partnership Charter

A strong partnership between the TEMO and Te Tōpuni Ngārahu Limited Partnership (Ngā Iwi o Taranaki) 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.

One of the main focus areas will be to agree working arrangements between Te Tōpuni Ngārahu Limited Partnership (Ngā Iwi o Taranaki) and TEMO to coordinate readiness, response and recovery at the regional level. This includes joint working arrangements at the regional level within the Planning, Welfare, Intelligence and Public Information Management functions during a response.

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 hapori | 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

Risk reduction involves analysing risks to life and property from hazards, taking steps to eliminate these risks, or reducing their impact and the likelihood of their occurrence to acceptable levels when elimination is not possible.

The Taranaki CDEM Group collaborates with partners and stakeholders, neighbouring CDEM Groups, as well as communities to understand and manage risks. Current risk management measures focus on three main themes: hazard science research and information, strategies, plans and standards, and collaborative research forums and advisory groups. Additionally, councils within Taranaki conduct routine maintenance of their assets as part of their risk reduction and management efforts.

• Hazard Science research and information

Hazard Science Information Gaps

A strong foundation of evidence-based hazard research and relevant risk assessments is essential for effective risk planning and management.

What we're doing about it...

- **Spatial Planning**

To support informed planning and decision-making, Taranaki Regional Council is currently undertaking a robust and concise gap analysis of natural hazard information in Taranaki from a regulatory land use decision-making perspective to inform a future regional spatial plan. Where existing natural hazard information exists within the region, an assessment of its suitability for land-use decision making within a resource management context is required.

- **Regional Spatial Plan [44]**

A regional spatial plan will give Taranaki a consistent and coherent plan for future development and environmental protection. It could map growth areas, infrastructure corridors, environmentally significant areas to protect and areas at risk from natural hazards. It could also provide a powerful tool for supporting climate change action. A spatial plan can identify the area's most suitable for renewable electricity generation or sequestration activities. It can also indicate where future infrastructure will be needed to combat worsening flood risk and sea-level rise. Taranaki Regional Council are currently leading a project scope and work programme on how the spatial plan for the region is developed.

The New Zealand government is considering national direction on managing natural hazard risk as part of its phased approach to the reform of the resource management system. Development in high-risk areas without appropriate steps to address natural hazards can pose a risk to lives, businesses and homes. This can leave communities, insurers, councils and government facing costs for repairs and recovery. As part of the reform of the Resource Management Act 1991 (RMA), the introduction of the Resource Management (Consenting and Other System Changes) Amendment Bill will provide an increased suite of tools to deal with natural hazards and emergency events, aiming for better decision making and efficiency [45] . Additionally, a National Policy Statement for Natural Hazard Decision-making (NPS-NHD) will also provide national direction for managing natural hazard risk. The regional spatial plan will provide a strong foundation of information to help inform this work.

- **Hazard Risk Assessments**

The Taranaki CDEM Group Hazard Risk Assessment Report provides an updated analysis of Taranaki's hazard scape. 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 elements 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.

A CDEM Group risk assessment is not an end unto itself. Rather, it can inform the development and implementation of policies or operational approaches within the Group, its member council(s) and partner organisations. The aim is that a consistent, shared understanding of hazards and risks enables more integrated and coordinated approaches to managing them. This in turn will lead to better resilience outcomes for communities. A hazard risk assessment provides an opportunity to increase depth and comprehensiveness of hazard risk understanding by:

- Assessing what risks are reducing, staying constant or likely to increase overtime.
- Identifying where existing controls, plans and practices are effectively managing risk (risk stock take).
- Identifying where gaps may exist.
- Identifying new resilience opportunities.

The CDEM Group has developed hazard risk summaries for dam failure, long-term electricity failure, flooding, sea state (short-term erosion), slope instability (roading isolation), and tsunami. Remaining hazard risk summaries that are planned to be developed over the duration of this Group Plan include Volcanic, Earthquake and Severe Weather/Cyclone.

[44] Taranaki Regional Council 2024/2034 Te Mahere Roa Long-term Plan
[45] Parliamentary Counsel Office (2025). New Zealand Legislation: Resource Management (Consenting and Other System Changes) Amendment Bill.

• Strategies, Plans and Standards

Plans, strategies and standards apply the research and set out the approach to risk management in a range of settings. They can apply internationally, like the Sendai Framework for Disaster Reduction (2015- 2030), nationally, such as the National Adaptation Plan, National Disaster Resilience Strategy, the National Tsunami Strategy, the Resource Management Act 1992, the Building Act 2004 and Building Code (which together set out the detailed rules for construction, alteration, demolition, and maintenance of new and existing buildings in New Zealand) and the New Zealand Infrastructure Strategy, or regionally and locally as outlined within Table 5 Table 5 displays the planning framework hierarchy and sets out key plans lead by the Taranaki Emergency Management Office, South Taranaki District Council, Taranaki Regional Council, New Plymouth District Council, and our partner and stakeholder organisations.

Table 5.Planning Figure.

Level	Framework / Instrument	Purpose / Focus
International	Sendai Framework for Disaster Risk Reduction (2015–2030)	Global strategy for reducing disaster risk and enhancing resilience.
	Paris Climate Agreement	International commitment to climate change mitigation and adaptation.
National	National Disaster Resilience Strategy (2019)	Sets priorities for managing risks, effective emergency response and recovery, and enabling, empowering, and supporting community resilience.
	Resource Management Act (RMA) 1991	Legislative framework for managing natural and physical resources, including natural hazards.
	Building Act 2004 & Building Code	Sets construction standards to ensure safety and resilience.
	Civil Defence Emergency Management (CDEM) Act 2002	Establishes emergency management framework, including risk reduction.
	National Policy Statement on Urban Development (NPS-UD)	Guides urban development with a focus on resilience to climate change and natural hazards.
Regional	Regional Policy Statement	Directs regional and district plans; includes natural hazard responsibilities.
	Regional Plans	Manage natural hazards in coastal and freshwater environments.
	Long-term Plans (LTPs)	Includes natural hazard workstreams and regional spatial planning. These are also undertaken at the district level.
	Infrastructure Strategies	Outline investment priorities, including flood protection and resilience.
	Transport Plans	For example, Regional Land Transport Plans provide strategic direction to land transport in the region and identify key transport issues and challenges, and how land transport activities proposed in the transport plan will address these issues.
Taranaki Emergency Management	Taranaki CDEM Group Plan	Provides a roadmap for CDEM activities over the next 5-year period. It identifies and assesses the hazards and risks that the community faces and outlines the actions needed to manage those risks. It emphasises the importance of collaboration, coordination and community engagement.
	Taranaki CDEM Annual Plan	Provides the Taranaki CDEM Group with strategic direction on annual basis
	Response and Recovery - Concept of Operations	This plan specifies the Taranaki Civil Defence Emergency Management Group concept of operations for how effective emergency responses are coordinated and structured.
	Group Recovery Plan	This plan specifies the Taranaki Civil Defence Emergency Management Group concept of operations for how effective recovery operations are coordinated and structured.
	Duty Officer Manual	Provides guidance to the Duty Officer
	Taranaki CDEM Response and Recovery Plans	Created prior to an emergency to enable an effective and coordinated response.
	Initial Action Plans	Created prior to an emergency to enable an effective and coordinated response.
	Group Welfare Plan	This Plan provides a strategic framework for welfare coordination and delivery in the Taranaki CDEM Group Area, under the operative Taranaki CDEM Group Plan. It confirms the statutory and operational roles and responsibilities of CDEM welfare agencies, through risk reduction, readiness, response and recovery (4 Rs).
Local / District	District Plans	Manage land use and natural hazards not covered by regional councils.
	Future Development Strategies	Identify development constraints, including hazard mapping. Created under the National Policy Statement for Urban Development. • Identify constraints to development, including mapping hazard areas. • For example: New Plymouth District Future Development Strategy signals less appropriate areas for development due to hazards.

Level	Framework / Instrument	Purpose / Focus
Local / District	NPDC, STDC, and SDC Land Development & Subdivision Infrastructure Standard (Local Amendments Version 3). Based on NZS 4404:2010	Provides territorial authorities, developers and professional advisors with standards for design and construction of land development and subdivision infrastructure, encouraging sustainable development and resilient infrastructure (i.e. floor levels, pipe sizes etc).
	Reserve Management Plans	Reserves are often the land not suitable for housing or development i.e. the wet areas (flood prone) used for flood detention areas and can contain hard protection structures). Reserve Management Plans also recognise use of buildings on Council property that support emergency management work - i.e. the TEMO building is located within the Marsland Hill Historic Reserve
	Coastal Erosion Strategy (NPDC, 1995)	Local strategy for managing coastal erosion risks.
	Spatial Plans	Guide township-level development and resilience planning. For example, New Plymouth District Council are developing a Waitara Spatial Plan project in partnership with Manukorihi and Otaraua Hapū.
	Environment and Sustainability Policies and Strategies	Promote sustainable and resilient development practices. For example, South Taranaki District Council will be updating their Environment and Sustainability Strategy to incorporate: • Reforestation planning - All council reforestation plans will encompass wider outcomes, including nature-based solutions to prevent future risks, support better land use management for leased land, and public and environmental benefits. • The Council's Climate Change action plan, which is currently being developed. This plan will focus on the mitigation and adaptation side of climate change. As a first step, a Climate Change Risk Assessment has already been conducted.
	Infrastructure Strategies	Local-level infrastructure planning - these include hazard and risk considerations.
	Asset Management Plans	These plans manage and maintain critical infrastructure with resilience in mind.
	Incident Response Plans	Used to guide local response actions.

Level	Framework / Instrument	Purpose / Focus
Local / District	Asset Vulnerability Assessment & Resilience Programmes	For example, Stratford District Council utilises this tool to identify and address vulnerabilities in local infrastructure.
	Adaptation Plans	These will be explored over the life of the group plan. For example: New Plymouth District Council district-wide climate adaptation plan, leading to area-specific adaptation plans using Dynamic Adaptive Pathway Planning.
	Stormwater Vision and Roadmap	For example, the New Plymouth District Council Stormwater Vision and Roadmap is a strategy for flood risk mitigation and resilient urban water management.
Partner Strategic Plans	Animal Welfare Planning	
	Evacuation Planning	
	Emergency Management Planning	
	Community Resilience Planning	
	Lifelines Vulnerability Study	
	Aerial Reconnaissance Plan	
	Priority Fuel Stations	

• Collaborative Research Platforms and Advisory Groups

Collaborative research platforms and advisory groups bring together different organisations and individuals to share knowledge, insights, and expertise in order to better understand and manage risks.

Infrastructure resilience

Lifeline Utility organisations (for example oil and gas, water/waste sector, power, telecommunications, roading) have worked together to assess infrastructure exposure to hazards and increase their organisational resilience. At a regional level, 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 emphases lifelines interdependencies and hotspots within the sector. The study is being utilised to improve organisational resilience and manage interdependencies to reduce service disruption.

Research partnerships

Research partnerships in Taranaki have included the He Maunga Puia Transitioning Taranaki to a Volcanic Future research project which ended in 2024. An end of research summary document is currently being produced which amalgamates the main findings and after actions of this science project. A PhD volcanic lahar modelling project focussing on Taranaki Maunga is also underway. Numerous research partners from this project are members of the Taranaki Seismic and Volcanic Advisory Group. Strong relationships and collaboration continues within the volcanic and seismic science space.

Risk Reduction regional alignment and collaboration

Work is underway to ensure risk reduction activities are regionally inclusive, aligned and coordinated. The Risk Reduction Advisory Group is a key mechanism for sharing knowledge and expertise and highlighting issues. This group is currently developing and maintaining a regional risk register.

Regional Climate Change Working Group

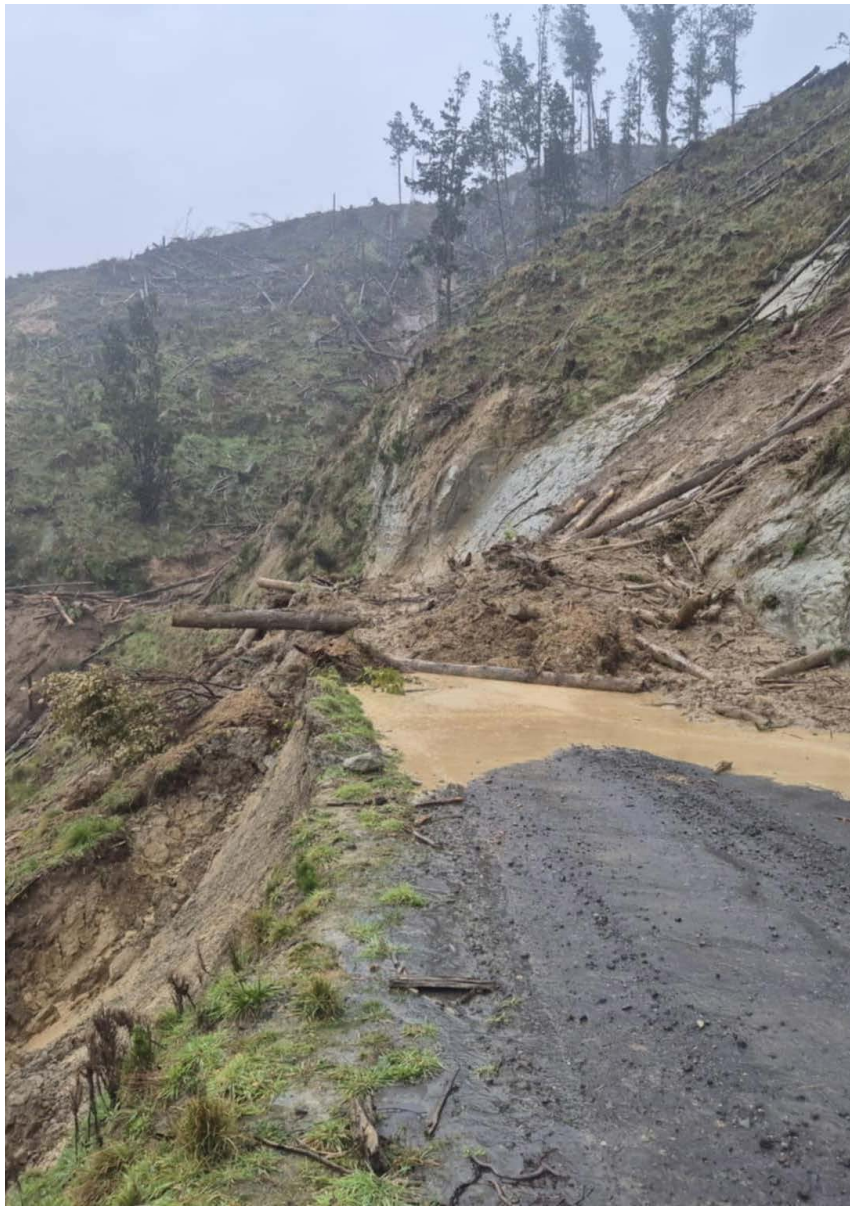
The purpose of this working group is to consider and advise on climate change issues of significance to the Taranaki region. The group achieves this through collaboration, knowledge sharing, providing advice to the four councils and driving designated joint work in the climate change space.

Regional alignment of community engagement activities

Regional alignment of community engagement activities aims to improve coordination and effectiveness of the delivery of this work and will drive better resilience outcomes for Taranaki communities.

Community risk assessments will be used to produce an evidence base to identify exposed communities for target engagement, to know what is in hand, know what should or could be done in the future to reduce risk and provide a basis for comparison for what gets done next (prioritisation of work).

This helps ensure that all partners can align towards the same goals and objectives, preventing disjointed plans and confusion.

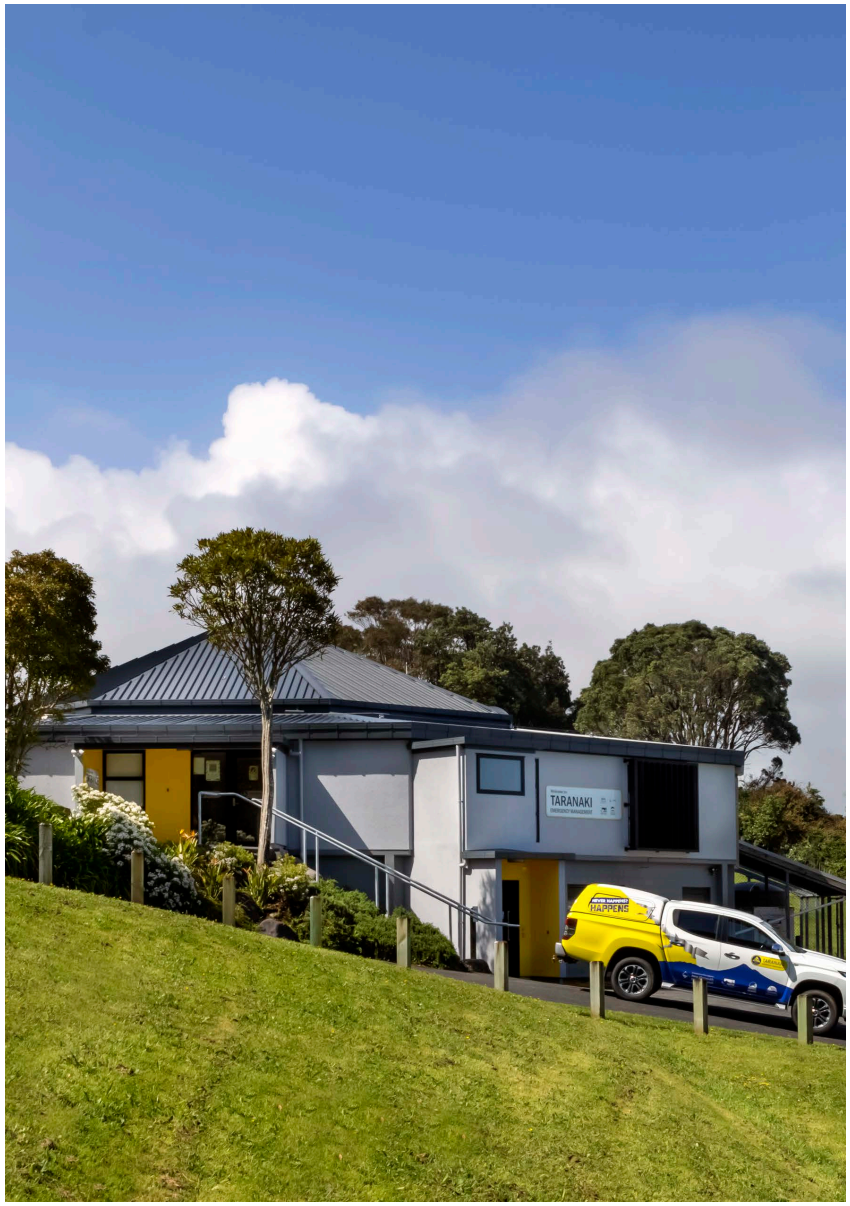


He aha te āhua o te angitutanga hei te tau 2030 | What success looks like by 2030

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 impacted[46]. 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.
- All members of the Taranaki CDEM Group are collectively engaged in risk reduction activities. Members are working collaboratively to ensure emergency management views are included in new and existing risk reduction policy and activities, using local authorities' mechanisms such as regional and district plans.
- Over the duration of this Group Plan, the CDEM Group will lead the development of a regional hazard viewer. This Hazard Viewer will be a web-based portal relating to key natural hazards for which the Taranaki region holds geospatial data that is publicly available. It will be an interactive suite of maps and will allow the public to learn whether they live or work in areas impacted by these hazards. The Hazard Viewer will be able to be accessed 24/7. Hazard understanding has a strong interface between reduction and readiness. Understanding hazards, and preparing for them, reduces the potential impact they can have on individuals, communities, and businesses.

[46] Ministry 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 ināianei | 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, 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. Participatory approaches and early engagement with disproportionately impacted communities are a clear feature of this approach. A review of the regions Community Emergency Centres is currently underway to ensure they are fit for purpose when communities need them most. Community resilience planning is recognised as a key component to enabling communities to build resilience - this work is a priority for the CDEM Group. We are building capacity within local councils for specific hazard and risk public education. Currently regional engagement is strong across the Taranaki emergency management online channels.

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:** Maintain an appropriate number of suitably trained and competent personnel (including volunteers) 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, paying particular attention to those people and groups who may be disproportionately affected by disasters. 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.
- A wide-reaching public education programme on hazards and risks that is planned, coordinated and given priority to by the Taranaki CDEM Group will be implemented over the duration of this Group Plan. This programme aims to build awareness and understanding of the hazards, risks and potential impacts from hazards and how communities can prepare themselves.
- Communities have been empowered and enabled to self-respond and support each-other during an emergency.
- A review of the regions Community Emergency Centres has been undertaken to ensure they are fit for purpose and maintained. Community Emergency Centre (CECs) resources, including templates and documentation to facilitate CECs will be developed. Information regarding CECs will be provided on the Taranaki Emergency Management website and a CEC awareness campaign will be undertaken to ensure public awareness.
- Community and business preparedness is enhanced through prioritisation of Community Resilience 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.

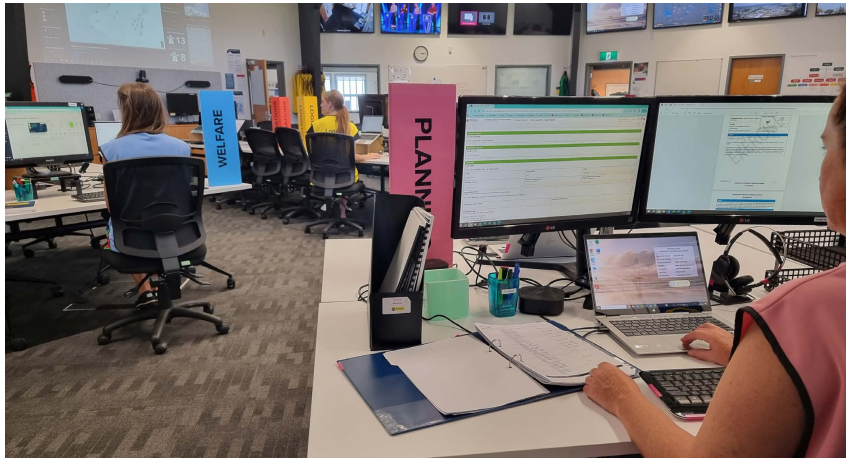
The CDEM Group have well-documented hazardscape information and response planning against priority risks. However, our ability to respond beyond moderate size events will be challenged and work is needed to scope and define how we will manage at a catastrophic response scale.

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 to ensure response efforts support their needs.
- 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 and stakeholders 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.
- Support marae to deliver welfare during and following an adverse event through the Marae Resilience Project, led by Te Tōpuni Ngārahu Limited Partnership (Ngā Iwi o Taranaki).



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 tsunami) 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 to impacted communities
- 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 and Recovery - Concept of Operations 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 communities[47].

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 edition[48] 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.

[47] Ministry of Civil Defence and Emergency Management (2015). National Civil Defence Emergency Management Plan 2015. Department of the Prime Minister and Cabinet.
[48] New Zealand Government (2019). Coordinated Incident Management System (CIMS) Third Edition.

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.

Governance Roles in Response

Every response has executive oversight, known as Governance. Governance arrangements can be complex and dynamic. Formal structures may be less important than relationships between individuals and organisations. Influencers outside of Governance may play key roles, which may or may not be explicit.

Governance does not manage a response. That responsibility falls to the Controller who must have the formal delegation and/or endorsement for the role in accordance with statutory provisions or internal arrangements.

Governance input may be provided at any response level but must always connect with the highest activated response level.

Governance roles during response will be a principle-based approach and reflect the arrangements for declaring a state emergency and notice of a local transition period, as outlined on pages 63 and 71. Governance can also act as spokesperson during a response. The following role hierarchy will be used for spokesperson during response:

1. Single District: Mayor.
2. Regional or Multiple Districts: Taranaki Regional Council Chair.

Strategic communications to support response leadership and governance will be established during response.

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.

The Taranaki CDEM Group takes a principles-based approach, that will assess the appropriate activation roles based on scale, complexity, impacts and response capability of organisations, in accordance with CIMS doctrine. CIMS provides a flexible and modular framework to use in an event.
Activation of the ECC and EOCs is determined by the potential impact of the event. Table 6 lists the Modes of Activation (Monitor, Engage, Assist and Direct) .

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.

Table 6 .Activation modes.

Mode	Roles	Scale		
		ECC	EOCs	Support agencies
Monitor – Business as Usual ('Peacetime')	Monitor and assess threats and incidents that may lead to a local emergency.	TEMO Emergency Management Duty Officer on 24/7 standby and active monitoring.		Support agencies undertake usual business activities Local authorities and lifeline utilities operational delivery.
Engage – Precautionary Activation	In addition to monitoring activities: collect, analyse, and disseminate information on emergencies; report to or advise Government; provide public information service	Emergency Management Duty Officer on 24/7 active monitoring. Need for coordination considered.	A single EOC may have activated and are managing the situation fully. Declaration of emergency unlikely. A single EOC may have activated and are managing the situation fully. Declaration of emergency unlikely.	Support agencies: kept informed, some activated
Assist – Activation	In addition to engagement activities: process or co-ordinate requests for support from regional and local organisations, including assistance from overseas, and international liaison; report to or advise Government	ECC is activated to co-ordinate the response Declaration of emergency or Notice of Transition period possible.	One or more of the EOCs activated Declaration of emergency or Notice of Transition period possible	Support agencies: most activated
Direct – Regionally or Nationally significant event	In addition to assisting activities: control and direct the overall response	ECC is activated to co-ordinate the response Declaration of emergency or Notice of Transition period possible.	One or more of the EOCs activated Declaration of emergency or Notice of Transition period possible.	Activated and Responding

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 Act 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.

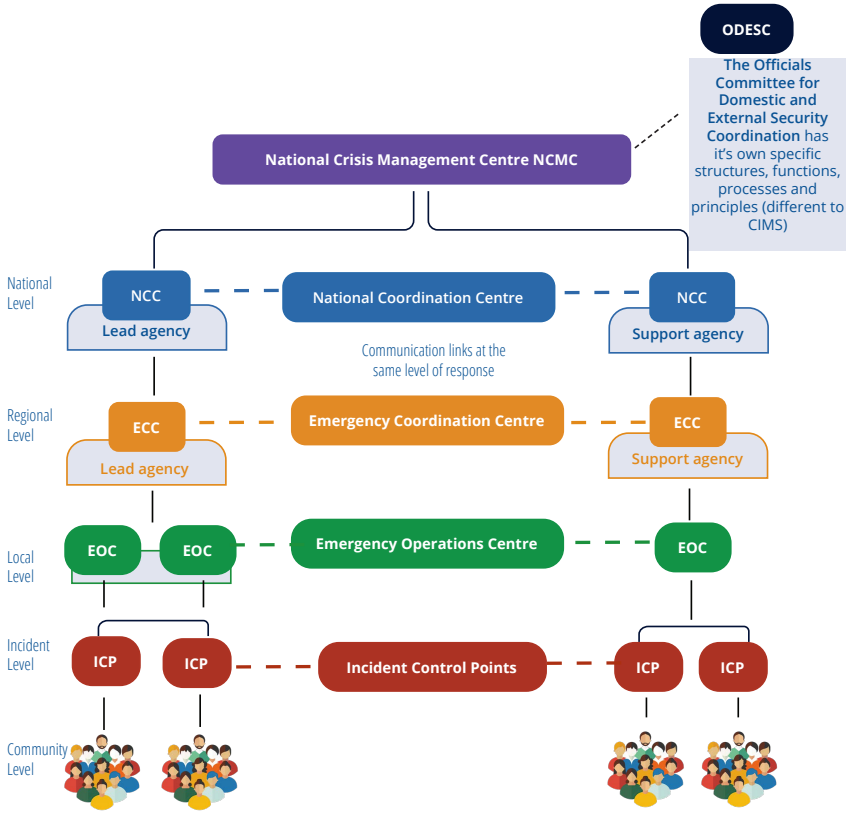
Incident Level

Most situations 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.

In addition to Community Emergency Centres, Taranaki CDEM recognises the important role that marae play in the community across the 4 Rs. The manaakitanga from marae significantly contributes to welfare efforts, minimising ongoing risk to community that continues through into recovery. In partnership with Te Tōpuni Ngārahu Limited Partnership (Ngā Iwi o Taranaki), Taranaki CDEM are working towards enabling marae to deliver a tikanga-based response to their communities, as part of the wider CDEM response and supported by the system. The support will be consistent around our maunga to meet requirements and will enable marae to self-determine how they may deliver information and manaaki to those who need it.



Modified from Coordinated Incident Management System (CIMS) Third Edition and Auckland CDEM Group Plan2 024 -2029

Figure 6. Relationship between response levels

Community Level Response

In response (and recovery), everyone has a role to play. Individuals, whanau, communities, marae, 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-led emergency centres.

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 characteristics[49].

Te Tukanga Whakautu | Response Process

Details regarding Taranaki's response processes are found within the Taranaki CDEM Group Response and Recovery - Concept of Operations 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.

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.

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

Taranaki Emergency Management Office is an authorised agency to send out these alerts for local and regional events.

Local Alerts and Warning

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.

The Taranaki CDEM Group recognise the importance of Public Information Management, the critical role it plays and emphasise the significance this function has in communicating and providing life safety messaging to our communities and people during a response.

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

Table 7. 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 2002[50] 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:

1. The CDEM Group representative (i.e. the Mayor) for the area affected; or
2. The Chairperson of the CDEM Group; or
3. 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).

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

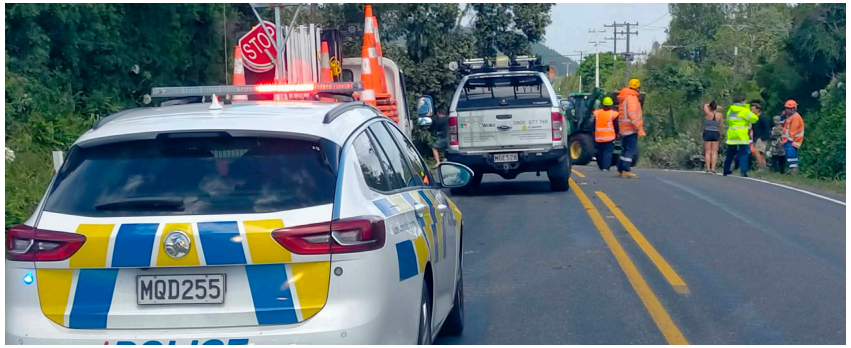
Any of these representatives are authorised to declare, extend or terminate the state of local emergency for any part of the Taranaki CDEM Group area. Best endeavours will be made to follow the above hierarchies, however, if time is of the essence, the signature of any of those authorised to declare 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 while a national state of emergency is in force (Section 68(5) of the CDEM Act 2002).



[50] CDEM Group Representative means the elected representatives serving on the Taranaki CDEM Joint Committee.

Declaration Process

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 Guide[51]. 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 practicable[52].

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)[53].

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 Zealand[54], if in the opinion of an authorised person from those agencies, life is in danger.

[51] National Emergency Management Agency (2024). Factsheet: Declaring states of local emergency
National Emergency Management Agency (2023). Quick Guide: Declaring a state of local emergency
[52] Civil Defence Emergency Management Act 2002, Section 73(3).
[53] Civil Defence Emergency Management Act 2002, Section 70
[54] 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

The Taranaki CDEM Group has built strong relationships with partner agencies, volunteer groups and stakeholders (such as LANDSAR, Surf Lifesaving and Red Cross) as well as iwi and communities to enable effective, coordinated and connected responses.

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 Taranaki CDEM Group acknowledges that supporting neighbouring Civil Defence Emergency Management (CDEM) Groups before and during an emergency is crucial in New Zealand due to the interconnected nature of communities and the potential for emergencies to impact multiple regions simultaneously. Pre-emergency collaboration can enhance regional preparedness by sharing resources and expertise, while mutual support during and after an event can improve response and recovery effectiveness and reduce overall impact.

The Waikato and Horizons (Manawatū-Whanganui) 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).

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 lives [55].

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)[56]

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:

[55] Ministry of Civil Defence Emergency Management (2017). Strategic Planning for Recovery Director's Guideline for Civil Defence Emergency Management Groups [DGL 20/17]
[56] National Emergency Management Agency (2020). https://www.civildefence.govt.nz/cdem-sector/the-4rs/recovery.

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.
- A major review of the Taranaki CDEM Group Recovery Plan will be undertaken over the duration of this Group Plan.

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 capacity[57].

[57] 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 8).

Recovery Classification

Table 8. 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.

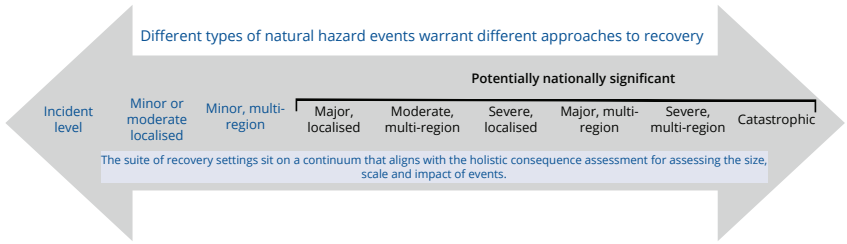
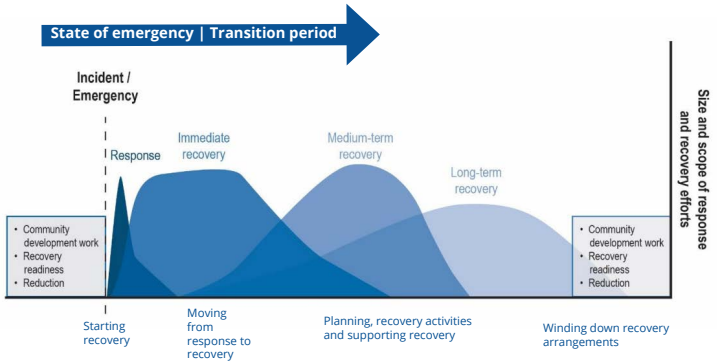


Figure 7. Different types of events warrant different approaches to recovery

Ngā Wāhanga Whakarauora | **Recovery Phases**

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



Modified from the Director's Guideline for Recovery Preparedness and Management

Figure 8. Recovery Preparedness and Management[36]

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.

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

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(11) 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 compression [37].

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.

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

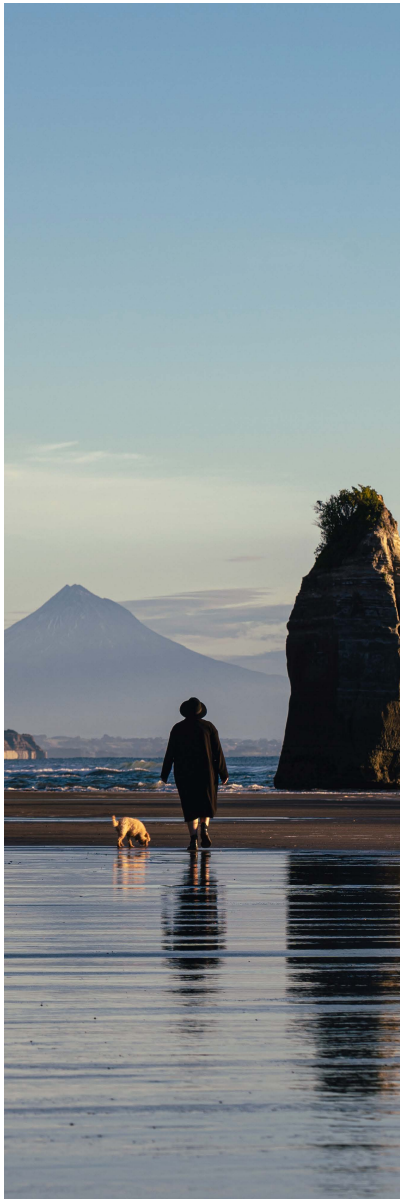
Recovery Resourcing

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.

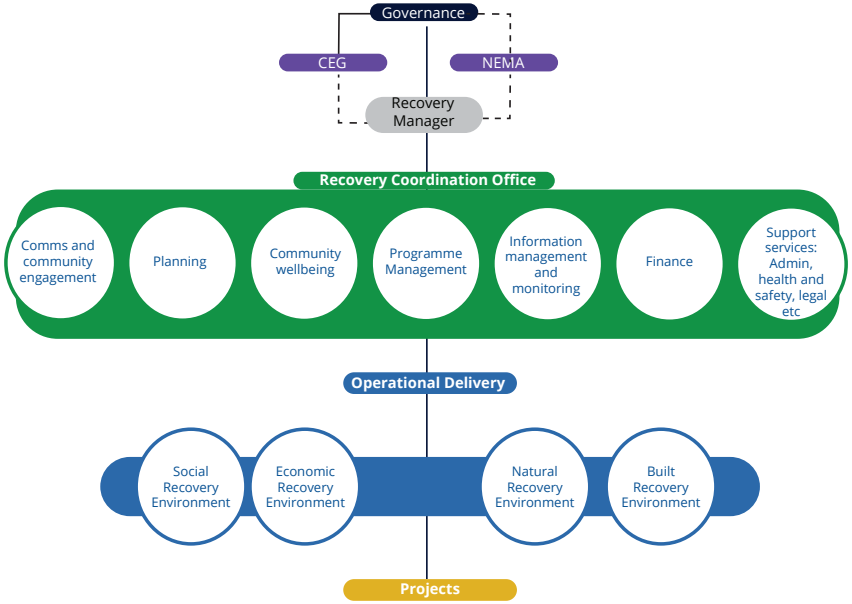


Recovery Governance

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 meet 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 Goals: the high-level results that the recovery aims to achieve.
- Recovery Objectives: the measurable steps to achieve each goal.
- 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 9 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 9.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 trust[60].

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.

Exit Strategy

If a formal recovery structure is implemented, an exit strategy will be produced to manage the handover of remaining recovery activities to the relevant agencies in a planned and systematic way. The strategy will outline the handover responsibilities of the Recovery Manager(s), the Recovery Office, the task groups and public information management and any other support teams. Withdrawal of formal recovery arrangements from the impacted community will be planned and staged and the responsibility of outstanding tasks and actions will be assigned and acknowledged.

[60]. 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:

1. enhance organisational learning and development
2. ensure informed decision-making and planning
3. support substantive accountability, and
4. 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:

- The CDEM Group Annual Plan is a key delivery mechanism of this group plan. The Annual Plan is utilised to monitor progress against Group Plan Strategic Goals and Objectives and allows for ongoing intervention with early indications of compliance with responsibilities and progress, or lack thereof, in the achievement of results.
- A Quarterly Report will be presented to the CEG and Joint Committee to measure progress of the Group towards achieving Annual Plan activities.
- A five-year Work Plan report will be presented to the CEG and Joint Committee to evaluate the performance of the CDEM Group.
- 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 community and operational 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.
- Post event community consultation will be undertaken and recommendations reviewed and addressed where appropriate.
- Consultation occurs with NEMA personnel on a regular basis to advise on compliance with current legislation and guidelines.
- Post Event Debrief and Corrective Action Planning - There will be a multi-agency debrief at the conclusion of any significant event or exercise. This debrief allows those participating in or liaising with the EOC/ ECC to evaluate the response and recovery and provide opportunities for improvement which can be incorporated into future planning. There may be several debriefing stages – a hot debrief immediately after the event or exercise, and a more detailed debrief a few days or weeks after – depending on the size of the event.
- Communicating relevant findings to key stakeholders and the public, following debriefing, is an effective way to raise awareness of the role of CDEM in an emergency.

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
- Any enactment passed in substitution for any of the Acts above.

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 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 through 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 2002to 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.

[61] Ministry of Civil Defence & Emergency Management (2019). National Disaster Resilience Strategy.

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.

Disproportionately affected people or groups- The impact of hazards and threats is likely to exacerbate existing inequities across New Zealand. This means that some populations are disproportionately affected by many of the social and economic impacts of risks. This includes Māori, as well as Pasifika, and any people for whom English is not their first language, those living with high levels of social and economic deprivation, or those who face challenges associated with disability, ill health, or social or geographic isolation [61].

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 Kiitahi

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 Business, 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

NDRS - Means National Disaster Resilience Strategy

NEMA - Means the National Emergency Management Agency.

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.

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.

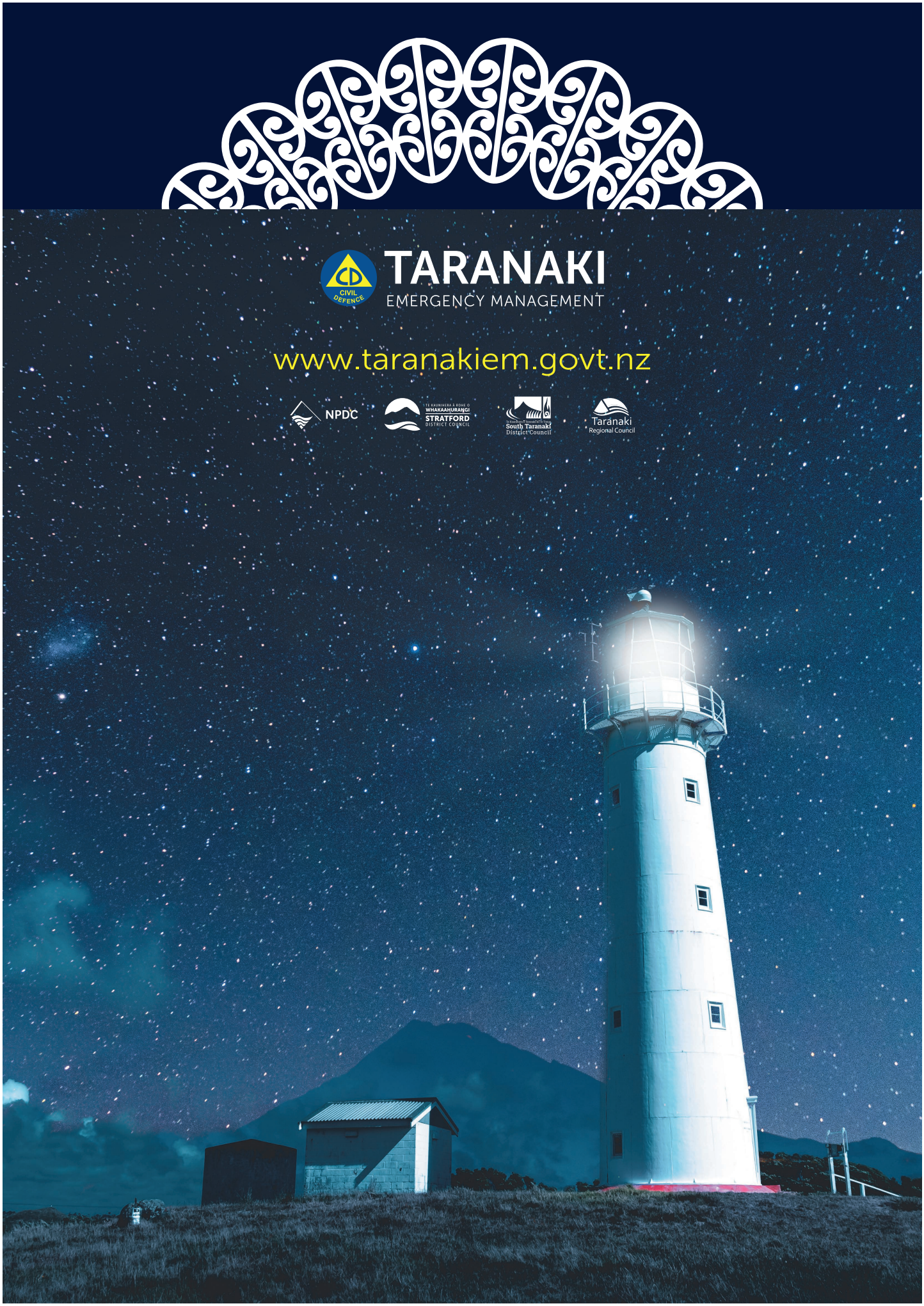
TEMO - Means the Taranaki Emergency Management Office of the Taranaki CDEM Group located at 45 Robe Street, New Plymouth.

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.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South Taranaki
District Council
Taranaki
Regional Council

Kia uruuru mai

Karakia to close meetings

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

Nau mai e ngā hua

Karakia for kai

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

AGENDA AUTHORISATION

Agenda for the Extraordinary Taranaki Civil Defence Emergency Management Joint Committee meeting held on Thursday 11 September 2025.

Approved:

9 Sep, 2025 10:01:22 AM GMT+12

S J Ruru
Chief Executive