WAIKATO REGION EMERGENCY MANAGEMENT GROUP

CIVIL DEFENCE

Mahere Mahuki a te Rōpū Raru-Ohotata o Waikato

Waikato Civil Defence Emergency Management Group Strategic Group Plan

2025-2030

A
disaster resilient
Waikato
Waikato Manawaroa

Approval:

24 March 2025	The Waikato Civil Defence Emergency Management Group Strategic Group Plan was approved for consultation by the Joint Committee.
7 April – 9 May 2025	Public consultation.
22 September 2025	Waikato Civil Defence Emergency Management Group Strategic Group Plan 2025-2030 was adopted by the Joint Committee.
1 October 2025	Waikato Civil Defence Emergency Management Group Strategic Group Plan came into force.
1 October 2030	The Plan must be reviewed within five years, which is five years from the date it came into force, and remains in force until completion of that review.

Cover photo: Waikato River, south of Karapiro Dam

Ko te kupu o mua nā te Heamana
Foreword from the Chair

Tēnā koutou, tēnā koutou, tēnā koutou katoa.

Nā tō rourou, nā taku rourou ka ora ai te iwi
With your contribution and my contribution, everyone can thrive

I am pleased to present the Waikato Civil Defence Emergency Management (CDEM) Group Strategic Group Plan 2025-2030.

In readiness for situations beyond our control, we must come together to support one another. By bringing our diverse kete (our baskets) of skills and knowledge forward and collaborating, we can work on the common good. The Groups' vision, 'A Disaster Resilient Waikato', benefits us all. This document provides the framework for achieving that vision.

The Waikato CDEM Group Strategic Group Plan 2025-2030 was developed following a period of significant challenges and uncertainties, including the COVID-19 pandemic and the 2023 North Island Severe Weather Events. These events highlight the need for a robust and adaptable emergency management strategy.

The Waikato CDEM Group has created a strategic plan that aligns with the National Disaster Resilience Strategy, tailoring its principles to meet the specific needs of Waikato communities. Development of the plan included a comprehensive region-wide hazard risk assessment and analysis, with input from stakeholders across Waikato. A community survey was conducted, which received 632 responses, alongside targeted engagement with member councils, iwi, mana whenua, Māori representatives and partner agencies. The robust and inclusive consultation process undertaken, reflects the importance of collaboration and consultation with Group members, iwi, mana whenua, Māori representatives, partner agencies and the wider community.

This inclusive and community driven approach has shaped the plan's direction, reflecting the aspirations and values of the Waikato region. The Strategic Group Plan sets out the objectives and what success looks like for the following five years to achieve desired outcomes.

At its meeting on 16 June 2025, the Joint Committee reviewed both written and verbal submissions received during the consultation period. Following deliberations of the submissions received, changes were made to the plan to ensure it accurately reflects community perspectives.

In support of the Strategic Group Plan, a Waikato CDEM Group Plan Actions will be reviewed annually. The Group Plan Actions will outline the steps for the year ahead to achieve the desired outcomes outlined in the Strategic Group Plan. This approach allows the activities and actions of group members, partner agencies, iwi, mana whenua and representation of Māori, alongside the wider community, to adjust to changes in policy settings and the wider emergency management environment, inclusive of supporting initiatives based on tikanga and mātauranga Māori. It provides a living, adaptable process to incorporate learnings from response and recovery activities over the next five years.

The Waikato CDEM Group expresses gratitude to all contributors for their invaluable input which has been crucial in developing a comprehensive and effective Strategic Group Plan. This Strategic Group Plan represents a commitment to enhancing the rohe (region's) preparedness and resilience in the face of emergencies, ensuring the safety and wellbeing of all Waikato residents.

Cr. Lou Brown.
Heamana - Chair
Waikato Civil Defence Emergency Management Group Joint Committee

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Section 1: Kōrero Whakataki Executive Summary

The Waikato Civil Defence Emergency Management (CDEM) Group (the Group) exists to plan for, respond to and recover from emergencies in the Waikato region.

The Group was established in 2003, through the appointment of a Joint Committee under the Civil Defence Emergency Management Act 2002 (the Act).

The Strategic Group Plan is a five-year document that sets the direction for the Group. It is guided by the National Disaster Resilience Strategy and the National CDEM Plan and the Guide to the National Plan. The Strategic Group Plan has been developed referencing national guidance alongside the participation of and engagement with our partner agencies, Māori and the feedback provided from the communities of the Waikato region.

In alignment with Te Tiriti o Waitangi, this plan commits to achieving equitable outcomes for Māori communities by ensuring their leadership and active involvement in all aspects of emergency management across the Waikato CDEM Group area.

Where reference is made to the Civil Defence Emergency Management Act 2002 (the Act), it should be understood to include any subsequent amendments or any replacement legislation that may be enacted in the future.

Photo: Flooded paddock in Matamata-Piako

This plan outlines a framework to inform, strengthen collaborative efforts and empower all participants and stakeholders to achieve the Groups' outcomes.

Key elements of the plan include:

- **Vision:** the Groups' aspiration for the Waikato CDEM Group area.
- **Goals:** align with the National Disaster Resilience Strategy's three goals - this is to ensure we support national consistency through a cohesive and unified approach to enhancing disaster resilience across the Waikato CDEM Group area.
- **Objectives and Outcomes:** to ensure clarity and alignment with our vision and goals - our Strategic Group Plan 'objectives' are high-level statements of what the Group aims to achieve. The 'outcomes' provide context and describe what successfully achieving our 'objectives' will look like at the end of this five-year plan.
- **The Group:** outlines the members of the Joint Committee, the Group area and summary of the Groups' diversity and complexity.
- **Relationships:** woven throughout this Strategic Group Plan is the Groups' intent for how we will work with our partner agencies, Māori, lifeline utilities, welfare services, businesses, community organisations and diverse communities to ensure equitable access and opportunities in the emergency management system.
- **4 Rs:** Reduction, Readiness, Response and Recovery - principles that are embedded throughout this document to guide efforts to minimise risks, prepare for emergencies, respond effectively, and support long-term recovery.
- **Hazards and Risk Assessment:** across the Waikato, communities are exposed to several natural hazards which have the potential for significant impacts and consequences. Understanding the consequences of hazards is crucial. The Waikato Hazards Risk Assessment report offers insights into the hazards within the region and our level of exposure to risks. The full report is available as a supplementary document at **waikatocivildefence.govt.nz/policy-and-plans**
- **Group Structure:** roles and responsibilities of governance, executive, the Group office, administering authority and Waikato Regional Council.
- **Roles and Responsibilities:** the Strategic Group Plan outlines roles and responsibilities across the Group members to provide clarity from a broader legislative and policy perspective, and to ensure coordinated and effective emergency management.
- **Arrangements:** outlines the Group, financial, local (government), collaboration arrangements (partner agencies), response, declaring a state of emergency and recovery arrangements.
- **Assurance:** outlines a programme that provides assurance of continuous improvement, adaptability in the system, ensuring review findings and lessons learned are implemented and aligned to achieve our strategic objectives.
- **Strategic Adaptability and Resilience:** This plan is designed to be flexible and responsive to ongoing changes in the emergency management landscape, including potential legislative reforms, learnings from previous emergency responses and exercises, including those of other agencies. Supplementary documents support the five year strategic plan, and are living documents, allowing for flexibility and adaptation to changes including partnerships, new research and learnings from emergency events. This flexibility is crucial in emergency management where conditions and best practice change rapidly.

During the development of the Strategic Group Plan a hazard risk assessment was conducted in alignment with the National Emergency Management Agency (NEMA) Director's Guideline 23/22 (Risk Assessment: Guidance for CDEM Group Planning). This process involved a wide range of stakeholders and provided a comprehensive, up-to-date understanding from a regional perspective of the hazards affecting the Waikato CDEM Group area.

Like every region, the Waikato is unique. The Strategic Group Plan provides an overview through the lens of the social, built, economic and natural environments. Each of these environments has distinct features that will influence how Civil Defence Emergency Management is delivered across the Waikato CDEM Group area. Primarily the delivery of Civil Defence Emergency Management is implemented by local authorities, ensuring that emergency management services are tailored to the specific needs of their local communities.

Emergencies do not confine themselves to boundaries of local authorities, partner agencies or iwi. The capacity of the current Group members to undertake the 4 Rs (Reduction, Readiness, Response and Recovery) varies significantly. While Group members have individual responsibilities, achieving a disaster resilient Waikato requires a coordinated effort, alongside a commitment to remove the systemic barriers that exist in emergency management for iwi, mana whenua, and representation of Māori and diverse communities.

The placement of the detailed implementation in a separate Group Plan Actions document, outside the legislative restrictions of Group Plans, enhances the Group's ability to quickly react to system changes, new priorities, and shifts in the Waikato hazard risk profile. Clear linkages between the Strategic Group Plan and the established implementation will facilitate better reporting and governance oversight. This approach ensures that the Group can adapt swiftly and maintain effective oversight and accountability.
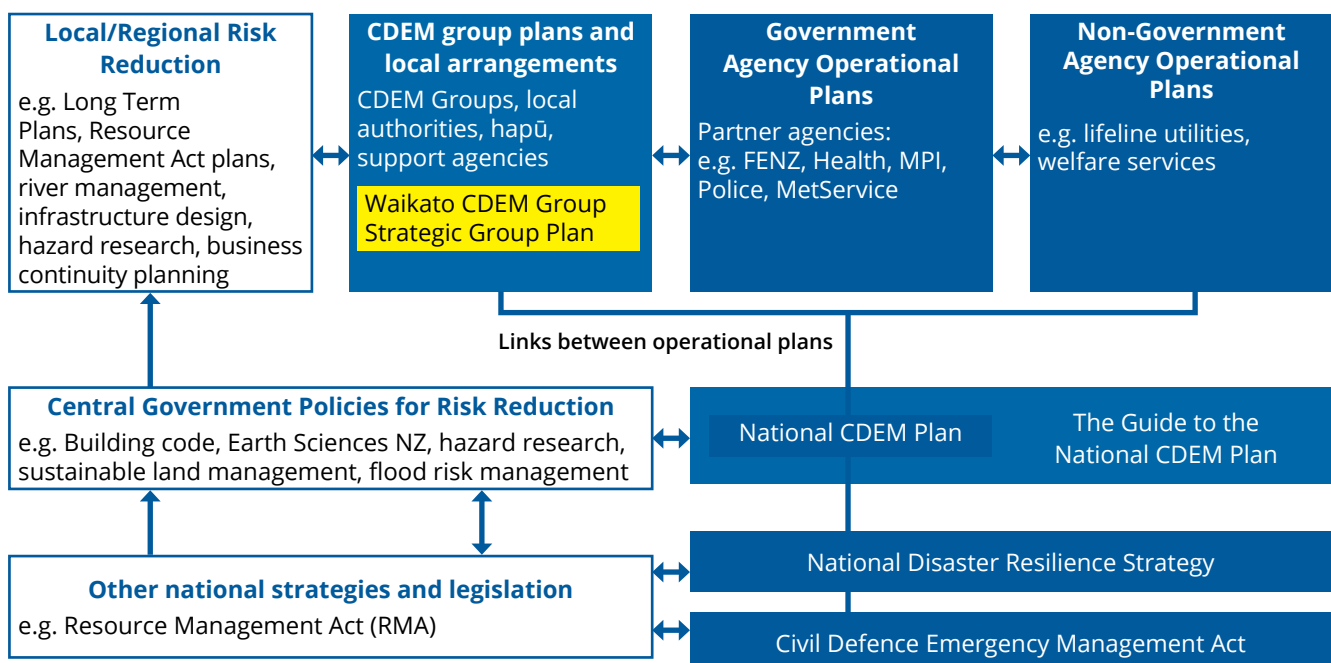

Figure 1: Links and relationship of Strategic Group Plan to plans and legislation as advised in National CDEM Plan

Supplementary documents that provide further information, context or support to the Strategic Group Plan include:

- **Group Plan Actions 2025-2030:** will be reviewed annually and any amendments adopted by the Joint Committee. In reviewing each Group Plan Actions document, there will be engagement with and input from iwi, mana whenua and representation of Māori, partner agencies and stakeholders. This ensures responsiveness to priorities and addresses the unique needs and strengths of Waikato communities.

  The Group Plan Actions will:

  - Support the successful implementation of the Strategic Group Plan's objectives. It will specify the priority steps (actions) we will take each year towards achieving our outcomes.

  - Set the achievement metrics for the agreed actions: This provides assurance of continuous improvement, adaptability in the system, ensuring that review findings and lessons learned are implemented.

  The Group Plan Actions 2025-2030 is incorporated by reference into the Strategic Group Plan 2025-2030.

- **Waikato Hazard Risk Assessment Report and Summary:** these documents provide an overview on a risk level range of hazards, to drive Waikato emergency management risk related activities. The NEMA-set process for Civil Defence Emergency Management hazard risk assessment was undertaken, requiring the identification of the regional maximum credible event scenario for each known hazard, with the likelihood of occurrence and consequences assessed to inform the assessment results.

- **Community Survey (2024):** through an online survey, that received 632 responses, our Waikato community told us what is important to them, before, during and after an emergency, and confirmed a strong theme that community is the heart of emergency management. These findings support the strengthening of the Groups intent to develop self-help and response arrangements for our communities that enables all to be self-resilient through readiness planning.

- **Regional CDEM-Māori Framework:** provides a Te Ao Māori lens to the New Zealand response framework, the 'Coordinated Incident Management System (CIMS)'. Following the COVID-19 response, the Regional CDEM-Māori Framework was developed and gifted to the Waikato CDEM Group Coordinating Executive Group (CEG) who adopted the framework for operational implementation across the Waikato.

Supplementary documents are available at **waikatocivildefence.govt.nz/policy-and-plans**

Photo: Port Jackson Road Slip

1.1 Mata Whānui me ngā Whāinga Vision and Goals

The Waikato CDEM Groups' aspiration is to foster a disaster-resilient Waikato. We aim to achieve this through cultivating a community capable of anticipating and mitigating the effects of disruptive events, minimising adverse impacts, responding effectively post-event, maintaining or recovering functionality, and adapting in a way that promotes learning and thriving.

Vision:

A
disaster resilient
Waikato
Waikato Manawaroa

In support of our vision and to ensure a cohesive and unified approach to enhancing disaster resilience across the Waikato CDEM Group area, and supporting national consistency by aligning with the National Disaster Resilience Strategy goals, the Group has established the following goals:

Goals:

1 Managing risks, through ongoing hazard research, hazard awareness, understanding risk and undertaking risk reduction.

2 Effective response to, and recovery from, emergencies.

3 Enabling, empowering, and supporting community resilience.

What actions can we take to increase understanding of our risk and to reduce the risks we face and limit the impacts of those risks if emergencies occur.

Building consistent capability and collective capacity to manage emergencies when they occur and to support communities in recovering swiftly and sustainably post-event.

Building a culture of resilience in the Waikato means empowering all communities. This is undertaken through engagement and readiness planning with our communities. By providing appropriate support and resources, we will address the needs of those in greater need or those potentially disproportionately affected, ensuring equitable support, resources and outcomes.
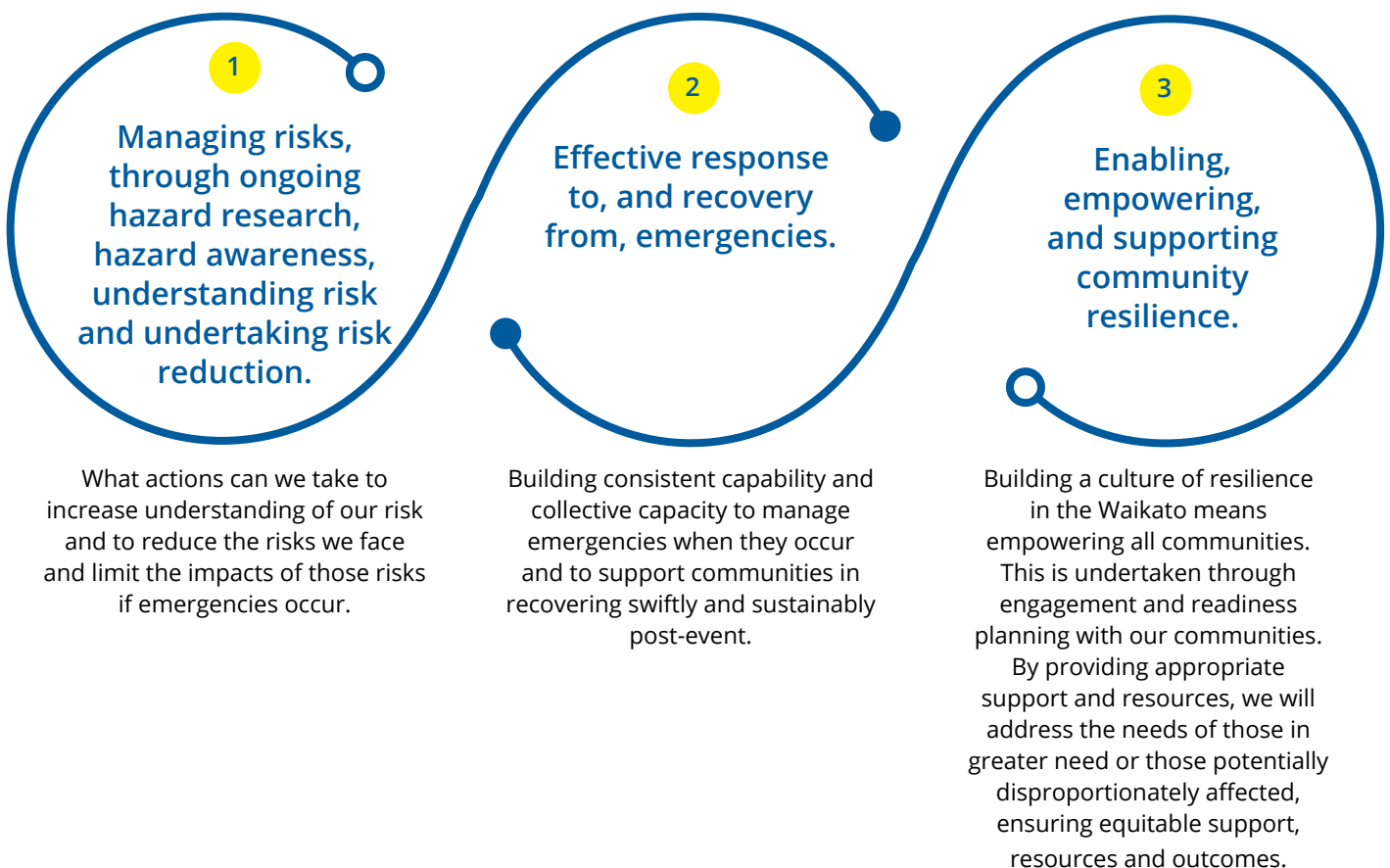
Figure 2: Groups' Vision and Goals

1.2 Whāinga me ngā hua
Objectives and Outcomes

Outlined below are the Group's strategic objectives, these are high-level enabling statements of what the Group aims to achieve. The outcomes provide context and describe what supports successfully achieving our objectives, by the end of this five-year plan.

These objectives are consistent with the National Disaster Resilience Strategy. See Appendix 1 for the relationship between each objective and the objectives of the National Disaster Resilience Strategy.

Objective	Outcomes
1 Governance The governance and management arrangements of the Group will provide unified and collective direction to its members and partner agencies in achieving the identified emergency management outcomes for the Waikato community.	• The Group has a common understanding of its roles and responsibilities and takes collective responsibility for achieving these. • Individual Group members and partner agencies understand and deliver their roles and responsibilities within the emergency management and CDEM Group system. • Group collaboration and cooperation in achieving emergency management outcomes and initiatives becomes a normal way of operating. • Individual Group members and partner agencies are accountable for achieving their agreed part in the Groups objectives. • The Joint Committee and CEG members are at an appropriate organisational level to make decisions and as is appropriate, allocate resources from their organisations to contribute to achieving the agreed objectives and actions of the Group. • The perspectives and outcomes of iwi in emergency management are identified and addressed by taking a partnership approach.
2 Partnerships with Māori Build effective and strong relationships and partnerships with Māori to ensure integration of mātauranga Māori and tikanga in emergency management.	• Māori are represented at the Joint Committee and CEG. • Māori participate in CDEM as partners. • Te ao and mātauranga Māori is incorporated into the work of the Group across the 4 Rs. • Tikanga Māori is embedded at all levels in Waikato emergency management. • There are equitable outcomes for Māori across the 4 Rs.
3 Effective Relationships Build and maintain strong relationships with partner agencies, iwi, mana whenua, businesses, community organisations and the community, to enable community empowered emergency management.	• Relationships between the Group, partners and communities enhance and increase organisational and community confidence in emergency management in the Waikato. • Relationships across the emergency management system provide information, support and confidence to empower communities to take ownership of being prepared and responding to emergencies in their communities.

Table 1: Objectives and Outcomes

Objective	Outcomes
4 Hazard Information Increase comprehensive information, knowledge and multi-hazard assessments to a local level to provide ongoing actionable insights into our risks for accountability and continuous improvement.	• Collaborative research and investigation that improves our knowledge of hazards that impact on the Waikato CDEM Group area. • Hazard information is relevant and widely accessible. • Natural hazard information is integrated with policy development and decision making under other legislation such as the Local Government Act and the Resource Management Act. • The Group advocates with members to ensure decisions made by individual councils takes into consideration hazard information and the identified risks, with increased Joint Committee oversight i.e. consistency of implementation of Regional Policy Statements. • Hazard research and information supports good risk analysis and management across the Group and partner agencies.
5 Risk Reduction Targeted and resourced risk reduction activities will be undertaken by each CDEM Group member and partner agency to enhance long term community resilience and safety.	• That a long term and collaborative approach is taken across the Group members and partners to reduce known risks, while new emerging risks are quickly identified, researched and analysed enabling consequence management. • Hazard information informs the risk analysis and assessments undertaken by Group members and partners. • The Joint Committee makes informed decisions on what is an acceptable risk for the Waikato community. • Risk reduction activities recognise mātauranga Māori. • Communities and individuals are aware of the risks they face and have access to information to help them reduce these risks. • The risks of climate change are identified and planned for in an integrated way by each Group member and partner. • Individual Group members, partner agencies (including those represented through collective groups e.g. lifeline utilities and welfare coordination) carry out risk reduction activities relevant to their role and are integrated with those being conducted by other organisations. • Agreed risk reduction activities are aligned with the hazard risk priorities and are clearly identified and resourced as part of council LTPs and other business plans. • Risk reduction activities result in more resilient critical infrastructure.
6 Comprehensive Emergency Management Planning Emergency management planning is comprehensive, inclusive and robust across the 4 Rs for identified and credible regional and local risks.	• Regional and local emergency management planning is linked and consistent with national plans. • Emergency management planning is to focus on addressing the impact of credible regional and local risks. • There is coordinated and integrated emergency management planning between the Group, local authorities and with other CDEM partners. • The capability and interoperability of the Waikato Group is improved through emergency management planning. • Emergency management planning acknowledges the importance of mātauranga Māori and community knowledge in understanding interdependencies, and incorporates this knowledge to support community led responses. • Emergency management planning accounts for the presence of all animals (companion and service role animals, livestock, wildlife), recognising their interconnections with people, food systems, and the environment. It acknowledges the strong human-animal bond, which can influence people's decisions and actions to protect animals during emergencies.

Objective	Outcomes

7 CDEM Workforce – people

Ensure the Waikato Group has the right number of capable and competent emergency management workforce to manage the CDEM response to, and recovery from, credible emergencies.

- Group and local staff are trained to a high professional level that enables them to lead, manage and support council staff, agencies and communities in emergency responses.
- The ability of the Waikato Group to support individual local authorities and partners during an emergency is enhanced through improved common systems, processes and workforce (staff/volunteers) interoperability.
- Comprehensive and relevant training and exercising develops and supports the CDEM response workforce.
- Group members and partner agencies provide staff resources, to the agreed quantity and capability, to ensure their Incident Management Teams can coordinate and manage CDEM emergency responses.
- Targeted training initiatives are provided to improve the capability of governance, executive, partner agencies, iwi, mana whenua and communities.
- Community led response is supported by an appropriate level of CDEM training.
- CDEM Regional-Māori Framework is operationalised and exercised regionally and locally.

8 Response and Recovery Enablement – systems and processes

Strengthen emergency management response and recovery structures through high quality coordination, early communication, tools, equipment and preparedness between the Group, its members, partners, iwi, mana whenua and the community that ensures responsive, cohesive and resilient networks.

- A well-coordinated and effective emergency response reduces impacts on people, animals, property and the environment, recognising their interconnected roles in community wellbeing, food security, and biodiversity. Supported by the integrated inclusion of animals within emergency management systems, tools and structures.
- Systems, tools, structures and processes for response and recovery efforts are regularly exercised by the Group and its members, with support from appropriate technical expertise to ensure readiness and effectiveness.
- The Group is able to effectively support neighbouring Groups and National emergencies as requested.
- Communities know what to do and can take a lead to help each other in the event of an emergency.
- Community led responses are connected to the CDEM response.
- Organisations and agencies are aware of, and prepared for, the role they may play in recovery.
- A well-coordinated and efficient recovery from an emergency.

9 Community Empowerment

Increase participation that empowers all in emergency management, enabling them to take responsibility for their own wellbeing in an emergency.

- Increased participation by communities in emergency management through engagement and involvement.
- The Group, through readiness planning, enables our communities and ensures appropriate support and resourcing are provided in readiness, with a focus on providing extra support and resources where needed that ensures equitable outcomes.
- Marae are supported and enabled to respond using tikanga Māori and manākitanga for their hapu, whānau and the community.
- Increase community led response actions in an emergency where communities are able to support their own peoples' wellbeing in an emergency.
- Communities understand how and what emergency management outcomes will be delivered to them during an emergency and understand their own responsibilities and capabilities.
- That communities see the Group and its members as trusted partners in managing emergency responses.

Section 2: Te Rōpū Raru-Ohotata o Waikato
Waikato Civil Defence Emergency Management Group

The Waikato CDEM Group area spans from south of Auckland (Tāmaki Makaurau) to the south of Taupō, from the west coast at Mokaū to Port Waikato, and to the eastern coast of the Hauraki and the Coromandel Peninsula, covering around 25,000 km^2.

The region is home to 498,771 people and is the fourth largest CDEM Group area in New Zealand by land area and population.

The Waikato CDEM Group has a complex and diverse hazardscape and the environment varies from built-up urban areas to remote, isolated and small communities.

Currently 11 Waikato councils collectively form the Joint Committee of the Waikato CDEM Group (the Group). They are:

Complexity of the Group

Across the Waikato CDEM Group there are factors that contribute to the diversity and complexity of the Group.

- **Local authorities:** Waikato has the largest membership among the sixteen CDEM Groups in New Zealand, encompassing eleven local authorities (nine district councils, one city council, and one regional council).

- **Iwi:** the Waikato CDEM area has the largest number of iwi across CDEM Groups in New Zealand.

- **Neighbouring CDEM Groups:** the Group is bordered by the Auckland, Bay of Plenty, Hawke's Bay, Manawatū-Whanganui, and Taranaki CDEM Group areas. Shared risks, such as those posed by the Auckland Volcanic Field, Taranaki Volcano, and the Hikurangi Subduction Zone necessitate cross-border planning and collaboration. It is essential to identify who owns these risks and outline the actions to be taken. Effective management of these shared risks requires coordinated efforts and knowledge sharing among the neighbouring CDEM groups to ensure comprehensive and cohesive emergency management strategies.

- **Partner agencies:** are advised by the National CDEM Plan, currently this includes local authorities, emergency services, health service, lifeline utilities, government departments, non-government organisations, iwi and Māori organisations.

- **Boundaries:** the Group's boundaries differ from those of the Waikato Regional Council as the Group includes areas within the Horizons and Bay of Plenty Regional Councils. Additionally, the Group's boundaries do not align with those of our partner agencies, adding complexity. To manage the multiple partner agency areas geographically within the Group, representation and liaison of those partner agencies are coordinated through relevant advisory groups. Examples of these advisory groups include, but are not limited to, an Emergency Services Coordination Committee, Waikato Welfare Coordination Group, and Waikato Lifeline Utilities Group.

Photo: Port Waikato

Thames-Coromandel
District Council

Waikato
District Council

Hauraki
District Council

Hamilton
City Council

Matamata-Piako
District Council

Waipā
District Council

Ōtorohanga
District Council

South
Waikato
District Council
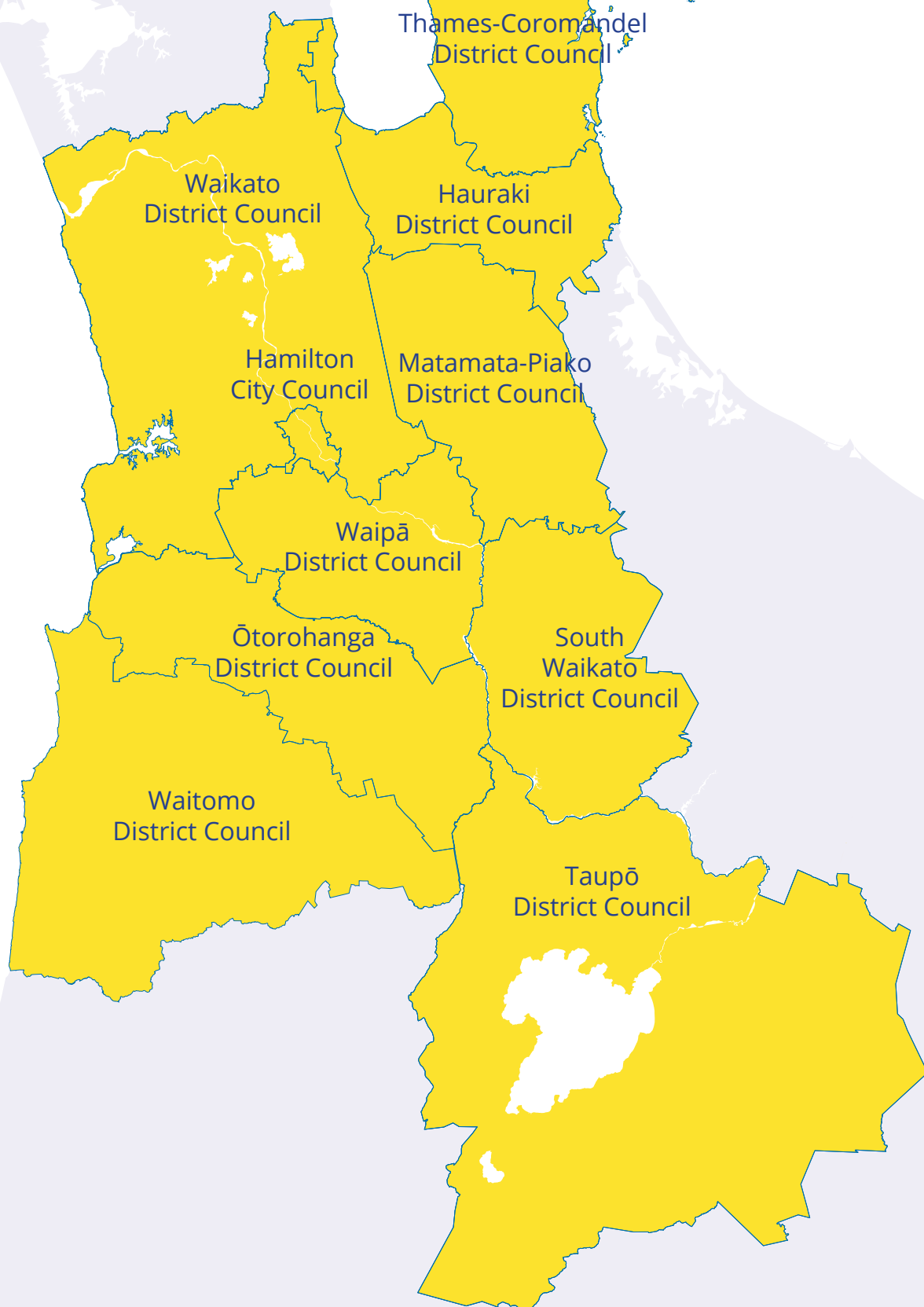
Waitomo
District Council

Taupō
District Council

Figure 3: Waikato CDEM Group area

Te rohe o Waikato
Waikato at a glance

Total regional population

498,771

5% Pacific Peoples
12% Asian
25% Māori
71% European
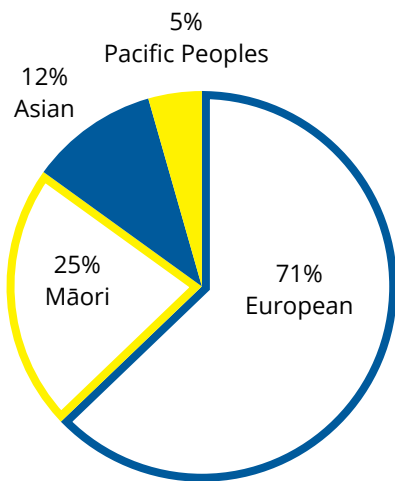
Primary industry business units as a percentage of total businesses

Waikato
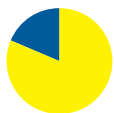
18.4%

New Zealand
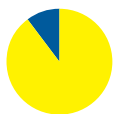
10.2%

80%

of businesses without a comprehensive business continuity plan may disappear within two years of a major disaster (Hall et al., 2016).

1.9%

Annual population growth in region

over the 5 years to 2023. (C.f. 3% pa in NZ).

Regional GDP

$32B

64,578

Business units

3.8

Average number of employees per business

282

Businesses with 100 or more employees

Marae in the rohe

185

* approximately

Taupō eruption

232CE

World's most violent eruption in the last 5000 years

Median income of adults

Waikato

$40,300

New Zealand

$41,500

Median household income

Waikato

$115,663

New Zealand

$91,800

Average Waikato house value

7.1x

Average household income in 2024

Waikato River

425km

Longest river in New Zealand

Statistics New Zealand

Figure 4: Waikato at a glance

2.1 Ko tātou ko Ngāi Māori Partnership with Māori

The Group recognises the strengths of iwi, mana whenua, and representation of Māori, and acknowledges the roles and responsibilities they undertake in emergency management are essential to the overall success.

Iwi, mana whenua, and representation of Māori collaboration significantly enhances the effectiveness of emergency response efforts. This has been repeatedly demonstrated during previous events, for example, COVID-19 and the 2023 North Island Severe Weather Events.

Building partnerships

The Group aims to strengthen partnerships with iwi, mana whenua and representation of Māori to improve emergency management through better recognition, understanding, and integration of Māori perspectives and tikanga. This is reflected in emergency management locally, regionally, as well as emergency management policy advocacy at national levels.

To achieve this, we will focus on these five pou:

Rangatiratanga

Recognising and respecting the mana of iwi leaders and representation, the Group commits to engage to ensure iwi leaders are actively involved in decision-making processes and planning within their tribal boundaries.

Mana Tangata

Focus on the authority of iwi to support their people and those within their tribal boundaries. This includes the ability to influence and participate in efforts to ensure the safety and wellbeing of their communities.

Kaitiakitanga

Emphasising the importance of customary responsibilities and protocols of iwi and hapū to uphold the mauri of the land, water, and living beings.

Mana Whenua

Recognise the important and unique role of mana whenua in managing their lands. Acknowledging the unique governance structures of each iwi, while promoting collaboration across different regions and authorities.

Whakamana

Committing to working with iwi, mana whenua and representation of Māori for emergency management initiatives.

Section 3: Ngā mōrearea me ngā tūraru i Waikato
Waikato Hazards and Risks

Building a **disaster resilient** Waikato requires an understanding of the hazards and our level of exposure to risks, across the Waikato.

Resilience:

The ability to anticipate and resist the effects of a disruptive event, minimise adverse impacts, respond effectively, maintain or recover functionally, and adapt in a way that allows for learning and thriving.

Figure 5: Definition of resilience

Ngā matepā o Waikato - Waikato Hazards

Hazards can be separated into natural, biological, and technological or human hazards. Natural hazards are atmospheric (e.g. severe thunderstorm and tropical cyclones), earth (e.g. earthquakes and volcanoes) or water related processes or phenomena (e.g. river and coastal flooding) that may negatively impact human life, property or other parts of the environment. Biological hazards are substances or situations that may cause harm to living organisms including people, plants and animals, such as human health diseases like COVID-19 or animal health diseases like bird flu. Technological or human hazards are hazards induced by human processes, such as infrastructure failure and transport accidents.

Across the Waikato, including urban, suburban, rural and coastal areas, communities are exposed to several natural hazards which have the potential for significant impacts and consequences. Although the Group area has volcanic and geothermal areas and active faults within it, Waikato is also exposed to hazards such as active faults that originate outside the Group area. Some examples of these hazards include earthquakes, ground shaking, liquefaction, and tsunami. There are many areas of coastline exposed to erosion and flooding, inland flooding vulnerability due to waterways and low-lying plains and high rainfall in some areas of the region. It is important to recognise this is not an exhaustive list of the hazards that communities within the Waikato are exposed to, and are at risk, from.

Some hazards have substantial scientific research available that increases the understanding of the hazards and risks. Examples include a major earthquake on the Hikurangi Subduction Zone, which runs along the east coast of the North Island, and a large earthquake on the active Kerepehi Fault, which runs along the Hauraki Plains into the Hauraki Gulf. Both of those earthquakes are identified as capable of generating a local source tsunami.

It is important to understand the consequences of hazards in conjunction with where people reside or holiday. No matter what triggers a hazard, the impacts and consequences experienced can be similar, highlighting the need to be prepared. Consequences have interdependencies and can be far-reaching and long-lasting. Following are some examples of consequences, but it does not cover all potential consequences from hazard risks.

Prolonged power outages which can:

- limit the use of household facilities and items, such as water supply, cooking, heating, and medical equipment reliant on power
- limit the use of farm equipment and buildings like electric fences and milking sheds impacting the welfare of animals
- affect telecommunications like mobile phone networks and fibre making it hard for people to connect and receive information
- limit access to payment systems like eftpos and cash machines to pay for goods and services available.

Damage to infrastructure, such as buildings, water networks, roads and bridges, which can:

- displace and isolate people from support networks, reduce access to workplaces and schools effecting the ability to work
- reduce access to commercial businesses like supermarkets, pharmacies, and public facilities such as medical centres for essential services and household items.

Increased financial costs and pressures such as:

- direct costs to repair damage, including with and without insurance
- additional costs due to displacement and distance from usual workplaces, schools, places of worship, and support networks
- loss of business and income, risk of job losses and impacts on household income, and local economies.

Ongoing research informs how the Waikato CDEM Group area is exposed to these risks. Knowing and understanding the hazards is fundamental information that guides the work the Group undertakes. This includes assessing the risk and understanding the potential impacts and consequences of the hazard risk.

Photo: Flooding in Te Aroha following Cyclone Gabrielle February 2023

Risk assessment

In 2022, the CDEM Group initiated a region-wide risk assessment in accordance with the National Emergency Management Agency and Director's Guideline 23/22 (Risk Assessment: Guidance for CDEM Group Planning).

The Waikato CDEM Group Hazard Risk Assessment Report and the associated Regional Hazard Summary provide the results of the risk assessment workshops and risk assessment surveys conducted between May 2022 and May 2023. To further check the accuracy of the findings, a validation process with subject matter experts was undertaken in July 2024. The findings are available at **waikatocivildefence.govt.nz/policy-and-plans**

While the Strategic Group Plan 2025-2030 covers five years, it is important to continue to learn and adapt within that time. With updated science and research constantly emerging, our understanding of many of the major hazards within New Zealand will further develop, necessitating the need for ongoing risk assessments. To enable this, the documents relating to risk assessments that require flexibility for review and update do not form part of the Strategic Group Plan 2025-2030 and are separate living documents.

The Group Plan Actions 2025-2030 identifies the regional hazards that are being considered and planned for. These were selected based on their risk level and where there are gaps in knowledge and understanding of specific hazards.

Hazard Risk Assessment are dynamic processes and need to be regularly reviewed, including new information and understanding of major hazards, exposure and vulnerabilities. Additionally, there is the need to consider the positive impacts of emergency management actions implemented across the 4 Rs to eliminate or mitigate the identified risks of hazards (either the likelihood or severity of consequences).

Risk assessment results

The likelihood and consequence of each hazard's maximum credible event, as assessed, provides an overview in a risk level range from critical to low. The overall risk that the hazard is assessed at for the Waikato CDEM Group area is as follows:

Risk Assessment Result	Hazard	Likelihood	Consequences
Very high	Extreme weather event – cyclone	Possible	Major
	Human pandemic	Possible	Major
High	Earthquake	Unlikely	Major
	Earthquake and tsunami – local source	Unlikely	Major
	Animal pest / disease	Possible	Moderate
	Aquatic pest / disease	Possible	Moderate
	Coastal flooding – storm surge / erosion	Possible	Moderate
	Cyberattack	Possible	Moderate
	Drought	Possible	Moderate
	Fire – wildfire	Possible	Moderate
	Land instability – landslides	Possible	Moderate
	Major maritime pollution (provisional)	Possible	Moderate
	Plant pest / disease	Possible	Moderate
	River flooding	Possible	Moderate
	Tornadoes	Possible	Moderate
Medium	Volcanic activity - caldera eruption	Rare	Major
	Terrorism	Unlikely	Moderate
	Tsunami - regional / distant source	Unlikely	Moderate
	Dam break / failure	Rare	Moderate
	Civil unrest	Possible	Minor
	Extreme temperatures	Possible	Minor
	Fire - structure	Possible	Minor
	Fuel supply failure	Possible	Minor
	Hazardous substance event	Possible	Minor
	Land instability - subsidence / long term deformation	Possible	Minor
	Snowfall	Possible	Minor
	Volcanic activity - caldera unrest	Possible	Minor
	Volcanic activity - local eruption	Possible	Minor
	Water supply failure / contamination	Possible	Minor
	Severe weather - short duration	Likely	Insignificant
Low	Geothermal activity	Unlikely	Minor
	Mass fatality transport accident	Unlikely	Minor
	Volcanic activity – distant (ash fall)	Unlikely	Minor

Table 2: Risk assessment results

The three pillars of risk modelling

The problem analysis triangle (PAT) can be a useful framework for analysing hazards. This triangle consists of three components: hazard, exposure, and vulneraability.
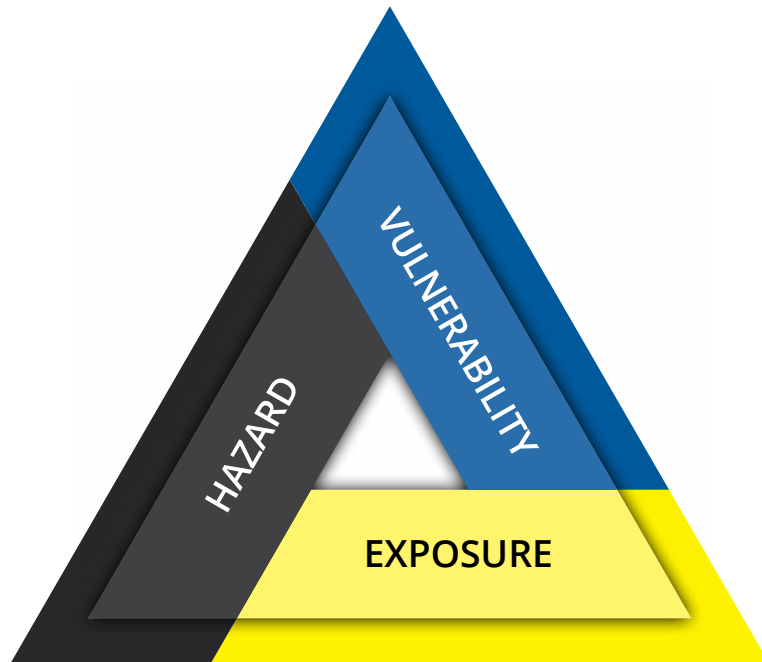

Figure 6: The three pillars of risk modelling

Here's how you can apply it to hazards:

1. **Hazard:** this refers to the event itself, such as an earthquake, flood, or cyclone. To analyse the hazard, you need to understand its characteristics, such as frequency, intensity and geographic distribution. For example, in the case of a cyclone, you would look at wind speeds, storm surge and rainfall.

2. **Exposure:** this component involves the people, property, infrastructure, and economic activities that are in the path of the hazard. For instance, in a flood-prone area, exposure would include homes, businesses, and critical infrastructure such as roads and bridges.

3. **Vulnerability:** this refers to the susceptibility of the exposed elements to the hazard. Factors influencing vulnerability include building codes, land use planning, and the socio-economic status of the population, e.g. well-constructed buildings may be less vulnerable to earthquakes compared to poorly built structures, and communities with higher levels of socio-economic deprivation may be less prepared, and more vulnerable, to the consequences of a disaster.

By always considering all three of these components, we can better understand the overall risk and develop strategies to mitigate it.

Examples include:

- routine and regular review of what is known, or not known, about the hazards
- ensuring public education and outreach is specifically relevant to the hazards and their consequences
- prevent development in high-risk areas, such as flood prone areas or land at risk of instability, to reduce exposure
- readiness activities such as regional hazard operational response plans are in development and will continue into the Group Plan Actions. Local operational response plans are in development based on the highest risks, and which vary across councils.

Section 4: Ngā pou tokowha o ngā whakahaerenga ohotata
Implementing the 4 Rs of Emergency Management

Reduction, Readiness, Response and **Recovery** form the national comprehensive framework for managing emergencies. By understanding and applying the 4 Rs, we can all be better prepared for emergencies and more resilient in the face of disasters.

Hazard risk assessments inform the work undertaken by the Waikato CDEM Group across the 4 Rs in managing emergencies from the risks. By identifying the risk level and understanding the contributing hazards, exposure and vulnerabilities, strategies and actions to manage the risks can be prioritised and implemented.

The Group Plan Actions 2025-2030:

- outlines the implementation programme identified to successfully achieve the outcomes within the objectives in *section 1.2*
- supports the successful implementation of the Strategic Group Plan's objectives. It will specify the priority steps (actions) we will take each year towards achieving our outcomes
- sets the achievement metrics for the agreed actions: To provide assurance of continuous improvement and adaptability ensuring that review findings and lessons learned align the Group's focus to achieve our strategic objectives.

Figure 7: The 4 Rs of CDEM

Whakaititangā | Reduction

Principles:

- recognising that every person, community, organisation and agency has a role to play in risk reduction
- organisations and agencies, where possible, collectively implement informed risk reduction measures as an essential component of emergency management.

What it is: identifying and mitigating short term and long term risks to reduce the impact of disasters by increasing understanding of the hazards and their risks, often through the avenue of research and using the knowledge to make evidence-based decisions on, and invest in, risk reduction measures.

How does the Waikato CDEM Group - Group Plan Actions document align to reduction activities?

The annual review of the actions ensure responsiveness to priorities and addresses the unique needs and strengths of Waikato communities.

To achieve our Risk Reduction Outcomes (where we want to be in five years), our Group Plan Actions focus will be to:

- identify and undertake ongoing research into the hazards we face and their impacts and consequences
- inform and contribute to emergency management actions across reduction, readiness, response and recovery
- communicate the risks to inform decisions and identify the actions that can be taken to eliminate or mitigate the risks
- identify appropriate measures individuals, organisations and communities can take to reduce their risk and consequences.

What reduction activities will be undertaken in the next five years?

Our reduction activities and how they are undertaken, along with reduction alignment to Waikato objectives and outcomes examplar, as outlined in Table 3.

Reduction activities:	Waikato Civil Defence Emergency Management to be undertaken through:	Reduction alignment with Waikato objectives and outcomes examplar	
		Objective	Outcomes

• flood management schemes such as stopbanks
• building codes and standards, such as reinforcing earthquake prone buildings
• land use planning to avoid building in flood-prone areas
• designing and investing in resilient critical infrastructure.
	• statutory and non-statutory mechanisms, including legislation, policy and plans including but not limited to:
	  - Waikato Regional Policy Statement
	  - District Plans
	  - Resource Management Act 2002
	  - Building Act 2004
	• collectively increasing resilient infrastructure through greater understanding of risk, and implementing opportunities to avoid, where possible and mitigate risk to infrastructure
	• scientifically informed risk communication to inform personal and organisational decisions and actions based on risk awareness, information and tolerance
	• development of Regional framework to support identifying and developing long-term, region-wide risk reduction strategies.
		1	Individual Group members and partner agencies are accountable for achieving their agreed part in the Groups objectives.
			
			The Joint Committee and CEG members are at an appropriate organisational level to make decisions and, as appropriate, allocate resources from their organisations to contribute to achieving the agreed objectives and actions of the Group.

		2	Te ao and mātauranga Māori is incorporated into the work of the Group across the 4 Rs. There are equitable outcomes for Māori across the 4 Rs.
		4	Natural hazard information is integrated with policy development and decision making under other legislation such as the Local Government Act and the Resource Management Act. The Group advocates with members to ensure decisions made by individual councils take into consideration hazard information and the identified risks, with increased Joint Committee oversight i.e. consistency of implementation of Regional Policy Statements.
		5	That a long term and collaborative approach is taken across the Group members and partners to reduce known risks, while new emerging risks are quickly identified, researched and analysed enabling consequence management. The Joint Committee makes informed decisions on what is an acceptable risk for the Waikato community.
		6	Emergency management planning is focused on addressing the impact of credible regional and local risks.

Note: prioritisation and specific implementation outlined in the Group Plan Actions document

Table 3: Reduction activities

Whakareri | Readiness

Principles:

- recognising the importance of relationships and collaboration for effective readiness aiming for consistent standards with the flexibility on how it is delivered
- organisations and agencies appropriately resource and implement organisational readiness and community readiness.

What it is: developing relationships, operational systems and capabilities before an emergency happens. Comprised of two related aspects: operational readiness and community readiness. Readiness includes empowering community connectiveness, making arrangements with partner agencies, iwi, mana whenua, and representation of Māori to ensure mātauranga Māori and tikanga are embedded. Empowering community connectiveness, developing guidance and supporting individuals and communities to build risk awareness and to be prepared before an emergency occurs. By ensuring appropriate support and resourcing is provided, we address those in greater need or those potentially disproportionately affected, ensuring equitable support, outcomes and responsibility for their own wellbeing in an emergency.

How does the Waikato CDEM Group - Group Plan Actions document align to readiness activities?

The annual review of the actions ensure responsiveness to priorities and addresses the unique needs and strengths of Waikato communities.

To achieve our Readiness Outcomes (where we want to be in five years), our Group Plan Actions focus will be to:

- develop and maintain response facilities, systems and processes
- develop and maintain response staff and volunteer capability
- develop and maintain response plans for our highest credible hazard risks
- maintain key relationships with the emergency services, welfare agencies and lifelines operators and improve interoperability and joint response planning
- ensure people understand the hazards they face and what actions they can take
- support communities to plan and lead their own response
- recognise the role of Māori in response and provide for partnerships that strengthen this
- ensure we work effectively and efficiently with our partners such as the emergency services to improve community resilience.

What readiness activities will be undertaken in the next five years?

Our readiness activities and how they are undertaken, along with readiness alignment to Waikato objectives and outcomes examplar, as outlined in Table 4.

Readiness activities:	Waikato Civil Defence Emergency Management to be undertaken through:	Readiness alignment with Waikato objectives and outcomes examplar	
		Objective	Outcomes
• emergency plans • emergency management training • conducting drills and exercises • community preparedness education and empowerment • communication of risks • ongoing hazard research that informs of risks and potential impacts.	• increased training and consistent capacity building • policy development/ implementation to support consistent regional training • identifying, obtaining and managing resources that support readiness • effective communications systems • development of operational response plans • supporting development of Community Response Plans which includes planning across the 4 Rs • supporting community response planning • increased individual, community and organisational awareness of and participation in preparedness activities • analysing impacts and consequences to the Waikato of credible hazard risks.	1	Individual Group members and partner agencies understand and deliver their roles and responsibilities within the emergency management and CDEM Group system. Group collaboration and cooperation in achieving emergency management outcomes and initiatives becomes a normal way of operating. The perspectives and outcomes of iwi in emergency management are identified and addressed by taking a partnership approach.
		2	Māori participate in CDEM as partners. Te ao and mātauranga Māori is incorporated into the work of the Group across the 4 Rs.
		3	Relationships between the Group, partners and communities enhance and increase organisational and community confidence in emergency management in the Waikato. Relationships across the emergency management system provide information, support and confidence to empower communities to take ownership of being prepared and responding to emergencies in their communities.
		4	Hazard research and information supports good risk analysis and management across the Group and partner agencies.
		5	That a long term and collaborative approach is taken across the Group members and partners to reduce known risks, while new emerging risks are quickly identified, researched and analysed enabling consequence management.
		6	There is coordinated and integrated emergency management planning between the Group, local authorities and with other CDEM partners.
		7	The ability of the Waikato Group to support individual local authorities and partners during an emergency is enhanced through improved common systems, processes and workforce (staff/volunteers) interoperability.
		8	Response and recovery systems, tools and processes are practised and exercised to enable the Group and its members to respond to emergency events. Communities know what to do and can take a lead to help each other in the event of an emergency.
		9	The Group, through readiness planning, enables our communities and ensures appropriate support and resourcing are provided in readiness, with a focus on providing extra support and resources where needed that ensures equitable outcomes.

Note: prioritisation and specific implementation outlined in the Group Plan Actions document

Table 4: Readiness activities

Whakarata | Response

Principles:

- coordinated emergency management is successfully locally delivered and regionally coordinated
- key information is shared efficiently to inform robust decision making and support a timely response.

What it is: actions taken immediately before, during, or directly after an emergency to save lives and protect property, and to help communities begin to recover.

How does the Waikato CDEM Group - Group Plan Actions document align to response activities?

The annual review of the actions ensure responsiveness to priorities and addresses the unique needs and strengths of Waikato communities.

To achieve our Response Outcomes (where we want to be in five years), our Group Plan Actions focus will be to:

- implement the readiness activities (above) for response to enable a well-coordinated and effective response to an emergency that reduces the impact to people and property.

What response activities will be undertaken in the next five years?

Our response activities and how they are undertaken, along with response alignment to Waikato objectives and outcomes examplar, as outlined in Table 5.

Response activities:	Waikato Civil Defence Emergency Management to be undertaken through:	Response alignment with Waikato objectives and outcomes examplar	
		Objective	Outcomes

• coordinating actions to evacuate people from danger zones
• coordinating response actions across multiple agencies
• setting up and delivering emergency provisions such as emergency shelter
• information collation and sharing for decision making
• communicating with and informing our communities in response times.
	• delivery of clear roles and responsibilities (link to the roles and responsibilities within Group) which are supported by sufficient resources
	• activation of pre-developed and practiced response plans
	• coordinated efforts and arrangements with territorial authorities, partner agencies, lifeline utilities, iwi, mana whenua, and representation of Māori
	• deliver thorough situational awareness, rapid deployment of resources and effective communication
	• statutory and non-statutory mechanisms, including legislation, policy and plans including but not limited to:
	  - Waikato Regional Policy Statement
	  - District Plans
	  - Resource Management Act 2002
	  - Building Act 2004.
		1	Individual Group members and partner agencies understand and deliver their roles and responsibilities within the emergency management and CDEM Group system.

		2	There are equitable outcomes for Māori across the 4 Rs.
		3	Relationships between the Group, partners and communities enhance and increase organisational and community confidence in emergency management in the Waikato.
		6	The capability and interoperability of the Waikato Group is improved through emergency management planning.
		7	Group members and partner agencies provide staff resources, to the agreed quantity and capability, to ensure their Incident Management Teams can coordinate and manage CDEM emergency responses. Targeted training initiatives are provided to improve the capability of governance, executive, partner agencies, iwi, mana whenua and communities.
		8	A well-coordinated and effective response to an emergency that reduces the impact to people and property.
		9	Increase community led response actions in an emergency where communities are able to support their own peoples' wellbeing in an emergency.

Note: prioritisation and specific implementation outlined in the Group Plan Actions document

Table 5: Response activities

Whakaorangā | Recovery

Principles:

- response and recovery activities must be integrated and aligned
- recovery requires effective and ongoing communication and engagement with all communities, recognising their diverse needs, knowledge and understanding of their communities, and their capacity and capabilities to support recovery
- recognising and taking opportunities to regenerate and enhance communities in ways that will reduce future exposure to hazards and their associated risks and sustainably meet future needs
- recovery is led at the local level, unless the scale/complexity of the event requires regional support/coordination.

What it is: 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. Community involvement in recovery is an important aspect and should be incorporated into strategic planning for recovery.

How does the Waikato CDEM Group - Group Plan Actions document align to recovery activities?

The annual review of the actions ensure responsiveness to priorities and addresses the unique needs and strengths of Waikato communities.

To achieve our Recovery Outcomes (where we want to be in five years), our Group Plan Actions focus is Strategic Planning for recovery that:

- builds recovery capacity within and between organisations
- develops the tools needed to support the recovery from an event
- ensures clarity of the roles and responsibilities for recovery
- integrates risk reduction with planning for recovery.

What recovery activities will be undertaken in the next five years?

Our recovery activities and how they are undertaken, along with recovery alignment to Waikato objectives and outcomes examplar, as outlined in Table 6.

Recovery activities	Waikato Civil Defence Emergency Management to be undertaken through:	Recovery alignment with Waikato objectives and outcomes examplar Objective Outcomes	

• pre-disaster planning
• support coordinated rebuilds
• repair or replacement of infrastructure
• providing holistic support for cultural, physical and emotional wellbeing
• restoring essential services like water and electricity and telecommunications
• restore, support and strengthen community connections
• preserving and restoring cultural and historical heritage of significance for the Waikato.
	• development and implementation of strategic recovery planning which aims to:
	  - where possible, build back better, supporting and enabling resilient, sustainable and efficient restoration and redevelopment
	  - manage risk through reduction, readiness and response measures, which reduces impacts, consequences and recovery requirements
	  - outline clear roles and responsibilities within recovery including building capacity and capability for recovery through training and exercising pre-identified staff
	  - recognise the importance of integrated and coordinated recovery measures that strengthen collaborative relationships.
	• development of frameworks, training and tools to support effective planning for and delivery of recovery
	• incorporating mātauranga Māori throughout recovery
	• Statutory and non-statutory mechanisms, including legislation, policy and plans including but not limited to:
	  - Waikato Regional Policy Statement
	  - District Plans
	  - Resource Management Act 2002
	  - Building Act 2004.
		1	The Group has a common understanding of its roles and responsibilities and takes collective responsibility for achieving these.

		2	Tikanga Māori is embedded at all levels in Waikato emergency management. There are equitable outcomes for Māori across the 4 Rs.
		3	Relationships between the Group, partners and communities enhance and increase organisational and community confidence in emergency management in the Waikato.
		4	Hazard research and information supports good risk analysis and management across the Group and partner agencies.
		5	A long term and collaborative approach is taken across the Group members and partners to reduce known risks, while new emerging risks are quickly identified, researched and analysed enabling consequence management. Risk reduction activities result in more resilient critical infrastructure.
		6	Coordinated and integrated emergency management planning between the Group, local authorities and with other CDEM partners.
		7	Comprehensive and relevant training and exercising develops and supports the CDEM response workforce.
		8	Organisations and agencies are aware of, and prepared for, the role they may play in recovery. A well-coordinated and efficient recovery from an emergency.
		9	Communities understand how and what emergency management outcomes will be delivered to them during an emergency.

Note: prioritisation and specific implementation outlined in the Group Plan Actions document

Table 6: Recovery activities

Four environments

The Civil Defence Emergency Management framework in New Zealand considers four key environments to ensure a holistic approach to managing emergencies.

The four key environments are:

- **Rohe Tangata | Social environment**
- **Rohe Tūranga Tangata | Built environment**
- **Rohe Ōhanga | Economic environment**
- **Rohe Taiao | Natural environment**

The holistic approach understands each of the four environments and the interdependencies between them. Knowing and understanding the four environments and the interdependencies for the Waikato guides the work the Group undertakes. This enables the Group to better understand potential impacts and consequences on communities. Often individuals, households, and communities' overall level of resilience is influenced and shaped by differing factors within all four environments.

Social:
Impacts on the physical health of individuals. Displacement of households. Impacts to community, welfare, and services.

Built:
Impacts to infrastructure, services and lifelines. Impacts to buildings.

Economic:
Costs to individuals, businesses and government. Impacts on employees and productivity.

Natural:
Impacts on the ecosystem, including air and water quality, impacts to biodiversity and soil quality.

Figure 8: The four key environments

Photo: Family at the Waikato River, Wellington Street Beach

Rohe Tangata | Social environment

The Waikato population is heavily centered in Hamilton, but the region contains numerous small to medium settlements and rural farming communities.

The difference in population base and population density impacts the way emergencies are prepared for and responded to, further highlighting the importance of engagement with local communities. This engagement at a local level is best achieved by local authorities (councils) working alongside partner agencies that know their people and communities best, i.e. ensuring tailored emergency messaging appropriate to the audience, including the use of te reo Māori, using culturally appropriate channels, and culturally informed messaging created for our diverse range of cultures.

It is widely understood some populations are more vulnerable to the effects of disasters than others. These vulnerable populations are a priority focus area for the Group. While defining a vulnerable population can be challenging, in the context of emergency management they are those individuals or communities considered to be least able to prepare for, respond to, and recover from disasters. Similarly there is an argument to consider vulnerable populations as those which lack social connections and are not embedded in social networks.

One factor that has a significant impact on vulnerability to disasters is socio-economic status. Disasters can aggravate existing factors such as challenging health and medical needs, limited personal preparedness, limited support systems, limited transport options, and challenging housing conditions. In the Waikato, overall socio-economic deprivation is slightly worse than the national average, with significant variation across the region. There is a suggestion that the level of social capital, more than any other variable, is the biggest influence on the pace and quality of recovery following a disaster.[1]

Waikato Regional Council's Waikato Progress Indicators monitoring programme showed lower levels of social connectedness are resulting in lower levels of community pride and connectedness among neighbourhoods[2].

Another factor to be considered when reaching out to populations is ethnicity. Culturally and Linguistically Diverse (CALD) is a term sometimes used to describe communities. In the broadest sense, CALD communities are those who may have difficulty with spoken and written English, come from refugee or migrant backgrounds, are international students, tourists, or visitors, or are living in a culture different to which they were raised.

Integrating Māori perspectives into the social environment is essential for enhancing community resilience. This includes recognising the cultural significance of land and infrastructure to Māori, incorporating mātauranga Māori (Māori knowledge) and tikanga (customs) into planning and decision-making processes, and ensuring partnerships with iwi and mana whenua. These efforts help to strengthen Māori connections to whenua (land) and places of cultural value and ensures that Māori perspectives are considered in the resilience and recovery of communities.

The Group's engagement with a particular population might be best achieved through inclusive and diverse connections and in a manner that best suits the audience.

1 Aldrich, D. P. (2012). Building resilience: Social capital in post-disaster recovery: University of Chicago Press.
2 Waikato Progress Indicators Tupuranga Waikato | Waikato Regional Council

Photo: Whitaker Street, Te Aroha

Rohe Tūranga Tangata | Built environment

Unique to the Waikato is the extensive, nationally critical transport and electricity infrastructure and regionally important flood infrastructure. Infrastructure refers to facilities, systems, and structures (roads, bridges, airports, rail, water supply, telecommunications, and energy resources) and is recognised as a critical element for healthy economies and stable communities. It enables commerce, movement of people, goods, and information, and facilitates society's daily economic and social wellbeing.

The ability of infrastructure to function during adverse conditions and to recover after an event is fundamental to the wellbeing of communities. The resilience of critical infrastructure is the focus of a group of lifeline utility representatives from across the region's energy, telecommunications, and transportation organisations, other industry sectors, and territorial authorities (councils). The Group will maintain a coordinating advisory group bringing together lifeline utilities. There are various examples of pre-defined levels of service, dependent upon the utility, with the goal being to improve infrastructure resilience across the Waikato.

Information provided via the Geographic Information System (GIS) and risk assessment data helps raise knowledge and awareness of critical infrastructure and hazard risk in Waikato. Information is also provided to support the Waikato lifeline utilities in resilience planning, encouraging each lifeline utility to review its own critical infrastructure identification and management process.

The Waikato region is traversed by the nationally significant State Highways 1, 2, and 3. Notably, the Waikato region has the longest length of state highways in New Zealand. There are also two railways traversing the region; the North Island Main Trunk, which connects Auckland and Wellington for passengers and freight, and the East Coast Main Trunk, a freight-only line connecting Hamilton with the Port of Tauranga. Additionally, the Ruakura Inland Port, located within the Ruakura Superhub, plays a crucial role in the region's logistics network. This inland port, situated at the nexus of Tauranga, Auckland, and Hamilton, provides significant supply chain efficiencies and supports the transportation of heavy bulk goods to the country's two busiest ports. These road and rail networks, along with the Ruakura Inland Port, are vital to the region's economic health, creating a strong link between transportation infrastructure and economic prosperity.

The Waikato region generates more power than any other region in the country and provides an important national backup to South Island hydro lakes. The Waikato River hydro scheme, Huntly Power Station, and geothermal generation around Taupō can supplement low or disrupted generation from South Island sources. Electricity is then distributed through the national grid transmission lines that run the length of the region, providing power to both the region and to the high-demand centre of Auckland.

The importance of the electricity network illustrates the growing interdependence of critical infrastructure, i.e. the supply of adequate drinking water following a disaster depends on water supply sites operating. These sites cannot operate without electricity, however, less than a quarter of the critical water supply sites in Waikato have backup generators on site. For those sites that do have generators, they are reliant on an ongoing supply of fuel (which may be disrupted by the disaster) to continue to operate.

Other significant infrastructure in the region includes the high-pressure gas network, which distributes gas produced in Taranaki to cities and towns in Waikato and other regions. Notably, gas is critical to both the Huntly Power Station (where it is used to generate electricity) and Hamilton's main wastewater treatment plant (where the backup generator is powered by gas).

Of regional importance is the 620km of stopbanks and associated floodgates, pump stations, spillways, and channels. These assets enable the use of productive low-lying land and protect community and critical national infrastructure such as state highways, generating annual economic activity of over $2.2 billion.

Separate from the work of Waikato lifeline utilities, the Ministry of Business, Innovation, and Employment maintain an earthquake-prone building register which lists the earthquake-prone buildings in the Waikato. These buildings span a range of non-residential buildings, including multi-storey CBD office, commercial, university, hospital, and school buildings.

Rohe Ōhanga | Economic environment

The Waikato region is an important contributor to the national economy, generating around 9% of the National Gross Domestic Product (GDP). The primary sector industry is an important foundation stone of the regional economy, with dairy farming playing a pivotal role. The primary industry is reliant on extracting, harvesting, and utilising materials bound in the earth. This means the sector is susceptible to all the potential land-impacts that occur following disasters: changes in landform, erosion, landslides, liquefaction, sedimentation, flooding, and drought.

Primary sector as a percentage of GDP

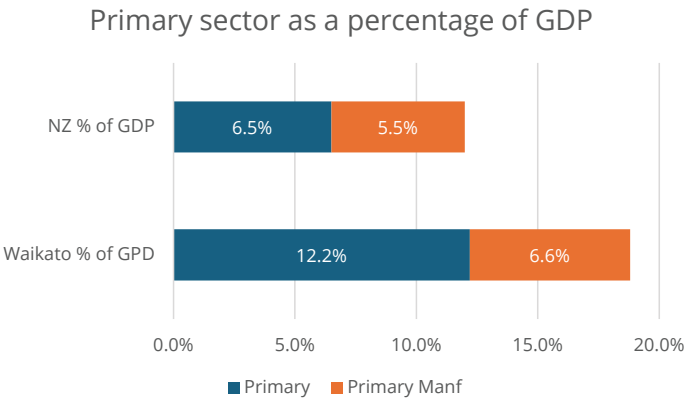|	Primary	Primary Manf
NZ % of GDP	6.5%	5.5%
Waikato % of GPD	12.2%	6.6%

Figure 9: 2022 Stats NZ Gross Domestic Product NZ compared to Waikato

The Waikato also has a strong manufacturing sector, largely driven by food processing, particularly in dairy and meat products. Global dairy and meat exporters have a substantial presence in the region.

Separate from food processing, companies also manufacture agricultural machinery and equipment, tapping into the strong local demand for farming technology. This is supported by a cluster of businesses specialising in agricultural technology, producing advanced machinery, sensors, and software to optimise farming processes, including robotic milking systems and precision agriculture tools.

Heavy manufacturing also has a foothold in the region. The construction and engineering industries are significant, with companies manufacturing materials such as steel, concrete, and prefabricated building components for use in infrastructure projects around the country.

Hamilton is home to the University of Waikato and several research institutions. Waikato Innovation Park plays a pivotal role in fostering export-orientated research and development in the region with agricultural technology, a networking environment, information technology, and value-added food being areas of focus.

Tourism is a notable contributor to the regional economy. Key attractions such as the Waitomo Caves and Hobbiton attract many international visitors, with the Coromandel and Taupō being favourite destinations for many domestic tourists. Waikato's tourism growth over recent years has exceeded national growth.

Waikato's strategic location and strong transportation infrastructure enhance its competitiveness. The region has easy access to New Zealand's two busiest ports (Tauranga and Auckland) providing producers with efficient routes to export and simplify supply chain logistics. The development of the 'inland port' facilities at Ruakura and Horotiu reflects the increasing significance of the land-based transportation routes on

Economic considerations

- The importance of primary industries to the region and the vulnerability of primary industries to impacts of disasters and climate change.
- The importance of Hamilton as the region's home to institutions that bring income and people to the region.
- The potential for tourism to have a large positive impact in the region.
- The importance of efficient transportation networks for national supply chains and exporters.
- Importance of business continuity planning to sustain and improve the resilience of the economy.

Photo: Grey Street, Hamilton

national supply chains and export industries. Additionally, Hamilton Airport, which operates as an international airport, further supports the region's connectivity and economic activities.

The region was home to more than 60,000 business units in 2024. Understanding the impacts on these businesses during and after a disaster is an important part of the resilience of the region and business resilience is closely linked to population resilience. Avoiding businesses relocating after disasters is a critical part of keeping communities together and preventing population movement. All of the small, medium, large, local, national and international businesses within the Waikato are important to the regional economic environment.

Rohe Taiao | Natural environment

The Waikato region contains four distinct topographical areas – the Taupō Volcanic Zone; the Waikato Lowlands and Hauraki Plains; the Western and Central Hill Country; and the Eastern Ranges. Contained within these areas are some iconic natural landscapes, internationally recognised wetlands, and natural resources that contribute to the economic wellbeing of the region.

The natural environment of the Waikato has historical, cultural, and spiritual significance to Māori, with customary responsibilities and protocols of iwi and hapū to uphold the wellbeing of the land, water, and living beings.

The Taupō Volcanic Zone stretches from Mt Ruapehu, through Taupō, and all the way to Whakaari/White Island in the Bay of Plenty. The zone is characterised by volcanic plateaus, active and dormant volcanoes, geothermal springs, and large caldera lakes. Lake Taupō, the largest freshwater lake in New Zealand and the source of the Waikato River, is a central feature of the zone. The lake was created by a super volcanic eruption around 26,500 years ago in one of the largest eruptions in earth's history.

Further north, the Waikato Lowlands and Hauraki Plains contain large areas of wetlands and flat and gently rolling land. These two areas contain the region's most productive soils – the use of which has been enabled by large scale drainage and land reclamation works undertaken in the 19th and 20th centuries. While the agricultural use of this land (particularly dairy farming), is vital to the region's economy, it has come at the cost of significant habitat loss for native flora and fauna. Today, efforts are underway to restore some of these natural ecosystems, often in collaboration with iwi and hapū to ensure the restoration aligns with Māori values and practices.

The Western and Central Hill Country areas consist of steep hill country with large tracts of native forest. The land supports extensive stock grazing and exotic forestry production. Erosion of the hill country, particularly due to forest clearing, is an ongoing concern, and balancing land use with conservation remains a challenge. The Western Hill Country also includes the undulating limestone formations of the Waitomo District, famous for its caves and karst landscapes.

The Eastern Ranges form the natural eastern boundary of the Waikato and include the Kaimai and Coromandel Ranges. They are distinguished by their rugged and forested landscape and rich biodiversity. Historically, large bands of native forest in the ranges were felled for timber, particularly the prized kauri trees, and parts of the ranges were mined for gold and minerals. The impacts of resource extraction from the Eastern Ranges are still visible, however significant areas are now managed as conservation land. This provides key areas for conservation, recreation, and biodiversity protection. In addition to their ecological value, the ranges contain significant water catchments with numerous rivers supplying water to surrounding agricultural areas and towns.

Natural considerations

- The potential for the natural environment to deliver a large scale, catastrophic event.
- The challenges of erosion – potentially exacerbated by severe weather events.
- The importance of the natural environment in providing resources essential for life (clean air and water).
- The relationship of the natural environment to the economic wellbeing of the region.

Photo: Hot Water Beach, Coromandel

Figure 10: Topographical map of the area

Section 5: Mahere o te Rōpū Raru-Ohotata o Waikato
Waikato CDEM Group Structure

This section outlines the *current* structure of the Group to support their functions in governance, leadership, and delivery.

Governance - Waikato CDEM Group Joint Committee

Membership

The Joint Committee was established in accordance with the Act and consists of one elected representative from each local authority within the Group area.

Purpose

To provide leadership in delivering coordinated and collaborative Civil Defence Emergency Management arrangements among member local authorities, partner agencies, clusters, and communities within the Waikato CDEM area, to plan for, respond to and recover from emergencies as outlined in the National CDEM Plan.

Democratic arrangements

The democratic arrangements (e.g., appointment of chair, voting, meeting quorum, and standing orders) are established through the Local Government Act.
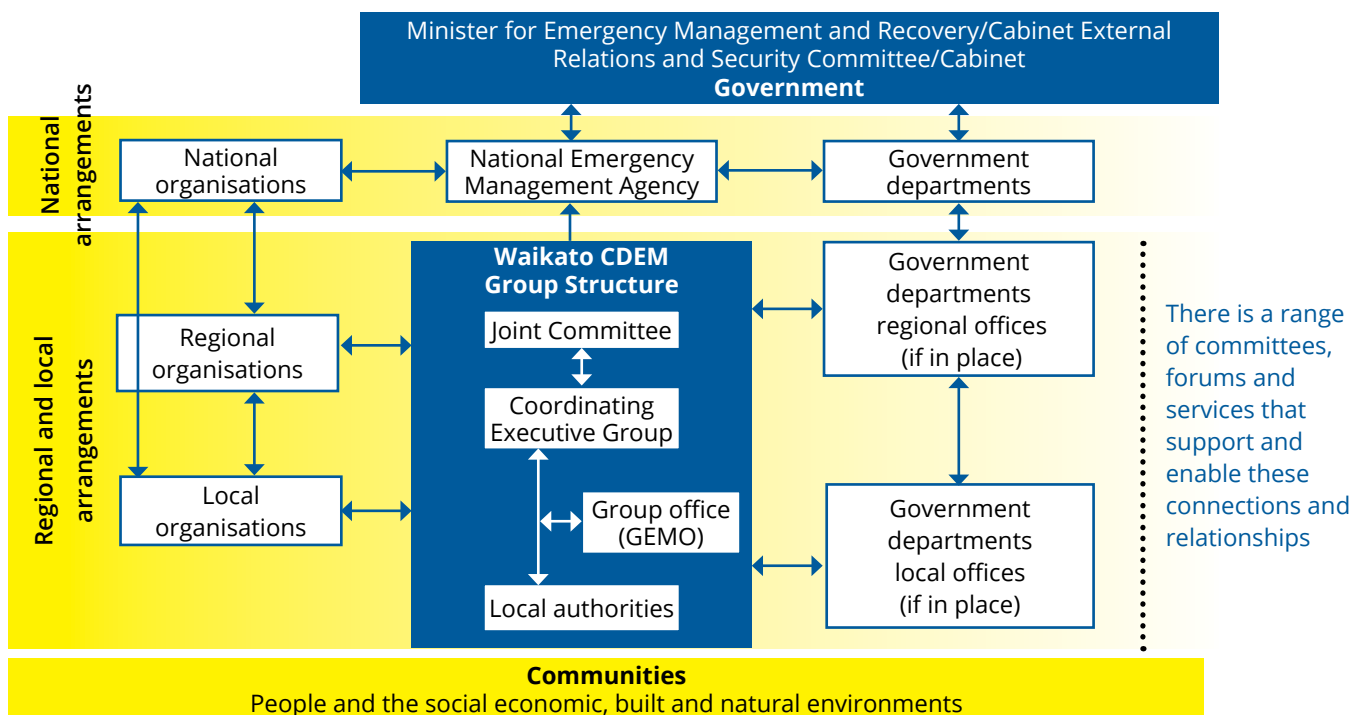

Figure 11: New Zealand's Emergency Management System (modified from the Guide to National CDEM Plan)

Roles and responsibilities

In an emergency, the Mayor, Joint Committee Chairperson and Members have a range of roles and responsibilities across the 4 Rs. For more information on these roles and responsibilities, visit: **civildefence.govt.nz/resources-for-elected-officials**

In accordance with the Act, the functions of the Joint Committee include, but are not limited to:

- **Risk management:** identifying, assessing, and managing relevant hazards and risks. Consulting and communicating on risks and implementing cost-effective risk reduction measures.
- **Planning for CDEM:** developing, implementing, monitoring, and reviewing the Waikato CDEM Group Strategic Group Plan. Participating in the development of the National CDEM Strategy and Plan.
- **Delivering CDEM:** maintaining and providing resources for effective CDEM, including equipment, materials, services, information, and suitably trained and competent personnel/volunteers, and response and recovery activities.
- **Provide assistance:** offering support to other CDEM Groups.
- **Promoting and monitoring CDEM:** raising public awareness of the purposes and requirements of the Act, and monitoring and reporting on compliance with it.

The Joint Committee is responsible for ensuring the Group fulfils its CDEM responsibilities and will:

- Set the strategic direction of the Group via the Strategic Group Plan, and amend it as required.
- Approve the Group Plan Actions.
- Approve the budget requirement for implementation of the Strategic Group Plan and Group Plan Actions.
- Inform Waikato Regional Council (WRC) of the Group set budget requirement for inclusion in WRC Long Term Plan, ensuring the necessary targeted rate is struck for collection on behalf of the Waikato CDEM Group.
- Enable Māori communities in achieving equitable outcomes, by ensuring iwi, mana whenua and representation of Māori have active involvement in all aspects of emergency management.
- Monitor the progress in implementing the Group Plan Actions.
- Appoint CDEM statutory roles as legislated and required.
- Advocate for needs of local emergency management at a national level.
- Champion CDEM outcomes at the governance level both locally and at cluster opportunities e.g. Mayoral Forums.
- Undertake a proactive role in overseeing the consistent application of Regional Policy Statements.

Individual Member Representatives Roles

Each local authority confers full delegated authority on its representative, or in their absence, the alternate representative on the Joint Committee, to exercise the functions, powers, and duties of Members under the Act.

The role of Joint Committee Member representatives within their local authority includes:

- Providing a point of contact for elected members on CDEM matters.
- Advocating for CDEM development and delivery.
- Liaising with CEG members to ensure their local authority delivers the outcomes of the Strategic Group Plan and Group Plan Actions via its work programmes and any resolutions passed by Joint Committee.

Coordinating Executive Group (CEG)

Members of the CEG

As set in the Act, CEG currently includes Chief Executive Officers, or senior management representatives delegated to act on their behalf, from each of the eleven local authorities in the Group, and also senior representatives from the New Zealand Police, Fire and Emergency New Zealand, and Health New Zealand - Te Whatu Ora.

In addition to these statutory members, the Joint Committee may appoint or co-opt non-statutory members and specialist advisors to the CEG as appropriate. Any co-opted or specialist advisors are captured in the CEG Terms of Reference.

Roles and Responsibilities

The CEG oversees and makes decisions on strategic planning, risk, and accountability matters across the Group. It operates under a Terms of Reference, with appointments and functions in accordance with the Act.

The CEG plays a crucial role in coordinating and integrating CDEM Group strategy with local CDEM planning and implementation. Its prescribed functions, in accordance with the Act include:

- Providing advice to the Joint Committee and any subgroups or subcommittees.
- Implementing the decisions of the Joint Committee as appropriate.
- Overseeing the implementation, development, maintenance, assurance of the CDEM Strategic Group Plan.
- Preparing and implementing an Group Plan Actions work programme and associated budget.

In addition to participating in CEG discussions and decision-making, individual CEG members are accountable for ensuring their respective organisations fulfil duties assigned by the Act and the Strategic Group Plan. This includes:

- Ensuring that any resolutions approved at CEG meetings are supported, budgeted/resourced, and implemented locally.
- Reporting on the progress and outcomes of the Group Plan Actions and CEG resolutions to ensure accountability and transparency.
- Championing CDEM outcomes at the executive level both locally and at cluster opportunities e.g. Local Government Chief Executive Forums.
- Considering the impact of CDEM outcomes on all aspects of business-as-usual and have appropriate business continuity plans.
- Integrating CDEM plans and processes across the organisation.
- Appointing and sustaining key CDEM roles.
- Ensuring engagement at a local level with iwi, mana whenua and representation of Māori.
- Consideration of Person Conducting a Business or Undertaking (PCBU) and health and safety requirements that may potentially impact on CDEM in the Group area.

To ensure effective planning and delivery of CDEM activities, the CEG may establish sub-committees with specific roles, chaired by a CEG member.

5.1 Whakaritengā o te Rōpū Group Arrangements

Group Emergency Management Office (GEMO)

Roles and responsibilities

To support the delivery of the Strategic Group Plan and Group Plan Actions, the Group has established and maintains a GEMO.

The GEMO coordinates and facilitates the 'day-to-day' Group-wide planning and project work on behalf of the Joint Committee and CEG. The work programme and budget of the GEMO is overseen by CEG and Joint Committee. GEMO staff are employees of the administrating authority, Waikato Regional Council (WRC).

Functions of the GEMO include:

- Coordinate consistent policy and procedure development to ensure consistent delivery across the Group.
- Support and facilitate assurance reporting on behalf of CEG and the Joint Committee.
- Prepare (in consultation with CEG) reports covering the Group performance with regard to work programme and budget.
- Provide advice and technical support to the CEG, the Joint Committee and Group members.
- Coordinate and manage Group-wide projects, including the ongoing review, development, implementation, assurance reporting to Strategic Group Plan and Group Plan Actions.
- Manage contracts entered into on behalf of the Joint Committee or CEG.
- Monitor and respond to adverse effects of emergencies on behalf of the Group and disseminate warnings, in alignment with warning arrangements in Section 6.
- Maintain the Group Emergency Coordination Centre (GECC).
- Liaise, build and maintain relationships with Group partners and stakeholders.
- Represent (or facilitating representation of) the Group on national bodies and projects.
- Support CDEM professionals and individuals in named roles (e.g. Controllers) across the Group.
- Provide administrative services for CEG such as convening meetings, providing venues, organising agendas, providing minutes and catering.
- Coordinate the agreed training curriculum.

Administering authority

In accordance with the CDEM Act, Waikato Regional Council is the administering authority for the Group.

Roles and Responsibilities

Waikato Regional Council, as the administering authority, will:

- receive the Waikato CDEM Group budget for inclusion in the council's long term plan, and any request for amendments for inclusion in its annual plan
- ensure the necessary targeted rate is struck for collection on behalf of the Waikato CDEM Group
- support the CDEM Group by maintaining appropriate accounting practices in accordance with targeted rate requirements.

Support from Waikato Regional Council

The function of the GEMO is supported by the Waikato Regional Council, as defined by a Service Level Agreement with the Joint Committee. The services provided as part of this agreement include:

- accountant for CDEM Group finances and budgets
- publish CDEM Group's budget and financial performance
- provision of the GECC
- enter into contracts with service providers on behalf of the Group
- democracy support for governance meetings.

The costs of undertaking these services are to be met in accordance with the Financial Arrangements section in this plan and supported through agreement between the Group and regional council.

Photo: Waikato Regional Council Hamilton office

5.2 Whakaritengā pūtea Financial Arrangements

The activities of the CDEM Group incur costs as part of:

- **Programmed activities:** administrative and related services under the Act and the approved Group Plan Actions.
- **Emergency expenditure, recovering costs and recovery finances:** expenditure incurred by the Group in the lead-up to, during and immediately after a CDEM emergency.

Programmed activities

The Group is responsible for funding administrative and related services under the Act and agreed Group Plan Actions. The Groups' charging policy, as set in the *Financial Arrangements* section, sets out a clear, transparent and equitable framework for the allocation of costs associated with the operation of the Group and for Members involved in Group activities. This policy is based on the following guiding principles:

- The operation of GEMO, and the administrative support provided to the Joint Committee and GECC (non-active status) are core Group activities. The level of resourcing for GEMO is determined by the Group Plan Actions with the associated budget approved by the Joint Committee.
- The Group's budget, which includes funding for the administering authority's functions, is funded through a targeted rate set by the Group. This rate is applied as a fixed amount per rating unit across the region via the Waikato Regional Council. This ensures all properties contribute equally to that funding.
- The effective operation of the Group relies on the appointment of senior management staff to the CEG and elected members to the Joint Committee. The time and associated costs for these personnel fulfilling their responsibilities to the Group will be borne by the partner agency.
- Where staff are appointed to a Group role, e.g. Controller, Recovery Manager, Public Information Manager, the costs associated with such appointments will be borne by the home organisation.
- Where equipment, facilities or other non-personnel resources are specifically and solely required to support the operation of the GEMO/GECC, then those costs shall be borne by the Group and reflected in the Group budget.

Photo: Volunteers in the Emergency Operations Centre

The following table sets out the framework of how charging is applied across the Group:

Role	Situation	Resourcing Type	Group Cost	Member Cost
Joint Committee members	Fulfilling member responsibilities – attendance at meetings/workshops and related work.	Time/$		✓
CEG members (councils and partner agencies)	Fulfilling CEG member responsibilities – attendance at meetings/workshops and related work. Includes costs relating to travel, training and upskilling.	Time/$		✓
Group members and partner agencies	Activities in accordance with delivering the Group Plan Actions through work programmes.	Time/$		✓
Group workforce (Group Manager/staff)	Approved training and associated costs in representing the Group at recognised CDEM events.	Time/$	✓	
Key appointment: e.g. Controller, Recovery Manager, Public Information Manager	Staff of or representative from a member organisation supporting their responsibilities.	Time/$		✓
	External appointments (excludes councils and partner agencies) supporting the GEMO/GECC.	Time/$	✓	
	Approved training and associated costs supporting the GEMO/GECC (e.g., representing the Group at a recognised CDEM event.	Time/$		✓
GECC workforce	GECC training/activation (councils and partner agencies).	Time/$		✓
CDEM professional staff	Approved Group training and associated costs.	Time/$		✓
	Representing the Group at GEMO approved training/courses.	Time/$		✓
Non-CDEM staff (council and partner agency)	Periodic support of CDEM Group activities on an 'as required' basis.	Time		✓

Table 7: Application of charging across the Group

Unless agreed otherwise, the costs of completing any specific agency actions outlined in the annual Group Plan Actions will be met by the local authority or support agency concerned. There will be other occasions where charging to the Group is appropriate but falls outside the scope of the financial arrangements in place. In such cases the decision shall rest with CEG if the matter aligns with approved work programmes/budget. Other matters will be referred to the Joint Committee for consideration.

Expenditure in a Civil Defence Emergency

Each Group Member is responsible for ensuring their appointed Controller has the appropriate delegations to meet the start-up costs to respond to an emergency.

In an emergency, in the interim, costs will lie where they fall, or where a local authority requests a resource, the cost will lie with the relevant local authority. Where the Group Controller directs a resource, the cost will be apportioned, by agreement, until such time as a Waikato Regional Council administered funding source is in place.

In the lead up to, and during a CDEM emergency, the Group is responsible for funding:

- All costs associated with the activation, operation and the resourcing (excludes agency or local authority staff), of the GECC.
- All reasonable direct expenses incurred by the Group Controller.
- All reasonable direct expenses (such as travel, meals and accommodation) incurred by recognised technical advisors when they are requested to attend meetings to provide specialist technical advice.

Local authorities are responsible for meeting all costs associated with their own CDEM personnel, facilities and resources.

Local authorities, through their appointed response representative, take first line responsibility for responding to/recovering from the impact of disasters in their geographic and functional areas of responsibility. This includes the prior provision of the physical, human and financial resources needed for Reduction, Readiness, Response and Recovery. Each local authority is to be responsible for meeting all emergency expenditure incurred in its district or under its jurisdiction and arising out of the use of its resources and services under the control of either a Local Controller (directed to carry out any of the functions or duties of, or delegated to by the Group Controller), or the Group Controller.

Controllers will ensure all costs are properly recorded and accounted for to meet their Controller financial delegation reporting requirements.

Recovering costs of a Civil Defence Emergency

Upon termination of a CDEM emergency the Group Controller will recommend to the CDEM Group which costs could reasonably be met by the Group. Shared Group funding may be applied under special circumstances, the Group Controller will recommend the basis for cost apportionment between Group members. An example of this is widespread adverse regional impact events, and with consequential regional benefits from localised response efforts to reverse the impacts.

Claims for government reimbursement/assistance are to be made by the organisation incurring the expenditure. When a CDEM emergency involves more than one district, the GEMO will coordinate and review respective local authority claims, independently prepare a claim for agreed Group costs, and submit the consolidated application.

Emergency recovery finances

Each Group member is responsible for ensuring their appointed Recovery Manager has the appropriate delegations to undertake their duties.

Upon cessation of a CDEM emergency, the expenditure management regime established for the response phase must be closed off and re-commenced for the recovery phase under the control of the Recovery Manager.

The Recovery Manager will ensure all costs are properly recorded and accounted for. The Group Recovery Manager will recommend to the CDEM Group which recovery costs could reasonably be met by the Group and which costs could be recovered from the government. Where shared Group funding may be applied, the Group Recovery Manager will recommend the basis for cost apportionment between Group members.

Claims for government assistance are to be made by the organisation incurring the expenditure, or in the case where there are agreed Group costs, by the CDEM Group. Any central government involvement will be contingent upon the principles and conditions set out in the Guide to the National CDEM Plan.

Some costs incurred during recovery may be eligible for reimbursement from Central Government. The Guide to the National CDEM Plan details the commonly available mechanisms for essential infrastructure recovery repairs, disaster relief funds, and road and bridge repair subsidies. Other bespoke funding recovery mechanisms may be created during the recovery process.

Photo: Staff during a CDEM GECC activation February 2023

5.3 Whakaritengā ā-rohe
Local Arrangements

Local authorities (city, district and regional councils)

The connector with the people of the region are the eleven local authorities who have a detailed understanding of their communities and are best placed to understand and manage risks. The Act sets out the functions of CDEM Groups and each of its members and mandates local authorities to employ sufficient staff and provide sufficient funds and resources to deliver emergency management through Reduction, Readiness, Response and Recovery.

Local authorities support the delivery of the Strategic Group Plan through their participation in the CEG, various advisory groups established by the Group, as well as their implementation of agreed tasks and projects of both the Group Plan Actions and resolutions of CEG.

Local authorities establish and maintain their respective Emergency Operating Centre (EOC) and other response facilities to support the response collective capability of the Group. Further information is provided in Response Arrangements in Section 6.

To enable effective delivery of Civil Defence Emergency Management to communities requires the integration of the Strategic Group Plan and Group Plan Actions into, and undertaken through, various aspects of local authority business. This includes community engagement, community development, spatial planning, and enabled through long term plans and annual plans.

Photo: WRC regional resilience team

5.4 Whakaritengā o ngā ropu tautoko Collaboration Arrangements

Partner agencies

Partner agencies play an important role in the delivery of CDEM across the region. Some partner agencies have statutory responsibilities as outlined in *The Guide to the National CDEM Plan* which details partner agencies or clusters that have roles and responsibilities that they are either mandated to fulfil or are voluntary commitments to national arrangements. Many of these partner agencies have regional representation in the Waikato region.

The key arrangements that the Group maintains are detailed on the following pages. In an emergency, the Group will work with all relevant partner agencies, whether or not there is an existing relationship or arrangement.

Emergency services

Emergency services support the delivery of the Group Plan Actions through their participation in the CEG and their contribution to the objectives detailed in this Strategic Group Plan.

In accordance with the Act, senior representatives from the New Zealand Police, Fire and Emergency New Zealand, and Health New Zealand - Te Whatu Ora (as a provider of health and disability services operating in the area) are all members of the CEG, and additionally, Hato Hone St John are currently co-opted members of CEG.

Separately, New Zealand Police and Health New Zealand - Te Whatu Ora are also members of the partner agency group that provide welfare services for Waikato welfare coordination.

An emergency services advisory group prepares and plans for major events, promotes Civil Defence Emergency Management within their organisations, contributes advice and coordinates the management of multiple agency area geographic boundaries. This collaboration is facilitated through an advisory group to ensure effective communication and cooperation amongst the various emergency services agencies.

The emergency services are also bound by their own legislation and national organisation requirements in terms of CDEM delivery.

Photo: Supplied by National Emergency Management Agency

Welfare services

Welfare services are managed and delivered at a local level and coordinated and supported at regional and national levels. At a regional level, this is done by a partner agency group of welfare service providers for welfare coordination. This welfare coordination group is a collective that provides welfare support and are active at the regional and/or the local level.

Waikato welfare coordination

The Waikato Welfare Coordination Group provides a mechanism for collaboration and coordination between partner agencies who work together to ensure the effective delivery of welfare services across the region. The Waikato Welfare Coordination Group membership includes partner agencies that provide social and welfare services, and that lead and support the welfare response as per the National CDEM Plan. Representatives of community-based and volunteer organisations are included in a wider membership who are active in delivering welfare support and response at a regional and local level.

The Group has policy documents relating to the Welfare Coordination Group, including a five-year Waikato Welfare Coordination Group Welfare Plan.

Group welfare manager

The Group Welfare Manager is a statutory appointed role, made in accordance with the National CDEM Plan. The Waikato Welfare Coordination Group Welfare Plan provides for the role and responsibilities of the Waikato Group Welfare Manager.

Local welfare managers

Within the jurisdiction of the Waikato CDEM Group, each territorial authority is responsible for maintaining the appointment of a local welfare manager. The specific obligations of roles and responsibilities of the local welfare manager are outlined in the Welfare Roles and Responsibilities Policy.

Local welfare committees

Where a local welfare committee is established as part of the local welfare arrangements, the Group Welfare Plan and local welfare plans outline their roles and responsibilities.

Council local welfare plans

Territorial authorities are responsible for maintaining and implementing a local welfare plan that is reviewed annually and must not be inconsistent with the objectives of the Waikato Welfare Coordination Group Welfare Plan.

Photo: Volunteers in the Emergency Operations Centre

Lifeline utilities

Lifeline utilities are defined in the Act and fall into one of two categories:

1. Specific entities that are named, such as the authority that operates Hamilton Airport; or
2. Entities carrying out certain business, such as an entity that generates electricity, supplies or distributes water, or provides a telecommunications network.

The Act requires, among other things, that the lifeline utility is able to function to the fullest possible extent during and after an emergency, and that they participate in the development of CDEM plans.

Lifeline coordination

The Group's relationship with lifeline utilities is through a coordinating and advisory group that brings together Waikato lifeline utility representatives. There are various examples of pre-defined levels of service, dependent upon the lifeline utility. The resilience of critical infrastructure is the focus of a group of lifeline utility representatives from across the region's energy, telecommunications, and transportation organisations, other industry sectors and local territorial authorities (councils), with a goal to improve infrastructure resilience across the Waikato.

The Group office (GEMO) works with an advisory group of Waikato lifeline utilities to ensure the arrangements of any objectives, roles, relationships, expectations, and approach to funding alongside communication protocols that outline the response and recovery arrangements between lifeline utilities and CDEM. During emergency events, the GECC actively works with impacted lifeline utilities.

Neighbouring CDEM Groups

In accordance with the Act, the Waikato CDEM Group will assist other Groups in the implementation of CDEM within their area. This includes neighbouring and other Groups throughout the country. The Waikato Group shares borders with the following neighbouring CDEM Groups:

- Auckland
- Bay of Plenty
- Hawke's Bay
- Manawatū-Whanganui
- Taranaki

During emergencies, Group-to-Group level support mechanisms may be established as required. Additionally, assistance can be coordinated by the National Crisis Management Centre in response to specific requests.

During emergency events, this assistance is coordinated by the National Crisis Management Centre and is in response to specific requests.

Outside of CDEM emergencies, the Waikato Group works alongside neighbouring CDEM Groups to plan for shared risks e.g. Auckland Volcanic Field, Taranaki Volcano, and the Hikurangi Subduction Zone. As research continues, more cross-border plans for shared risks may be required due to ongoing review of specific hazards. A current example of this collaboration is the Central Plateau Volcanic Advisory Group, which includes the Waikato and Manawatū-Whanganui Groups.

The Waikato community

The Waikato community plays an important role in the delivery of emergency management across Reduction, Readiness, Response and Recovery. Much of the work community members undertake may not be recognised, leading to the misconception that emergency management is delivered for, or to, the community.

Civil Defence Emergency Management is delivered *with* and by the community.

The Group has a role in increasing the participation of communities in emergency management through engagement, support and resourcing that enables them to be self-resilient through readiness planning. An example of this is the development of Community Response Plans in collaboration with our local communities. We address those in greater need or those potentially disproportionately affected, ensuring equitable support, outcomes and responsibility for their own wellbeing in an emergency.

The Group will ensure communications, policies and plans are developed and implemented with consideration for people with; disabilities, including those accompanied by disability assistance dogs; ethnic communities; older people (65+) and other groups who may be disproportionately affected.

Trained volunteers

Volunteers do not have defined roles and responsibilities in this plan but are acknowledged as an important resource and are often an integral part of response and recovery activities, elevating the awareness and connectedness to our Waikato communities. Volunteers are managed and coordinated at a CDEM Group or local authority level.

The Group is proactive in the use of volunteers to support the response to an emergency. The Group, through GEMO, has representation on a Volunteer Coordination Group and aims to maintain memoranda of understanding with various volunteer organisations.

Spontaneous volunteers

Operational plans should show consideration of the need to effectively manage the important role of spontaneous volunteers in local emergency management.

National Emergency Management Agency

The National Emergency Management Agency (NEMA) is the Government lead for emergency management. The Group's relationship with NEMA is through the GEMO.

NEMA is responsible for leading national emergencies and supporting regional emergencies through the National Coordination Centre. During emergency events, the Group Controller is likely to have close engagement with the National Coordination Centre.

Section 6: Whakaritengā urupare Response Arrangements

Response structure

Response arrangements in the Waikato are local Emergency Operations Centres (EOC) and a regional Group Emergency Coordination Centre (GECC). The GECC is maintained by the GEMO while local authorities maintain their EOCs.

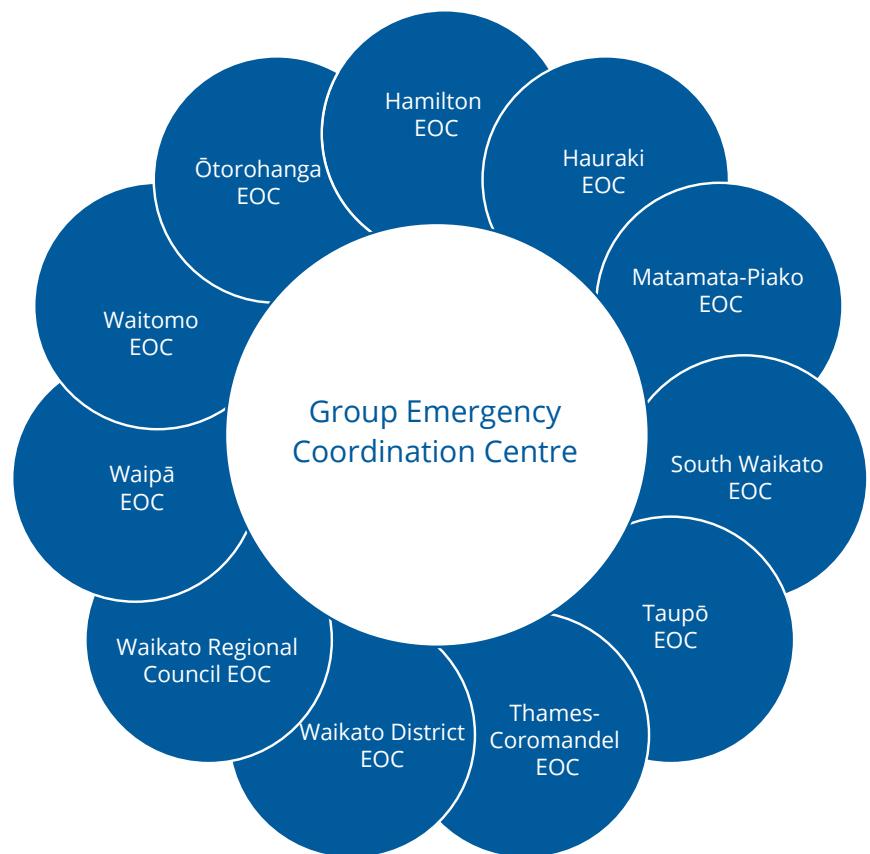For the role of elected members in response, refer to section 5 - Governance.

Figure 12: Response arrangements in the Waikato region

Emergency Operations Centres (EOC)

Local CDEM Controllers lead EOCs. EOCs can be activated at any time by their territorial authority. Generally, they will be activated by a CDEM Controller in response to an emergency event, or on the request of a partner agency. Local authorities, via local controllers and through local EOCs, are expected to manage the consequences of emergencies as part of the first line of response in their area.

Where the emergency requires broader coordination due to such things as multiple council/agency involvement, complexity of response or magnitude of impact, the Group Controller may assume primary control at the regional level. In these cases, the Group Controller will provide direction or coordinating instructions in the form of strategic priorities and objectives to the Local Controllers. In turn, the local controllers develop local strategies and tactics to deliver on those objectives. In these circumstances, the local controllers are providing direction or coordination at the local level on behalf of the Group Controller. The Group Controller serves as the primary contact or liaison with central government, taking direction from the National Controller where required.

When the response is CDEM-led (refer to 'Lead Agency' in Definitions), the EOC serves as the control and coordination hub for the district.

Group Emergency Coordination Centre (GECC)

CDEM Group Controller leads the GECC. The Group Controller will activate the GECC. Activation may be driven by one or more of the local EOCs being activated, a request from a regional partner, or a CDEM emergency or developing event. When the response is CDEM-led, the GECC serves as the control and coordination hub for the region.

Controllers

Controllers are the people who lead emergency responses. Group Controllers and Local Controllers have been appointed by the Joint Committee, under the Act. In emergencies Controllers are responsible for appointing, directing and coordinating the use of personnel, material, information, services and other resources. In the Waikato region we have a tiered approach to Controller appointment, as stated in the policy set by the Joint Committee, and which outlines the selection, development and training of Controllers.

Coordinated Incident Management System

The Coordinated Incident Management System (CIMS) provides a standardised way of responding to emergency events. Partner agencies are all familiar with CIMS and the GECC and EOCs are staffed and run in accordance with CIMS functions. All members of the Waikato CDEM Group will utilise a consistent training framework, as resolved by CEG, which is based on CIMS.

Duty system

The GEMO maintains 24/7 duty to ensure a continuous awareness of events that may require initiation of a regional response if directed to do so by the Group Controller. Group Duty Officer systems are processes are in place for timely receipt of alerting of potential/emerging events for timely distribution to local authorities, partner agencies and where possible the public.

Local duty arrangements are the responsibility of the local authorities and must be in place 24/7. The purpose is for timely receipt of alerting of potential/emerging events from the duty system and be enabled to undertake timely informing of their communities of warnings of any potential/emerging events.

Warning arrangements

Warnings are notifications used to advise partner agencies, authorities and the public of possible and emerging events. They enable people to prepare for potential or actual emergencies. Early warnings and alerts about potential hazards and emergency events to facilitate effective responses and timely mobilisation of resources.

National warning systems and public alerting tools

The National Emergency Management Agency (NEMA) maintains the National Warning System (NWS), provides system tools such as the Emergency Mobile Alert (EMA), that enables NEMA to issue national warnings.

Waikato CDEM warning system

The CDEM system promotes warnings appropriate to the public in line with the requirements of the scientific partner agencies. The CDEM Group are one of the many channels by which lead agencies, such as MetService and Earth Sciences New Zealand, distribute their warnings.

The following table outlines situations where warnings may be received and details the roles and responsibilities across the GEMO, regional and local authorities in receiving, informing, and actioning warnings.

Situation	Responsible	Role
Warnings from scientific lead agencies such as Earth Sciences New Zealand, MetService, MPI, and any other relevant government agency responsible for warnings	**Local authorities:** Systems and processes in place (24/7) that can receive and distribute timely alerting of potential/emerging event. Lead through ongoing and timely communication with their communities, informing their communities of the warning of a potential/emerging event. Initiate a local response delivery, if required or as directed.	**GEMO:** Systems and processes in place (24/7) that can receive notifications of potential/emerging event and distribute to local authorities. Consider the appropriate use of EMA, in line with thresholds advised in the current NEMA guidance documents. Support local authorities and partner agencies through additional timely and accurate communication and, where possible, strengthen messaging. Initiate coordination of regional response, if directed by Group Controller.
Regional Flood Warnings	**Waikato Regional Council:** Systems and processes in place (24/7) that can receive and distribute timely alerting of potential/emerging event. Lead through timely informing CDEM Group, Local Authorities of a warning and provide timely scientific advice. Lead the sharing of relevant and scientific information with all relevant agencies. Collect and analyse information (including forecasting), facilitate multi-agency meetings to distribute that information.	**GEMO:** Systems and processes in place (24/7) that can receive notifications of potential/emerging event and distribute when required. Support through receiving WRC situational awareness intel. Consider the appropriate use of EMA, in line with thresholds advised in the current NEMA guidance documents. Initiate coordination of regional response, if directed by Group Controller.
	Local authority impacted: Systems and processes in place (24/7) that can receive and distribute timely alerting of potential/emerging event. Initiate a local response, if required or as directed. Lead local liaison and delivery of information and response.	**GEMO:** Support local authorities and partner agencies through additional timely and accurate communication and, where possible, strengthen messaging. Support Local Authorities response delivery if requested or if directed by the Group Controller. Consider the appropriate use of EMA, in line with thresholds advised in the current NEMA guidance documents. Support through attending situational awareness briefings.

Table 8: Roles and responsibilities for warnings

6.1 Whakapuakitia tētahi wā ohotata Declaration of a State of Emergency and giving notice of Local Transition Period

Declaring, extending or terminating a state of local emergency overview

Declaring, extending or terminating a state of emergency provides Controllers and others with extraordinary powers designed to deliver an effective and swift emergency response.

These powers are outlined in the Act and currently include:

- Section 78 Power of entry to obtain information in urgent cases
- Section 86 Evacuation of premises and places
- Section 87 Entry on premises
- Section 88 Closing roads and public places
- Section 89 Removal of aircraft, vessels, vehicles, etc.
- Section 90 Requisitioning powers
- Section 91 Power to give directions
- Section 92 Power to carry out inspections, etc.
- Section 94 Contracts in urgent cases

In addition *Section 85 Emergency powers of Civil Defence Emergency Management Groups* also provides the Group (through the Joint Committee) with a number of powers. These powers, have delegated to the Group Controller.

Declaring, extending or terminating a state of local emergency for a territorial authority

The Mayor of a territorial authority, or an elected member designated to act on behalf of the mayor, may declare, extend or terminate a state of local emergency that covers the district or wards of that territorial authority (the Act). The Group Controller is to be informed by any Waikato territorial authority considering declaration, extension or termination, to ensure coordination, particularly where multiple councils may be affected or where declarations may overlap.

Declaring, extending or terminating a state of local emergency for the region

The Waikato CDEM Group has authorised the Chairperson of the Joint Committee to declare, extend or terminate a state of local emergency for the region, or for one or more districts or wards within the region (the Act).

In the absence of the Chairperson, the authority to declare passes to the Joint Committee Deputy Chairperson. If both the Chairperson and Deputy Chairperson are absent, the authority to declare will pass to any local government elected member of the Joint Committee.

Ministerial declaration

The Minister may declare a local state of emergency if at any time it appears to the Minister that an emergency has occurred, or may occur, in the area of any Civil Defence Emergency Management Group and a state of emergency has not been declared under Section 68.

Transitioning from response to recovery

It is essential that the Recovery Manager becomes involved in the response phase early as this allows the Recovery Manager to become familiar with the situation, to work closely with the Controller, and make necessary preparations to execute seamless transition from the response to recovery phases of the emergency. The Controller and Recovery Manager must formally acknowledge the shift in coordination and accountability for recovery related activities. After an emergency arises, for which a state of emergency has not been declared, a person who is appointed or otherwise authorised to give notice of a local transition period may do so in accordance with the Act and approval of the Minister.

Giving notice of local transition period

The Mayor of a territorial authority, or a local government elected member designated to act on behalf of the Mayor, are authorised to declare a local transition.

The Recovery Manager has powers under the Act in Section 94H and which currently include:

- Power to require information
- Evacuation of premises and places
- Closing of roads
- Power to give directions

Procedural requirements for declaring a local state of emergency/local transition period

Procedures required to be undertaken during/following the declaration of a state of emergency or a local transition period are provided for in the Act, regulations and national guidance. This includes public notifications, gazetting and recommended consultation.

Prior to making a declaration (for all or part of the Waikato Group area), where practicable, the person authorised to declare should consult with:

- The Controller - Group/Local
- Persons appointed to make local declarations within territorial authorities
- CEOs of affected Councils
- A representative from NEMA
- Senior member of the emergency services - as required
- Iwi authority CE of the rohe impacted
- Other agencies as deemed appropriate
- Emergency Management staff - as deemed appropriate

Procedural support for councils is available from the GEMO, and from NEMA, as required.

Financial arrangements during a CDEM emergency/local transition period

Detailed in Financial Arrangements Section 5.2.

6.2 Whakaritengā haumanu Recovery Arrangements

Recovery is the coordinated work that brings about the regeneration and enhancement of communities following an event. Recovery occurs across the social, built, economic and natural environments.

Recovery managers

Recovery managers are the people who lead recovery operations. As a statutory role, Group Recovery Managers have been appointed by the Joint Committee. The Group Recovery Manager is responsible for directing and coordinating the use of personnel, material, information, services and other resources during a local transition period.

In the Waikato we have a tiered approach to recovery manager appointment, as per policy set by the Joint Committee. Local Recovery Managers are responsible for recovery within their territorial authority boundaries.

The selection, development and training of recovery managers is undertaken as per policy set by the Joint Committee for recovery managers.

Strategic planning for recovery (pre-planning)

It is the responsibility of each CDEM Group member to undertake pre-disaster (credible risks) recovery planning and to enable post-disaster recovery.

Pre-planning for recovery is the process of preparing communities and organisations to effectively respond to and recover from disasters before they occur. This proactive approach ensures that when a disaster strikes, there are already established plans and resources in place to facilitate an earlier and more effective recovery. Pre-planning for recovery helps communities minimise the impacts of disasters and recover more quickly and sustainably. It ensures that everyone knows their role and that resources are used efficiently.

Partnership with the wider community ensures that communities and businesses are well placed and supported to recover from any impacting emergency. Working with businesses, infrastructure and communities before an event will help them be better prepared for an event and will reduce the potential impact. Pre-planning for recovery alongside partner agencies, iwi, mana whenua and representation of Māori and stakeholders, is to understand risks, minimise consequences, and incorporate mātauranga to enhance preparedness across the region.

Managing recovery

Initial recovery, or transition to recovery, would be undertaken by recovery managers. Longer term recovery requires significant financial considerations and should ordinarily be led by local authorities.

By focusing on recovery pre-disaster planning, individuals and communities can effectively manage recovery and enhance their resilience against future disasters.

Emergencies have a far-reaching consequence on people beyond the consequences for persons that are directly affected. Gaining a comprehensive understanding of the full range of consequences from an emergency is a priority.

Section 7: Whakataurangi Assurance

The assurance programme

The Assurance Programme is a set of assessments, standards, reports and information that the Waikato CDEM Group delivers, and adapts, as needed.

This program is intended to ensure consistent capability and collective capacity across the Group, and tracks progress towards objectives and outcomes set in the Strategic Group Plan.

Assurance is provided on

1. Reporting against measures set in the Group Plan Actions.
2. Compliance with legislation.
3. Recognition, value, and enablement of iwi, mana whenua and representation of Māori.
4. Hazard research, hazard awareness, understanding risks and risk reduction.
5. Continuous improvement adaptability in the system, ensuring review findings and lessons learned are implemented.
6. System functionality works when required through Group agreement on:
   - Governance and executive capabilities.
   - CDEM Group structures and delivery models.
   - Operational plans that are fit for purpose.
   - Personnel meets consistent standards and competencies.
   - Personnel meets agreed capacity.
   - Training and exercising.
   - Cooperation, collaboration and integration promotion.
   - Platforms and equipment are fit for purpose.
7. Adequate resourcing for the system.

Progress and performance

Assessing progress against objectives

The Strategic Group Plan outlines nine objectives across three strategic goals. The objectives and outcomes inform the setting of annual Group Plan Actions, which details specific and measurable actions each year with quarterly progress reporting to be provided to the CEG and the Joint Committee. The Joint Committee reports are public documents to ensure accountability.

Assessing performance in delivering CDEM

The Group's performance in delivering CDEM is assessed through internal procedures, such as an After Action Report Policy and a framework for training assessment. External experts are also commissioned for performance feedback as required, as was done in 2023 for the response to the North Island Severe Weather Events. The Group aims to balance the focus across all 4 Rs (Reduction, Readiness, Response and Recovery) to avoid overemphasising response efforts.

Ensuring compliance with relevant legislation

The Group ensures its actions align with national CDEM strategies and the National Disaster Resilience Strategy. The Strategic Group Plan was developed in accordance with the Act and the CDEM Group Planning Director's Guidelines. Ongoing engagement with the National Emergency Management Agency supports the Group staying updated on relevant legislative changes.

Tohutoro
References

National documents

National Disaster Resilience Strategy 2019-2029
Civil Defence Emergency Management Act 2002
National Civil Defence Emergency Management Plan
Guide to the National Civil Defence Emergency Management Plan
Director's Guideline for Civil Defence Emergency Management Groups

Waikato documents

Waikato Regional CDEM-Māori Framework
Waikato Welfare Coordination Group Welfare Plan
After Action Report Policy
Waikato CDEM Controller Policy
Waikato CDEM Group Recovery Manager Policy
Waikato CDEM Group Capability Development Strategy
Waikato CDEM Group Training and Exercise Plan

Definitions

The following definitions are specific to this Plan's context and purpose. In cases where there is a discrepancy or conflict, national legislation or superior national guidance will take precedence and should be referred to as the authoritative source.

Communities

Communities of Location: these are groups of people living in a specific geographic area, such as a neighbourhood, town, iwi rohe, tangata whenua and maraes. This type of community is defined by physical boundaries and shared local interests.

Communities of Interest: these are groups of people who share common interests, values, or concerns, regardless of their physical location. This includes iwi, hapū, whanau, professional associations, hobby groups, or advocacy organisations.

Communities of Practice: these are groups of people who share a common interest or profession, allowing them to learn from each other and improve their skills collectively through sharing best practices, discussing challenges, and innovation.

Community organisations: typically encompass a wide range of groups, including non-profit organisations, volunteer groups, and other entities that work towards the wellbeing and development of their communities. These organisations play a crucial role in fostering community engagement, providing services, and supporting local initiatives.

Emergency services: New Zealand Police, Fire and Emergency New Zealand, Health and Disability Services – currently represented by, but not limited to Health New Zealand - Te Whatu Ora and Hato Hone St John.

Lead agencies: the organisation that has the primary responsibility, National CDEM Plan, for managing a particular aspect of an emergency response. The lead agency is responsible for coordinating the response efforts of other agencies and ensuring that the necessary resources and support are provided.

Lifeline utilities: entities that provide essential infrastructure services to the community. These services include water supply, wastewater and stormwater collection, electricity, gas, fuel distribution, telecommunications, broadcasting, and transportation networks such as roads, railways, airports, and ports. Lifeline utilities have specific responsibilities under the Act.

Partner agency: a government or non-government organisation or entity (other than a CDEM Group) with responsibilities under the National CDEM Plan.

Stakeholders: encompasses a wide range of participants, in the context of CDEM. Stakeholders often include a mix of cultural, rural, urban, partner agencies, lifeline utilities, and local authorities. It is about leveraging diverse perspectives to achieve effective outcomes through collaboration together for a specific purpose, contributing their unique expertise and resources to enhance emergency management efforts.

The Group: governance (Joint Committee) and executive (CEG) membership alongside partner agencies (individually e.g. FENZ and NZ Police, or as a collective e.g. welfare and lifelines).

Welfare services: those responsible for providing welfare services e.g. foodbanks, psychosocial support, MSD during emergencies, many are also included as partner agencies.

Appendix

Appendix 1: Relationship between Objective and Outcomes and the National Disaster Resilience Strategy

Strategic Group Plan	Strategic Group Plan objective detail	National Disaster Resilience Strategy
Objective 1: **Governance**	The governance and management arrangements of the Group will provide unified and collective direction to its members and partner agencies in achieving the identified emergency management outcomes for the Waikato community.	Objectives: 2, 7, 8, 9, 10, 15
Objective 2: **Partnerships with Māori**	Build effective and strong relationships and partnerships with Māori to ensure integration of mātauranga Māori and tikanga in emergency management.	Objectives: 7, 8, 13, 14, 18
Objective 3: **Effective Relationships**	Build and maintain strong relationships with partner agencies, iwi, mana whenua, businesses, community organisations and the community, to enable community empowered emergency management.	Objectives: 2, 13, 14, 18
Objective 4: **Hazard Information**	Increase comprehensive information, knowledge and multi-hazard assessments to a local level to provide ongoing actionable insights into our risks for accountability and continuous improvement.	Objectives: 1, 3, 4, 5, 12
Objective 5: **Risk Reduction**	Targeted and resourced risk reduction activities will be undertaken by each CDEM Group member and partner agency to enhance long term community resilience and safety.	Objectives: 4, 5, 6, 16
Objective 6: **Comprehensive Emergency Management Planning**	Emergency management planning is comprehensive, inclusive and robust across the 4 Rs for identified and credible regional and local risks.	Objectives: 10, 15, 17
Objective 7: **CDEM Workforce – people**	Ensure the Waikato Group has the right number of capable and competent emergency management workforce to manage the CDEM response to, and recovery from, credible emergencies.	Objectives: 7, 8, 11
Objective 8: **Response and Recovery Enablement – systems and processes**	Strengthen emergency management response and recovery structures through high quality coordination, early communication, tools, equipment and preparedness between the Group, its members, partners, iwi, mana whenua and the community that ensures responsive, cohesive and resilient networks.	Objectives: 9, 10, 12, 17
Objective 9: **Community Empowerment**	Increase participation that empowers all in emergency management, enabling them to take responsibility for their own wellbeing in an emergency.	Objectives: 2, 8, 10, 13, 14, 18

Table 9: Relationship between Objective and Outcomes and the National Disaster Resilience Strategy

WAIKATO REGION
EMERGENCY MANAGEMENT
GROUP