



WAIKATO REGION
EMERGENCY MANAGEMENT

GROUP

Mahere Mahuki a te Rōpū Raru-Ohotata o Waikato

Waikato Civil Defence Emergency Management Group Group Plan Actions 2025-2030

2025/26 Implementation of the Strategic Group Plan 2025-2030



Photo: Wairere Drive, Hamilton

30 May 2025	Draft Group Plan Actions 2025-2030 priorities and projects endorsed for consultation
4 June – 4 July 2025	Consultation/engagement
22 September 2025	Approved by the Waikato CDEM Group Joint Committee
1 October 2025	Waikato Civil Defence Emergency Management Group Plan Actions 2025-2030 came into force
1 October 2030	This Plan will be reviewed annually, and remains in force until completion of the Strategic Group Plan 2025-2030 review, due by 1 October 2030

Executive Summary

Over the past five years, the Waikato Civil Defence Emergency Management (CDEM) Group has faced numerous challenges, constraints and evolving emergency management demands. The tempo of events and their consequences have increased greatly over the last ten years. At the same time the expectations on what the emergency management system will deliver during an event have increased. These challenges have necessitated changes in our approach and may lead to future system adjustments following the current emergency management legislation review.

The purpose of this Group Plan Actions document is to implement our Strategic Group Plan 2025-2030, which was reviewed and approved for public consultation by the Waikato CDEM Group Joint Committee, 24 March 2025. The Group Plan Actions 2025-2030 is incorporated by reference into the Strategic Group Plan 2025-2030. The strategic planning process identified the Group's priority objectives and the emergency management outcomes that we alongside our communities aim to achieve over the next five years.

The workstreams and projects in this document have been developed to support and deliver on the Strategic Group Plan, taking into account defined roles and responsibilities as well as available resources. Each project is supported by detailed project plans and, where appropriate, the local work programmes and projects of individual councils.

This Group Plan Actions 2025-2030 outlines the major work streams and projects we intend to progress during the 2025/26 and 2026/27 financial years. At the end of 2025/26, this plan will be reviewed, engagement and consultation will be undertaken to update implementation details for the following year and to identify projects for progression in 2027/28. Where appropriate, major projects and initiatives are identified through to 2030, aligning with the full duration of the current Waikato CDEM Strategic Group Plan.

Business as usual activities - those routine operations essential to maintaining day-to-day functions - will continue to support the achievement of the objectives and outcomes set out in the Strategic Group Plan. Where relevant, co-designed CDEM/iwi work plans will also be reflected in this document, particularly where significant activities are shared across agreed iwi work programmes.

A summary of Priority One projects for 2025/26 are set out in Table 1 below. These projects represent a significant commitment by the Group and our partners in enhancing Waikato's preparedness and resilience in the face of an increasingly complex and demanding hazard and risk environment.

Table 1: Summary of priority one projects 2025/26

Work Stream	Priority One Projects	Current Project Phase/Start	Project % Completed	
			2025/26	2026/27
Governance and Management	Partnering with Māori in Emergency Management	Started		
	Common Long Term Plan (LTP) Measures	January 2026		
Risk Reduction	Group Hazard and Risk Consequence Analysis:	July 2025		
	• Kerepehi Fault exposure and impact assessment	October 2025		
	• Severe Weather/Flooding Event	October 2026		
	• Tsunami	October 2027		
	Infrastructure Resilience:	July 2025		
	• Increase understanding of risks to infrastructure	Started		
	• Individually and collectively increase infrastructure resilience	Started		
	• Infrastructure interdependencies and planning	April 2026		
Community Empowerment	Community Led Response Planning Programme	April 2026		
	Māori Partnerships Plan:			
	• Marae preparedness	Started		
	• Welfare cost recovery application	Started		
	• Create co-designed CDEM-Iwi/Māori Communication Plan	Started		
	• Understanding, processes and tools to integrate Marae within the response framework while acknowledging mātauranga Māori	Started		
Operational Readiness and Response	Common Operating Platform	Started		
	Operational Response Plans:	January 2026		
	• Hikurangi Subduction Zone (Earthquake/Tsunami)	Started		
	• Tsunami	January 2029		
	• Severe weather and flooding	June 2027		
	• Taupō Volcanic Zone Event	April 2028		
	• Logistics Annex	Started		
	• Welfare Annex	July 2026		
	• Transition to Recovery Annex	April 2027		
	Develop Waikato NZ Response Team Capability	October 2025		

Work Stream	Priority One Projects	Current Project	Project % Completed	
		Management Phase	2025/26	2026/27
Recovery	Build Group and local recovery capability	Started		
	Recovery Operational Resources and Training Implementation	Started		
	Strategic Planning for Recovery (pre-planning)	Started		

The details of the above can be found in the work stream and projects sections of this report.

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Introduction and Purpose

Our strategic framework

The Waikato CDEM Group Strategic Group Plan 2025-2030 sets out our long term framework, which is summarised as Figure 1. At a meeting on [tbc 30 May 2025], the Coordinating Executive Group (CEG) considered and endorsed the priorities identified in this plan.

The key focus identified and reflected in our Strategic Group Plan include:

1. Empowering Communities to prepare for and respond to emergencies
2. Reducing risk exposure to our significant hazards
3. Ensure Māori participation and inclusion in emergency management
4. Providing assurance in the Waikato emergency management system

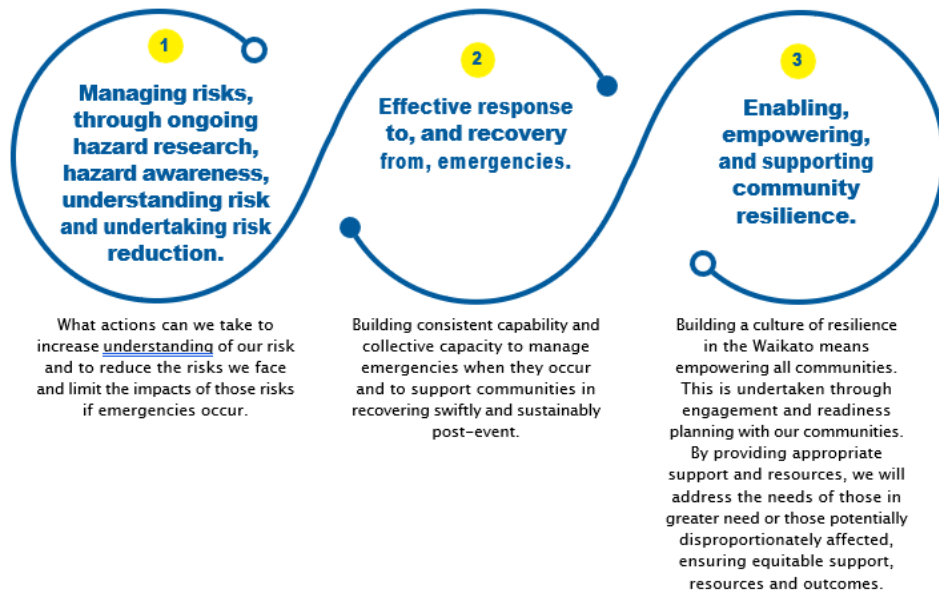


Figure 1: Waikato CDEM Strategic framework

Our strategic planning process

The process we use to identify, plan, implement and monitor our strategic direction is outlined in Figure 2. As circumstances evolve, we may need to adjust the plan. These adjustments may be driven by changes in legislation, shifts in our risk profile, evolving public expectations, or the occurrence of significant emergency events.

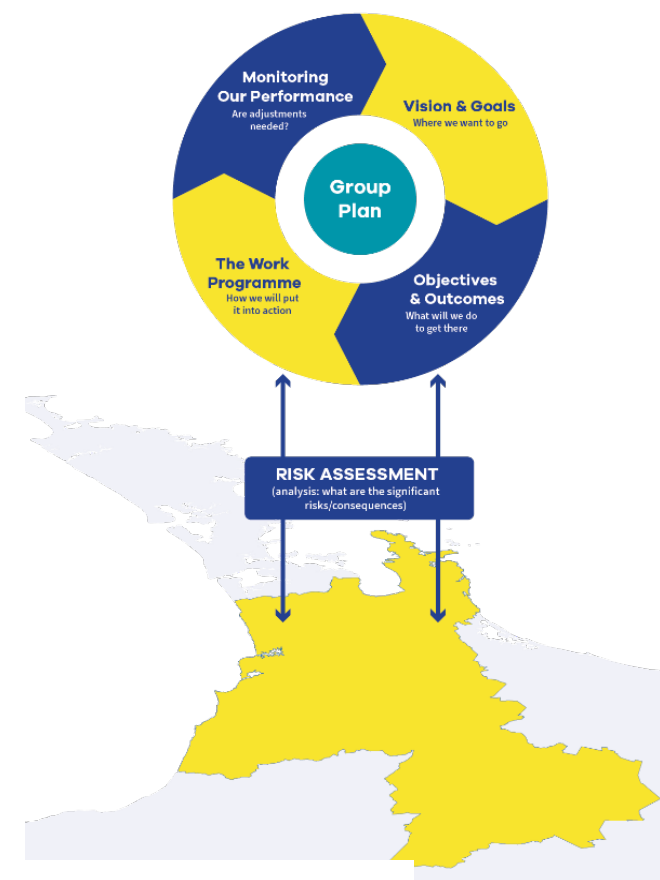


Figure 2: Planning process

Linking our strategy and implementation

Given the unpredictability of our operating environment, we must remain responsive to change. The Group Plan Actions will be reviewed annually to ensure alignment with our strategic goals and objectives, ultimately supporting the achievement of the desired outcomes for civil defence emergency management in Waikato.

This plan outlines our major projects for the 2025/26 and 2026/27 year. For continuity, major projects out to 2030 have been included. However, this does not cover our business as usual activities, minor or repetitive projects, or any future projects that are not currently prioritised or resourced. Business as usual activities – those routine operations essential to maintaining day-to-day functions – remain a significant component of our work.

To achieve our strategic goals and objectives, the Group Plan Actions identifies five key work streams. Each work stream is linked to the delivery of one or more of our strategic goals, which in turn contribute to the outcomes outlined in the Strategic Group Plan. Many work streams and projects are designed to support multiple objectives and outcomes. A full list of our objectives and outcomes is provided in [Appendix 2](#).

Each Waikato local authority (council) will develop its own local CDEM work programme in support of the Group's objectives and aligned with the overarching work streams in this plan. Progress against targets set in local work programmes will be reported quarterly to the Coordinating Executive Group (CEG) and the Joint Committee, providing assurance that the Group is collectively advancing agreed CDEM outcomes for our communities. Additional aligned work programmes may also be developed in collaboration with emergency services, iwi partners and other stakeholders.

Key linkages are detailed in ***Appendix 2: Waikato CDEM Group, Strategic Group Plan 2025-2030 - objectives and outcomes, work stream/project links and other work programmes.***

Our project prioritisation approach

We have assigned projects in this plan to one of three prioritisation categories. Prioritising these projects helped us establish the importance of individual projects and will allow us to manage project delays according to each project's priority. This is particularly important given the need for the Group to respond to unforeseen emergency events. These responses may go on for many weeks or even months and will have a significant impact on this plan's implementation. This means we may need to reprioritise resources. We used the following method to help prioritise our significant work:

Less Effort / High Impact	High Effort / High Impact
Priority One Projects: These projects make the strongest contribution to achieving our vision and strategic outcomes and are achievable within a short to medium timeframe given the resourcing available.	Priority One or Two Projects: These projects make a strong contribution to achieving our vision and strategic outcomes but are not as easily achievable given their complexity or the resourcing required. Projects in this category will need to make a significant positive impact on our strategic outcomes to be priority one.
Less Effort / Less Impact	High Effort / Less Impact
Priority Two Projects: These projects are credible and may be important, but due to their lower impact on our strategic outcomes they are not deemed a high priority. Due to the low resourcing required, we may implement these projects at short notice should an opportunity present itself (e.g. if a priority one project is completed ahead of time).	Priority Three Projects: These projects are credible and less important, but due to their lower impact on our strategic outcomes and their need for significant resourcing, they are not deemed a high priority. They will be placed into the Group Plan Actions sometime in the future as resources allow.

Governance and Management

This work stream covers initiatives to ensure the collective understanding of roles and responsibilities, and to encourage cooperation between CDEM Group members and partners who have CDEM responsibilities.

Providing direction and monitoring performance, with the appropriate resourcing and support, is an important responsibility in governing and managing CDEM activities including supporting the implementation of the Regional CDEM-Māori Framework (*refer Appendix 1*). The projects within this work stream seek to ensure this happens to give assurance to our community.

The focus of the projects within this work stream are to:

- ensure our strategy is relevant to the environment we operate in and the roles and responsibilities of the Group and our partners.
- provide the link between strategy and action.
- ensure resourcing is available to implement our strategy.

The following table outlines the programme to achieve this:

Governance and Management work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
Partnering with Māori in Emergency Management	1	Develop agreements and maintain relationships, partnerships and support capability with tangata whenua in emergency management.	Community and operational response in Waikato will be improved by acknowledging, resourcing and supporting the response of Māori at all levels of Emergency Management and in emergencies. This must be done in partnership with iwi, mana whenua, marae and hapū and will require recognition of the role Māori play in emergency management.	<u>Year 1:</u> Iwi are represented on CEG Maintain/increased number of co-designed workplans with iwi <u>Year 2:</u> <i>Measure to be confirmed following legislation reform</i>	Started	Jun 30	<u>Lead coordination</u> GEMO in partnership with Māori, iwi authorities, mana whenua, hapū, marae <u>Key support</u> CEG Joint Committee Local authorities Emergency Services Welfare Coordination Group

Governance and Management work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
Common Long Term Plan (LTP) Measures	1	Develop and implement a common set of Long Term Plan (LTP) measures across the 4 Rs for Group members to include in their LTP.	The Waikato CDEM Group is collectively responsible for CDEM in the Group areas. This project seeks to further our unified and collective direction in achieving good emergency management outcomes for our communities by formally setting common performance measures for each of our member councils.	<p><u>Year 1:</u> Workshop with CDEM key stakeholders to inform proposed Waikato region-wide LTP measures.</p> <p>Reporting to local authorities on the agreed LTP measures.</p> <p><u>Year 2:</u> Confirm local authorities agreed implementation.</p>	Jan 26	Mar 26	<p><u>Lead coordination</u> GEMO</p> <p><u>Key support</u> CEG Joint Committee Local authorities</p>
Delivery of CDEM across Group	2	Review and agreement of the CDEM roles and responsibilities between the CDEM Group and individual council members.	The Waikato CDEM Group operates a mixed model of a shared service/devolved responsibility approach while acknowledging each individual member must be engaged and is responsible for CDEM. A cornerstone of this arrangement are agreements defining the roles of the Group and its councils including financial responsibilities. The Government has also introduced legislative change which may impact on the roles and responsibilities of the Group and member councils.	<p><u>Year 1:</u> Provide a discussion document to understand implications for the Group from legislative and regulatory changes.</p> <p><u>Year 2:</u> <i>No measure - to be confirmed following legislation reform</i></p>	Jan 26	Dec 26	<p><u>Lead coordination</u> GEMO</p> <p><u>Key support</u> CEG Joint Committee Local authorities Iwi Māori Emergency Services Welfare Coordination Group</p>

Governance and Management work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
Review of Group Resourcing	2	Review of resourcing against the agreed Group Plan Actions, required day to day work expectations and changing expectations of emergency management delivery outcomes.	The expectations on the CDEM group to deliver emergency management outcomes has increased greatly over the last few years. This, combined with the increasing complexity of delivering a coordinated multi-agency response, increasing risk profile and signalled central government changes to the emergency management system, means that a review of resourcing will be needed to ensure we can fulfil our responsibilities.	<p>Year 1: No measure - not programmed for actioning until year 2.</p> <p>Year 2: Provide analysis of identified resourcing required to achieve agreed work programmes.</p>	Jul 26	Mar 27	<p>Lead coordination GEMO</p> <p>Key support CEG Joint Committee Local authorities Emergency Services Iwi Māori</p>
Monitoring & Assurance	2	Development of KPIs, processes and objective methodologies to monitor, assess and evaluate the effectiveness of Group activities and projects.	This project aims to consistently monitor performance against the objectives and outcomes set by/for the Group. As well as providing assurance to governance, partners and the community, this also allows the ability to adjust plans, and the programme where needed.	<p>Year 1: Action and report on agreed priorities projects/workstreams of the Group Plan Actions.</p> <p>Reporting on agreed priorities, utilised as the basis of review to advised year two priorities.</p> <p>Complete development of monitoring and assurance structure for:</p> <ul style="list-style-type: none"> • legislative compliance • continuous improvement • policies and plans review cycle • resourcing <p>Year 2: Peer review of Group Monitoring and Assurance structure.</p>	Oct 25	Dec 26	<p>Lead coordination GEMO</p> <p>Key support CEG Joint Committee Local authorities Iwi Māori</p>

Risk Reduction

Current understanding, decisions and actions on risk within the 4 Rs vary across the Waikato. This work stream covers initiatives that aim to increase understanding, informed decision-making and actions to reduce the overall risk of disasters on the Waikato rohe. The focus areas in the work stream are identified because they relate to the highest risks or high risks where there are gaps in understanding. The deliverables within this work stream aim to inform and contribute to decisions and actions across the 4 Rs in relation to Civil Defence Emergency Management to manage the risks.

The focus of the projects within this work stream are 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
- identify the actions that can be taken to avoid or mitigate the risks and communicate the risks to inform decisions
- identify appropriate measures individuals, organisations and communities can take to reduce their risk and consequences

Risk Reduction Strategic Outcomes – where we want to be in five years:

- 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.

The following table outlines the programme to achieve this:

Risk Reduction work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
Group Hazard and Risk Consequence Analysis	1	To scope, identify and analyse the impact of significant and credible disasters on the Waikato community. Identify information gaps on hazard risks and conduct a Group-wide programme of hazard research and impact assessments to increase understanding. Communicate results and new information to support hazard considerations and risk reduction implementation across the Group. To be undertaken through:	The identification of the consequences of a disaster on the Waikato allows focus of limited resources on things that matter and provides key inputs into the planning and response to these significant events. Continuing to share existing knowledge and understanding, this knowledge also helps to prioritise and drive our individual and community readiness activities. This information assists our partners such as Lifelines build risk reduction into critical infrastructure, and iwi with managing their risk and marae preparedness.	<u>Years 1 & 2:</u> Gaps in hazard and risk information identified. Hazard research and risk assessments approved and reported. Progress of local authority implementation of hazard and risk information reported.	Jul 25	Jun 30	<u>Lead</u> <u>coordination</u> GEMO <u>Key support</u> CEG Joint Committee Local authorities Iwi Māori Lifeline Utilities Group
	1	<ul style="list-style-type: none"> Kerepehi Fault exposure and impact assessment 	This project will also bring together information/ studies from a variety of sources into one place.	<u>Year 1 & 2:</u> Information gap analysis completed. Hazard and risk understanding increased through research and/or risk assessments. Results reported and communicated to stakeholders.	Oct 25	Jun 27	<u>Lead</u> <u>coordination</u> GEMO <u>Key support</u> NZ Institute for Earth Science Local authorities Iwi Māori Lifeline Utilities Group University Researchers

Risk Reduction work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
	1	<ul style="list-style-type: none"> Severe Weather/Flooding Event 		<p>Year 1: <i>No measure - not programmed for actioning until year 2.</i></p> <p>Year 2: Information gap analysis completed.</p> <p>Areas requiring increased hazard and risk understanding identified.</p> <p>Hazard and risk understanding increased through research and/or risk assessments.</p> <p>Results reported and communicated.</p>	Oct 26	Jun 27	<p>Lead <u>coordination</u> GEMO</p> <p>Key support WRC Local authorities Iwi Māori NZ Institute for Earth Science Lifeline Utilities Group</p>
	1	<ul style="list-style-type: none"> Tsunami 		<p>Years 1 & 2: <i>No measure - not programmed for actioning until year 3.</i></p> <p>Year 3: Gap analysis completed.</p> <p>Hazard and risk understanding increased.</p> <p>Results reported and communicated.</p>	Oct 27	Jun 30	<p>Lead <u>coordination</u> GEMO in partnership with WRC</p> <p>Key support GNS Local authorities Iwi NZ Institute for Earth Science</p>

Risk Reduction work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
							Lifeline Utilities Group
Infrastructure Resilience	1	Increasing the resilience of infrastructure within the Waikato Group area. Through increased understanding of hazard risk and implementation of reduction measures across infrastructure. The focus will be on:	Communities, organisations and economies are reliant on infrastructure to function and succeed. Disruptions to infrastructure within emergencies can cause significant consequences. Members of the Waikato Lifeline Utilities Group have a responsibility to contribute to increasing the understanding of risks and impacts to their infrastructure from all hazards, for example earthquakes and climate change hazards. Then individually, and collectively, support risk reduction identification and implementation such as mitigation measures and readiness such as planning for emergencies.	<u>Years 1 & 2:</u> Implementation of risk reduction measures informed by results of increased hazard and risk understanding reported.	Jul 25	Jun 30	<u>Lead</u> <u>coordination</u> GEMO (on behalf of the Lifeline Utilities Group) <u>Key support</u> Lifeline Utilities Group Local authorities Iwi Māori Welfare Coordination Group
	1	<ul style="list-style-type: none"> Increase understanding of risks to infrastructure. 		<u>Years 1 & 2:</u> Infrastructure included in impact assessments. Results of impact assessments on risks communicated to infrastructure owners and operators. Communication of the risk results within infrastructure organisations is reported to stakeholders.	Started	Jun 30	<u>Lead</u> <u>coordination</u> GEMO (on behalf of the Lifeline Utilities Group) <u>Key support</u> Lifeline Utilities Group Local authorities Iwi Māori

Risk Reduction work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
	1	<ul style="list-style-type: none"> Individually and collectively increase infrastructure resilience. 		<p><u>Year 1:</u> Mitigation programme is developed, implemented, monitored and reported.</p> <p><u>Year 2:</u> Individual and collective adaptation, reduction and avoidance activities undertaken are reported.</p>	Started	Jun 30	<p><u>Lead</u> <u>coordination</u> GEMO (on behalf of the Lifeline Utilities Group)</p> <p><u>Key support</u> Lifeline Utilities Group Local authorities Iwi Māori</p>
	1	<ul style="list-style-type: none"> Infrastructure interdependencies and planning. 		<p><u>Year 1:</u> Understanding of infrastructure interdependencies is increased and reported.</p> <p><u>Years 2 & 3:</u> Planning for infrastructure response and recovery following emergencies is reported.</p>	Apr 26	Jun 28	<p><u>Lead</u> <u>coordination</u> GEMO (on behalf of the Lifeline Utilities Group)</p> <p><u>Key support</u> Lifeline Utilities Group Local authorities Iwi Māori</p>
Local Government Long Term Risk	2	Develop an agreed framework that supports regional and territorial authorities, in partnership with iwi Maori /mana whenua, to identify, develop and implement long term, region-wide	The members of the Waikato CDEM Group have a responsibility for the intergenerational reduction of the significant risks we face from natural hazards. To achieve this the Waikato	<p><u>Year 1:</u> No measure - not programmed for actioning until year 2.</p> <p><u>Year 2 & 3:</u></p>	Oct 26	Jun 28	<p><u>Lead</u> <u>coordination</u> GEMO in partnership with Iwi Māori</p>

Risk Reduction work stream and projects table							
Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
Reduction Support		strategies in accordance with their roles and responsibilities.	CDEM Group members must work together to make better informed decisions on reducing long-term risks from natural hazards. The best approach is a coordinated effort that includes mātauranga Māori and collaboration across all Waikato councils. This is an opportunity to set the long-term policy guidance with regard to the intersection of natural hazards, spatial planning, land use and emergency management.	<p>Current regulatory and non-regulatory frameworks in relation to risk reduction reviewed and results reported.</p> <p>Framework collaboratively developed.</p> <p>Implementation of the framework reported.</p> <p>Mechanisms for communicating risk and supporting the implementation of strategies within the framework established and reported.</p>			<u>Key support</u> CEG Joint Committee Local authorities

Community Empowerment

This work stream covers initiatives that provide for communities¹ and individuals to decide together how to deal with and respond to emergencies that may affect them. These are often multi-disciplinary projects that require a multi-agency approach. Community engagement is a key component of improving individuals' and communities' resilience by changing behaviours and being ready to respond.

The focus of the projects within this work stream are to:

- 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 role.
- Ensure we work effectively and efficiently with our partners, such as the emergency services, to improve community resilience.

The following table outlines the programme to achieve this:

Community Empowerment work stream and projects table							
Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
Community Led Response Planning Programme	1	Develop a programme to develop community's ability to respond to the hazards they face. This will be enabled and supported by the Group and implemented by individual councils with the support of our partner agencies. Develop the process and a range of tools for communities to help manage their response using an adaptable community led emergency model.	Communities are often the first responders in an emergency; in a significant event they may need to look after each other until help arrives. Community members being involved in a community response also supports better recovery. This programme seeks to support communities by analysing their risks and identifying how they will respond and support each other. The process	<u>Year 1:</u> Marae preparedness is included in co-designed CDEM-iwi workplans and include Marae identified by iwi for emergency management planning. All Waikato local authorities to facilitate at least one workshop session with local community groups, including known	Apr 26	Sep 27	<u>Lead coordination</u> GEMO <u>Key support</u> CEG Local authorities Iwi Māori, hapū, marae Emergency Services Lifeline Utilities

¹ In emergency management the term community is used in its broadest sense. This can include geographical communities and/or communities of interest such as ethnic, cultural, religious, disability and aged communities and/or communities of practice and community organisations.

Community Empowerment work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
		Workshop sessions with a focus on enhancing awareness of risks, preparedness measures, and effective response strategies to improve their capacity to manage potential emergency hazards.	aims to build community connections, identify community strengths and show how communities and TLAs can reduce risks.	disproportionately at-risk communities, to empower community resilience. <u>Year 2:</u> Increased engagement targets communities disproportionately at-risk in emergencies by providing more workshops and helping these communities practice their emergency response plans.			Welfare Coordination Group
Māori Partnerships Plan	1	This project seeks to cement our relationships with iwi/mana whenua by implementing agreed projects that build on the ability of Māori to respond to emergencies. This encompasses a number of smaller projects and initiatives as agreed with iwi and mana whenua. Key work includes:	Waikato Iwi/Māori and the Group have entered into a Regional CDEM-Māori Framework which guides our relationship and the work we do. Māori are a key partner in the Group delivering emergency management across Waikato. In the past the capability and capacity of iwi Māori/mana whenua has been under-utilised and not coordinated with the CDEM response. This project seeks to help iwi Māori/mana whenua build their own capability to take their place in emergency management and help		Started	Jun 30	<u>Lead coordination</u> GEMO in partnership with iwi, mana whenua, hapū, marae <u>Key support</u> Local authorities Emergency Services Lifeline Utilities Welfare Coordination Group

Community Empowerment work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
	1	<ul style="list-style-type: none"> • Marae Preparedness 	provide an equitable response for Māori.	<p><u>Year 1:</u> Co-designed Iwi/Māori workplan to include Marae preparedness.</p> <p><u>Year 2:</u> <i>To be informed through engagement.</i></p>	Started	Jun 27	<p><u>Lead coordination</u> GEMO in partnership with Māori iwi, mana whenua, hapū, marae</p> <p><u>Key support</u> Local authorities Emergency Services Lifeline Utilities Welfare Coordination Group</p>
	1	<ul style="list-style-type: none"> • Welfare cost recovery application – how it is regulated/applied by the Government, to inform ‘when marae or iwi support during an emergency and use resources’ - how Iwi Māori formally recoup funds. 		<p><u>Year 1:</u> <i>To be confirmed following legislation reform.</i></p> <p><u>Year 2:</u> <i>Dependant on Year 1 measure set.</i></p>	Started	Jun 27	<p><u>Lead coordination</u> GEMO in partnership with Welfare Coordination Group</p> <p><u>Key support</u> Local authorities Iwi, mana whenua, hapū, marae</p>

Community Empowerment work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
	1	<ul style="list-style-type: none"> Create co-designed CDEM-Iwi/Māori Communication Plan 		<p><u>Year 1:</u> <i>To be informed through engagement.</i></p> <p><u>Year 2:</u> <i>Dependant on Year 1 measure set.</i></p>	Started	Jun 27	<p><u>Lead coordination</u> GEMO in partnership with iwi, mana whenua, hapū, marae</p> <p><u>Key support</u> Local authorities Emergency Services Lifeline Utilities Welfare Coordination Group</p>
	1	<ul style="list-style-type: none"> Understanding, processes and tools to integrate Marae within the response framework while acknowledging mātauranga Māori. 		<p><u>Year 1:</u> <i>To be informed through engagement.</i></p> <p><u>Year 2:</u> <i>Dependant on Year 1 measure set.</i></p>	Started	Jun 27	<p><u>Lead coordination</u> GEMO in partnership with iwi, mana whenua, hapū, marae</p> <p><u>Key support</u> Local authorities Emergency Services Lifeline Utilities</p>

Community Empowerment work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
Public Communication and Education Programme	2	<p>This project uses the insights and results from risk reduction and community empowerment initiatives to create a coordinated and consistent communications and education plan. Its goal is to help individuals and communities understand their risks and take action to manage them effectively. Education plans include multiple campaigns of interest and relevancy, with supporting merchandise to help support the messaging and keep it front of mind.</p> <p>Campaign messaging includes a mixture of digital and non-digital channels, are accessible for people with disabilities and shared to territorial authorities to maximise the reach of the messaging.</p> <p>Deliver communication such as What's the plan Stan, Kia rite kia mau/PACE strategy.</p>	<p>Building on our aim to create a disaster resilient Waikato, we need to create messaging and enter into face-to-face engagements that support our communities to be self-reliant until help arrives. Ensuring people are aware of the importance of planning ahead and how to achieve self-reliance in emergencies home, work, and school.</p> <p>Appropriate support and resourcing are available to those potentially disproportionately affected, including, ethnic communities, older persons and disabled people, many of which may not be on social media and communications require a broader, non-digital, and accessible approach, to ensure messaging is impactful.</p>	<p><u>Year 1:</u> Conduct a Waikato-wide survey and use the data to measure the effectiveness of communication methods among the potentially disproportionately impacted/at risk communities and identify any existing gaps.</p> <p><u>Year 2:</u> Based on the year one analysis, identify appropriate communications measures.</p>	Apr 26	Jun 27	<p><u>Lead coordination</u> GEMO</p> <p><u>Key support</u> Local authorities Emergency Services Lifeline Utilities Welfare Coordination Group Iwi, mana whenua, hapū, marae</p>

Operational Readiness and Response

This work stream covers initiatives that support the actions taken immediately before, during or directly after an emergency to save lives, protect property and support communities to recover. The Waikato CDEM Group and our partner organisations will review, and where appropriate, develop systems and capability to respond and recover from an emergency before it happens.

Operational readiness projects will cover facilities, technology and processes that support a response. Operational plans will be developed ahead of time to provide a framework for responding to our significant risks.

People manage emergencies, therefore, staff and volunteers need to be trained and exercised to ensure they can develop and carry out response plans. The response needs to be coordinated between agencies which have different roles, responsibilities and expertise.

The response needs to effectively support the community's own efforts and also provide a safety-net to meet the needs unable to be met by the community.

The focus of the projects within this work stream are to:

- develop and maintain response facilities, systems and processes.
- develop and maintain response staff and volunteer capability.
- develop and maintain response plans for our major hazards.
- maintain key relationships with the emergency services, welfare agencies and lifelines operators, and improve interoperability and joint response planning.

The following table outlines the programme to achieve this:

Operational Readiness and Response work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
Common Operating Platform	1	Develop and integrate a shared information system that supports intelligence generation at regional/local incident emergency management functions.	<p>A number of national and regional event reviews have recommended the development of shared systems across councils and partners to provide a common intelligence picture of what has, and may have, happened.</p> <p>With a greater volume and breadth of information available, having a data-driven response is now an expectation from communities and partners to the Group.</p> <p>Being able to seamlessly share impact data is a key enabler of understanding the totality of an emergency's impacts and support good operational decision making.</p>	<p>Year 1: Complete development of suitable information systems and GIS products to support a response at local and regional level.</p> <p>Year 2: Implement the system at Waikato TAs and in the Regional ECC.</p> <p>Provide access, system training and identify any critical gaps in enabling use by partner agencies and key stakeholders.</p>	Started	Mar 27	<p>Lead coordination GEMO</p> <p>Key support CEG Local authorities Emergency Services Lifeline Utilities Welfare Coordination Group Iwi Māori</p>
Operational Response Plans	1	Develop a Group operational planning framework then commence work on regional operational plans for our significant risks:	The hazards and events, identified through our risk assessments, represent the biggest risks to the Waikato, where CDEM is the lead agency. Other hazards and events can impact the Waikato; however, it is the lead agencies responsibility to lead the planning for these events. The Waikato CDEM Group will liaise with these agencies through BAU activities to support the development of these plans. This project has several sub projects which, when consolidated, will	<p>Year 1: Utilising the Waikato CDEM Group's hazardscape, complete development of a Group operational planning framework.</p>	Jan 26	Sep 26	<p>Lead coordination GEMO</p> <p>Key support Local authorities, Emergency Services Lifeline Utilities Welfare Coordination Group Iwi Māori</p>

Operational Readiness and Response work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
	1	<ul style="list-style-type: none"> Hikurangi Subduction Zone (Earthquake/ Tsunami) 	<p>provide a comprehensive multi-agency plan to guide the response to our most credible and significant hazards.</p> <p>Regional operational plans will be used to inform the development of local response plans and the planning of partner agencies such as the emergency services and welfare agencies.</p>	<p>Year 1: Complete development of a regional operational plan for this hazard.</p> <p>Year 2: Test and exercise the plan to ensure it is fit for purpose. CEG approve a review cycle.</p>	Started	Mar 27	<p>Lead coordination GEMO</p> <p>Key support Local authorities Iwi, hapū, marae Emergency Services Lifeline Utilities Welfare Coordination Group</p>
	1	<ul style="list-style-type: none"> Tsunami 		<p>Year 1: Complete development of a regional operational plan for this hazard.</p> <p>Year 2: Test and exercise the plan to ensure it is fit for purpose. Agree and set review cycle.</p>	Jan 29	Mar 30	<p>Lead coordination GEMO</p> <p>Key support Local authorities, Emergency Services Lifeline Utilities Welfare Coordination Group</p>

Operational Readiness and Response work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
	1	<ul style="list-style-type: none"> Severe weather and flooding 		<p><u>Year 1:</u> <i>No action to report.</i></p> <p><u>Year 2:</u> Complete development of a regional operational plan for this hazard.</p> <p><u>Year 3+:</u> Test and exercise the plan to ensure it is fit for purpose.</p> <p>Agree and set review cycle.</p>	Jun 27	Sep 28	<p><u>Lead coordination</u> GEMO</p> <p><u>Key support</u> Local authorities Iwi Māori, hapū, marae Emergency Services Lifeline Utilities Welfare Coordination Group</p>
	1	<ul style="list-style-type: none"> Taupō Volcanic Zone Event 		<p><u>Year 1 & 2:</u> <i>No action – not implemented until year 3.</i></p> <p><u>Year 3+:</u> Complete development of a regional operational plan for this hazard.</p> <p>Test and exercise the plan to ensure it is fit for purpose.</p> <p>Agree and set review cycle.</p>	Apr 28	Jun 29	<p><u>Lead coordination</u> GEMO</p> <p><u>Key support</u> Local authorities Iwi Māori, hapū, marae Emergency Services Lifeline Utilities Welfare Coordination Group</p>

Operational Readiness and Response work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
	1	<ul style="list-style-type: none"> Logistics Annex 		<p><u>Year 1:</u> Complete development of a hazard agnostic logistics annex.</p> <p><u>Year 2:</u> Test and exercise the plan to ensure it is fit for purpose.</p> <p>Agree and set review cycle.</p>	Started	Mar 28	<p><u>Lead coordination</u> GEMO</p> <p><u>Key support</u> Local authorities Iwi Māori Emergency Services Lifeline Utilities Welfare Coordination Group</p>
	1	<ul style="list-style-type: none"> Welfare Annex 		<p><u>Year 1:</u> <i>No action – not implemented until year 2.</i></p> <p><u>Year 2:</u> Complete development of a hazard agnostic welfare annex.</p> <p>Test and exercise the plan to ensure it is fit for purpose.</p> <p>Agree and set review cycle.</p>	Jul 26	Mar 27	<p><u>Lead coordination</u> GEMO</p> <p><u>Key support</u> Welfare Coordination Group Local authorities Iwi Māori, hapū, marae</p>

Operational Readiness and Response work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
	1	<ul style="list-style-type: none"> Transition to Recovery Annex 		<p>Year 1 & 2: <i>No action – not implemented until year 3.</i></p> <p>Year 3+: Complete development of a hazard agnostic transition to recovery annex</p> <p>Test and exercise the plan to ensure it is fit for purpose.</p> <p>Agree and set review cycle.</p>	Apr 27	Dec 27	<p>Lead coordination GEMO</p> <p>Key support Local authorities Emergency Services Lifeline Utilities Welfare Coordination Group Iwi Māori, hapū, marae</p>
Develop Waikato NZ Response Team Capability	1	Develop and implement response team structures under the NZRT framework that is relevant to Waikato.	NZRT trained volunteers who have the required resources are an important capability to help in both community readiness and response. In an emergency it is important to ensure that the NZRT capability adds value to the response, in a safe and effective manner.	<p>Year 1: Review and confirm the existing long term plan business case.</p> <p>Year 2: <i>If resourcing is approved:</i> Complete implementation project plan.</p> <p>Track and report to stakeholders on the progress of implementation plan.</p>	Oct 25	Dec 27	<p>Lead coordination GEMO</p> <p>Key support CEG Local authorities Emergency Services Iwi Māori, hapū, marae</p>

Operational Readiness and Response work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
Operational Response Management Tool	2	Identify/design/develop and deliver a shared information system that will allow the Group and its partners to effectively manage, coordinate, and respond to emergencies.	The increasing complexity, demands and tempo of events means we need to improve our coordination, make faster decisions and make best use of limited resources. A common digital tool that provides seamless sharing and collaboration across the Group and partners is key to unifying the response effort and working towards common goals.	<p><u>Year 1:</u> Complete the development of suitable shared information system that will allow the Group and its partners to effectively manage, coordinate, and respond to emergencies.</p> <p><u>Year 2 & 3:</u> Implement the system at Waikato TAs and in the Regional ECC.</p> <p>Provide access and Identify any critical gaps in enabling use by partner agencies and key stakeholders.</p>	Jan 26	Mar 28	<p><u>Lead coordination</u> GEMO</p> <p><u>Key support</u> Local authorities Iwi Māori and marae Lifeline utilities Welfare Coordination Group</p>
Decision Support Tool	2	Identify and deliver an AI tool that supports decision making on complex issues in a timely manner.	<p>The use of AI in emergency management provides an opportunity to enhance decision makers understanding of the situation and possible options to respond.</p> <p>This project aims to improve notifications/warnings and response times.</p>	<p><u>Year 1:</u> Identify a suitable AI tool to support a response at local and regional level.</p> <p><u>Year 2:</u> Implement the agreed system at Waikato TAs and in the Regional ECC.</p> <p>Provide access and identify any critical gaps in enabling use by partner agencies and key stakeholders.</p>	Jan 26	Mar 27	<p><u>Lead coordination</u> GEMO</p> <p><u>Key support</u> Local authorities</p>

Recovery

This work stream covers initiatives that develop the Waikato community’s ability to recover from an event and return to an appropriate quality of life while taking the opportunity to meet future community needs and reducing the risk of exposure to, and impacts from, future hazards. It aims to implement actions to deliver recovery objectives within the 4 Rs both operationally and strategically, incorporating monitoring and evaluation processes and reporting requirements.

The Waikato CDEM Group will develop recovery arrangements to ensure that all available resources are effectively applied to recovering from emergencies.

The focus of the projects within this work stream are to:

- build recovery capacity within and between organisations
- develop the tools needed to support the recovery from an event
- ensure clarity of the roles and responsibilities for recovery
- integrate risk reduction with planning for recovery.

The following table outlines the programme to achieve this:

Recovery work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
Build Group and local recovery capability	1	Build capacity and increase capability through training and familiarisation of process, tools and guidance for planning for, and delivery of, recovery.	Current recovery capability across the Group is variable across Councils. Given recovery capability is generally generated from local authorities, a more deliberate consideration needs to be given as to what an acceptable level of capability in readiness looks like. Once this is decided, a plan for growing this capability will need to be developed and implemented.	<u>Year 1 and 2</u> Increase recovery specific training, to meet the Group requirements of the Recovery Manager Appointment Policy and Tiered approach.	Started	Jun 27	<u>Lead coordination</u> Group Recovery Manager in partnership with Local Recovery Managers <u>Key support</u> CEG Joint Committee Local authorities Emergency Services Iwi, hapū, marae
Recovery Operational Resources and Training Implementation	1	This project will develop and implement the tools needed for Group and Local Recovery Managers to effectively advise and manage recovery processes within response and transition to recovery, and recovery exit strategies. Working with governance and communities, incorporating mātauranga Māori throughout recovery will include methods and resources to help achieve recovery objectives across the 4 Rs.	Recovery is an important part of individuals and communities move away from response, as they begin to rebuild, heal, and regain a sense of normality after an emergency event. The development of, and training in, appropriate tools for recovery will enable recovery managers to respond in a timely and effective manner, ensuring the training includes the restoration of Mauri and Taongā Māori.	<u>Year 1</u> Stocktake existing operational resources. Identify any gaps in Waikato's resources, in alignment with the National Operational Resources Review Project. <u>Year 2+</u> Agree training and exercising and set review cycle.	Started	Jun 27	<u>Lead coordination</u> Group Recovery Manager in partnership with Local Recovery Managers <u>Key support</u> CEG Joint Committee Local authorities Emergency Services Iwi, hapū, marae Lifeline utilities Welfare Coordination Group

Recovery work stream and projects table

Project Name	Priority	What we are doing	Why are we doing this	How we will measure 2025/26 - Year 1 2026/27 - Year 2	Start	Finish	Key stakeholders
Strategic Planning for Recovery (pre-planning)	1	This project will implement the identified actions from pre-planning for recovery to undertake pre-disaster planning (credible risks) to enable post-disaster recovery. That includes a work programme to enable recovery from any emergencies from the hazards and risks identified by engaging business, iwi, and community leaders identifying opportunities and gaps.	Pre-planning will determine what needs to be done to ensure that communities are well-placed and supported to recover from any emergencies from the hazards and risks identified by engaging business, iwi, and community leaders.	<u>Year 1</u> All TAs Strategic Plans for Local Recovery are completed. A review and maintenance structure are agreed.	Started	Jun 26	<u>Lead coordination</u> Group Recovery Manager in partnership with Local Recovery Managers <u>Key support</u> CEG Joint Committee Local authorities Emergency Services Iwi, hapū, marae Lifeline utilities Welfare Coordination Group

Appendices

Appendix 1: Regional CDEM-Māori Framework

This 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.

The following table advises the framework:

Regional CDEM-Māori Framework

Te Tuatahi - Article one

Kawanatanga | Governorship

Obligation to protect Māori interests

- Representation and Kaitiakitanga
- Structural Mechanisms
- Decision making involvement

Te Tuarua – Article Two

Tino Rangatiratanga | Self-Determination

Māori exercising authority over their affairs

- Engaged, involved
- Capacity and Capability building
- Design and Implementation

Te Tuatoru – article three

Oritetanga | Equity

Protection and Rights

- Equitable outcomes
- Tikanga and Kawa
- Mana enhancement and Due regard

Pouaarahi at the local level are mandated by Iwi and provide tikanga and kawa direction to the Controller. They hold local and regional networks, relationships, knowledge, tikanga, kawa. At the regional level, the Pouaarahi also provides tikanga, kawa and cultural steering to the Group Controller. At the regional level and in alignment with the broad scope of the Group Controller, the Pouaarahi is not Iwi specific, but applies across all iwi, hapū, marae and Māori organisations within the region.

Iwi Liaison are employed within local government and agencies who within their role, are charged with ensuring local Iwi, marae, hapū Māta Waka and Māori organisation relationships are nurtured and maintained.

	MAHI TAHI <i>Working together as one</i>	MANAAKITANGA <i>Exercising Care</i>	KOTAHITANGA <i>Unified for the safety and wellbeing of our community</i>	AROHA <i>Exercising compassion always</i>
Welfare	Connected in with Māori Welfare responders across the spectrum and evolving needs of Māori landscapes is sought to ensure coordinated, timely, delivery to the needs of Māori	Consider and respond to the complexity and evolving needs of Māori	Knowledge of Māori community landscapes is sought to ensure coordinated, timely, delivery to the needs of Māori	Cultural sensitivity towards Māori welfare circumstances is acknowledged and addressed accordingly
Operations and Health and Safety	Volunteers, where incident will impact Māori, are knowledgeable, networked, and responsive	Tikanga and Kawa role within Health and Safety	Cultural practices observed at every appropriate opportunity	Māori stakeholders integrated within the CDEM space
Planning	Ensure all planning activities are informed from an informed Māori lens	Outputs & forecasting, resource requirements and risk assessments equitably prioritise Māori	Inclusion throughout all phases of planning	Monitoring of vulnerable and priority groups is ongoing
Intelligence	Appropriate cultural intelligence fed into public monitoring/picturing where creation of emergency escalation may occur	Information is collected and shared by informed processes that is guided by this framework Safety of information shared from Māori	Māori participate and inform review and audit processes	Networks & contacts relative to Māori Stakeholders are updated Māori sources of information are identified and updated
Logistics	Māori representation within personnel relevant to the local, regional population	Māori venues as Coordination and operations centers relevant to incident	Maintain connectivity to Māori Coordination and Pouaarahi	Cultural consideration and understanding be exercised within financial reimbursement process
Public Information Management	Inform and include relevant Māori partners and stakeholder communications equivalents	Messaging is framed for Māori audiences, by Māori, via Māori mediums, reaching Māori and in Māori	Tikanga & Kawa advice and guidance sought	Te Reo Māori is maximised and prioritised

Objective	Outcomes	Actioned through:	
		Group Plan Actions workstreams/ projects detailed in:	Other work programmes of:
<p>1 Governance</p> <p>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.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Governance and Management 	<ul style="list-style-type: none"> • Local authorities • Iwi/CDEM co-designed • Emergency services • Partner agencies • GEMO
<p>2 Partnerships with Māori</p> <p>Build effective and strong relationships and partnerships with Māori to ensure integration of mātauranga Māori and tikanga in emergency management.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Governance and Management • Risk Reduction • Community Empowerment • Operational Readiness & Response • Recovery 	<ul style="list-style-type: none"> • Local authorities • Iwi/CDEM co-designed • Partner agencies • GEMO
<p>3 Effective Relationships</p> <p>Build and maintain strong relationships with partner agencies, iwi, mana whenua, businesses, community organisations and the community, to enable community empowered emergency management.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Governance and Management • Community Empowerment • Operational Readiness & Response • Recovery 	<ul style="list-style-type: none"> • Local authorities • Iwi/CDEM co-designed • Partner agencies • GEMO

Objective	Outcomes	Actioned through:	
		Group Plan Actions workstreams/ projects detailed in:	Other work programmes of:
<p>4 Hazard Information</p> <p>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.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Risk Reduction • Operational Readiness & Response 	<ul style="list-style-type: none"> • Local authorities • Iwi/CDEM co-designed • Partner agencies • GEMO
<p>5 Risk Reduction</p> <p>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.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Governance and Management • Risk Reduction • Community Empowerment • Operational Readiness & Response 	<ul style="list-style-type: none"> • Local authorities • Iwi/CDEM co-designed • Partner agencies • GEMO
<p>6 Comprehensive Emergency Management Planning</p> <p>Emergency management planning is comprehensive, inclusive and robust across the 4 Rs for identified and credible regional and local risks.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Risk Reduction • Community Empowerment • Operational Readiness & Response • Recovery 	<ul style="list-style-type: none"> • Local authorities • Iwi/CDEM co-designed • Partner agencies • GEMO

Objective	Outcomes	Actioned through:	
		Group Plan Actions workstreams/ projects detailed in:	Other work programmes of:
<p>7 CDEM Workforce – people</p> <p>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.</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Operational Readiness & Response Recovery 	<ul style="list-style-type: none"> Local authorities Iwi/CDEM co-designed Partner agencies GEMO
<p>8 Response and Recovery Enablement – systems and processes</p> <p>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.</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Community Empowerment Operational Readiness & Response Recovery 	<ul style="list-style-type: none"> Local authorities Iwi/CDEM co-designed Partner agencies GEMO
<p>9 Community Empowerment</p> <p>Increase participation that empowers all in emergency management, enabling them to take responsibility for their own wellbeing in an emergency.</p>	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Operational Readiness & Response Recovery 	<ul style="list-style-type: none"> Local authorities Iwi/CDEM co-designed Partner agencies GEMO

Appendix 3: Implementation timeline

Work stream and Project		Priority	2025		2026		2026		2027		2027		2028		2028		2029		2029		2030	
			Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun
GOVERNANCE AND MANAGEMENT	Partnering with Māori in Emergency Management	1																				
	Common Long Term Plan (LTP) Measures	1																				
	Delivery of CDEM across Group	2																				
	Review of Group Wide Resourcing	2																				
	Monitoring & Assurance	2																				
RISK REDUCTION	Group Hazard and Risk Consequence Analysis	1																				
	• Kerepehi Fault exposure and impact assessment	1																				
	• Severe weather/Flooding event	1																				
	• Tsunami	1																				
	Infrastructure Resilience	1																				
	• Increase understanding of risks to infrastructure	1																				
	• Individually and collectively increase infrastructure resilience	1																				
	• Infrastructure interdependencies and planning	1																				
	Local Government Long Term Risk Reduction Support	2																				
COMMUNITY EMPOWERMENT	Community Led Response Planning Programme	1																				
	Māori Partnerships Plan	1																				
	• Marae Preparedness	1																				
	• Welfare costs recovery application – how iwi formally recoup funds	1																				
	• Create co-designed CDEM Iwi/Māori Communication Plan	1																				
	• Tools and processes to integrate Marae within response framework, while acknowledging mātauranga Māori	1																				
	Public Communication and Education Programme	2																				
OPERATIONAL READINESS AND RESPONSE	Common Operating Platform	1																				
	Operational Response Plans - Framework	1																				
	• Hikurangi Subduction Zone (EQ/Tsunami)	1																				
	• Tsunami	1																				
	• Severe weather and Flooding	1																				
	• Taupo Volcanic Zone Event	1																				
	• Logistics Annex	1																				
	• Welfare Annex	1																				
	• Transition to Recovery Annex	1																				
	Develop Waikato NZ Response Team Capability	1																				
	Operational Response Management Tool	2																				
	Decision Support Tool	2																				
RECOVERY	Build Group and local recovery capability	1																				
	Recovery Operational Resources and Training Implementation	1																				
	Strategic Planning for Recovery (pre-planning)	1																				