



WAIKATO REGION EMERGENCY MANAGEMENT

GROUP

AGENDA

Waikato Civil Defence Emergency Management Group Joint Committee Meeting

Date: Monday, 22 June 2026

Time: 10:00 am

Location: Council Chambers
Waikato Regional Council
Level 1, 160 Ward Street, Hamilton

Members: Cr Emma Pike – Hamilton City Council (*Committee Chair*)
Deputy-Mayor John Grant – Thames-Coromandel District Council
(*Committee Deputy Chair*)
Mayor Askel Bech – Waikato District Council
Cr Marcus Gower – Waipā District Council
Cr Tennille Kete – Ōtorohanga District Council
Cr Thomas Lee – South Waikato District Council
Deputy-Mayor Eady Manawaiti – Waitomo District Council
Cr Steve Manunui – Taupō District Council
Cr Gary McGuire – Waikato Regional Council
Mayor John Robertson – Waitomo District Council
Cr Anne Marie Spicer – Hauraki District Council
Mayor Ash Tanner – Matamata-Piako District Council
Cr Micheal Thomas – South Waikato District Council

Alternates: Mayor Toby Adams – Hauraki District Council
Cr Michael Barlow – Thames-Coromandel District Council
Cr Les Bennett – Waipā District Council
Mayor John Funnell – Taupō District Council
Cr Kit Jeffries – Ōtorohanga District Council
Cr Thomas Lee – South Waikato District Council
Cr Andrew McGiven – Matamata-Piako District Council
Cr Jennifer Nickel – Waikato Regional Council
Deputy-Mayor Eugene Patterson – Waikato District Council
Cr Kevin Taylor – Taupō District Council

Waikato Civil Defence Emergency Management Group

Ngā Tikanga Whakahaere | Terms of Reference

1. *Mana ā-Ture* | Status

This Committee was established by the Waikato Regional Council and all territorial authorities in the region, pursuant to section 12 of the [Civil Defence Emergency Management Act 2002](#). Pursuant to that Act, it is known as the *Waikato Civil Defence Emergency Management Group*.

It is a joint standing committee as defined in clause 30(1)(b) of Schedule 7 of the *Local Government Act 2002*. It cannot be discharged during a local government term and is not affected by any local government elections (refer section 12(2) of the *Civil Defence Emergency Management Act 2002*).

The agreement required by section 30A of Schedule 7 of the *Local Government Act 2002*, took effect on 5 September 2011 and is known as the *Constitution* (Doc #2157189).

The *Constitution* and the *Civil Defence Emergency Management Act 2002* sets out the purposes, functions, powers and duties of the Committee, including its administrative arrangements.

The current *Terms of Reference* below are a copy (subject to the incorporation of footnotes into the body of the text and minor spacing changes) of the Terms adopted by the Group at its meeting in September 2020 (resolution WCDEM20/27) and must be read in conjunction with the *Constitution* and *Civil Defence Emergency Management Act 2002*.

The *Constitution* and the *Civil Defence Emergency Management Act 2002* define the Committee's purposes, functions, powers, duties, and administrative arrangements.

2. *Kaupapa Matua* | Purpose

To provide governance and oversight of all planning, co-ordination and delivery of Civil Defence Emergency Management within the Waikato Region Civil Defence Emergency Management Group area.

3. *Ngā Kawenga* | Responsibilities

The responsibilities of the Waikato Civil Defence Emergency Management Group (and of each member) are set out in [Section 17 of the Civil Defence Emergency Management Act 2002](#).

4. *Ngā Apatono* | Powers

The powers of the Waikato Civil Defence Emergency Management Group are set out in [Section 18 of the Civil Defence Emergency Management Act 2002](#), and are as follows:

- a. A Civil Defence Emergency Management Group has all the powers that are reasonably necessary or expedient to enable it to perform its functions, including the power to delegate any of its functions to members, the Group Controller, or other persons.
- b. Without limiting the generality of subsection (1), a Group may—
 - i. recruit and train volunteers for civil defence emergency management tasks.
 - ii. conduct civil defence emergency management training exercises, practices, and rehearsals.
 - iii. issue and control the use of signs, badges, insignia, and identification passes authorised under this Act, regulations made under this Act, or any civil defence emergency management plan.
 - iv. provide, maintain, control, and operate warning systems.
 - v. provide communications, equipment, accommodation, and facilities for the exercise of its functions and powers during an emergency.
 - vi. exercise any other powers that are necessary to give effect to any civil defence emergency management plan.

5. *Ngā Tūranga* | **Membership**

5.1 *Ngā Mema* | **Members**

The Waikato Civil Defence Emergency Management Group comprises:

- a. The Mayor of each participating territorial authority (or a delegated elected member).
- b. The Chair of the Waikato Regional Council (or a delegated elected member).

5.2 *Ngā Kairīwhi* | **Alternates**

Alternates to for any of the members may be nominated by, and representative of their respective organisations.

5.3 *Ūpoko me te Ūpoko Tuarua* | **Chair and Deputy-Chair**

The Group may appoint a Chair and Deputy-Chair from its members, in accordance with clause 25 of Schedule 7 of the Local Government Act 2002.

6. *Tokamatua* | **Quorum**

Six members.

7. *Te Pōtitanga* | **Voting**

- a. Decisions of the Committee are made by majority vote the of members present and voting.
- b. In the case of equality of votes, the Chair has a casting vote.

8. *Ngā Hui i te Tau* | **Frequency of Meetings**

Quarterly or as required.

Order Of Business

1	Karakia Timatanga	5
2	Apologies	5
3	Confirmation of Agenda	5
4	Disclosures of Interest	5
5	Minutes for Confirmation or Receipt	5
	Waikato Civil Defence Emergency Management Group Joint Committee Meeting – 30 March 2026.....	5
6	General Items	19
6.1	Coordinating Executive Group - 5 June 2026 Meeting Summary	19
6.2	Response and Recovery Costs - January, February & April 2026 - Group Controller/Recovery Manager Recommendation.....	23
6.3	Amendment to the Waikato Civil Defence Emergency Management Group Controllers Policy.....	28
6.4	Group Plan Actions – Report for the Period 1 October 2025 to 30 April 2026.....	42
6.5	Group Plan Actions - Year 2 Review	62
6.6	Government Reforms	105
6.7	Group Finances 1 July to 31 March 2026	117
6.8	National Emergency Management Agency Quarterly Update	121
7	Public Excluded Items	125
7.1	Appointment of Tier 1 Group Controllers	125
7.2	Statutory Appointments.....	125
7.3	Long Term Plan 2027-2037 - Investment Proposals - Targeted Rates Increase	125
8	Karakia Whakamutunga	126

1 KARAKIA TIMATANGA

Whakataka te hau ki te uru	Cease o winds from the west
Whakataka te hau ki te tonga	Cease o winds from the south
Kia mākinakina ki uta	Bring calm breezes over the land
Kia mātaratara ki tai	Bring calm breezes over the sea
E hī ake ana te atakura	And let the red-tipped dawn come
He tio	With a touch of frost
He Huka	A sharpened air
He hau hū	And promise of a glorious day
Tīhei mauri ora!	Behold we live

2 APOLOGIES

3 CONFIRMATION OF AGENDA

4 DISCLOSURES OF INTEREST

Members are reminded of the need to be aware of maintaining a clear separation between personal interests and duties and their role as an elected member.

If any member has an interest that creates an actual, or could be perceived to create, a conflict in relation to any item on the agenda, it is recommended that this be disclosed.

5 MINUTES FOR CONFIRMATION OR RECEIPT

Waikato Civil Defence Emergency Management Group Joint Committee Meeting – 30
March 2026



MINUTES

Waikato Civil Defence Emergency Management Group Joint Committee Meeting

Monday, 30 March 2026

Order Of Business

1	Karakia Timatanga	4
2	Apologies	4
3	Confirmation of Agenda	4
4	Disclosures of Interest	4
5	Minutes for Confirmation or Receipt	4
	Waikato Civil Defence Emergency Management Group Joint Committee Meeting – 15 December 2025	4
6	General Items	5
6.1	Government Reforms	5
6.2	Regionally Consistent Long Term Plan Measures	5
6.3	Coordinating Executive Group - 13 March 2026 Meeting Summary	6
6.4	Group Plan Actions – Report for the Period 1 October 2025 to 31 January 2026.....	6
6.5	Group Finances 1 July to 31 December 2025.....	7
6.6	Group Policy and Governance Document Register.....	7
6.7	After-Action Review – Jan–Feb 2026 Severe Weather Events	7
6.8	National Emergency Management Agency Quarterly Update	8
7	Public Excluded Items	8
7.1	Appointment of Local Recovery Managers	8
7.1	APPOINTMENT OF LOCAL RECOVERY MANAGERS.....	9
8	Karakia Whakamutunga	10
	APPENDIX ONE: REPORT – Appointment of Local Recovery Managers	11

Waikato Civil Defence Emergency Management Group Joint Committee Meeting

OPEN MINUTES

Date: Monday 30 March 2026, 10.03am
Location: Council Chambers
Waikato Regional Council
Level 1, 160 Ward Street, Hamilton

Members Present: Cr Emma Pike – Committee Chair – Hamilton City Council
Deputy-Mayor John Grant – Committee Deputy-Chair – Thames-Coromandel District Council
Cr Marcus Gower – Waipā District Council
Deputy-Mayor Eady Manawaiti – Waitomo District Council
Cr Steve Manunui – Taupō District Council
Cr Gary McGuire – Waikato Regional Council
Deputy-Mayor Eugene Patterson – Waikato District Council
Cr Anne Marie Spicer – Hauraki District Council
Mayor Ash Tanner – Matamata-Piako District Council
Cr Michael Thomas – South Waikato District Council

In Attendance: Cr Andrew McGiven – Matamata-Piako District Council
Cr Jennifer Nickel – Waikato Regional Council (virtually via Teams)

Staff Present: Susan Law – Chair, Co-Ordinating Executive Group
Julian Snowball – Group Manager/Controller, Civil Defence Emergency Management
Matthew Bramhall – Senior Regional Emergency Management Advisor, National Emergency Management Agency
Andrew McMillan – Team Leader, National Emergency Management Agency
Brooke Roebeck – Democracy Advisor

The contents of these minutes meet all legal requirements and include a full set of decisions.

An audio-visual recording of the open session of the meeting is available on Waikato Regional Council's public website.

Recording	Document ID #	YouTube Link
Open Recording 1	Doc # 35390784	https://youtu.be/0XVS1CT8dlo
Public Excluded Recording	Doc # 35390783	–
Open Recording 2	Doc # 35391082	https://youtu.be/dEHa5ezxyNg

1 KARAKIA TIMATANGA

Item commenced in open recording 1, at start.

The Committee Chair (Cr Emma Pike) opened the meeting with a karakia.

2 APOLOGIES

Item commenced in open recording 1, at 50 seconds.

COMMITTEE RESOLUTION WCDEM26/01

Moved: Cr Emma Pike

Seconded: Deputy-Mayor John Grant

That the apologies of Mayor Aksel Bech and Cr Thomas Lee for absence be accepted.

CARRIED

3 CONFIRMATION OF AGENDA

Item commenced in open recording 1, at 1 minute 5 seconds.

COMMITTEE RESOLUTION WCDEM26/02

Moved: Cr Emma Pike

Seconded: Cr Gary McGuire

- 1. That the agenda of the Waikato Civil Defence Emergency Management Group Joint Committee Meeting of 30 March 2026, as circulated, be confirmed as the business of the meeting.**
- 2. That the order of items follows the order set out in the minutes.**

CARRIED

4 DISCLOSURES OF INTEREST

Item commenced in open recording 1, at 1 minute 25 seconds.

No interests were disclosed pertaining to items on the agenda or interests not already recorded on a relevant register.

5 MINUTES FOR CONFIRMATION OR RECEIPT

WAIKATO CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP JOINT COMMITTEE MEETING – 15 DECEMBER 2025

Item commenced in recording 1, at 1 minute 38 seconds.

COMMITTEE RESOLUTION WCDEM26/03

Moved: Cr Emma Pike

Seconded: Cr Anne Marie Spicer

That the minutes of the Waikato Civil Defence Emergency Management Group Joint Committee Meeting held on 15 December 2025 be confirmed as a correct record.

CARRIED

6 GENERAL ITEMS

6.1 GOVERNMENT REFORMS

Item commenced in open recording 1, at 2 minutes 46 seconds.

Presented by the Strategic Planning Advisor (Vicky Cowley).

COMMITTEE RESOLUTION WCDEM26/04

Moved: Cr Marcus Gower

Seconded: Deputy-Mayor John Grant

- 1. That the report *Government Reforms* (Waikato Civil Defence Emergency Management Group Joint Committee, 30 March 2026) be received.**
- 2. That the Joint Committee agrees that the Joint Committee Chair (Cr Emma Pike), write to the Minister of Emergency Management and Recovery requesting they;**
 - (a) Raise the implications of the proposed Rates Target Model, for sustainable Civil Defence Emergency Management funding, with the relevant Minister; and**
 - (b) Explore options for exempting Civil Defence Emergency Management funding from the proposed Rates Target Model.**
- 3. That the Joint Committee receives the following submissions (Waikato Civil Defence Emergency Management Group Joint Committee Open Agenda, 30 March 2026 at pages 46-97):**
 - (a) Rates Target Model for New Zealand**
 - (b) Emergency Management Bill (No. 2)**
 - (c) Planning Bill**
 - (d) Natural Environment Bill**
 - (e) Simplifying Local Government**

CARRIED

6.2 REGIONALLY CONSISTENT LONG TERM PLAN MEASURES

Item commenced in open recording 1, at 7 minutes 38 seconds.

Presented by the Team Leader, Operational Readiness (Aaron Tregoweth) who requested the report be taken as read.

COMMITTEE RESOLUTION WCDEM26/05

Moved: Cr Gary McGuire

Seconded: Cr Marcus Gower

1. That the report *Regionally Consistent Long Term Plan Measures (Waikato Civil Defence Emergency Management Group Joint Committee, 30 March 2026)* be received.
2. That the Waikato Civil Defence Emergency Management Group Joint Committee approves a regionally consistent Long-Term Plan Key Performance Indicators for Civil Defence Emergency Management across Waikato councils; and
3. Requests that all Waikato councils include these measures in their draft Long-Term Plans for 2027-2037.

CARRIED

6.3 COORDINATING EXECUTIVE GROUP - 13 MARCH 2026 MEETING SUMMARY

Item commenced in open recording 1, at 17 minutes 30 seconds.

Presented by the Chair, Co-Ordinating Executive Group (Susan Law).

COMMITTEE RESOLUTION WCDEM26/06

Moved: Mayor Ash Tanner

Seconded: Cr Michael Thomas

That the report *Coordinating Executive Group - 13 March 2026 Meeting Summary (Waikato Civil Defence Emergency Management Group Joint Committee, 30 March 2026)* be received.

CARRIED

6.4 GROUP PLAN ACTIONS – REPORT FOR THE PERIOD 1 OCTOBER 2025 TO 31 JANUARY 2026

Item commenced in open recording 1, at 55 minutes.

Presented by the Strategic Planning Advisor (Vicky Cowley), the Team Leader, Resilience and Recovery (Irving Young) and the Team Leader, Operational Readiness (Aaron Tregoweth).

COMMITTEE RESOLUTION WCDEM26/07

Moved: Cr Emma Pike

Seconded: Mayor Ash Tanner

That the *Group Plan Actions – Report for the Period 1 October 2025 to 31 January 2026 (Waikato Civil Defence Emergency Management Group Joint Committee, 30 March 2026)* be received.

CARRIED

6.5 GROUP FINANCES 1 JULY TO 31 DECEMBER 2025

Item commenced in open recording 1, at 1 hour 10 minutes and 17 seconds.

Presented by the Group Manager/Controller (Julian Snowball).

Action: The Members requested a workshop to discuss the current funding model for Civil Defence operations and to consider Long Term Plan (LTP) business cases, including options for contingency funding.

COMMITTEE RESOLUTION WCDEM26/08

Moved: Mayor Ash Tanner

Seconded: Cr Marcus Gower

That the report *Group Finances 1 July to 31 December 2025 (Waikato Civil Defence Emergency Management Group Joint Committee, 30 March 2026)* be received.

CARRIED

6.6 GROUP POLICY AND GOVERNANCE DOCUMENT REGISTER

Item commenced in open recording 1, at 1 hour, 41 minutes and 25 seconds.

The Controllers Policy (page 120 of the agenda), the “last reviewed” date should read May 2026, not November 2025.

COMMITTEE RESOLUTION WCDEM26/09

Moved: Cr Anne Marie Spicer

Seconded: Deputy-Mayor Eugene Patterson

That the report *Group Policy and Governance Document Register (Waikato Civil Defence Emergency Management Group Joint Committee, 30 March 2026)* be received.

CARRIED

6.7 AFTER-ACTION REVIEW – JAN–FEB 2026 SEVERE WEATHER EVENTS

Item commenced in open recording 1, at 1 hour 43 minutes and 42 seconds.

The Chair acknowledged the loss of life in the Ōtorohanga District, those impacted by the events, the multiple incidents occurring in quick succession, and the significant efforts and care of Civil Defence Emergency Management staff, volunteers, iwi, councils, and partner agencies.

Presented by the Group Manager/Controller (Julian Snowball).

Action: The Group Manager/Controller to send members the drafted After-Action Terms of Reference for Waikato Civil Defence Emergency Management (WCDEM), as set by the Coordinating Executive Group (CEG).

COMMITTEE RESOLUTION WCDEM26/10

Moved: Cr Emma Pike

Seconded: Cr Marcus Gower

That the report *After-Action Review – Jan–Feb 2026 Severe Weather Events (Waikato Civil Defence Emergency Management Group Joint Committee, 30 March 2026)* be received.

CARRIED

6.8 NATIONAL EMERGENCY MANAGEMENT AGENCY QUARTERLY UPDATE

Item commenced in open recording 1, at 1 hour 58 minutes.

Presented by the Senior Regional Emergency Management Advisor and Team Leader, National Emergency Management Agency (Matthew Bramhall and Andrew McMillan respectively) who requested the report be taken as read.

COMMITTEE RESOLUTION WCDEM26/11

Moved: Mayor Ash Tanner

Seconded: Deputy-Mayor Eady Manawaiti

That the report *National Emergency Management Agency Quarterly Update (Waikato Civil Defence Emergency Management Group Joint Committee, 30 March 2026)* be received.

CARRIED

7 PUBLIC EXCLUDED ITEMS

Item commenced in open recording 1, at 2 hours 6 minutes and 6 seconds.

RESOLUTION TO EXCLUDE THE PUBLIC

COMMITTEE RESOLUTION WCDEM26/12

Moved: Cr Emma Pike

Seconded: Deputy-Mayor John Grant

That in accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987 (Act) and the interests protected by section 6 or 7 of that Act, the public is excluded from the following parts of this meeting. The general subject of the matters to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds for excluding the public are set out below:

Meeting item no. and subject	Grounds for excluding the public	Reason for excluding the public
7.1 - Appointment of Local Recovery Managers	s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting

		would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
CARRIED		

12.10pm – The meeting moved into public excluded session.

7.1 APPOINTMENT OF LOCAL RECOVERY MANAGERS

Item commenced in public excluded recording, at start.

Presented by the Team Leader, Resilience and Recovery (Irving Young).

<p>COMMITTEE RESOLUTION WCDEM26/14</p> <p>Moved: Mayor Ash Tanner Seconded: Deputy-Mayor John Grant</p> <p>1. That the report <i>Appointment of Local Recovery Managers (Waikato Civil Defence Emergency Management Group Joint Committee, 30 March 2026)</i> be received.</p> <p>2. That, in accordance with the Waikato Civil Defence Emergency Management Recovery Manager Policy and the Tiered Recovery Manager Policy, the Waikato Civil Defence Emergency Management Group Joint Committee approve the appointment of the following as a Tier 3 Local Recovery Managers:</p> <ul style="list-style-type: none">i. Nick Carroll, Taupō District Council; andii. Nathan Sutherland, Matamata-Piako District Council; andiii. Michelle Clark, Waitomo District Council. <p>3. That the report (refer appendix one) and decision are made public, while the attachments remain public excluded.</p> <p style="text-align: right;">CARRIED</p>
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Item commenced in public excluded recording, at 1 minute 20 seconds.

<p>COMMITTEE RESOLUTION WCDEM26/15</p> <p>Moved: Cr Emma Pike Seconded: Deputy-Mayor Eugene Patterson</p> <p>That the meeting return to the open session.</p> <p style="text-align: right;">CARRIED</p>
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12.12pm – The meeting moved back to open session.

8 KARAKIA WHAKAMUTUNGA

Item commenced in open recording 2, at start.

The Committee Chair (Cr Emma Pike) closed the meeting with a karakia.

12.13pm – The meeting closed.

APPENDIX ONE: REPORT – APPOINTMENT OF LOCAL RECOVERY MANAGERS

Public Excluded Waikato Civil Defence Emergency Management Group Joint
Committee Meeting Agenda

30 March 2026

7 PUBLIC EXCLUDED ITEMS

7.1 APPOINTMENT OF LOCAL RECOVERY MANAGERS

Rā Date:	13 March 2026
Kaituhi Author:	Irving Young, Team Leader, Resilience And Recovery
Kaituku Authoriser:	Aaron Tregoweth, Team Leader, Operational Readiness
Mana whakatau Delegation Status:	Council has delegated authority to make the recommended decision

TĀMATAITI | PUBLIC EXCLUDED

The following good reasons to withhold this report from the public exist under section 6 or 7 of the Local Government Official Information and Meetings Act 1987, in accordance with section 48(1)(a)(i):

- s7(2)(a) To protect the privacy of natural persons, including that of deceased natural persons.

TE ARONGA | PURPOSE

1. To provide the Waikato Civil Defence Emergency Management (CDEM) Group Joint Committee an opportunity to consider and decide on appointments as per Waikato CDEM Recovery Manager Policy dated 11 November 2022 and Waikato CDEM Group Tiered Recovery Manager Policy dated 7 March 2024.
2. The purpose of this report is to request the Waikato Joint Committee (JC) to appoint Tier 3 Local Recovery Managers.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

3. Nominations were received from Taupō District Council, Matamata-Piako District Council and Waitomo District Council for the appointment of Tier 3 Local Recovery Managers as per Waikato CDEM Recovery Manager Policy and Waikato CDEM Group Tiered Recovery Manager Policy.
4. As per the Waikato Recovery Manager policies, the Coordinating Executive Group Subcommittee, Statutory Roles Advisory and Appointment Committee (STRAAC), undertook assessment of the nominees.
5. STRAAC recommends the appointment of Nick Carroll, Taupō District Council, Nathan Sutherland, Matamata-Piako District Council and Michelle Clark, Waitomo District Council as a Tier 3 Local Recovery Manager.
6. Recovery can continue for an extended period, it is critical that the Waikato CDEM Group appoints and develops an appropriate number of recovery managers to maintain the region's capability and capacity.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report *Appointment of Local Recovery Managers* (Waikato Civil Defence Emergency Management Group Joint Committee, 30 March 2026) be received.
2. That, in accordance with the Waikato Civil Defence Emergency Management Recovery Manager Policy and the Tiered Recovery Manager Policy, the Waikato Civil Defence Emergency Management Group Joint Committee approve the appointment of the following as a Tier 3 Local Recovery Managers:
 - i. Nick Carroll, Taupō District Council; and
 - ii. Nathan Sutherland, Matamata-Piako District Council; and
 - iii. Michelle Clark, Waitomo District Council.
3. That the report and decision are made public, while the attachments remain public excluded.

HOROPAKI | BACKGROUND

7. Nominations for appointment to Tier 3 Local Recovery Managers were received from Taupō District Council, Matamata-Piako District Council and Waitomo District Council
8. Following individual assessment, in line with the Waikato CDEM Group Recovery Manager Policy; the Coordinating Executive Group (CEG) Subcommittee, Statutory Roles Advisory and Appointment Committee (STRAAC), recommend the appointment of Nick Carroll, Nathan Sutherland and Michelle Clark as Tier 3 Local Recovery Managers.

TE TAKE | ISSUE

9. The Waikato CDEM Group has resolved to develop, appoint, and retain an appropriate cadre of CDEM Local Recovery Managers, to provide CDEM Recovery Managers coverage across a large geographic area. The Waikato CDEM Group Recovery and Tiered Approach Policies provide for different tiers of recovery managers; the tiers relate to the geographic scope of appointment.
10. The Territorial Authority Chief Executives have nominated and support their Local Recovery Managers to be appointed as Tier 3 Recovery Manager

TE AROMATAWAI I TE HIRANGA | ASSESSMENT OF SIGNIFICANCE

11. Having regard to the decision-making provisions in the Civil Defence Emergency Management Act 2002, Local Government Act 2002 and Waikato Regional Council's Significance and Engagement Policy, a decision in accordance with the recommendations is not considered to have a high degree of significance.

TE HOROPAKI Ā-TURE | LEGISLATIVE CONTEXT

12. The CDEM Act 2002 requires the appointment of a Group Recovery Manager and permits the appointment of Local Recovery Managers at the discretion of CDEM Joint Committees. The Waikato CDEM Group has adopted further classifications of recovery managers for the purpose of:
- (a) Enhancing professional competency by focusing resources on a limited number of recovery managers, authorised to work across administrative boundaries of the Group.
 - (b) Establishing levels of competency for operating at the local, intra-region, Group or Inter Group levels.

KŌWHIRINGA I MANAKOHIA | PREFERRED OPTION

13. The preferred option is for the Waikato CDEM Group Joint Committee to approve the appointment, as recommended by the CEG Subcommittee, STRAAC.

NGĀ WHAIWHAKAARO KAUPAPAHERE | POLICY CONSIDERATIONS

14. Recommendations are consistent with the Joint Committee adopted Waikato CDEM Group Recovery and Tiered Approach Policies.
15. To the best of the writer's knowledge, this decision is not significantly inconsistent with, nor is anticipated to have consequences that will be significantly inconsistent with, any other policy adopted by the Joint Committee, or any plan required by the Civil Defence Emergency Management Act 2002, LGA or any other enactment.

TE TIRITI O WAITANGI | THE TREATY OF WAITANGI

16. Interview of the nominee/candidate included a panel member (identified by the relevant local authority) who is qualified to consider the needs of local Māori. Enhanced response capability enables improved Parenga/protection for Māori.

WHAKAKAPINGA | CONCLUSION

17. All Waikato CDEM Group Recovery Manager and Tiered Approach Policies prerequisites of the named nominee are met. STRAAC have endorsed the nomination received from Taupo District Council, Matamata-Piako District Council and Waitomo District Council for appointment of Tier 3 Local Recovery Managers.

ĀPITIHINGA | ATTACHMENTS

1. Confidential : Nick Carroll Bio [↓](#)
2. Confidential: Nathan Sutherland Bio [↓](#)
3. Confidential: Michelle Clark Bio [↓](#)

6 GENERAL ITEMS

6.1 COORDINATING EXECUTIVE GROUP - 5 JUNE 2026 MEETING SUMMARY

Rā | Date: 22 June 2026

Kaituhi | Author: Vicky Cowley, Strategic Planning Advisor

Kaituku | Authoriser: Irving Young, Team Leader, Resilience And Recovery

TE ARONGA | PURPOSE

1. To provide Waikato Civil Defence Emergency Management (CDEM) Group Joint Committee with a summary of agenda items discussed at the latest quarterly Coordinating Executive Group (CEG) meeting.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. CEG undertakes quarterly meetings to provide oversight and decision-making in relation to strategic, planning, risk, and accountability matters. A key function of CEG is to monitor progress made against the operative CDEM Strategic Group Plan, as delivered by CDEM Group Members and key agency partners. This is achieved through reporting on the CEG-set Regional Work Programme, the Local Implementation Plan, and Iwi-CDEM Co-created Work Programme.
3. A summary of matters discussed at the CEG meeting of 5 June 2026 is provided to the Joint Committee for their information.
4. The retiring CEG Deputy Chair, Wayne Allan, will be in attendance to enable acknowledgment of his long service to CDEM.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Coordinating Executive Group - 5 June 2026 Meeting Summary* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

HOROPAKI | BACKGROUND

5. The CEG is responsible for executive oversight and assurance on matters relating to emergency management across the Waikato region. As part of its functions, CEG meets quarterly to review progress, consider emerging risks, and make decisions that support the effective implementation of the Waikato CDEM Group's Strategic Group Plan 2025-2030.
6. A core responsibility of CEG is to monitor the implementation of the CDEM Strategic Group Plan 2025-2030 through the Group Plan Actions 2025-2030. These are informed by a Regional

Work Programme, Local Implementation Plan, and an Iwi-CDEM co-created Work Programme designed to achieve the Group's nine strategic objectives across Reduction, Readiness, Response and Recovery – with actions required from CDEM Group Members and partner agencies.

7. CEG tracks progress of the Group Work Programme, Local Implementation Plan and on Iwi-CDEM Co-created Work Programmes.
8. Quarterly reporting on the Group Plan Actions 2025-2030 enables CEG to:
 - (a) Assess progress made by local authorities, partner agencies, and the Group office against the expectations set out in the Group Plan Actions.
 - (b) Identify areas requiring further coordination, support, or corrective action.
 - (c) Ensure alignment between regional emergency management activity, identified risks, legislative requirements, and strategic priorities.
 - (d) Maintain accountability to the Joint Committee for the delivery of agreed CDEM functions.

TE TAKE | ISSUE

1. **There are no specific issues arising from this summary report. Any issues requiring governance consideration are presented within the individual substantive reports included in this agenda.**

ĒTAHI ATU TAKE | OTHER MATTERS

10. Standing Items:
 - (a) **Minutes from previous meeting:** Minutes of CEG meeting of 13 March 2026.
 - (b) **Person Conducting Business or Undertaking (PCBU):** Standing agenda item providing updates on matters relating to the PCBU obligations for CDEM Group Members. Updates included local implementation of the Group Deployment Policy, Reasonably Foreseeable Emergency operational plans due and partner agencies operational planning.
 - (c) **Group Plan Actions:** CEG received a report outlining activities undertaken from 1 October 2025 to 30 April 2026 from the Regional Group Plan Actions, the 18-month Local Implementation Plan and the Iwi-CDEM co-created work programme. These matters are presented in a report included in this agenda.
 - (d) **Government Reforms:** CEG endorsed that CEG, through the Chair, is proactively engaging in local government reorganisation processes to ensure hazard risk, exposure, and system interdependencies are clearly identified and appropriately considered in Head Start boundary design, through writing to Waikato council chief executives and the Department of Internal Affairs. The report outlined significant legislative and policy reforms which continue to reshape emergency management in Aotearoa New Zealand, with direct implications for governance, planning, capability and funding. These matters are presented in a report included in this agenda.
11. Decision Required:

- (a) **Response and Recovery Costs – January, February and April 2026 Severe Weather Events:** CEG endorsed a recommendation to the Joint Committee by the Group Controller/Group Recovery Manager relating to the GECC operational response and recovery costs. This matter is presented in a report included in this agenda.
 - (b) **Long Term Plan 2027-2037: CDEM Targeted Rate – Prioritisation and Investment Options:** CEG endorsed a recommendation to the Joint Committee after considering investment options for inclusion in the Waikato Regional Council Long Term Plan 2027-2037 targeted rate. These matters are presented in a report included in this agenda.
 - (c) **Regional and Local Work Programme – Year 2 Review and 2027-2030 Development:** CEG endorsed Year 2 review and the recommended approach for activities, identified for Year 3 to 5 providing the basis for further development, signalling likely resourcing and budget implications and supporting LTP 2027-2037 budget setting. These matters are presented in a report included in this agenda.
 - (d) **Tier 1 (Group) Controller Appointments:** CEG endorsed a recommendation to the Joint Committee for three Tier 1 Group Controllers to be appointed, along with a Controllers Policy amendment. These matters are presented in reports in this agenda.
 - (e) **CEG Advisory Oversight Committees:** CEG considered whether these committees are still required. The two Advisory Oversight Committees will be discontinued.
 - (f) **CEG and CEG Subgroup Memberships:** CEG appointed members to vacant positions and agreed to defer the Deputy Chair appointment until the next CEG meeting.
12. For Feedback:
- (a) **Items for Next Agenda**
13. For Information – CEG received the following reports:
- (a) **After Action Review – Terms of Reference**
 - (b) **Finance Report – 1 July to 31 March 2026**
 - (c) **Deferred Reports**
 - (d) **Pacific Wave – National Exercise**
 - (e) **National Emergency Management Agency (NEMA) Update**
 - (f) **Operational Readiness and Response Subgroup Report**
 - (g) **Community Resilience and Recovery Subgroup Report**
 - (h) **Management and Governance (M&G) Subgroup Update**

WHAKAKAPINGA | CONCLUSION

14. CEG quarterly meetings address strategic, planning, risk and accountability matters, with governance-level decisions and discussions elevated to the Joint Committee.
15. Through this ongoing oversight, CEG plays a critical role in maintaining consistent and effective emergency management capability across the region, supporting continuous

improvement, and ensuring that the Waikato CDEM Group remains well positioned to manage current and emerging hazards.

ĀPITIHANGA | ATTACHMENTS

Nil

6.2 RESPONSE AND RECOVERY COSTS - JANUARY, FEBRUARY & APRIL 2026 - GROUP CONTROLLER/RECOVERY MANAGER RECOMMENDATION

Rā Date:	22 June 2026
Kaituhi Author:	Vicky Cowley, Strategic Planning Advisor
Kaituku Authoriser:	Irving Young, Team Leader, Resilience And Recovery
Mana whakatau Delegation Status:	Committee has delegated authority to make the recommended decision

TE ARONGA | PURPOSE

1. To advise the Joint Committee on the Group Emergency Coordination Centre (GECC) response and recovery costs associated with the severe weather events of:
 - (a) January - Thames-Coromandel, Hauraki; and
 - (b) February - Waipā, Ōtorohanga; and
 - (c) April - Cyclone Vaianu
2. To seek a decision on the application of response and recovery costs, as recommended by the Group Controller/Group Recovery Manager, and endorsed by the Coordinating Executive Group (CEG).

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

3. The Waikato Civil Defence Emergency Management (CDEM) Group activated regional response and coordination arrangements throughout January, February and April 2026 in response to a series of severe weather events.
4. These events impacted multiple districts and required sustained activation of local Emergency Operations Centres (EOCs) and the Group Emergency Coordination Centre (GECC).
5. Response and recovery costs are unbudgeted; the Waikato CDEM Strategic Group Plan 2025-2030 (the Plan) provides direction that such costs generally lie where they fall.
6. The Plan allows for consideration of regional benefit arising from wider operational costs during significant emergencies. However, no response or recovery to date has met the threshold required to demonstrate consequential regional benefit.
7. The Group Controller/Group Recovery Manager recommends that all GECC response and recovery costs remain the responsibility of the Group Emergency Management Office (GEMO) through existing regional CDEM budgets.
8. Consistent with this approach:
 - (a) No redistribution of costs across the Group is recommended.

- (b) Local operational costs remain with the affected local authorities
 - (c) Intra-group surge staffing is considered established practice and is not recoverable expenditure.
9. GECC costs for these events were primarily staff-related, with GEMO contributing 1,904 hours to response and recovery, exceeding the annual capacity of one full-time equivalent and impacting delivery of the planned regional work programme.
 10. Any resulting budget variance can be managed through reprioritisation and extension of the current regional work programme, with no additional funding required.
 11. The Coordinating Executive endorsed these recommendations at their meeting of 5 June 2026.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report *Response and Recovery Costs – January, February & April 2026 – Group Controller/Recovery Manager Recommendation* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.
2. That the Waikato Civil Defence Emergency Management Group Joint Committee approves the Group Controller and Group Recovery Manager’s recommendation that response and recovery costs associated with the January, February and April 2026 severe weather events are not redistributed across the Group, but instead lie where they fall, with Group Emergency Coordination Centre costs met from existing Group Emergency Management Office regional Civil Defence Emergency Management budgets.

HOROPAKI | BACKGROUND

12. Communities across the Waikato CDEM Group experienced a range of impacts resulting in the activation of local and Group level response arrangements throughout the three severe weather events in January, February and April 2026.
13. The GECC was initially staffed by GEMO personnel, with additional support provided by partner councils (Waikato Regional, Hamilton City, Matamata-Piako, Waikato and Ōtorohanga District Councils), alongside GEMO trained volunteers as activation levels escalated, across the three events. In addition, response efforts involved Iwi, Hapū and Marae, Lifeline Utilities, Emergency Services, and multiple government agencies.
14. During the severe weather events no requests for staffing for the GECC were made from the councils with EOCs activated.
15. Thames-Coromandel, Hauraki, Waipā and Ōtorohanga District Councils experienced the most significant impacts on their communities and infrastructure and undertook the largest amount of local operational response activity.
16. Staff were deployed across councils to support affected areas, reflecting established mutual aid arrangements, deployment was undertaken to:

- (a) Thames-Coromandel DC: from Hamilton City, Waikato Regional, and Waikato, Waipā and Taupō District Councils to support the local response.
 - (b) Ōtorohanga and Waipā DC (operated as shared Service EOC, also involving staff from Waitomo DC) – additional staff were surged from the GEMO, Hamilton City, Matamata-Piako, South Waikato, Hauraki, Thames-Coromandel, Taupō, and Waikato District councils; along with GEMO trained volunteers to support the sub-regional, shared service, response.
17. The Coordinating Executive at their meeting of 5 June 2026, endorsed the Group Controller/ Group Recovery Manager’s recommendations.

TE TAKE | ISSUE

18. The Waikato CDEM Group does not currently collect a targeted rate for response or recovery budgets.
19. Central Government will only consider the reimbursement of relevant Welfare related costs; all other GECC operational expenditure during a response or recovery, including salary and other direct costs, are the responsibility of the relevant agencies.
20. GECC Response and Recovery Costs (to date): Total \$246,600.

Expenditure	TCDC/ Hauraki	Ōtorohanga /Waipa	Cyclone Vaianu	TOTAL
Labour	49,338	47,348	42,690	139,376
Direct Costs	3,173	4,204	6,650	14,027
Net Allocated Costs	33,056	31,722	28,419	93,197
Total Expenditure	85,567	83,274	77,759	246,600

**Recovery is ongoing and there may be additional expenses not yet captured.*

21. GEMO staff contributed 1,904 hours to response and recovery activities across the three events. While these hours do not translate into a significant budget impact, it highlights the scale of the draw on GEMO’s operational capacity.
22. This sustained level of activation required a reprioritisation of effort away from Group Plan Action work programmes, resulting in some activities not being progressed as planned.

NGĀ KŌWHIRINGA | OPTIONS AND ANALYSIS

23. The Strategic Group Plan provides that:
- (a) GECC costs are the responsibility of the Group
 - (b) Local authorities are responsible for their own response cost
 - i. *Section 5.2 Whakaritengā pūtea | Financial Arrangements* - states that “in the interim, costs related to a CDEM Emergency, lie where they fall”. Further, the same section of the Group Plan states “the CDEM Group is responsible for all costs associated with the activation of the GECC”. It also states that “local authorities are

responsible for all costs associated with their own CDEM personnel, facilities, and resources”.

- ii. *Section 5.2 also states, “once the emergency has concluded, the Group Controller and Group Recovery Manager will recommend which costs could be met by the Group; for example, where the costs associated to a local response / recovery can be shown to have consequential regional benefits”.*

24. Post-event, the Group Controller/Group Recovery Manager may recommend cost-sharing where regional benefit is demonstrated.
25. While significant costs were incurred across multiple councils, no activity has been assessed as delivering sufficient consequential regional benefit to justify redistribution.
26. Intra-group staffing support is consistent with established practice and does not meet the threshold for cost recovery.
27. Accordingly, it is recommended that all costs lie where they fall, including GECC costs being met by GEMO existing budgets.

TE AROMATAWAI I TE HIRANGA | ASSESSMENT OF SIGNIFICANCE

28. Having regard to the decision-making provisions in the Civil Defence Emergency Management Act 2002, the Local Government Act 2002 and Waikato Regional Council’s Significance and Engagement Policy, a decision in accordance with the recommendations is not considered to have a high degree of significance. Staff are of the opinion that the content and recommendations in this report are consistent with legislative decision-making requirements.

TE HOROPAKI Ā-TURE | LEGISLATIVE CONTEXT

29. Civil Defence Emergency Management Act 2002:¹
 - (a) Section 16 – Members must meet agreed costs.
 - (b) Section 64 - Local authorities must plan and provide for CDEM within their districts.

KŌWHIRINGA I MANAKOHIA | PREFERRED OPTION

30. The preferred option is for the Waikato Civil Defence Emergency Management Group Joint Committee to:
 - (a) approve that response and recovery costs lie where they fall, as no consequential regional benefit has been demonstrated.

¹ [Civil Defence Emergency Management Act 2002 | New Zealand Legislation](#)

NGĀ WHAIWHAKAARO KAUPAPAHERE | POLICY CONSIDERATIONS

31. To the best of the writer's knowledge, this decision is not significantly inconsistent with, nor is anticipated to have consequences that will be significantly inconsistent with any policy adopted by the Committee or any plan required by the CDEM Act or any other legislation.
32. This recommendation is consistent with the Waikato Civil Defence Emergency Management Strategic Group Plan.

TE TIRITI O WAITANGI | THE TREATY OF WAITANGI

33. Civil Defence Emergency Management Groups play a vital role in honouring Te Tiriti o Waitangi by ensuring that Māori perspectives and knowledge are meaningfully integrated into emergency management planning and decision-making.
34. These commitments are woven throughout the Strategic Group Plan and Group Plan Actions; shaped and strengthened through targeted engagement with Māori, whose perspectives have directly influenced the Group's priorities and approach.

WHAKAKAPINGA | CONCLUSION

35. Response and recovery costs are incorporated into 2025/26 financial reporting.
36. A budget deficit is forecast for 2025/26, as outlined in the financial report within this agenda.
37. Consistent with the Strategic Group Plan, and in the absence of demonstrable regional benefit, it is recommended that costs lie where they fall.
38. Work programme delivery timelines will be extended to accommodate the operational impact.

NGĀ TOHUTORO | REFERENCES

39. [Waikato Civil Defence Emergency Management Strategic Group Plan 2025-2030](#)

ĀPITI HANGA | ATTACHMENTS

Nil

6.3 AMENDMENT TO THE WAIKATO CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP CONTROLLERS POLICY

Rā Date:	9 June 2026
Kaituhi Author:	Aaron Tregoweth, Team Leader, Operational Readiness
Kaituku Authoriser:	Irving Young, Team Leader, Resilience And Recovery
Mana whakatau Delegation Status:	Committee has delegated authority to make the recommended decision

TE ARONGA | PURPOSE

1. To give Joint Committee opportunity to consider and approve amendments to the Civil Defence Emergency Management (CDEM) Group Controller Policy.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. The CDEM Group Controller Policy was first approved by Joint Committee in March 2018.
3. This report recommends updating the policy to clearly recognise the utility and prioritisation of a pool of Tier 1 Group Controllers as a critical mechanism for strengthening operational resilience. The proposed amendments emphasise how this pool should be used to supplement and support existing Group Controllers.
4. The proposed changes were requested by the Coordinating Executive Group (CEG) at the meeting held 5 June 2026.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report *Amendment to the Waikato Civil Defence Emergency Management Group Controllers Policy* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.
2. That the Waikato Civil Defence Emergency Management Group approves the amendments to the Group Controller Policy, as detailed in *Attachment 1*.

HOROPAKI | BACKGROUND

5. The CDEM Group Controller Policy was first approved by Joint Committee in March 2018.
6. At the CEG meeting held on 5 June 2026, CEG discussed the endorsement of three Tier 2 Local Controllers to be appointed as Tier 1 Group Controllers. During this item there was some discussion around the need for these Controllers to prioritise local delivery, where

practicable, which resulted in an addition to the current Waikato CDEM Group Controller Policy.

TE TAKE | ISSUE

7. To strengthen resilience and provide greater redundancy within the Group controller pool, three Local Controllers have been identified to bolster the current cohort.
8. To ensure that Group Controllers, who are employed by Local Authorities, are used effectively, CEG recommended changes to the current policy so that their primary focus and prioritisation remain with the Local Authority.
9. The following addition has been made to section 7.3.3 Tier 1 Controllers:
 - (a) *The intent of maintaining pool of Tier 1 CDEM Controllers is to increase the depth and resilience of available Group Controllers, providing additional capability for situations such as prolonged regional emergencies, periods where existing Group Controllers are unavailable, or where vacancies exist.*
 - (b) *Leadership of local responses should be prioritised over any proposal to utilise the Tier 1 controller pool: Tier 1 Controllers should not be redeployed in a way that compromises their CDEM Controller responsibilities to their local authorities, including within shared service arrangements.*

TE AROMATAWAI | TE HIRANGA | ASSESSMENT OF SIGNIFICANCE

10. Having regard to the decision-making provisions in the Civil Defence Emergency Management Act 2002, Local Government Act 2002 and Waikato Regional Council's Significance and Engagement Policy, a decision in accordance with the recommendation is not considered to have a high degree of significance.

TE HOROPAKI Ā-TURE | LEGISLATIVE CONTEXT

The CDEM Act 2002 requires the appointment of a Group Controller and permits the appointment of additional Group Controllers who can perform the functions and duties and exercise the powers of the Group Controller on the occurrence of a vacancy, for any reason.

KŌWHIRINGA | MANAKOHIA | PREFERRED OPTION

11. The preferred option is for the Waikato CDEM Group Joint Committee to approve the amendments to the Waikato CDEM Group Controller Policy as requested by CEG.

WHAKAKAPINGA | CONCLUSION

12. Updating the policy to explicitly recognise the utility and prioritisation of a pool of Tier 1 Group Controllers will strengthen operational resilience and improve leadership capability during periods of heightened demand. By clearly articulating how this resource should be used to supplement and support existing Group Controllers, the policy will provide stronger guidance for effective deployment and decision-making.

13. This addition will contribute to a more robust, adaptable, and resilient CDEM leadership structure, reinforcing the Group's readiness to manage future events.

NGĀ TOHUTORO | REFERENCES

1. [Civil Defence Emergency Management Act 2002](#)

ĀPITIHINGA | ATTACHMENTS

1. **Waikato Civil Defence Emergency Management Group Controller Policy - Tracked Changes June 2026** [↓](#)

Waikato CDEM Group Controller Policy

Approved date: 15 December 2025
Approved by: Joint Committee
Review Due: 15 December 2028
Version: 7



Contents

1	PURPOSE	1
2	BACKGROUND	1
3	SCOPE.....	1
4	CONTROLLER DESIGNATION.....	1
4.1	Local Controller.....	1
4.2	Group Controller and Deputy Group Controller	2
5	TIERS OF CONTROLLERS.....	2
5.1	Trainee Controllers	32
6	CONTROLLER POOL.....	3
6.1	Minimum Capacity	3
6.2	Inter-Regional Support/Surge Capacity.....	3
7	INITIAL SELECTION AND APPOINTMENT OF CONTROLLERS	43
7.1	Candidates.....	43
7.2	Considerations for role exclusion	43
7.3	Process	4
7.3.1	All Controllers.....	4
7.3.2	Tier 2 Controllers.....	54
7.3.3	Tier 1 Controllers.....	54
7.3.4	Discretion and Audit.....	65
8	CAPABILITY DEVELOPMENT	65
8.1	Initial Training	65
8.2	Experiential training.....	65
8.2.1	Exercises/Experience	65
8.2.2	Capability Development Opportunities	65
8.2.3	Local Authority familiarisation	75
8.2.4	Other training.....	76
9	ONGOING REVIEW OF CONTROLLERS CURRENT CAPABILITY	76
10	SUPPORTING ADMINISTRATIVE ACTIONS.....	86
10.1	Controller Financial Delegations.....	86
10.2	Expenditure Reporting Thresholds	87
10.3	Determination of Non-Declared CDEM Emergency.....	87
10.4	Exigent Circumstances	87
11	Review.....	97

1 PURPOSE

This policy establishes the appointment, structure and financial arrangements for the Waikato Region CDEM Group (the Group) with regard to Local and Group Controllers.

The purpose of this policy is to ensure the consistent application of arrangements across the CDEM Group in order to support the most efficient and effective use of Controller resources, in both declared and undeclared CDEM Emergencies.

2 BACKGROUND

The CDEM Act 2002 requires the appointment of a Group Controller and permits the appointment of Local Controllers at the discretion of the CDEM Joint Committee. The Group has elected to adopt further classifications of controller for the purpose of:

- a) Enhancing professional competency by focusing resources on a limited number of controllers, authorised to work across administrative boundaries of the Group
- b) Establishing levels competency for operating at the local, intra-region, Group or Inter-Group levels

In addition, the Group has established a number of administrative enhancements to:

- c) Ensure selection and appointment of the most appropriate candidate for Controller
- d) Provide clarity regarding the use of controllers and supporting financial arrangements

3 SCOPE

This policy applies to all local authorities within the Waikato Region CDEM Group supporting the requirements set forth in the *Response Arrangements* section of the operative *Waikato Region CDEM Group Plan*. This policy does not apply to the controller arrangements for other partners or stakeholders within the Group (e.g. emergency services).

4 CONTROLLER DESIGNATION

4.1 Local Controller

During a CDEM emergency, Controllers should be designated as either the 'Local Controller' or 'Deputy Local Controller' for the specific event. The term "Deputy" is applied to the Controller that runs the shift in the Coordination Centre (ECC/EOC) when the primary Controller is off-shift. Deputies should follow the 'Controller's intent' established by the primary Controller unless changes are dictated by the response. Any significant changes must be reported to and, where practical, approved by the primary Controller.

This approach ensures consistency in direction and leadership. It can be best equated to the relationship between a ship's captain and their first officer, in which the captain is always accountable.

It should be noted that all Local Controllers are qualified to be the primary Local Controller. The designation of Deputy determines their status in a particular event.

Local Controllers should ordinarily be deployable to the range of hazards within their area of responsibility. Where there is more than one Local Controller appointed in an area, the relevant Local Authority CEO may designate the Lead and Deputy roles. The Group Controller will be available to support the CEO in making the determination, if required. Designations could be informed by the following:

- a) Based on the hazard or community involved it is deemed that a more suitable qualified controller should be appointed as lead Controller in that particular instance.
- b) A Local Controller is likely to be compromised due to personal proximity to the event (physical or social).
- c) The lead Local Controller requires a break from the assignment.

Where a Local authority does not have access to more than one (1) Local Controller; the Group Controller will identify an appropriate replacement from elsewhere and will facilitate that individual's mobilization.

4.2 Group Controller and Deputy Group Controller

The Waikato CDEM Group Controller/Manager is automatically the Group Controller unless they are not available, or where the Joint Committee Chair deems otherwise for one of the following reasons:

- a) The Group Controller/Manager is likely to be compromised due to personal proximity to the event (physical or social)
- b) The Group Controller/Manager requires a break from the assignment

5 TIERS OF CONTROLLERS

On appointment, each controller will be assigned to a tier based on the level of their current capability; assessed by their training and experience, and also the confidence of the relevant Local Authority Chief Executives'.

Note: Current capability will be based upon criteria established by the Group Controller, in consultation with the Statutory Roles Appointment and Advisory Committee (STRAAC). More objective requirements may be established as National Standards and Guidance is developed.

Tier 1 - Controllers approved to act as Controller for all Local Authority and as Group Controller, including leading a Centralised Emergency Coordination Centre (ECC), through the CDEM Group Response Framework

Tier 2 - Controllers approved to act as Controller for any Group member Local Authority. Tier 2 Controllers can lead multi-district emergencies within any established shared service/Emergency operating area.

Tier 3 - Controllers approved to act as Controller for specified Local Authority(s) only. Tier 3 Controllers can only lead multi-district emergencies within their own shared service/Emergency operating area.

5.1 Trainee Controllers

Trainee Controllers are not yet considered to be suitably qualified and/or experienced to be formally appointed as CDEM Controllers. By identifying Trainee Controllers, a Local Authority is able to support and develop suitable personnel to become suitably qualified and experienced.

Trainee Controllers are not authorised to exercise any of the powers within the CDEM Act 2002 (the Act), unless authorised by the Group Controller under Section 28(3) of the Act.

6 CONTROLLER POOL

6.1 Minimum Capacity

Emergency events can continue for extended periods of time and can require 24-hour operations. Established international best practice requires that a standard 8-hour shift pattern be assumed as soon as practical in order to maintain peak staff performance and sound decision making.

Though the Waikato Group area has the potential for a region-wide event (e.g., ex-tropical cyclone), in such a situation it is likely that a Centralised Emergency Coordination Centre (ECC), through the CDEM Group Response Framework, would be fully activated for support/coordination purposes. Local input would be through an Incident Control Point (ICP). ICP's do not require a CDEM Controller function present but rather a suitable response manager reporting directly to the lead Controller within the Centralised ECC.

There may be occasion, for concurrent emergencies, where the local EOC's need to be established alongside an activated Centralised ECC.

To this end, the Waikato CDEM Group should develop, appoint and retain an appropriate number of CDEM Controllers in the region, to provide CDEM Controller cover for three (3) shifts (24 hours) for four (4) concurrently activated EOCs and the Group ECC, with additional capacity of two (2) more controllers to address absences.

Tier 1	5	3 GEMO and 2 from wider Group
Tier 2	12	Waikato wide pool
Tier 3	-	Determined by individual Local Authority
TOTAL =	17	Minimum Capacity

Table 1. Desired End State

6.2 Inter-Regional Support/Surge Capacity

Selected Group Controllers from around the country may be appointed in advance by the Joint Committee to support the Waikato CDEM Group at times of urgent need.

Only Tier 1 and 2 Controllers from the Waikato CDEM Group should be deployed, as a Group or Local CDEM Controller, in support of other CDEM Group areas. Where practicable, opportunities

may be sought for Tier 3 and Trainee Controllers to be deployed in an observer capacity, for education purposes

7 INITIAL SELECTION AND APPOINTMENT OF CONTROLLERS

7.1 Candidates

A baseline of desirable skills, competencies, experience, community status and ability to commit time to the role of controller will be used by the Waikato CDEM Group when ultimately deciding to appoint controllers. Guidance outlining this baseline is available for Chief Executives to help in their initial candidate selection.

7.2 Considerations for role exclusion

Given the other duties that elected members, CEOs and local authority response staff need to perform during emergencies, they should not be appointed as Waikato CDEMG controllers unless they can demonstrate the ability to provide adequate and sustained backfill.

7.3 Process

If a new controller is required, the following selection and appointment process must be followed:

7.3.1 All Controllers

- a) All Territorial Authorities should have access to the services of a CDEM Local Controller. The Local Authority employing an individual leaving the Controller pool (or that does not have one at time of adoption) must initiate the process to either replace the Controller or enter into a broader shared service arrangement to fund a replacement.
- b) The Territorial Authority executive identifies the potential controller against the selection criteria and requests, via their CEG representative, that the GEMO schedule an appointment with the Controller Appointment Committee of the CEG.
- c) Potential candidate is interviewed by the Group Controller, a Local Authority member of STRAAC, a Senior member of the Emergency Services and a panel member (identified by the relevant local authority) who is qualified to consider the needs of local Maori/Iwi.
- d) The relevant Local Authority CEO should be invited to attend Controller selection interview: Attendance of the CEO is discretionary. The purpose of this invite is to enable the interview panel to bring to the attention of the CEO the likely demands upon, and ongoing support required for, the Controller candidate, if appointed: In the event that an elected member or CEO is considered for the role of CDEM Controller; the local Mayor/Chair should be invited to the interview panel, for the same purpose.
- e) In the event that an elected member or CEO is considered for the role of CDEM Controller; the local Mayor/Chair should be invited to the interview panel, for the same purpose as point C above.
- f) The CEG Statutory Roles Appointment and Advisory Committee (STRAAC) has full CEG delegation to make decisions regarding the suitability of Controller candidates; STRAAC will

forward the details of the successful interview candidates to Joint Committee for their consideration.

- g) The relevant Local Authority CEO formally notifies the candidate of the decision of the Joint Committee.
- h) Once the appointment is approved by Joint Committee, the relevant council[s] can then formally endorse the candidate.

7.3.2 Tier 2 Controllers

- a) The Group Manager/Controller and STRAAC will process the new Controller through the appointment system, as above.
- b) The Group Manager/Controller and STRAAC will ensure there is formal endorsement by all member council CEO's before the Tier 2 candidate will be forwarded to the Joint Committee for approval: A biography and a supporting endorsement from the candidates own CEO will be provided to all other CEO's to support their deliberations.

7.3.3 Tier 1 Controllers

- a) The CDEM Group Manager is employed by Waikato Regional Council (WRC) on behalf of the CDEM Group. The Group Manager role is also the Group Controller under Section 26(1). The selection and appointment of the Group Controller is undertaken by WRC in collaboration with the CEG Chair and NEMA and is managed outside of this policy.
- b) Tier 1 Controller (Group Controller) candidates under Section 26(2) of the CDEM Act 2002 may be identified from within the Waikato CDEM Group Tier 2 Controller Pool, suitably experienced Waikato CDEM GEMO staff¹ or from selected Group Controllers from other regions. In addition, competent and high calibre candidates from the community may be considered for direct entry upon recommendation of the Controller Appointment Committee.
- c) Where a GEMO role, which includes the Group Controller functions under Section 26(2) of the CDEM Act 2002, is being recruited: The Group Manager/Controller will ensure a member of STRAAC, a Senior member of the Emergency Services and a panel member who is qualified to consider the needs of Regional Maori/Iwi, are engaged at an appropriate stage of the recruitment process.
- d) All Candidates for Group Controller, being considered for appointment under Section 26(2) of the CDEM Act 2002, will be presented in person to the Joint Committee for final approval to act as Deputy Group Controller or, in the absence of the Group Manager/Controller, Group Controller. They will also be presented for consideration of dual appointment as Alternate Group Recovery Manager; this is not to be an alternate Group Recovery Manager *per se*, but to enable the maintenance of established response structures, in a scenario where a National Transition notice is issued but the Waikato CDEM Group is not transitioning to Recovery.
- e) The intent of maintaining pool of Tier 1 CDEM Controllers is to increase the depth and resilience of available Group Controllers, providing additional capability for situations such as prolonged regional emergencies, periods where existing Group Controllers are unavailable, or where vacancies exist.
- f) Leadership of local responses should be prioritised over any proposal to utilise the Tier 1 controller pool: Tier 1 Controllers should not be redeployed in a way that compromises

¹ GEMO staff will still need to be recommended by the Controller Appointment Committee of CEG.

~~their CDEM Controller responsibilities to their local authorities, including within shared service arrangements. The intent of maintaining pool of Tier 1 CDEM Controllers is to increase the depth and resilience of available Group Controllers, providing additional capability for situations such as prolonged regional emergencies, periods where existing Group Controllers are unavailable, or where vacancies exist.~~

7.3.4 Discretion and Audit

- a) There may be exceptional circumstances, where all aspects of the selection and appointment process cannot be fully adhered to: In such a situation a clear and detailed record of the divergence must be created, and a report provided to STRAAC at the next scheduled meeting.

8 CAPABILITY DEVELOPMENT

8.1 Initial Training

- a) To acquire an understanding of ECC/EOC operations and the activities of their staff, controllers must attend the ITF Intermediate Course (or ITF/CIMS interface course) prior to appointment.
- b) Controller Candidates must have successfully completed a recognised qualification prior to appointment: A list of recognised qualifications will be approved by STRAAC and maintained by the GEMO.
- c) A candidate that does not hold one of the recognised qualifications, may submit a portfolio of evidence, to the Group Controller, that outlines their current competence against the CDEM Controller role description. The Group Controller will present the portfolio, along with a recommendation, to the STRAAC for consideration, prior to appointment.

8.2 Experiential training

8.2.1 Exercises/Experience

- a) Initial Requirement: Newly appointed Controllers and Recovery Managers must act in their statutory role in at least one exercise during each of the first two financial years following appointment.
- b) Ongoing Requirement: All Controllers and Recovery Managers, including those appointed more than two years ago, must act in their statutory role in at least one exercise every two years: The Waikato CDEM Training Assessment Framework, defines exercises as “Functional Assessment Exercise” and “Full Activation Assessment Exercise”.
- c) This requirement may be waived if the individual has successfully led an emergency response at Activation Status 2 (Support) or higher within the relevant timeframes.

8.2.2 Capability Development Opportunities

- a) The quarterly Controller meetings will include three (3) tutorials a year, specifically aimed at the nuances of working as a controller (Controllers must attend at least two (2) of these tutorials per year).

8.2.3 Local Authority familiarisation

- a) All Tier 1 and 2 Controllers must attend at least one (1) Local Authority familiarisation event each year. The Local Authority familiarisation events will be arranged by the GEMO, in conjunction with the respective Local Authority. Local authority familiarisation will be prioritised against the Group Plan risk assessment.

8.2.4 Other training

- a) All Controllers are entitled to take part in any of the regional or national training made available. Whilst most courses are free to register: Any costs associated with the training are the responsibility of the Controllers home agency.
- b) All Controllers should have access to an internal leadership programme of their organisation.
- c) Any candidate named for succession planning is eligible to attend a course from the list of recognised qualifications, maintained by the GEMO. The associated course costs will be met by the CDEM Group, via the GEMO. All travel and incidentals are the responsibility of the Controller Candidates home agency.

9 ONGOING REVIEW OF CONTROLLERS CURRENT CAPABILITY

- a) All Controllers must maintain an accurate and verifiable record of their initial an ongoing professional development for the role of CDEM Controller. The Group Controller will audit the Group's Controller capability annually and report the findings to STRAAC; along with any recommendations associated with any individual or collective gaps identified in current capability.
- b) It is foreseeable that there maybe exceptions, whereby a Controller has been unable to meet the minimum level of training, exercising and experiential training expected in a financial year. The Controller(s) in question should ordinarily be supported by a timebound development plan, agreed with the Group Controller, to address the capability development gaps.
- c) Where a Controller is unable to meet the requirements in the timebound development plan, or where a Controller has been unable to meet the minimum level of training, exercising and experiential training expected in two (2) consecutive years; the STRAAC has full CEG delegation to stand the relevant Controller down, until such time as STRAAC is satisfied the minimum level of training, exercising and experiential training expected of the Controller has been met.
- d) Only the Joint Committee can revoke a Controller appointment. Where STRAAC believe it may be justified to review the appropriateness of an individual continuing to hold the appointment of CDEM Controller; they [STRAAC] should report their findings and recommendations to CEG for their consideration in the first instance.
- e) All CDEM Controller appointments should be reviewed, by the Group Controller, every five (5) years; to ensure the appointment remains fit-for-purpose for both the territorial authority and the individual Controller.

10 SUPPORTING ADMINISTRATIVE ACTIONS

10.1 Controller Financial Delegations

The existence of a declaration of an emergency is not necessarily an indication of the size or complexity of an emergency, merely the fact that certain powers may be required by the Controller. Noting this, reimbursement of costs from the Central Government for certain response actions (e.g. provision of welfare) does not require a declaration of a state of emergency nor does the lack of a declaration negate the appointment of a Controller to manage the adverse effects of emergencies.

When formally performing the role of Controller, he/she is responsible for the actions carried out and the expenses incurred, regardless of whether they are using the powers conferred upon by the CDEM Act 2002 or not. Consequently, where formerly placing a Controller in control of a CDEM emergency, declared or otherwise, the council must also provide the Controller with adequate financial arrangements to adequately manage the situation.

As per *section 6.8.8 Group Plan 2016/2021* all controllers must be provided an *uncapped* financial delegation in the event of a declared emergency or an emergency falling under the classification of '*CDEM emergency - out of declaration*'. This does not limit the right of a council to impose a lower delegation for the individuals business as usual function.

10.2 Expenditure Reporting Thresholds

To ensure oversight of expenditure during an emergency, each controller is required, over and above any local finance protocol, to report total expenditure to the applicable CEO. An up-to-date list of current expenditure reporting thresholds will be maintained by the GEMO.

10.3 Determination of Non-Declared CDEM Emergency

Acting upon the advice of the Group Controller, Local Controller and/or the Local CDEM professionals, the local relevant authority CEO makes the determination as to when a *Local CDEM emergency – out of declaration* exists.

In the case of a Regional CDEM Emergency; this determination is made by the CEG Chair or, in their absence, the CEO of WRC.

When considering determining a non-declared CDEM Emergency across multiple districts, the CEG Chair (or WRC CEO) should consult with the CEOs from the impacted Local Authorities, where it is practicable to do so.

10.4 Exigent Circumstances

In the event of a fast onset emergency which meets the threshold set out in the guidance above, the Group or Local Controller is authorised to determine that a non-declared CDEM emergency is or may occur and can carry out all actions as if authorised by the CEO. The CEO must be notified at the earliest appropriate time.

11 Review

This policy will be reviewed every three years from the last amendment, or upon the release of legislation relating to the role of the controller.

6.4 GROUP PLAN ACTIONS – REPORT FOR THE PERIOD 1 OCTOBER 2025 TO 30 APRIL 2026

Rā | Date: 22 June 2026

Kaituhi | Author: Vicky Cowley, Strategic Planning Advisor

Kaituku | Authoriser: Irving Young, Team Leader, Resilience And Recovery

TE ARONGA | PURPOSE

1. To provide the Waikato Civil Defence Emergency Management (CDEM) Group Joint Committee with Group Plan Action 2025-2030 reporting progress, reporting for the period 1 October 2025 to 30 April 2026 on the:
 - (a) Regional Work Programme 2025-2026.
 - (b) 18-month Local Implementation Plan 2025-2027.
 - (c) CDEM-Iwi co-designed Work Programme 2025-2026.
- 1.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. This report represents the second reporting cycle since the Waikato CDEM Group Plan Actions 2025-2030 came into effect on 1 October 2025. The Group Plan Actions articulate the activities required to deliver the outcomes of the Strategic Group Plan 2025-2030 and provide the foundation for consistent regional performance monitoring and assurance.
3. The reporting framework, established for the Regional Work Programme, Local Implementation Plan, and Iwi-CDEM Co-designed Work Programme, and aligned to the Group Plan Actions, enables clear lines of sight from delivery to strategic outcomes.
2. Regional Work Programme
4. Regional delivery is assessed as predominantly On Track across five workstreams: Governance & Management, Risk Reduction, Community Empowerment, Operational Readiness & Response, and Recovery.
5. Reporting confirms that regional programmes are well established, with progress largely consistent with planned timeframes.
6. A small number of emerging risks and dependencies have been identified, these include:
 - (a) Dependence on national legislative reform.
 - (b) Future resourcing requirements linked to Long Term Plan (LTP) 2027-2037 decisions.
7. These emerging risks are being actively addressed, through a review of the Group Plan Actions timeline and LTP 2027-2037 proposals.

3. Local and Iwi-CDEM Co-design Implementation

8. This is the first consolidated view of delivery across the Local Implementation Plan and the Iwi-CDEM Co-designed Work Programme, providing an important baseline for future assurance.
9. Local implementation is variable, with delays in some areas largely attributable to:
 - (a) Competing operational demands, including sustained response and recovery activity in early 2026.
 - (b) Capacity constraints, particularly in smaller councils.
 - (c) Dependencies on national direction, tools, and legislative clarity.
10. Similarly, the Iwi-CDEM Co-designed programme is well developed in design but uneven in implementation, with constraints most evident across marae preparedness, training delivery, and embedding engagement structures.
11. These challenges are concentrated rather than systemic and reflect transitional factors typical of early implementation rather than underlying performance concerns.
12. The first reporting cycle has also highlighted the need to strengthen consistency in interpretation and reporting, with moderation and guidance to be implemented to improve comparability across councils and programmes.
13. No activities currently require governance level intervention.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the *Group Plan Actions – Report for the Period 1 October 2025 to 30 April 2026* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

HOROPAKI | BACKGROUND

14. The Waikato CDEM Group, Strategic Group Plan 2025-2030 and Group Plan Actions 2025-2030, became effective on 1 October 2025.
15. At its meeting of 13 March 2026, the Waikato CDEM Group Coordinating Executive Group (CEG) approved the reporting structure for operational delivery, and an 18-month Local Implementation Plan.

TE TAKE | ISSUE

16. **Regional Work Programme:** Emerging risks and dependencies for the Joint Committee's attention are summarised below. Detail is provided in the attached Regional Work Programme report.

(a) *Legislative Dependent*

Delivery of CDEM across the Group – Off Track

Delays due to national legislative reform timelines, limiting progress until national decisions are confirmed.

Welfare Cost Recovery - Off Track

Work is paused pending national legislative direction.

Delivery timeframe extension is proposed through the Year 2 review of the Group Plan Actions 2025-2030.

(b) *Resource Dependency Current/Future*

Monitoring & Assurance – On Track

Monitoring is on track; assurance framework development and implementation is dependent on Long Term Plan 2027-2037 funding decisions.

Māori Partnership Actions – Off Track

While programme design is progressing well, implementation is constrained by staff capacity and resourcing which is impacting pace; this is an emergency delivery constraint, dependent on Long Term Plan 2027-2037 funding decisions.

17. **Local Implementation Plan:** Detail is provided in the attached Local Implementation Plan.

(a) Common issues identified include:

- (i) Competing operational priorities, including sustained response activity, particularly in early 2026.
- (ii) Limited staff capacity, especially within councils who employ less staff.
- (iii) Dependence on national direction, tools, templates, or legislative clarity.
- (iv) Delays in initiating newer programme areas.

(b) Local authority reporting indicates that, in several cases, programme delays are a direct consequence of response and recovery demands in early 2026. As a result, some actions remain not started or behind schedule due to delayed initiation rather than a lack of intent or planning.

(c) Overall, the data confirms that delivery challenges are concentrated rather than systemic. Improving consistency across the region will require targeted support, clearer implementation pathways, and prioritisation aligned to available capacity.

(d) The first reporting cycle has highlighted some inconsistency in how progress has been interpreted and reported, which will be addressed through targeted guidance and moderation across councils.

18. **Iwi-Civil Defence Emergency Management Co-designed Work Programme:** Emerging risks and dependencies for the Joint Committee's attention are summarised below. Detail is provided in the attached Iwi-CDEM Co-designed Work Programme report.

(a) Issues identified include:

- (i) Marae preparedness implementation (Off Track in multiple councils).
- (ii) Training and capability development programmes – lack of training packages.
- (iii) Strategic communications and engagement structures.

- (iv) Risk education and resilience initiatives.
- (b) Overall, the programme is well designed but not yet consistently embedded and will require focused effort to transition from planning to implementation.
- (c) The first reporting cycle has highlighted some inconsistency in how progress has been interpreted and reported, which will be addressed through targeted guidance and moderation across councils.

ĒTAHI ATU TAKE | OTHER MATTERS

19. The reporting structure for operational delivery, endorsed by Coordinating Executive Group (CEG), has been designed to ensure the Joint Committee receives consistent and transparent oversight of progress, risks, and emerging trends across the five Strategic Group Plan workstreams.
20. This is the first reporting round on the Local Implementation Plan and Iwi-CDEM Co-designed Work Programme and provides a baseline for assurance, with the devolved structure of the Waikato CDEM Group. CEG has identified that a moderation needs to be undertaken to ensure interpretation is consistent to provide assurance in consistency of reporting.

WHAKAKAPINGA | CONCLUSION

21. This first consolidated report provides a baseline for the Group's assurance programme, demonstrating that:
 - (a) Regional delivery is strong and stable.
 - (b) Local implementation is variable and requires targeted support.
 - (c) Key risks are largely external (including legislative, funding, and national tool dependencies), rather than internal performance issues.
22. Future reporting will build on this baseline to:
 - (a) Track trend over time.
 - (b) Identify persistent cross-council issues.
 - (c) Support prioritised intervention and capability uplift.
23. Applying the Group Plan Actions reporting structure across the Regional Work Programme, Iwi-CDEM co-created work programmes, and the Local Implementation Plan provides assurance of consistency of structure, with moderation identified as being required to ensure reporting consistency across the Group.

4.

NGĀ TOHUTORO | REFERENCES

24. [Waikato Civil Defence Emergency Management Group - Strategic Group Plan 2025-2030](#)
25. [Waikato Civil Defence Emergency Management Group - Group Plan Actions 2025-2030](#)

ĀPITIHANGA | ATTACHMENTS

1. **Group Plan Actions Summary to 30 April 2026** [↓](#)

Regional Work Programme

Status	Meaning	What CEG sees each quarter
On track	Work is proceeding as planned, no intervention required.	Only summarised. No detailed commentary.
At risk	Timeframe, resources, or dependencies may impact delivery.	Full commentary required, plus mitigation.
Off track	Milestones missed, delivery compromised, escalation needed.	Highlighted for CEG direction/decision.
Complete	Year 1/Year 2 measure delivered.	Reported once, then removed from future reports.

Waikato CDEM Group Plan Actions						Regional Work Programme – Reporting 1 October 2025 to 30 April 2026				
Work-stream	Project	What we are doing	2025/26 - Year 1 Measure	Start	Finish	Status	Trend Downward/ Stable/ Upward	Progress 1 October 2025 to 30 April 2026	Risks/ Issues/ Dependencies	Next steps
Governance and Management	Partnering with Māori in Emergency Management	Develop agreements and maintain relationships, partnerships and support capability with tangata whenua in emergency management.	Iwi are represented on CEG. Maintain/increased number of co-designed workplans with iwi.	Started	June 2030	On track	Upward	Four iwi represented at CEG. Increasing co-design of workplans. Hauraki iwi are being engaged.	None	Engaging with other iwi about representation on CEG.
	Common Long Term Plan (LTP) Measures	Develop and implement a common set of Long Term Plan (LTP) measures across the 4 Rs for Group members to include in their LTP.	Workshop with CDEM key stakeholders to inform proposed Waikato region-wide LTP measures. Reporting to local authorities on the agreed LTP measures.	Jan 2026	March 2026	On track	Upward	Report submitted and approved by Joint Committee on Monday 30 March 2026.	Adoption by Local Authorities	Local Authorities to place LTP measures in draft LTP.
	Delivery of CDEM across Group	Review and agreement of the CDEM roles and responsibilities between the CDEM Group and individual council members.	Provide a discussion document to understand implications for the Group from legislative and regulatory changes.	Jan 2026	Dec 2026	Off track	Stable	Year 2 Review has extended the finish date to align with legislative timelines.		
	Monitoring & Assurance	Development of KPIs, processes and objective methodologies to monitor, assess and evaluate the effectiveness of Group activities and projects.	Action and report on agreed priorities projects/workstreams of the Group Plan Actions. Reporting on agreed priorities, utilised as the basis of review to advised year two priorities. Complete development of monitoring and assurance structure for: <ul style="list-style-type: none"> legislative compliance continuous improvement policies and plans review cycle resourcing. 	Oct 2025	Dec 2026	On track	Stable	Group Plan Actions: <ul style="list-style-type: none"> Reporting to Year 2 review completed. Regional and Local Work Programmes drafted. Local authority reporting to Local Implementation Plan and Iwi-CDEM co-designed Work Programme. Assurance reporting included in reports on CEG agenda. 	Assurance structure - seeking budget through LTP 2027-2037	Make any amendments based on CEG feedback. Workshop with CDEM Professionals – content of Local and Regional Work Programmes. Assurance reporting now included in reports on Joint Committee agenda.

Waikato CDEM Group Plan Actions						Regional Work Programme – Reporting 1 October 2025 to 30 April 2026				
Work-stream	Project	What we are doing	2025/26 - Year 1 Measure	Start	Finish	Status	Trend Downward/ Stable/ Upward	Progress 1 October 2025 to 30 April 2026	Risks/ Issues/ Dependencies	Next steps
Risk Reduction	Group Hazard and Risk Consequence Analysis	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: • Kerepehi Fault exposure and impact assessment.	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.	July 2025	June 2030	On track	Stable	Hazard, risk and consequence information for Hikurangi Subduction Zone project shared in December 25.	None	Continue sharing the information through coordination groups and support implementation.
			Information gap analysis completed. Hazard and risk understanding increased through research and/or risk assessments. Results reported and communicated to stakeholders.	Oct 2025	June 2027	On track	Stable	Investigating availability of data and hazard information and feasibility of an assessment for this hazard.	None	Continue engaging with science subject matter experts (SME's) about data.
	Infrastructure Resilience	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: • Increase understanding of risks to infrastructure. • Individually and collectively increase infrastructure resilience. • Infrastructure interdependencies and planning.	Implementation of risk reduction measures informed by results of increased hazard and risk understanding reported.	July 2025	June 2030	On track	Upward	Contractor appointed. Phase 1 of the project is progressing.	None	Continue engagement analyse finding of phase 1. Develop phase 1 outputs.
			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	June 2030	On track	Upward	Contractor appointed. Engagement and information collection for mitigation project is progressing.	None	Continue engagement develop outputs.
			Mitigation programme is developed, implemented, monitored and reported.	Started	June 2030	On track	Upward	Contractor appointed. Engagement and information collection for mitigation project is progressing.	None	Continue engagement analyse finding and develop outputs.
			Understanding of infrastructure interdependencies is increased and reported.	April 2026	June 2028	On track	Upward	Contractor appointed. Phase 1 of the project is progressing.	None	Continue engaging with WLUG members to collate and analyse information based on current understanding and arrangements and gap analysis.

Waikato CDEM Group Plan Actions						Regional Work Programme – Reporting 1 October 2025 to 30 April 2026					
Work-stream	Project	What we are doing	2025/26 - Year 1 Measure	Start	Finish	Status	Trend Downward/ Stable/ Upward	Progress 1 October 2025 to 30 April 2026	Risks/ Issues/ Dependencies	Next steps	
Community Empowerment	Community Led Response Planning Programme	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.	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 disproportionately at-risk communities, to empower community resilience.	April 2026	Sept 2027	On track	Stable	Enabled and supported by the Group through: <ul style="list-style-type: none"> Created a scoping data document of marae and proximity to natural hazards. Reviewed the Marae Preparedness Strategy with updated actions to enable local planning for marae resilience. Provided the above framework to local authorities for implementation. Working with partner agencies to help facilitate workshops to grow resilience amongst disproportionately impacted communities. 	None	Engaged with Iwi offices with EMO's. Identify other hazards that reach far across the region and develop workshops to grow resilience.	
	Māori Partnerships Plan	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: <ul style="list-style-type: none"> Marae Preparedness. 		Started	June 2030	On track	Stable	Incorporated Iwi offices and Marae committees to the local communication distribution paths. Meet with several marae committees and EMO's.	None	Continue to create engagement pathways with EMO's.	
				Co-designed Iwi/Māori workplan to include Marae preparedness.	Started	June 2027	On track	Upward	The work programme has been completed.	Time constraints of local staff	Consolidate with EMO's - completed marae preparedness plans and share with Iwi offices.
				To be confirmed following legislation reform.	Started	June 2027	Off track	Downward	Initial planning undertaken, further actions on hold awaiting legislation reform.	Financial constraints, to engage with GEMO staff	Create a series of workshops with Iwi offices and section 33 staff at NEMA.
				To be informed through engagement.	Started	June 2027	On track	Stable	Added multiple Iwi to Distribution lists for CDEM information. Local EMO's have also added Iwi offices to their distribution listings. Engagement has begun with Iwi around SOPs for formal operational communication.	None	Continue to add Iwi to distribution listings, with strict guidance of the email address that can be accepted.

Waikato CDEM Group Plan Actions						Regional Work Programme – Reporting 1 October 2025 to 30 April 2026				
Work-stream	Project	What we are doing	2025/26 - Year 1 Measure	Start	Finish	Status	Trend Downward/ Stable/ Upward	Progress 1 October 2025 to 30 April 2026	Risks/ Issues/ Dependencies	Next steps
		<ul style="list-style-type: none"> Understanding, processes and tools to integrate Marae within the response framework while acknowledging mātauranga Māori. 	To be informed through engagement.	Started	June 2027	Off track	Downward	Undertook the Marae/natural hazards report: <ul style="list-style-type: none"> To be distributed to the EMO's Need to continue to do work around understanding the resilience marae. 	None	Seek regional resources to conduct the work.
	Public Communication and Education Programme	<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>	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.	April 2026	June 2027	On track	Stable	Implementing the power outage campaign.	None	Launch the power outage campaign and Waikato-wide survey.
Operational Readiness and Response	Common Operating Platform	Develop and integrate a shared information system that supports intelligence generation at regional/local incident emergency management functions.	Complete development of suitable information systems and GIS products to support a response at local and regional level.	Started	March 2027	On track	Stable	<p>A GIS Common Operating Platform is in development with the GIS Specialist working on implementation with councils.</p> <p>Data use agreements with Emergency Services and Partner Agencies are ongoing.</p> <p>Due to response activities – estimated 2 weeks behind schedule.</p>	None	Continued implementation throughout the region.
	Operational Response Plans	Develop a Group operational planning framework then commence work on regional operational plans for our significant risks:	Utilising the Waikato CDEM Group's hazardscape, complete development of a Group operational planning framework.	Jan 2026	Sept 2026	On track	Stable	<p>Operational planning framework is currently being developed for use across the region.</p> <p>Due to response activities – estimated 2 weeks behind schedule.</p>	None	Gather feedback from CDEM Professionals.

Waikato CDEM Group Plan Actions						Regional Work Programme – Reporting 1 October 2025 to 30 April 2026				
Work-stream	Project	What we are doing	2025/26 - Year 1 Measure	Start	Finish	Status	Trend Downward/ Stable/ Upward	Progress 1 October 2025 to 30 April 2026	Risks/ Issues/ Dependencies	Next steps
		<ul style="list-style-type: none"> Hikurangi Subduction Zone (Earthquake/ Tsunami). 	Complete development of a regional operational plan for this hazard.	Started	March 2027	On track	Stable	Development of an operational response plan for a Hikurangi Subduction Zone event is currently in progress. Due to response activities – estimated 2 weeks behind schedule.	None	Workshop the plan with CDEM Professionals and impacted councils.
		<ul style="list-style-type: none"> Logistics Annex. 	Complete development of a hazard agnostic logistics annex.	Started	March 2028	On track	Stable	Development of a hazard agnostic logistics annex is currently in progress. Due to response activities – estimated 2 weeks behind schedule.	None	Sign MOUs with 3 rd party providers.
	Develop Waikato NZ Response Team Capability	Develop and implement response team structures under the NZRT framework that is relevant to Waikato.	Review and confirm the existing long term plan business case.	Oct 2025	Dec 2027	On track	Stable	A Business Case has been developed for endorsement by CEG.	None	If the Business Case is endorsed, it will be submitted to JC for approval.
	Operational Response Management Tool	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.	Complete the development of suitable shared information system that will allow the Group and its partners to effectively manage, coordinate, and respond to emergencies.	Jan 2026	March 2028	On track	Stable	A Business Case has been developed for endorsement by CEG.	None	If the Business Case is endorsed, it will be submitted to JC for approval.
	Decision Support Tool	Identify and deliver an AI tool that supports decision making on complex issues in a timely manner.	Identify a suitable AI tool to support a response at local and regional level.	Jan 2026	March 2027	On track	Stable	A CDEM trained volunteer SME is investigating the feasibility of AI use to support decision making in response.	None	The outcomes of the feasibility study will determine next steps.
Recovery	Build Group and local recovery capability	Build capacity and increase capability through training and familiarisation of process, tools and guidance for planning for, and delivery of, recovery.	Increase recovery specific training, to meet the Group requirements of the Recovery Manager Appointment Policy and Tiered approach.	Started	June 2027	On track	Stable	Training is delivered at quarterly recovery meetings.	Waiting for NEMA to complete centralised training package and capacity to delivery training	On completion of Nationally approved training, it will be rolled out across region.

Waikato CDEM Group Plan Actions						Regional Work Programme – Reporting 1 October 2025 to 30 April 2026				
Work-stream	Project	What we are doing	2025/26 - Year 1 Measure	Start	Finish	Status	Trend Downward/ Stable/ Upward	Progress 1 October 2025 to 30 April 2026	Risks/ Issues/ Dependencies	Next steps
	Recovery Operational Resources and Training Implementation	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.	Stocktake existing operational resources. Identify any gaps in Waikato's resources, in alignment with the National Operational Resources Review Project.	Started	June 2027	On track	Stable	Implementation and training of current resources available.	National capacity to invest time and resources in developing resources	Ongoing implementation and training as resources become available.
	Strategic Planning for Recovery (pre-planning)	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.	All TAs Strategic Plans for Local Recovery are completed. A review and maintenance structure are agreed.	Started	June 2026	On track	Stable	Local strategic plans for recovery are on track, some TA's are engaging a contractor to facilitate the completion of the plan.	None	Local implementation and review of local plans will continue.

Local Implementation Plan – Local Authority Reporting 1 October 2025 – 30 April 2026

Project Name	What we are doing and why we are doing this	How we will measure 2025/27 – Years 1 & 2 Measures	Start	Finish	Waipā Ōtorohanga & Waitomo	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC	LA Commentary (where provided)
Group Hazard and Risk Consequence Analysis	<p>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.</p> <p>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.</p> <p>Continuing to share existing knowledge and understanding, this knowledge also helps to prioritise and drive our individual and community readiness activities.</p> <p>This information assists our partners such as Lifelines build risk reduction into critical infrastructure, and iwi with managing their risk and marae preparedness.</p> <p>This project will also bring together information/studies from a variety of sources into one place.</p>	<p>A stocktake of current hazard risks plans to be undertaken by LAs, with a summary of results provided to GEMO by 30 June 2026.</p> <p>Note that any LA hazard information gaps are raised through appropriate channels. Any issues or blocks will be raised to CEG via the Community Resilience and Recovery Oversight Committee (HTAG).</p> <p>Note: <i>Tsunami – No measure in Years 1 & 2</i></p>	Jul-25	Jun-30	On track	On track	On track	On track	At risk	On track	Off track	On track	On track	Hauraki & SWDC: Not started.
Common Long Term Plan (LTP) Measures	<p>Develop and implement a common set of Long Term Plan (LTP) measures across the 4 Rs for Group members to include in their LTP.</p> <p>The Waikato CDEM Group is collectively responsible for CDEM in the Group area. 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>	<p>CEG members to provide a progress report to the CEG meeting confirming the extent of incorporation of the agreed LTP measures in their LA LTPs.</p> <p>Note – This action needs to be completed by Jun 26 due to LTP timelines.</p>	Jan-26	Jun-26	On track	On track	On track	On track	Complete	On track	Complete	On track	On track	
Monitoring and Assurance	<p>Development of KPIs, processes and objective methodologies to monitor, assess and evaluate the effectiveness of Group activities and projects.</p> <p>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>	<p>Local reporting data for the Strategic Group Plan Assurance Framework (once implemented) is collated and submitted ensuring the quarterly reports align with CEG agenda deadlines.</p>	Oct-25	Sept-26	On track	On track	On track	On track	On track	On track	On track	On track	On track	

Project Name	What we are doing and why we are doing this	How we will measure		Start	Finish	Waipā Ōtorohanga & Wairarapa	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC	LA Commentary (where provided)
		2025/27 – Years 1 & 2	Measures												
Decision Support Tool	<p>Identify and deliver an AI tool that supports decision making on complex issues in a timely manner.</p> <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>A stocktake of AI being used locally, along with aligned policies, is undertaken and provided to GEMO to ensure any future regional tools identified will meet local IT requirements</p>	Jan-26	Jun-26	On track	On track	On track	On track	Off track	On track	On track	Complete	At risk	<p>Hauraki: Pending IT response.</p> <p>WRC: Developing an 'all of council' plan for actioning the WCDEM Group Plan Actions, Local Implementation Plan.</p>	
Recovery Operational Resources and Training Implementation	<p>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.</p> <p>Working with governance and communities, incorporating mātauranga Māori throughout recovery will include methods and resources to help achieve recovery objectives across the 4 Rs.</p> <p>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.</p>	<p>Operational resources available, and aligned to National Operational Resources, are collated with any gaps identified.</p>	Started	Dec-26	On track	On track	On track	On track	Off track	Off track	Off track	On track	On track	<p>Hauraki: National Recovery resources (Templates) have been loaded in takatu and will need to be downloaded and the subject of drills / exercises.</p> <p>MPDC: Once implemented - When and where required</p> <p>Dependency - Pending reviewed Recovery templates and supporting documentation Nationally.</p>	
Strategic Planning for Recovery (pre-planning)	<p>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.</p> <p>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.</p>	<p>Strategic Plans for Local Recovery are completed.</p>	Started	Jun-26	Complete	On track	Complete	Complete	On track	On track	Complete	Complete	Not applicable		

Project Name	What we are doing and why we are doing this	How we will measure		Start	Finish	Waipā Ōtorohanga & Waikato	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC	LA Commentary (where provided)
		2025/27 – Years 1 & 2	Measures												
Delivery of CDEM across Group	<p>Review and agreement of the CDEM roles and responsibilities between the CDEM Group and individual council members.</p> <p>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>	Contribute to the development of a "Group Discussion Document" with active participation by each local authority presenting local actions that reflect current direction or signalling of change at CDEM Professional workshops.	Jan-26	Dec-26	On track	On track	On track	On track	On track	On track	On track	On track	On track	On track	
Māori Partnerships Plan	<p>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.</p> <p>This encompasses a number of smaller projects and initiatives as agreed with iwi and mana whenua.</p> <p>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.</p> <p>In the past the capability and capacity of iwi Māori/mana whenua has been under-utilised and not coordinated with the CDEM response.</p> <p>This project seeks to help iwi Māori/mana whenua build their own capability to take their place in emergency management and help provide an equitable response for Māori.</p>	<p>The approved marae preparedness work programme has been implemented.</p> <p>Communication with iwi has regularly and proactively been undertaken by LA emergency management staff. Examples of proactive engagement include:</p> <ul style="list-style-type: none"> - Sharing a hazardscape report. - Sharing a community response plan - Statutory appointed roles visit one marae per year. 	Started	Jun-27	On track	On track	On track	On track	Off track	On track	On track	On track	On track	Hauraki: Not started.	

Project Name	What we are doing and why we are doing this	How we will measure		Start	Finish	Waipā Ōtorohanga & Waikato	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC	LA Commentary (where provided)
		2025/27 – Years 1 & 2	Measures												
Public Communication and Education Programme	<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 at 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>Each LA have implemented the Group agreed public engagement programme within their council. LA's have shared information on campaigns with their communities and reported back quarterly.</p> <p>All LAs to document their potentially disproportionately impacted communities and develop targeted campaigns to support the communities.</p> <p>Note - The GEMO will enable this work and support LAs to work with the identified communities.</p>	Apr-26	Jun-27	On track	On track	On track	On track	Off track	Off track	Off track	On track	On track	<p>Hauraki: Not Started.</p> <p>MPDC: Not yet started. Prioritisation has been on CDEM operations due to multiple weather events.</p> <p>SWDC: Pending completion and dissemination of Survey.</p>	

Project Name	What we are doing and why we are doing this	How we will measure 2025/27 – Years 1 & 2 Measures	Start	Finish	Waipā Ōtorohanga & Waikato	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC	LA Commentary (where provided)
Community Led Response Planning Programme	<p>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.</p> <p>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.</p> <p>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.</p> <p>This programme seeks to support communities by analysing their risks and identifying how they will respond and support each other. The process aims to build community connections, identify community strengths and show how communities and TLAs can reduce risks.</p>	<p>Communities are engaged through workshops that ensure communities have an understanding of risks, preparedness measures and effective response strategies at their local level.</p> <p><i>Note - The GEMO will enable this work and support LAs to work with the identified communities.</i></p>	Apr-26	Jun-27	On track	On track	On track	On track	Off track	Off track	Off track	On track	On track	<p>Hauraki & SWDC: Not started.</p> <p>MPDC: Not yet started. Prioritisation has been on CDEM operations due to multiple weather events.</p>
Partnering with Māori in Emergency Management	<p>Develop agreements and maintain relationships, partnerships and support capability with tangata whenua in emergency management.</p> <p>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.</p>	<p>Issue invitations to Council's known iwi contacts (including Pouārahi), to attend an IMT meeting or training session.</p> <p>At least one meeting with iwi from local Marae per year are requested by emergency management staff and territorial authority statutory role holders.</p> <p>An invitation to engage is issued to Māori Wardens (where present) in Council area.</p> <p>NB: this is in alignment with the iwi work programme</p>	Started	Jun-30	On track	On track	On track	On track	Off track	On track	On track	On track	On track	

Project Name	What we are doing and why we are doing this	How we will measure		Start	Finish	Waipā Ōtorohanga & Waikato	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC	LA Commentary (where provided)
		2025/27 – Years 1 & 2	Measures												
Infrastructure Resilience	<p>Increasing the resilience of infrastructure within the Waikato Group area. Through increased understanding of hazard risk and implementation of reduction measures across infrastructure.</p> <p>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.</p>	<p>LA representation, engagement and contribution on Lifeline Utilities and consideration of how WLUG work/findings/results is taken into council work programmes is reported quarterly to CEG.</p> <p>WLUG members will update on progress to agreed measures of WLUG work programme.</p>	Jul-25	Jun-30	On track	On track	On track	On track	On track	On track	On track	On track	On track	On track	
Build Group and Local Recovery Capability	<p>Build capacity and increase capability through training and familiarisation of process, tools and guidance for planning for, and delivery of, recovery.</p> <p>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.</p>	<p>Report quarterly to CEG, confirming Local Recovery Manager appointed and meets annual credential requirements.</p> <p>Report through Community Resilience and Recovery Oversight Committee on planning and delivery of recovery.</p>	Started	Jun-27	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Complete	Not applicable	

Iwi-CDEM Co-design Work Programme – Local Authority Reporting 1 October 2025 – 30 April 2026

Theme	Target Condition (examples)	Actions (examples)	Measures / success (examples)	Iwi	Waipā/ Ōtorohanga/ Waikato	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC	Comments provided by LA	
Marae readiness	Marae are able to function and perform the roles they always have during emergencies. Marae will be able to function during minor events e.g. power cuts and more widespread emergencies affecting communities, hapuu and whanau.	Share Marae Preparedness Toolkit with CDEM Professionals at Councils and Iwi staff	Council staff and Iwi staff can locate the resources	GEMO										<p>TCDC: Strategy being finalised.</p> <p>Hauraki: Some Marae have plans, Wharekawa Coast complete, others in draft.</p>	
		Use the Marae Preparedness Toolkit to support marae to build "readiness plans"	Increasing numbers of Marae Preparedness Plans	TA staff											
		Support deployment of Marae Preparedness Toolkit with Council's and Iwi	Plan of priority marae shared with local councils	Iwi	On track	On track	On track	Off track	Off track	On track	On track	On track	Off track		
		Develop plan of priority marae to be worked with first	Quarterly report to CEG and Iwi	GEMO											
Whanau readiness	Whanau know how to prepare for emergencies in their whare and wider community and take steps to be able to do the right thing	Unpack existing National resources in English and Te Reo		GEMO										<p>MPDC: Household Emergency Plans, GetReady booklets, Marae Preparedness Plan Templates and WRC Hazards Portal provided to Marae Representatives at Marae Ake Ake workshop. Unable to immediately understand whanau personal preparedness without survey/additional conversations at an individual level.</p>	
		Develop personal preparedness programme and process for roll out during Marae based waanagna	Multi agency teams are available to deploy and educate whanau	GEMO, Hate Hone, FENZ, Police and Iwi	On track	On track	On track	On track	On track	Off track	On track	On track	Not applicable		
Training and capability building	Multi-agency response and recovery training is developed and deployed to: iwi authority - so they can play their role in the EM system. Marae leaders - so	Use programme to deploy during Marae visits and whanau EM days	Increase in whanau who have taken measures to prepare for emergencies	TA staff										<p>Hauraki: No Pou Arohi identified as yet. Training package is not yet approved.</p> <p>MPDC: Offers for Foundation Training provided to Marae Representation to understand CIMS</p>	
		Develop training packages for Pouaarahi, Marae Leaders and Iwi Authority	Agreed training pathways and resources exist	GEMO, local EM advisors and Iwi advisors, Emergency Services including Health	On track	On track	On track	On track	Off track	Off track	Off track	On track	Not applicable		

Theme	Target Condition (examples)	Actions (examples)	Measures / success (examples)	Who	Waipā/ Ōtorohanga/ Wāitomo	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC	Comments provided by LA
	they can keep doing what they do best and understand how we connect across the EM system Pou aarahi - so there is a pool of trained maori who can perform the role in a coordination centre as set out in the CDEM Mabiri Framework and CIMS Manual (3rd edition).	Develop training programme / plan to guide delivery of training Deploy training in accordance with the plan Annual check and adjust of content, plan and delivery	Training plan identifies: 1. who will deliver training 2. priority of who / where training is targeted 3. delivery calendar Number of training session delivered and attendees Feedback sessions identify improvement opportunities Training is continually improved	GEMO, local EM advisors and Iwi advisors TBD All stakeholders										<p><i>concepts - yet to be requested/planned. Progress is dependant on Marae contact availability first, then CDEM which varies.</i></p> <p><i>Pouaarahi Training being developed at a Regional level and to be provided to Operational Readiness Team at GEMO first and then added to Takatu. Not yet available for referral.</i></p> <p><i>SWDC: This has not been started, outside GEMO courses which had been offered and not taken up. This needs to be prioritised as part of the work program for non-EM staff at Council. This may need different levels of approval (ELT Manager)</i></p>
Welfare structures	Iwi appropriately represented on Waikato Welfare Group and the relevant District Local Welfare Committees and roles and responsibilities are clearly defined and understood	Review membership on Waikato Welfare Coordination Group (WCG) Review membership on Local Welfare Committees Develop and share a multi-agency welfare delivery matrix plan so agency roles and responsibilities are understood including Iwi authority and marae response	Improved understanding of roles and responsibilities and overlapping activity	Waikato CDEM Group Welfare Manager and Iwi Local Welfare Managers and Iwi Waikato Welfare Coordination Group and Iwi	Complete	On track	On track	On track	On track	On track	At risk	On track	Not applicable	<p><i>SWDC: Raukawa CEO is Co-Chair of the local Welfare Committee. No Local welfare Manager - previous welfare Manager (and now Alternate Manager) has been available for response only.</i></p>

Theme	Target Condition (examples)	Actions (examples)	Measures / success (examples)	Who	Waipā/ Ōtorohanga/ Wāitomo	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC	Comments provided by LA
Strategic communications	The iwi authority are kept informed of relevant occurrences in emergency management along with open communications available to both Coordinating Executive Group and Joint Committee / elected officials.	Identify office holders in the iwi authority to receive communications intended for Local Authority (and other agency) Chief Executives and Governance Add iwi authority officers to CDEM BAU, Response and Recovery distribution lists Share the iwi authority officer list with Territorial Authority Group members and emergency service partners to enable them to include them in their respective distribution lists	The iwi authority receive communications relevant to management and governance of the CDEM Group at the same time as Group Member Councils and other partner agencies.	Iwi GEMO GEMO TAs and EM Partner organisations	On track	On track	On track	Off track	On track	Off track	Off track	On track	On track	<p>TCDC: This will fall out of the iwi engagement strategy being finalised.</p> <p>MPDC: Te Manawhenua Forum actively engaged with included quarterly CDEM reports provided. Question around added TMF members being added to CDEM distribution list for weather information/Situation Reports – no answer received.</p> <p>SWDC: Has not started however opportunities should be identified through Raukawa representation on CEG</p>
Operational communication	Iwi are included in operational comms e.g. alerts and warnings? What would the iwi do in response to the information? What does CDEM need to know about the response at tribe / marae / haapu / whanau level?	Identify office holders in the iwi authority to receive communications intended for Local Authority (and other agency) operational staff Add iwi authority officers to CDEM Response and Recovery distribution lists: - alerts and warning notification - Group Duty Officer DLS - Coordination Centre activation DLS - Monitoring teleconference DLS (e.g. WRC weather related) - Controller / Recovery Manager interagency DLS - Situation report and action plan distribution Iwi and CDEM proactively collect GIS data and display it in a common operating picture shared with EM partner agencies	Iwi receive operational information at the same time as our other EM partner organisations. During a response and recovery operation Iwi share status reports and other information proactively with the emergency management system.	Iwi GEMO, TAs and EM Partner organisations GEMO, TAs and EM Partner organisations	On track	On track	On track	On track	On track	On track	On track	On track	On track	

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Theme	Target Condition (examples)	Actions (examples)	Measures / success (examples)	Who	Waipā/ Ōtorohanga/ Wāitomo	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC	Comments provided by LA	
Rā D Kaitiaki Kaitiaki Mana	Marae, whenua and whānau resilience	Iwi are engaged in climate change adaptation planning projects initiated by Territorial Authorities. Strategic assets and whenua are risk profiled for early identification of the potential for reduction measures. Iwi may be supported with their own climate change reduction projects and initiatives with advice and context from Regional and Local Authorities.	Understand what iwi needs (and can give support) in the climate change reduction mahi: Risk matrix - supports identifying and prioritising the whenua, marae and other Māori interests (e.g. Wahi tapu sites) relative to the hazard exposure (not just climate change) Project engagement - Council adaptation planning projects involve Marae and the iwi authority Long term planning - Iwi engage in the LTP process to advocate for funding being directed to reduction activity / projects Iwi - climate change reduction projects are supported by CDEM and other parts of Council workforce	Further development of a climate change workplan where emergency management can play a role	GEMO, WRC, Iwi, (?)	Not applicable	On track	On track	Off track	On track	Not applicable	Off track	On track	On track	TCDC: Strategy being finalised. SWDC: Not started.
		Risk reduction - (not marae/whānau readiness)	Share and understand the existing PACE resources with Iwi (who were involved in the design of the resources?) Adapt the existing podcast korero to be fit for purpose (where it isn't already) for use in the Kura and elsewhere Support, processes and tools are shared and available to Iwi to support increased knowledge and action which make the tribe more able to respond quickly after events. Support business continuity planning with iwi commercial and social enterprise partners.	GEMO, Iwi	GEMO	GEMO, Council (Economic Development)	On track	On track	On track	Off track	Off track	Not applicable	Off track	On track	Not applicable

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get approval of amendments arising from the Group Plan Actions Year 2 review from the Waikato Civil Defence Emergency Management Group Joint Committee (JC).

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

- The Year 2 review of the Group Plan Actions has identified 'land instability-landslide risk' as a priority gap in the Risk Reduction project area, nationally and regionally, subsequently, it has been incorporated into the work programme.
- This introduces additional requirements at both regional and local levels to improve hazard information and risk understanding.
- Four project dates have been extended by twelve months, namely, the Civil Defence Emergency Management (CDEM) Discussion Document, Kerepēhi Fault, Marae Preparedness and the Co-designed CDEM-Iwi/Māori Communications Plan.
- Approval is now sought from the Joint Committee for these Year 2 amendments.

<p>TAUNAKITANGA KAIMAHI STAFF RECOMMENDATION:</p> <ol style="list-style-type: none"> That the report <i>Group Plan Actions - Year 2 Review</i> (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received. That the Waikato CDEM Group Joint Committee approves the Year 2 amendments, as set out in <i>Attachment 1</i>, being the Waikato Civil Defence Emergency Management Group Draft Group Plan Action.
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HOROPAKI | BACKGROUND

- On 2 December 2024, the Joint Committee endorsed a new framework for the Strategic Group Plan 2025–2030. This framework introduces a revised structure that distinctly separates strategic planning from operational actions.

8. The Strategic Group Plan 2025-2030 and Group Plan Actions 2025-2030 were adopted by the Joint Committee (JC) on 22 September 2025.
9. The Waikato Civil Defence Emergency Management Group Strategic Group Plan 2025-2030 and the Waikato Civil Defence Emergency Management Group Plan Actions 2025-2030 came into effect on 1 October 2025.

TE TAKE | ISSUE

10. The Year 2 review identified a gap relating to land instability-landslide risk which has now been incorporated into the Risk Reduction work programme. This change increases the scope of both regional and local work, particularly in relation to improving hazard information and risk understanding.
11. As a result, one delivery milestone, Kerepēhi Fault exposure and impact assessment, has been extended by twelve months to accommodate this additional work.
12. Additionally, the following milestones have been extended by twelve months: CDEM Discussion Document to align with the timing of legislative review outcomes; Marae Preparedness has been extended to include the creation of a Regional Marae CDC Assessment Tool, and to Create Co-designed CDEM-Iwi/Māori Communication Plan to allow for an extended engagement timeline.

ĒTAHI ATU TAKE | OTHER MATTERS

13. The reporting structure for operational delivery, endorsed by Coordinating Executive Group (CEG), has been designed to ensure the Joint Committee receives consistent and transparent oversight of progress, risks, and emerging trends across the five Group Plan workstreams.

TE HOROPAKI Ā-TURE | LEGISLATIVE CONTEXT

14. Under Section 20 of the CDEM Act 2002, CEG is responsible for overseeing implementation, monitoring, and evaluation of the CDEM Group Plan.

KŌWHIRINGA I MANAKOHIA | PREFERRED OPTION

15. That the Joint Committee approve the amendments arising from the Year 2 review, including the addition of land instability-landslide risk to the Risk Reduction work programme and associated adjustments to delivery timeframes.

WHAKAKAPINGA | CONCLUSION

16. A Year 2 Group Plan Action review has been completed, resulting in refinement of the work programme, including the addition of land instability-landslide risk and associated adjustment to delivery timeframes.
17. Endorsement enables development to continue and supports early planning decisions.

NGĀ TOHUTORO | REFERENCES

18. Waikato CDEM Group Strategic Group Plan 2025–2030 – [Strategic Plan | Waikato Civil Defence](#)
19. Waikato CDEM Group Action Plan 2025–2030 – [Group Work Programme 2018 20](#)
20. Civil Defence Emergency Management Act 2002 – [Civil Defence Emergency Management Act 2002 | New Zealand Legislation](#)

ĀPITIHINGA | ATTACHMENTS

1. **Waikato Civil Defence Emergency Management Group**
Draft Group Plan Actions 2025-2030 - Two Year Review [↓](#)



WAIKATO REGION
EMERGENCY MANAGEMENT

Waikato CDEM Group

Draft Group Plan Actions 2025-2030

~~2025/26~~ **2027-2030** Implementation of the Strategic Group Plan
2025-2030

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, and 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 Management Phase	Project % Completed	
			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.

Contents

Executive Summary.....	1
Introduction and Purpose.....	5
Our strategic planning process.....	5
Our strategic framework.....	5
Figure 1: Waikato CDEM Strategic framework.....	5
Figure 2: Planning process.....	5
Linking our strategy and implementation.....	6
Our project prioritisation approach.....	7
Governance and Management.....	8
Governance and Management work stream and projects table.....	8
Risk Reduction.....	11
Risk Reduction work stream and projects table.....	12
Community Empowerment.....	16
Community Empowerment work stream and projects table.....	16
Operational Readiness and Response.....	21
Operational Readiness and Response work stream and projects table.....	22
Recovery.....	28
Recovery work stream and projects table.....	29
Appendices.....	31
Appendix 1: Regional CDEM-Māori Framework.....	31
Appendix 2: Waikato CDEM Group, Strategic Group Plan 2025-2030 - objectives and outcomes, work stream/project links, and other work programmes.....	33
Appendix 3: Implementation timeline.....	36

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
<p>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.</p>	<p>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.</p>
Less Effort / Less Impact	High Effort / Less Impact
<p>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).</p>	<p>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.</p>

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:

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.	Year 1: Iwi are represented on CEG Maintain/increased number of co-designed workplans with iwi Year 2: <i>Measure to be confirmed following legislation reform</i>	Started	Jun 30	Lead coordination GEMO in partnership with Māori, iwi authorities, mana whenua, hapū, marae Key support CEG Joint Committee Local authorities Emergency Services Welfare Coordination Group
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.	Year 1: Workshop with CDEM key stakeholders to inform proposed Waikato region-wide LTP measures. Reporting to local authorities on the agreed LTP measures. Year 2: Confirm local authorities agreed implementation.	Jan 26	Mar 26	Lead coordination GEMO Key support CEG Joint Committee Local authorities
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	Year 1: Provide a discussion document to understand implications for the Group from legislative and regulatory changes. Deferred to Year 3. Year 2: <i>No measure - to be confirmed following legislation reform</i>	Jan 27	Dec 26	Lead coordination GEMO Key support CEG Joint Committee Local authorities Iwi Māori Emergency Services Welfare

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 and member councils.				Coordination Group
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.	Year 1: No measure - not programmed for actioning until year 2. Year 2: Provide analysis of identified resourcing required to achieve agreed work programmes.	Jul 26	Mar 27	Lead coordination GEMO Key support CEG Joint Committee Local authorities Emergency Services Iwi Māori
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.	Year 1: Action and report on agreed priorities projects/workstreams of the Group Plan Actions. Reporting on agreed priorities, utilised as the basis of review to advised year two priorities. Complete development of monitoring and assurance structure for: <ul style="list-style-type: none"> legislative compliance continuous improvement policies and plans review cycle resourcing Year 2: Peer review of Group Monitoring and Assurance structure.	Oct 25	Dec 26	Lead coordination GEMO Key support CEG Joint Committee Local authorities Iwi Māori

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:

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	<p>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.</p> <p>To be undertaken through:</p>	<p>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.</p> <p>Continuing to share existing knowledge and understanding, this knowledge also helps to prioritise and drive our individual and community readiness activities.</p> <p>This information assists our partners such as Lifelines build risk reduction into critical infrastructure, and iwi with managing their risk and marae preparedness.</p> <p>This project will also bring together information/ studies from a variety of sources into one place.</p>	<p>Years 1 & 2: Gaps in hazard and risk information identified.</p> <p>Hazard research and risk assessments approved and reported.</p> <p>Progress of local authority implementation of hazard and risk information reported.</p> <p>Land Instability (Landslide Risk): Collate and assess regional landslide hazard information to identify gaps and provide advice to inform risk understanding, and prioritisation.</p>	Jul 25	Jun 30	<p>Lead coordination GEMO</p> <p>Key support CEG Joint Committee Local authorities Iwi Māori Lifeline Utilities Group</p>
	1	<ul style="list-style-type: none"> Kerepehi Fault exposure and impact assessment 		<p>Year 1 & 2: Information gap analysis completed.</p> <p>Hazard and risk understanding increased through research and/or risk assessments.</p> <p>Results reported and communicated to stakeholders.</p>	Oct 25	Jun 28	<p>Lead coordination GEMO</p> <p>Key support NZ Institute for Earth Science Local authorities Iwi Māori Lifeline Utilities Group University Researchers</p>

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: No measure - not programmed for actioning until year 2.</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 coordination 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: No measure - not programmed for actioning until year 3.</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 coordination GEMO in partnership with WRC</p> <p>Key support GNS Local authorities Iwi NZ Institute for Earth Science Lifeline Utilities Group</p>
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	Years 1 & 2: Implementation of risk reduction measures informed by results of increased hazard and risk understanding reported.	Jul 25	Jun 30	<p>Lead coordination GEMO (on behalf of the Lifeline Utilities Group)</p> <p>Key support</p>

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
			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.				Lifeline Utilities Group Local authorities Iwi Māori Welfare Coordination Group
	1	<ul style="list-style-type: none"> Increase understanding of risks to infrastructure. 		<p>Years 1 & 2: Infrastructure included in impact assessments.</p> <p>Results of impact assessments on risks communicated to infrastructure owners and operators.</p> <p>Communication of the risk results within infrastructure organisations is reported to stakeholders.</p>	Started	Jun 30	<p>Lead coordination GEMO (on behalf of the Lifeline Utilities Group)</p> <p>Key support Lifeline Utilities Group Local authorities Iwi Māori</p>
	1	<ul style="list-style-type: none"> Individually and collectively increase infrastructure resilience. 		<p>Year 1: Mitigation programme is developed, implemented, monitored and reported.</p> <p>Year 2: Individual and collective adaptation, reduction and avoidance activities undertaken are reported.</p>	Started	Jun 30	<p>Lead coordination GEMO (on behalf of the Lifeline Utilities Group)</p> <p>Key support Lifeline Utilities Group Local authorities Iwi Māori</p>
	1	<ul style="list-style-type: none"> Infrastructure interdependencies and planning. 		<p>Year 1: Understanding of infrastructure interdependencies is increased and reported.</p>	Apr 26	Jun 28	<p>Lead coordination GEMO (on behalf of the Lifeline Utilities Group)</p> <p>Key support</p>

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
				Years 2 & 3: Planning for infrastructure response and recovery following emergencies is reported.			Lifeline Utilities Group Local authorities Iwi Māori
Local Government Long Term Risk Reduction Support	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 strategies in accordance with their roles and responsibilities.	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 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.	Year 1: No measure - not programmed for actioning until year 2. Year 2 & 3: Current regulatory and non-regulatory frameworks in relation to risk reduction reviewed and results reported. Framework collaboratively developed. Implementation of the framework reported. Mechanisms for communicating risk and supporting the implementation of strategies within the framework established and reported.	Oct 26	Jun 28	Lead coordination GEMO in partnership with Iwi Māori Key support 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:

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 community organisations.

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	<p>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.</p> <p>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.</p>	<p>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.</p> <p>This programme seeks to support communities by analysing their risks and identifying how they will respond and support each other. The process aims to build community connections, identify community strengths and show how communities and TLAs can reduce risks.</p>	<p>Year 1: Marae preparedness is included in co-designed CDEM-iwi workplans and include Marae identified by iwi for emergency management planning.</p> <p>All Waikato local authorities to facilitate at least one workshop session with local community groups, including known disproportionately at-risk communities, to empower community resilience.</p> <p>Year 2: Increased engagement targets communities disproportionately at-risk in emergencies by providing more workshops and helping these communities practice their emergency response plans.</p>	Apr 26	Sep 27	<p>Lead coordination GEMO</p> <p>Key support CEG Local authorities Iwi Māori, hapū, marae Emergency Services Lifeline Utilities Welfare Coordination Group</p>

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
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:	<p>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.</p> <p>In the past the capability and capacity of iwi Māori/mana whenua has been under-utilised and not coordinated with the CDEM response.</p> <p>This project seeks to help iwi Māori/mana whenua build their own capability to take their place in emergency management and help provide an equitable response for Māori.</p>		Started	Jun 30	<p>Lead coordination GEMO in partnership with iwi, mana whenua, hapū, marae</p> <p>Key support Local authorities Emergency Services Lifeline Utilities Welfare Coordination Group</p>
	1	<ul style="list-style-type: none"> • Marae Preparedness 		<p>Year 1: Co-designed Iwi/Māori workplan to include Marae preparedness.</p> <p>Year 2: <i>To be informed through engagement.</i></p>	Started	Jun 28	<p>Lead coordination GEMO in partnership with Māori iwi, mana whenua, hapū, marae</p> <p>Key support Local authorities Emergency Services Lifeline Utilities Welfare Coordination Group</p>

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"> 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>Year 1: <i>To be confirmed following legislation reform.</i></p> <p>Year 2: <i>Dependant on Year 1 measure set.</i></p>	Started	Jun 27	<p>Lead coordination GEMO in partnership with Welfare Coordination Group</p> <p>Key support Local authorities Iwi, mana whenua, hapū, marae</p>
	1	<ul style="list-style-type: none"> Create co-designed CDEM-Iwi/Māori Communication Plan 		<p>Year 1: <i>To be informed through engagement.</i></p> <p>Year 2: <i>Dependant on Year 1 measure set.</i></p>	Started	Jun 27	<p>Lead coordination GEMO in partnership with iwi, mana whenua, hapū, marae</p> <p>Key support 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>Year 1: <i>To be informed through engagement.</i></p> <p>Year 2: <i>Dependant on Year 1 measure set.</i></p>	Started	Jun 28	<p>Lead coordination GEMO in partnership with iwi, mana whenua, hapū, marae</p> <p>Key support Local authorities Emergency Services Lifeline Utilities</p>

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>Year 1: 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>Year 2: Based on the year one analysis, identify appropriate communications measures.</p>	Apr 26	Jun 27	<p>Lead coordination GEMO</p> <p>Key support 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:

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	Year 1: Utilising the Waikato CDEM Group's hazardscape, complete development of a Group operational planning framework.	Jan 26	Sep 26	<p>Lead coordination GEMO</p> <p>Key support Local authorities, Emergency Services Lifeline Utilities Welfare Coordination Group Iwi Māori</p>

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>consolidated, will 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. Adjust as necessary</p> <p>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: No measure</p> <p>Year 2: No measure</p>	Jan 29	Mar 30	<p>Lead coordination GEMO</p> <p>Key support Local authorities, Emergency Services Lifeline Utilities Welfare Coordination Group</p>
	1	<ul style="list-style-type: none"> Severe weather and flooding 		<p>Year 1: <i>No action to report.</i></p> <p>Year 2: Complete development of a regional operational plan for this hazard.</p> <p>Year 3+: 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>Lead coordination GEMO</p> <p>Key support Local authorities Iwi Māori, hapū, marae Emergency Services Lifeline Utilities Welfare Coordination Group</p>

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"> Taupō Volcanic Zone Event 		<p>Year 1 & 2: No action - not implemented until year 3.</p> <p>Year 3+: 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>Lead coordination GEMO</p> <p>Key support Local authorities Iwi Māori, hapū, marae Emergency Services Lifeline Utilities Welfare Coordination Group</p>
	1	<ul style="list-style-type: none"> Logistics Annex 		<p>Year 1: Complete development of a hazard agnostic logistics annex.</p> <p>Year 2: Test and exercise the plan to ensure it is fit for purpose.</p> <p>Agree and set review cycle.</p>	Started	Mar 28	<p>Lead coordination GEMO</p> <p>Key support Local authorities Iwi Māori Emergency Services Lifeline Utilities Welfare Coordination Group</p>

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"> Welfare Annex 		<p>Year 1: No action - not implemented until year 2.</p> <p>Year 2: 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>Lead coordination GEMO</p> <p>Key support Welfare Coordination Group Local authorities Iwi Māori, hapū, marae</p>
	1	<ul style="list-style-type: none"> Transition to Recovery Annex 		<p>Year 1 & 2: No action - not implemented until year 3.</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>

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
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>

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>Year 1: 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>Year 2 & 3: 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>Lead coordination GEMO</p> <p>Key support Local authorities Iwi Māori and marae Lifeline utilities Welfare Coordination Group</p>

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
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>Year 1: Identify a suitable AI tool to support a response at local and regional level.</p> <p>Year 2: <i>Based on SME advice</i> 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>Lead coordination GEMO</p> <p>Key support 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:

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.	Year 1 and 2 Increase recovery specific training, to meet the Group requirements of the Recovery Manager Appointment Policy and Tiered approach.	Started	Jun 27	Lead coordination Group Recovery Manager in partnership with Local Recovery Managers Key support 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.	Year 1 Stocktake existing operational resources. Identify any gaps in Waikato's resources, in alignment with the National Operational Resources Review Project. Year 2+ Agree training and exercising and set review cycle.	Started	Jun 27	Lead coordination Group Recovery Manager in partnership with Local Recovery Managers Key support CEG Joint Committee Local authorities Emergency Services Iwi, hapū, marae Lifeline utilities Welfare Coordination Group

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.	Year 1 All TAs Strategic Plans for Local Recovery are completed. A review and maintenance structure are agreed.	Started	Jun 26	Lead coordination Group Recovery Manager in partnership with Local Recovery Managers Key support 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

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.

Te Tūāua - 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

	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	Inform and include relevant Māori	Messaging is framed for Māori	Tikanga & Kawa advice and	Te Reo Māori is maximised and

Management	partners and stakeholder communications equivalents	audiences, by Māori, via Māori mediums, reaching Māori and in Māori	guidance sought	prioritised
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Appendix 2: Waikato CDEM Group, Strategic Group Plan 2025-2030 - objectives and outcomes, work stream/project links, and other work programmes

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. 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. Individual Group members and partner agencies are accountable for achieving their agreed part in the Groups objectives. 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
<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</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. 	<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

Objective	Outcomes	Actioned through: Group Plan Actions workstreams/ projects detailed in: Other work programmes of:	
improvement.	<ul style="list-style-type: none"> Hazard research and information supports good risk analysis and management across the Group and partner agencies. 		
<p>5 Risk Reduction</p> <p>Targeted and resourced risk reduction activities will be undertaken by each CDEM Group member and partner agencies 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. Waikato Group emergency management planning recognises the importance of, supports and incorporates, 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 them during emergencies. Emergency management planning reflects the holistic consequences of decisions and acknowledges the importance of mātauranga Māori and community knowledge in understanding interdependencies. 	<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
<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 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 	<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

Objective	Outcomes	Actioned through:	
		Group Plan Actions workstreams/ projects detailed in:	Other work programmes of:
<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>	<p>agencies, iwi, mana whenua and communities.</p> <ul style="list-style-type: none"> 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"> 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. 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	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																					

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
RECOVERY	Build Group and local recovery capability	1																				
	Recovery Operational Resources and Training Implementation	1																				
	Strategic Planning for Recovery (pre-planning)	1																				

6.6 GOVERNMENT REFORMS

Rā | Date: 22 June 2026

Kaituhi | Author: Vicky Cowley, Strategic Planning Advisor

Kaituku | Authoriser: Aaron Tregoweth, Team Leader, Operational Readiness

TE ARONGA | PURPOSE

1. To provide the Waikato Civil Defence Emergency Management (CDEM) Group Joint Committee an update on recent central government reforms aligned with the Group's agreed priority areas for submission.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. This report provides an update on central government reforms that will significantly reshape the operating environment for emergency management and the broader risk management system.

3. Areas of strategic importance:

- (a) **Local Government Reform and Boundary Change:** Current *Head Start* reorganisation processes will determine future council boundaries, including potential unitary arrangements. These decisions will subsequently drive national alignment under the *Better Regional Boundaries Bill*.

Coordinating Executive Group (CEG), through the Chair, is proactively engaging in local government reorganisation processes through writing to Waikato council chief executives and the Department of Internal Affairs to ensure hazard risk, exposure, and system interdependencies are clearly identified and appropriately considered in *Head Start* boundary design.

- (b) **National Policy Statement – Natural Hazards:** Now in force, the NPS-NH introduces mandatory risk-based planning requirements, shifting the system toward reducing risk through land use decision making and influencing long-term exposure to hazards.
- (c) **Emergency Management as a Core Council Activity:** Cabinet direction embeds emergency management within Long Term Plan frameworks as a defined group of activity. This increases expectations for clear service levels, sustainable funding, accountability, and performance, and strengthens the linkage between risk, investment, and delivery.
- (d) **Emergency Management Bill:** The ²Bill has progressed through Select Committee and is progressing through to final parliamentary stages toward enactment/implementation. It represents a significant reform of the emergency management system, strengthening system-wide expectations, including enhanced roles and accountability for essential infrastructure providers, a stronger focus on resilience, and more coordinated, integrated planning across national, regional, and sector levels.

² [Emergency Management Bill » National Emergency Management Agency](#)

4. Collectively, these reforms signal a structural shift from a response-focused model to a system centred on risk reduction, resilience, and integrated planning and investment.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Government Reforms* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

HOROPAKI | BACKGROUND

5. The Waikato CDEM Group have agreed five priority reform areas as having the most impact on emergency management, these are:
 - (a) Local Government Reforms
 - (b) Resource Management Reforms
 - (c) Climate Change Response Programme
 - (d) National Adaptation Plan
 - (e) Emergency Management Bill.
6. Since 2023 the Waikato CDEM Group, Submission Working Group has lodged submissions to:
 - (a) Strengthening NZ Emergency Management Legislation - discussion document
 - (b) Resource Management (Consenting and Other Systems Changes) Amendment Bill
 - (c) Fast-track Approvals Bill
 - (d) Emergency Management Bill
 - (e) Natural and Built Environment Bill
 - (f) Spatial Planning Bill
 - (g) Review into the Future for Local Government
 - (h) Rates Target Model for New Zealand
 - (i) Emergency Management Bill (No. 2)
 - (j) Planning Bill
 - (k) Natural Environment Bill
 - (l) Simplifying Local Government.

TE TAKE | ISSUE

Emerging Strategic Issue – Boundary Reform and Risk Alignment

7. Local government reorganisation *Head Start* and the *Better Regional Boundaries Bill* operate sequentially, but are intrinsically linked:

- Head Start reform processes are likely to determine the configuration of future council boundaries, including any proposed unitary authorities.
 - The Better Regional Boundaries Bill will subsequently require central government agencies to align service delivery to those locally determined boundaries.
8. From an emergency management perspective, there is a strategic risk that:
- Boundary decisions are primarily driven by administrative or service delivery considerations, with insufficient weighting given to hazard risk and interdependencies.
 - Administrative boundaries become misaligned with how risk is experienced, including cross-boundary hazard systems and infrastructure dependencies.
 - Opportunities to establish a regionally coherent, risk-informed system are missed at the point where influence is greatest.
9. This identified to CEG the need for proactive early engagement to ensure hazard risk, system interdependencies, and community exposure are embedded into boundary design, rather than addressed retrospectively.
10. Whether future system design (boundaries and structures) will be aligned to the realities of hazard risk, or whether emergency management will need to adapt to decisions made on other grounds, resulting in misalignment between risk and response systems and increased operational and community risk, is currently unclear.

ĒTAHI ATU TAKE | OTHER MATTERS

11. No submissions have been undertaken since the 30 March 2026 Joint Committee meeting.
12. The current reform programme represents a coordinated, multi-system redesign, spanning:
- (a) system design & governance structures
 - (b) planning and land use systems
 - (c) risk and adaptation frameworks
 - (d) emergency management system
 - (e) funding & delivery system.
13. Taken together, these reforms reset how risk is understood, distributed, funded, and managed across the system, and are detailed as follow:

System Design & Governance

14. Local government reform and boundary alignment will significantly shape future governance structures and system alignment. The early stages of these processes provide the primary opportunity to influence how hazard risk is reflected in those structures.

Better Regional Boundaries Bill and Head Start Reorganisation Pathway

15. The *Better Regional Boundaries Bill*³ proposes that, within a five-year timeframe, government agencies align their service delivery boundaries with local authority boundaries. The intent is to:
 - reduce fragmentation across government services
 - improve clarity for communities
 - enable more coordinated regional delivery.
16. In parallel, local government reform has progressed into implementation. Councils have been invited to submit reorganisation proposals under a *Head Start*⁴ pathway, which may include:
 - changes to governance structures
 - creation or expansion of unitary authorities
17. These proposals will ultimately determine future local authority boundaries.
18. Key consideration:
Opportunities to influence how hazard risk, exposure, and system interdependencies are reflected in boundary design arise through local government reorganisation processes, rather than the Better Regional Boundaries Bill.

Risk Context – Boundary Design

19. Emergency management operates within continuous, and across interconnected, hazard systems that do not align neatly with administrative boundaries.
20. Hazards such as flooding, earthquakes, and severe weather can create cascading impacts across:
 - multiple districts
 - infrastructure and lifeline networks
 - social and economic systems.
21. These effects are further compounded by system interdependencies, where disruption in one sector (e.g. transport or energy) propagates across others.
22. Risks include:
 - Boundaries that do not reflect functional risk systems
 - Fragmentation of infrastructure interdependencies (transport, energy, water, telecoms)
 - Reduced ability to manage cascading and cross-boundary impacts
 - Misalignment between regional risk profiles and governance structures.

Implications for Emergency Management

23. If this misalignment occurs, consequences may include:
 - Reduced effectiveness of regional coordination and planning frameworks
 - Gaps or inconsistencies in risk management approaches across jurisdictions

³ [Better Regional Boundaries Bill | New Zealand Legislation](#)

⁴ [Head Start pathway: Policy document – Simplifying Local Government](#)

- Increased complexity during response and recovery, particularly where impacts cross boundaries
- Reduced ability to manage cascading system failures across lifelines and infrastructure.

24. Conversely, the reform process provides a significant opportunity to:

- ensure boundaries better reflect social and interpersonal connections between communities, functional risk areas and hazard exposure
- strengthen alignment between emergency management, planning, and infrastructure systems
- support more coordinated regional approaches to resilience and risk reduction.

Implications for Emergency Management – Delivery Model (Unitary Structures)

25. A key strategic consideration is how the CDEM Group maintains effective local delivery within a potential unitary structure, where governance and service delivery functions may become more centralised.

26. From an emergency management perspective, this creates several potential implications:

- *Risk to local responsiveness:* Centralised structures may reduce visibility of local needs, relationships, and place-based risk, which are critical during response and recovery.
- *Capability distribution:* There is a risk that capability becomes concentrated regionally, reducing local readiness and increasing reliance on surge capacity.
- *Consistency vs flexibility trade-off:* While unitary models may improve consistency and efficiency, they may also limit the ability to tailor approaches to different community risk profiles.
- *Delivery model redesign:* The Group may need to reconsider how it structures its delivery model (e.g. regional coordination with locally embedded capability) to ensure community-level outcomes are maintained.

27. Coordinating Executive Group (CEG) has agreed to early engagement through:

- Correspondence from the CEG Chair (Susan Law) to:
 - Waikato local authority chief executives; and
 - Department of Internal Affairs.

28. Focus is on ensuring:

- hazard risk is considered alongside administrative and service delivery factors
- system interdependencies are recognised in boundary-setting processes.

29. **Local Government (System Improvements) Bill** ⁵**progress**

Currently at the second reading stage (initiated 23 April 2026), focusing on:

- core services
- performance and transparency
- addressing cost pressures and strengthening rates discipline.

⁵ [Local Government \(System Improvements\) Amendment Bill](#)

30. Cabinet direction recognising emergency management and adaptation as a defined 'group of activity' these changes signal a shift toward emergency management being treated as a core local government function, with increased integration across planning, funding, and performance frameworks.

A) Planning & Land Use System

31. These changes are closely linked to climate risk, which is increasing both the scale and complexity of hazards.

Resource Management System Replacement

32. The Government is replacing the Resource Management Act (RMA) with two new Acts: The Planning Bill and the Natural Environment Bill. These are expected to be enacted in 2026, with the new system progressively implemented and fully operational by around 2029.
33. The new resource management system is intended to simplify planning processes, provide clearer national direction, and enable more consistent decision-making across regions.

Implications for Waikato Civil Defence Emergency Management Group

- Will directly influence how hazard risk is considered in land use planning and development decisions.
- Shapes future exposure to risk through land-use controls and spatial planning frameworks.
- Introduces a smaller number of regional combined plans nationally, with implications for regional alignment and coordination.
- Reinforces the need for integration between emergency management, planning, and climate adaptation to reduce long-term risk.

National Policy Statement for Natural Hazards (NPS-NH)

34. The *National Policy Statement for Natural Hazards*⁶ came into force in January 2026 and introduces mandatory, risk-based planning requirements across local government.
35. Councils are now required to:
- Apply risk-based approaches to hazard planning.
 - Consider natural hazard risk in land use decisions and resource consents.
 - Avoid or limit development in areas exposed to significant risk.
36. This represents a significant shift toward managing risk through land use planning, with direct long-term implications for hazard exposure and future emergency management demand.

Implications for Waikato Civil Defence Emergency Management Group

- Strong alignment with CDEM objectives of risk reduction and resilience.

⁶ [National Policy Statement for Natural Hazards 2025: December 2025 | Ministry for the Environment](#)

- Greater integration required between:
 - emergency management
 - resource management planning
 - climate adaptation.
- Opportunity to reduce future response and recovery pressures by addressing risk upstream.

Implementation Guidance (May 2026)

37. The Ministry for the Environment has released an Implementation Guide for the NPS-NH⁷, providing detailed guidance to support councils in applying the policy statement in practice. This includes direction on risk assessment methodologies, proportionate risk management, and the use of best available information.

Implications for Waikato Civil Defence Emergency Management Group

- Signals a shift from policy intent to operational implementation, with immediate expectations on how hazard risk is assessed through planning and consenting processes.
- Supports greater national consistency in how risk is understood and managed, reducing variability across councils.
- Reinforces the opportunity to reduce future emergency management demand by embedding risk-based decision-making into land use planning.

Spatial Planning Framework

38. Embedded within RMA reform and local government change:

- Regional spatial planning becoming central organising tool.
- Linked to infrastructure, growth, hazard exposure.

Building System Reform (emerging)

39. The Government is progressing amendments to the Building Act, which is expected to include changes to liability settings and the expanded use of self-certification. These reforms are intended to support more efficient and flexible development processes.

Implications for Waikato Civil Defence Emergency Management Group

- Reinforces the importance of aligning building system changes with natural hazard planning frameworks to avoid increasing future emergency management demand.

B) Risk & Adaptation Framework

Climate Change – National Climate Risk Assessment

40. Climate change is increasing the frequency and consequences of hazard events, placing growing pressure on infrastructure, communities, and emergency management systems. The national climate risk evidence base continues to develop, supported by the *2026 National Climate Change Risk Assessment*⁸ and updated climate projections and spatial data tools,

⁷ [national-policy-statement-for-natural-hazards-implementation-guide.pdf](#)

⁸ [2026 national climate change risk assessment :: Climate Change Commission](#)

that enable councils and agencies to apply national risk information at a regional and local scale, supporting planning, infrastructure investment, and adaptation decision-making. Together, these provide a nationally consistent view of the most significant long-term risks facing Aotearoa New Zealand and how hazard exposure varies across regions and over time.

41. The assessment highlights:
 - Increasing frequency and severity of weather-related hazard events.
 - Growing exposure of people, infrastructure, and communities to hazard risk.
 - Compounding impacts across systems, including housing, infrastructure, and the economy.
42. A strong theme within the national risk assessment is the shift from managing events; to reducing underlying risk and exposure over time.
43. A key component is the identification of system vulnerabilities, including the exposure of lifeline utilities and critical infrastructure to increasing hazard risk. This highlights the interdependencies between infrastructure systems (e.g. transport, energy, water, telecommunications) and the potential for cascading impacts across regions and sectors.

Implications for Waikato Civil Defence Emergency Management Group

- Reinforces the focus on risk reduction and land use planning as critical levers.
 - Aligns with the National Policy Statement for Natural Hazards and wider emergency management reforms.
 - Highlights increasing pressure on:
 - response capability
 - recovery systems
 - long-term resilience investment.
 - Strengthens the ability to align regional risk understanding with national priorities, using a common evidence base.
 - Supports more targeted, place-based planning and investment decisions, particularly in high-risk areas.
 - Reinforces the shift toward data-informed, risk-based decision-making across planning, climate adaptation, and emergency management systems.
 - Strengthens the need to integrate climate risk evidence into lifeline utilities planning and resilience programmes.
 - Supports a more system-wide view of vulnerability, beyond individual hazards or assets.
 - Reinforces the importance of coordinated planning across emergency management, infrastructure providers, and councils to manage interconnected and cascading risks.
44. From an assurance perspective, the national climate risk work strengthens the case for:
 - Proactive investment in risk reduction and adaptation.
 - Integration across emergency management, planning, and infrastructure systems.
 - Ensuring funding models remain flexible and risk aligned.

Climate Adaptation System Reform (beyond NAP)

45. There is ongoing work toward:
 - Climate adaptation funding and system settings reform
 - Managed retreat / property rights frameworks (still an evolving policy).

46. These reforms will establish the long-term financial, legal, and institutional settings for how Aotearoa New Zealand reduces and responds to climate risk over time, with significant implications for local government roles, funding responsibilities, and exposure to hazard risk.

C) Emergency Management System

Emergency Management Bill

47. The Bill has progressed through Select Committee, *report*⁹ released 5 June 2026; analysis of this report is currently underway at the Group Emergency Management Office, with the Bill now progressing through to final parliamentary stages towards enactment/implementation.
48. This reform of the emergency management system strengthens system-wide expectations, including enhanced roles and accountability for essential infrastructure providers, a stronger focus on resilience, and more coordinated, integrated planning across national, regional, and sector levels.

National Emergency Management Agency (NEMA) Consultation – Emergency Management Bill Rules

49. NEMA have undertaken consultation on *Emergency Management Bill rules*,¹⁰ seeking feedback relative to declaration and transition notices. These rules must be in place immediately following Royal Assent to enable the new legislative framework to function.
50. Regional review was undertaken through the Group Emergency Management Office, with team leaders and a cohort of local controllers, with no issues or feedback identified for escalation.

Lifeline Utilities / Critical Infrastructure

51. Lifeline utilities (critical services such as transport, energy, water, and communications) are critical to community functioning during and after emergencies. Current reforms are strengthening expectations on how these systems are planned and perform under stress.
52. The Emergency Management Bill includes:
- Expanded recognition of lifeline utilities (now essential infrastructure providers), including digital services, waste.
 - Stronger roles, expectations, and accountability for infrastructure providers within the emergency management system.
 - Increased focus on how infrastructure is planned, maintained and performs, during and after emergencies, including:
 - resilience
 - system interdependencies (where failure in one system affects others)
 - continuity of essential services.

⁹ [Emergency Management Bill \(No 2\)](#)

¹⁰ [ITC-Emergency-Management-Rule-1-for-public-consultation-May-2026.pdf](#)

53. There are also adjacent policy areas that reinforce this direction:
- Infrastructure system reform (e.g. National Infrastructure Plan)
 - Elevates the importance of infrastructure in long-term planning and national resilience.
 - Critical public service resilience expectations (DPMC programmes, post-event reviews)
 - Set clearer expectations for essential services to:
 - withstand disruptions
 - maintain continuity
 - recover quickly.
 - Likely to lead to:
 - stronger resilience expectations
 - clearer roles and accountability
 - potential future regulation or standards.
54. The national climate risk assessment further reinforces the increasing exposure and vulnerability of lifeline infrastructure to hazard events, highlighting the need for strengthened resilience and coordinated system planning.

Public Safety Network / Emergency Communications

55. Government is advancing expanded critical communications capability for responders. While not a core legislative reform, it is a system enabler tied to emergency management reform.

D) Funding & Delivery System

56. These reforms are reshaping how emergency management is funded, prioritised, and delivered through council systems.

Rates Target Model

57. Previously the Joint Committee Chair wrote to the Minister of Emergency Management and Recovery outlining the Group's concerns regarding the Rates Target Model, requesting:
- That he raises the Group's concerns at Cabinet; and
 - That targeted rates for Civil Defence Emergency Management (s16–19 Local Government (Rating) Act) be exempt from any rates-capping framework, with rating legislation amended to provide explicit clarity on exemption.

Long Term Plan Integration (councils' 10-year planning and funding document)

58. How emergency management, hazard risk, and adaptation are embedded into council Long Term Plans (LTPs), including funding, performance, and investment decisions.
59. Cabinet has informed that emergency management will be recognised as a defined 'group of activity' within council planning and reporting frameworks, alongside climate adaptation.
60. This represents a significant structural shift in how emergency management is treated within local government, embedding it as a core council function rather than a supporting activity.
61. This change creates a direct link between:
- risk (hazards and exposure)
 - investment (Long Term Plans and funding decisions)

- delivery (CDEM capability and outcomes).

Implications for Waikato Civil Defence Emergency Management Group

- Emergency management will need to be consistently reflected across council LTPs, including:
 - defined levels of service
 - clear outcomes and performance measures
 - transparent funding allocation.
- Increases scrutiny on capability, investment and value, particularly in the context of constrained funding environments.
- Creates an opportunity to align Group Plan priorities with LTP processes, strengthening the case for sustained investment in risk reduction and resilience.

62. There is a need to ensure a coordinated regional approach to LTP integration, to avoid variability across councils and ensure that funding, planning and delivery are aligned with regional risk and system requirements.

Adaptation Funding

63. Government is developing a national adaptation funding and cost-sharing framework, clarifying who pays for risk reduction, protection, and recovery. This includes work on managed retreat mechanisms (e.g. property buyouts, compensation and liability settings) and longer-term legislative reform.

64. Overall, this signals a shift from ad hoc, post-event funding toward planned, system-wide investment in risk reduction and, where necessary, relocation.

Implications for the Waikato Civil Defence Emergency Management Group

- Future funding models are likely to introduce clearer roles, responsibilities, and cost-sharing expectations across central government, local government, and communities.
- Significant potential impact on local government funding models, LTP priorities, and long-term exposure to hazard risk.
- Reinforces the need to align planning, infrastructure investment, and emergency management with long-term climate risk.

WHAKAKAPINGA | CONCLUSION

65. The current reform programme represents a fundamental shift toward an integrated, risk-based system across planning, climate adaptation, and emergency management.

66. For the Waikato CDEM Group, the key implication is the need to influence system design early, particularly in relation to local government boundary reform and planning frameworks.

67. These reforms present both opportunity and risk:

- (a) Opportunity to align systems with real-world hazard risk.
- (b) Risk that expectations and obligations outpace funding and capability.

68. A coordinated regional position will be critical to ensuring system settings, investment, and delivery remain aligned with the level of risk facing the Waikato region.

ĀPITIHANGA | ATTACHMENTS

Nil

6.7 GROUP FINANCES 1 JULY TO 31 MARCH 2026

Rā | Date: 22 June 2026

Kaituhi | Author: Vicky Cowley, Strategic Planning Advisor

Kaituku | Authoriser: Irving Young, Team Leader, Resilience And Recovery

TE ARONGA | PURPOSE

1. To provide the Waikato Civil Defence Emergency Management Group Joint Committee with a detailed report on the Waikato Civil Defence Emergency Management (CDEM) Group's financial performance for quarter three of the 2025/2026 financial year, including analysis of revenue, expenditure, and key variances against budget.
2. To provide assurance on corrective actions underway and the overall financial management approach, including efforts to strengthen transparency, maintain ringfenced income in advance, and address historic deficits, supporting sound governance and future decision making.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

3. This report presents the Waikato CDEM Group's financial performance for quarter three of the 2025/26 financial year, including key variances in revenue and expenditure against budget.
4. Overall, the Group recorded a net deficit of \$105k at the end of the quarter. While total expenditure remains under budget year-to-date, this reflects timing differences and cost allocation variances.
5. Labour expenditure is over budget by \$97k, primarily due to miscoding of labour between cost centres, with a corresponding underspend in Net Allocated Costs. Corrective coding processes are being implemented. Additional variance reflects increased response and recovery activity, partially offset by savings from extended staff leave.
6. Revenue is broadly in line with budget, however, the revised accounting treatment of Waikato Lifeline Utility Group (WLUG) and training funds has reduced recognised revenue. These funds are now recorded as income in advance and drawn down monthly to match expenditure, strengthening transparency and ensuring ringfenced funding is appropriately managed.
7. Waikato Regional Council (WRC) has indicated its intention, subject to final year-end results and Council resolution, to apply any operating surplus to offset historic CDEM revenue deficits from 2024/25 and 2025/26 arising from terminated local CDEM SLAs.
8. Financial performance is understood, with key variances explained and corrective actions underway. The revised treatment of ringfenced funds and improved cost allocation processes provide increased assurance over financial management and reporting integrity.
9. Emerging operational pressures and recent event-related costs present financial risks for 2026/27. As these arose after the Draft Annual Plan was finalised, they were not budgeted and may result in future overspend.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Group Finances 1 July to 31 March 2026* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

HOROPAKI | BACKGROUND

10. The Joint Committee sets the annual budget in accordance with the Waikato CDEM Group Strategic Group Plan 2025-2030.
11. The Coordinating Executive Group (CEG) is responsible for making recommendations to the Joint Committee on annual work plan budgets, supporting informed decision-making by the Joint Committee.

TE TAKE | ISSUE

12. The table below outlines revenue and expenditure for the period 1 July 2025 to 31 March 2026.

Revenue	YTD Actual	YTD Budget	Variation	Full year budget	% Act of YTD Budget
Total Revenue	2,558,778	2,539,871	18,907	3,441,026	101%
Expenditure	YTD Actual	YTD Budget	Variation	Full year budget	% Act of YTD Budget
Labour	1,124,125	1,026,673	(97,452)	1,373,735	109%
Direct Costs	758,031	812,716	54,685	1,092,036	94%
Net Allocated Costs	782,507	990,665	208,158	1,314,558	79%
Total Expenditure	2,664,662	2,830,054	165,392	3,780,327	94%
Surplus/(Deficit)	(105,884)				

Status key:

	On track - for completion as planned within 5% of budget.
	Off track - not meeting planned dates/actions. No overall risk to action and in excess 5% budget.
	Off track – not meeting planned dates/actions. There is risk to the action and help is needed and in excess of 15% budget.

13. **Total Revenue:**

Excess revenue includes a \$61k adjustment not yet processed by finance to align with targeted rates.

Lower recognised revenue reflects the revised accounting treatment (WLUG and training funds), with ringfenced funding now recorded as income in advance.

14. **Labour:**

Overspend of \$97k, reflects:

- Timesheet coding across WRC cost centres (offsets by Net Allocated Cost underspend).
- Increased utilisation driven by response and recovery activity (January, February and April 2026).
- Partial offset from underspend due to extended staff leave.

15. **Direct Costs:**

Underspend reflects committed work not yet invoiced, to be expensed by financial year end.

16. **Net Allocated Costs:**

The underspend directly corresponds to:

- Depreciation: Timing of depreciation budget transfers.
- Labour: Timesheet coding between cost centres (offsets Labour deficit).
- Underspend in WRC corporate costs has led to cost allocations lower than budget.

17. **Total Expenditure:**

Under budget, driven by lower allocated costs and timing of contractor payments.

18. **Surplus/(Deficit):**

The deficit at the 31 March 2026 reflects that actual expenditure exceeded revenue by \$105k – budgeted deficit was \$290k.

ĒTAHI ATU TAKE | OTHER MATTERS

19. **Annual Plan 2026/27:**

Waikato Regional Council adopted its Annual Plan 2026/27, which includes a \$238k increase to the Waikato CDEM targeted rate budget. This increase reflects a pass-through of necessary operational cost adjustments to maintain the existing level of service provided by the Waikato CDEM Group, as previously approved by Joint Committee; and does not represent increased administrative charges from WRC.

In addition to this cost movement adjustment, several emerging and unbudgeted pressures have been identified for 2026/27, including:

- (a) After Action Review of January, February and April weather events
- (b) potential coronial inquest process
- (c) hazard and risk research requirements
- (d) response and recovery expenditure (historical average of \$146k per year).

As these arose after budget finalisation, they were not included in the Annual Plan 2026/27 and present credible overspend risks in the 2026/27 financial year.

20. **Long Term Plan 2027-2037:**

This is provided for in a separate report in this agenda.

21. Reserves and Income in Advance:

Income received from Waikato Lifeline Utilities Group (WLUG) members and from NEMA for training activities has been reclassified as income in advance to ensure these funds remain ringfenced and do not impact targeted rate reserves. Monthly drawdowns will be applied to match actual expenditure, ensuring transparent and neutral financial treatment.

22. Assurance:

Financial performance to 31 March 2025 has been assessed against the approved budget, with key variances understood and corrective actions underway. The revised treatment of WLUG and Training Funds improves transparency and aligns with Group financial requirements.

Waikato Regional Council (WRC) has indicated that any 2025/26 operating surplus may be applied to clear historic CDEM deficits that were derived from the now ceased local CDEM SLA's, strengthening the Group's financial position heading into the 2026/27 financial year, subject to WRC confirmed year-end results and council resolution.

Emerging and unbudgeted pressures for 2026/27 remain a risk to financial performance.

WHAKAKAPINGA | CONCLUSION

23. The Waikato CDEM Group's financial performance for the first nine months of 2025/26 shows a net deficit of \$105k. Total Expenditure is tracking below budget due to timing differences and cost allocation variances. Key variances, particularly in labour, have corrective actions in place.
24. Reclassification of WLUG and Training Funds has strengthened financial transparency and ensured ringfenced funding is appropriately managed and strengthened alignment with sound financial management practices.
25. Waikato Regional Council's indication that any 2025/26 operating surplus may be applied to historic CDEM deficits would, subject to confirmed year-end results and formal Council resolution, improve the Group's financial position heading into 2026/27.
26. The GEMO will continue to monitor financial performance, incorporate corrective measures, and provide regular reporting to ensure the Joint Committee is well informed and able to exercise effective governance oversight.

NGĀ TOHUTORO | REFERENCES

27. [Waikato Civil Defence Emergency Management Group Strategic Group Plan 2025-2030](#)

ĀPITI HANGA | ATTACHMENTS

Nil

6.8 NATIONAL EMERGENCY MANAGEMENT AGENCY QUARTERLY UPDATE

Rā | Date: 22 June 2026

Kaituhi | Author: Vicky Cowley, Strategic Planning Advisor

Kaituku | Authoriser: Aaron Tregoweth, Team Leader, Operational Readiness

TE ARONGA | PURPOSE

1. To provide the Joint Committee with an update on national emergency management priorities.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. A National Emergency Management Agency (NEMA) representative will attend the meeting to outline current national focus areas and any matters relevant to regional emergency management.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *National Emergency Management Agency Quarterly Update* (Waikato Civil Defence Emergency Management Group Joint Committee, 22 June 2026) be received.

HOROPAKI | BACKGROUND

3. NEMA representatives are regularly invited to Joint Committee meetings to support awareness of national emergency management priorities and developments.

WHAKAKAPINGA | CONCLUSION

4. This update supports regional governance oversight by keeping the Joint Committee informed of national priorities and any implications for the Waikato Civil Defence Emergency Management Group.

ĀPITIHINGA | ATTACHMENTS

1. National Emergency Management Agency Update on government reform and the Emergency Management (No 2) Bill [↓](#)



NEMA Update

Waikato CDEM Joint Committee

22 June 2026

Update on government reform and the Emergency Management (No 2) Bill

The Governance and Administration Select Committee process for the Emergency Management Bill (No 2) has concluded, with the Committee reporting the Bill back to the House on 5 June 2026.

The Committee's report consists of an updated version of the Bill (with tracked changes) and commentary from the committee. Some of the more substantive changes include:

- Enabling multi-member Emergency Management Committees to co-opt additional members that have skills, attributes, or knowledge that would assist the committee's work – to be known as "associate members" to distinguish them from elected members
- Providing protection from civil liability for precautionary actions taken by official responders immediately before an emergency.
- Addressing the gap following local elections by enabling mayors to be sworn in early to declare a state of local emergency or local transition period.
- Creating a formal link between regional emergency management plans and the long-term planning process under the Local Government Act 2002.
- Requiring Emergency Management Committees and local authorities to consider whether performing or exercising functions, duties, and powers under other relevant legislation (such as the Resource Management Act 1991) would support meeting responsibilities or duties under the Bill.
- Requiring engagement with representatives of disproportionately affected communities, iwi and Māori, and rural communities on the National Emergency Management Strategy.
- Extending emergency powers to mitigate unreasonable or unnecessary pain or distress of animals to also be available during a transition period, and clarifying that an animal can be relocated and passed to a suitable person who can address the animal's needs.
- Ensuring appropriate use of information provided by essential infrastructure providers.

The Bill will now move through the remaining parliamentary stages in the coming months. We are still expecting the Bill to pass during this term of Parliament.

With Government's recent announcement on simplifying local government, NEMA continues to work with colleagues across government to understand the implications for emergency management, and to ensure alignment. While the legislative implications will become clearer over the coming months, the move towards unitary authorities will undoubtedly result in changes to some CDEM Group structures. NEMA will be ready to respond to these changes, and to support the emergency management sector, as and when required.

Fuel Response Plan

The Government's recently announced Fuel Response Plan 2026 puts the framework from the National Fuel Plan into place, with a strong emphasis on partnering with industry. It shows how we monitor fuel supply, when we would act and, should conditions change, what people can expect at each step. The Plan will also help ensure that critical customers who are essential to the New Zealand economy have access to the fuel they need.



New Zealand is at Phase One – the market is working normally, fuel supplies are continuing to arrive, and there is no need for households or businesses to change behaviour or buy more fuel than usual.

MBIE is leading the response. NEMA is working with MBIE to lend our advice and expertise, and to establish what involvement or support may be needed from CDEM Groups and NEMA in the respective phases. We are keeping Group Offices informed as this work progresses.

Recovery across the motu – an update from the National Recovery Office

The early months of 2026 have been particularly challenging, especially across the North Island. Since January, there have been 21 states of emergency declared, and currently five regions are in active recovery with a further three regions managing recovery through council business as usual activities (see image below).

As the frequency of these storms increases, so too does the damage and, correspondingly, the costs of response and recovery.

In response to the January/February Severe weather events, which saw 16 districts enter active recovery, NEMA established the Recovery Office (NRO). The NRO is responsible for coordinating central government agencies to support locally-led recovery efforts. In practice, this means coordinating an all-of-government process to:

- **Work with CDEM Group Recovery Managers and central government agencies** to coordinate recovery activities and identify what can be supported within existing settings and funding.
- **Provide a consolidated national picture** through ongoing assessment, monitoring and reporting to ensure decision makers across government are kept informed of recovery progress.
- **Provide guidance for regional and local councils** (in partnership with iwi) to prepare recovery plans for impacted communities.

We recognise the impact on communities and thank our regional and central government partners for their ongoing support.

Image title: Jan - March 2026 severe weather active recovery map – by CDEM Group





Nationwide Emergency Mobile Alert (EMA) test

A nationwide test of the Emergency Mobile Alert (EMA) system took place between 6-7pm on Sunday 14 June. There was a public awareness campaign to let people know in advance, as well as communications to all relevant government sectors and stakeholders via NEMA's Public Education Team.

Matthew Bramhall | Senior Regional Emergency Management Advisor
National Emergency Management Agency Te Rākau Whakamarumarū

7 PUBLIC EXCLUDED ITEMS

RESOLUTION TO EXCLUDE THE PUBLIC

HE TŪTOHUNGA | RECOMMENDATION:

That in accordance with section 48(1) of the Local Government Official Information and Meetings Act 1987 (Act) and the interests protected by section 6 or 7 of that Act, the public is excluded from the following parts of this meeting. The general subject of the matters to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds for excluding the public are set out below:

Meeting item no. and subject	Grounds for excluding the public	Reason for excluding the public
7.1 - Appointment of Tier 1 Group Controllers	s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
7.2 - Statutory Appointments	s7(2)(a) of the Act - To protect the privacy of natural persons, including that of deceased natural persons	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
7.3 - Long Term Plan 2027-2037 - Investment Proposals - Targeted Rates Increase	s7(2)(h) of the Act - To enable Council to carry out, without prejudice or disadvantage, commercial activities	section 48(1)(a)(i) of the Act - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

8 KARAKIA WHAKAMUTUNGA

Unuhia, unuhia	Draw on, draw on,
Unuhia mai te uru tapu nui	Draw on to the supreme sacredness
kia wātea, kia māmā,	To clear, to free
te ngākau, te tinana, te hinengaro,	our heart, body and soul
i te ara takatū	Our pathway prepared
Koia rā e Rongo	Lo, there is peace
e whakairia ake ki runga	suspended high above
kia tina! TINA!	manifest!
Haumi ē, hui ē, TĀIKI ē!	draw together!
	Affirm!