



WAIKATO REGION EMERGENCY MANAGEMENT

GROUP

AGENDA

Waikato Emergency Management Committee Meeting

Date: Monday, 21 September 2026

Time: 10.00am

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 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 Michael 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
Deputy-Mayor Eady Manawaiti – Waitomo 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 Emergency Management Committee

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 Kairiwhi* | **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	General Items.....	6
5.1	Coordinating Executive Group - 4 September 2026 Meeting Summary.....	6
5.2	Group Plan Actions - 2027-2030 Date Extensions.....	10
5.3	Group Plan Actions – Report for the Period 1 October 2025 to 30 June 2026.....	13
5.4	Group Finances 1 July 2025 to 30 June 2026	33
5.5	National Emergency Management Agency Quarterly Update	37
5.6	Government Reforms	41
6	Karakia Whakamutunga	45

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 GENERAL ITEMS

5.1 COORDINATING EXECUTIVE GROUP - 4 SEPTEMBER 2026 MEETING SUMMARY

Rā | Date: 2 September 2026

Kaituhi | Author: Vicky Cowley, Strategic Planning Advisor

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

TE ARONGA | PURPOSE

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

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. The 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 Regional Emergency Management Plan (*Strategic Group Plan 2025-2030*), as delivered by Waikato Emergency Management Members and key agency partners. This is achieved through reporting on the CEG-set Regional Work Programme, the Local Implementation Plan, and Iwi-Civil Defence Emergency Management (CDEM) Co-created Work Programme.
3. A summary of matters discussed at the CEG meeting of 4 September 2026 is provided to the Emergency Management Committee for their information.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Coordinating Executive Group - 4 September 2026 Meeting Summary* (Waikato Emergency Management Committee, 21 September 2026) be received.

HOROPAKI | BACKGROUND

4. The CEG is responsible for executive oversight and assurance on matters relating to emergency management across Waikato Emergency Management. As part of its functions, CEG meets quarterly to review progress, consider emerging risks, and make decisions that support the effective implementation of the operative Regional Emergency Management Plan (*Strategic Group Plan 2025-2030*).
5. A core responsibility of CEG is to monitor the implementation of the operative Regional Emergency Management Plan (*Strategic Group Plan 2025-2030*) through the Group Plan

Actions 2025-2030. These actions 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 Waikato Emergency Management Members and partner agencies.

6. CEG tracks progress of the Regional Work Programme, Local Implementation Plan and on Iwi-CDEM Co-created Work Programmes.
7. Quarterly reporting on the Group Plan Actions 2025-2030 enables CEG to:
 - (a) Assess progress made by local authorities, partner agencies, and the Waikato Emergency Management Office (WEMO) 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 Emergency Management Committee for the delivery of agreed Waikato Emergency Management functions.

TE TAKE | ISSUE

8. 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

9. Standing Items:
 - (a) **Minutes from previous meeting:** Minutes of CEG meeting of 5 June 2026.
 - (b) **Person Conducting Business or Undertaking (PCBU):** Standing agenda item providing updates on matters relating to the PCBU obligations for CDEM Group Members. CEG discussed opportunities to strengthen future assurance reporting and reduce reliance on self-reported implementation measures.
 - (c) **Group Plan Actions:** CEG received a report outlining activities undertaken from 1 October 2025 to 30 June 2026. These matters are presented in a report included in this agenda.
 - (d) **Government Reforms:** The report outlined significant legislative and policy reforms which continue to reshape emergency management. These matters are presented in a report included in this agenda. CEG requested scoping be undertaken for a Waikato Emergency Management structural review.
10. Decision Required:
 - (a) **CEG Deputy Chair nomination:** Following nomination, Brent Sinclair, Waikato Regional Council, was appointed Deputy Chair of the Waikato Emergency Management CEG.

- (b) **Statutory Roles Advisory and Appointment Committee (STRAAC):** CEG considered the implications of the then proposed Emergency Management Bill, on statutory appointments, capability assurance, and Chief Executive responsibilities. CEG endorsed review of the STRAAC Terms of Reference to ensure alignment with the emerging legislative framework and strengthened assurance expectations.
- (c) **Group Plan Actions 2027-2030:** CEG considered and endorsed the refined Regional Work Programme and Local Implementation Plan measures for 2027-2030. These matters are presented in a report included in this agenda.

11. For Feedback:

- (a) **Land Instability Gap Analysis update:** CEG received an update on regional land instability risk. Feedback was provided on the development of a coordinated regional approach.
- (b) **Hikurangi Subduction Zone Implementation update:** CEG received an update on the implementation and use of the Hikurangi Subduction Zone impact assessment information. Feedback was provided on the uptake of the information, its application to planning and preparedness activities, and ongoing implementation reporting.
- (c) **Operational Readiness update:** CEG received a consolidated operational readiness report. Matters discussed included Exercise Pacific Wave 2026 participation, implementation of the Duty Officer Warning Protocol, operational planning activities, communications systems testing and readiness initiatives. Feedback was provided on council participation in the exercise and implementation challenges.
- (d) **Group Finances:** CEG received a year-end financial update for the 2025/26 financial year. These matters are presented in a report included in this agenda.
- (e) **Items for next Agenda:** CEG considered proposed agenda items for the Joint Committee meeting of 21 September 2026 and the next CEG meeting scheduled for 20 November 2026.

12. For Information – CEG received the following reports:

- (a) **National Emergency Management Agency (NEMA) Update:** These matters are presented in a report included in this agenda.
- (b) **After Action Review:** Progress update.
- (c) **NEMA CDEM Resilience Fund update:** 2026/27 successful applications.
- (d) **NEMA Assurance Programme – Self Assessment Tool – pilot phase:** Waikato participation.
- (e) **Community Resilience and Recovery update:** Consolidated update on resilience, recovery, welfare services, lifeline utilities and hazard-risk reduction activities.
- (f) **Management and Governance (M&G) Subgroup update:** No meeting was held due to the absence of decision reports.

13. Late Agenda Item:

- (a) **Letter of Support for Iwi Lottery Community Fund Application: Marae and Community Resilience Proposal:** Support for the establishment of the Marae and Community Resilience Network.

WHAKAKAPINGA | CONCLUSION

14. CEG's quarterly meetings provide executive oversight of strategic, planning, risk, capability, assurance, and accountability matters across Waikato Emergency Management. Governance-level decisions, strategic direction, and matters requiring regional oversight continue to be elevated to the Emergency Management Committee for consideration and information.
15. At its 4 September 2026 meeting, CEG considered progress against the Group Plan Actions 2025-2030, preparedness for emerging legislative reforms, capability and readiness initiatives, hazard and risk-related matters, and the Group's financial position. Through this ongoing oversight, CEG supports continuous improvement, regional coordination, and assurance that emergency management activities remain aligned with the priorities and risks identified in the operative Regional Emergency Management Plan (*Strategic Group Plan 2025-2030*).

ĀPITI HANGA | ATTACHMENTS

Nil

5.2 GROUP PLAN ACTIONS - 2027-2030 DATE EXTENSIONS

Rā Date:	2 September 2026
Kaituhi Author:	Irving Young, Team Leader, Resilience And Recovery
Kaituku Authoriser:	Aaron Tregoweth, Team Leader, Operational Readiness
Mana whakatau Delegation Status:	Committee has delegated authority to make the recommended decision

TE ARONGA | PURPOSE

1. To seek approval for amendments to the Group Plan Actions from the Waikato Emergency Management Committee.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. Review the completion dates for four projects requiring amendment to better reflect implementation requirements and funding timeframes, with revised completion dates ranging from June 2028 to December 2030.
3. Approval is now sought from the Waikato Emergency Management Committee for these amendments.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

1. That the report *Group Plan Actions - 2027-2030 Date Extensions* (Waikato Emergency Management Committee, 21 September 2026) be received.
2. That the Waikato Emergency Management Committee approves the following amendments,
 - (a) Group Hazard and Risk Consequence Analysis (Severe Weather/Flooding Event): extended from June 2027 to June 2028.
 - (b) Local Government Long Term Risk Reduction Support: extended from June 2028 to June 2029.
 - (c) Develop Waikato NZ Response Team Capability: extended from December 2027 to December 2030.
 - (d) Operational Response Management Tool: extended from March 2028 to June 2028.

HOROPAKI | BACKGROUND

4. A workshop with CDEM Professionals to develop the Local Implementation Plan 2027-2030 identified some projects where the original completion dates did not adequately reflect:

- (a) the time required for local implementation following completion of regional deliverables.
 - (b) delivery timeframes dependent on resourcing and funding decisions.
5. As a result, it is requested that four project completion dates be amended:
- (a) Group Hazard and Risk Consequence Analysis (Severe Weather/Flooding Event): extended from June 2027 to June 2028.
 - (b) Local Government Long Term Risk Reduction Support: extended from June 2028 to June 2029 to allow implementation through local authority planning and Long-Term Plan processes.
 - (c) Develop Waikato NZ Response Team Capability: extended from December 2027 to December 2030 to reflect implementation and accreditation requirements of the NZ Response Team framework. This reflects the LTP budget request which has smoothed the set up costs across 2027-2030.
 - (d) Operational Response Management Tool: extended from March 2028 to June 2028 to allow sufficient time for implementation, training and organisational uptake across the Group.
6. The proposed amendments to these project completion dates provide for the allocation of resources and sufficient time allocated to achieve the agreed outcomes.

TE TAKE | ISSUE

7. The CDEM Professionals workshop held to develop the Local Implementation Plan for 2027-2030 identified that some project timelines were not achievable within the original timeframes, as they did not fully account for the time required for local implementation and organisational capacity constraints. This reduced the effectiveness of the proposed measures for accurately tracking progress and reporting outcomes.
8. As a result, it is proposed that the four project completion dates be extended to better reflect implementation, accreditation, training, and organisational adoption requirements.
9. The revised timeframes support a more realistic and achievable programme schedule and supports the delivery of intended outcomes within available resources.

ĒTAHI ATU TAKE | OTHER MATTERS

10. The Coordinating Executive Group (CEG) endorsed the proposed amendments to project delivery timeframes, recognising the need to align implementation with organisational capacity, available resources, and implementation capability.
11. Regular monitoring and reporting processes will continue to identify emerging risks, dependencies, and opportunities, enabling timely adjustments where required and supporting successful programme delivery and achievement of the Group Plan Actions.

TE HOROPAKI Ā-TURE | LEGISLATIVE CONTEXT

12. Under section 20 of the CDEM Act 2002 and section 97 of the Emergency Management Act 2026, CEG is responsible for overseeing implementation, monitoring, and evaluation of the CDEM Group Plan/Regional Emergency Management Plan.

KŌWHIRINGA I MANAKOHIA | PREFERRED OPTION

13. The preferred option is for the Waikato Emergency Management Committee approve the proposed amendments identified through development of the Local Implementation Plan 2027-2030.

WHAKAKAPINGA | CONCLUSION

14. Approval of the proposed amendments will support effective programme delivery, improve the accuracy of performance monitoring and reporting, and provide a more achievable implementation pathway for participating organisations.

NGĀ TOHUTORO | REFERENCES

15. Regional Emergency Management Plan (*Strategic Group Plan 2025–2030*) – [Strategic Plan | Waikato Civil Defence](#)
16. Waikato Emergency Management Action Plan (*Waikato CDEM Group Action Plan 2025–2030*) – [Group Plan Actions 2025-2030](#)
17. Emergency Management Act 2026 – [Emergency Management Act 2026 | New Zealand Legislation](#)

ĀPITI HANGA | ATTACHMENTS

Nil

5.3 GROUP PLAN ACTIONS – REPORT FOR THE PERIOD 1 OCTOBER 2025 TO 30 JUNE 2026

Rā | Date: 2 September 2026

Kaituhi | Author: Aaron Tregoweth, Team Leader, Operational Readiness

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

TE ARONGA | PURPOSE

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

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. This report provides the end-of-year (June 2026) consolidated view of progress towards the Waikato CDEM Group Plan Actions 2025-2030, which 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.

Regional Work Programme

4. Regional delivery is assessed as strongly *On Track* across all 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, with no projects currently *Off track*.
6. Two Māori partnership-related actions are *At Risk* because of legislative dependencies and resourcing constraints.

Local and Iwi-CDEM Co-design Implementation

7. Local implementation varies across individual projects and councils, reporting indicates the local authorities across the Group area have a strong level of implementation. Most actions are progressing as planned (*On track*), with several actions already completed. There is a small number of *At Risk* actions across specific councils and programme areas.
8. Local implementation is progressing well across the region, with most actions reported as *On Track* and several actions already completed. Progress is also evident across the Iwi-CDEM

Co-designed Work Programme, particularly in marae readiness, operational communications and whānau preparedness initiatives.

9. A small number of activities are assessed as *At Risk* or *Off Track*. Within the Iwi-CDEM Co-designed Work Programme, *Off Track* ratings have been reported for training and capability development, marae, whenua and whānau resilience activities, and risk reduction initiatives where implementation has not yet commenced or enabling resources and training packages are not yet in place.
10. Additional *At Risk* ratings relate to welfare arrangements and strategic communications structures. Common challenges include workforce capacity constraints, vacancies in key roles, competing priorities, and the need to transition regional frameworks into locally delivered programmes.
11. While these issues are currently concentrated within a small number of councils and programme areas rather than being systemic across the region, they will require ongoing monitoring to ensure consistent implementation of the Group Plan Actions is achieved.
12. 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 June 2026* (Waikato Emergency Management Committee, 21 September 2026) be received.

HOROPAKI | BACKGROUND

13. The Waikato CDEM Group, Strategic Group Plan 2025-2030 and Group Plan Actions 2025-2030, became effective on 1 October 2025.
14. In 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

15. **Regional Work Programme:** Emerging risks and dependencies for the Waikato Region Emergency Management Committee's attention are summarised below. Detail is provided in the attached Regional Work Programme report.
 - (a) *Legislative Dependent*
Welfare Cost Recovery – At Risk
 Work is paused pending national legislative direction.
 - (b) *Resource Dependency Current/Future*
Māori Partnership Actions – At Risk
 While programme design is progressing well, implementation is being constrained by staff capacity and resourcing challenges, impacting the pace of delivery. This remains a critical delivery constraint and is dependent on funding decisions through the Long Term Plan 2027-2037.

16. **Local Implementation Plan:** Is attached.
- (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 legislative change, national direction, tools, templates, or legislative clarity.
 - (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.
17. **Iwi-Civil Defence Emergency Management Co-Designed Work Programme:** Emerging risks and dependencies for the Waikato Region Emergency Management Committee's attention are summarised below.
- (a) Issues identified include:
 - (i) Training and capability development programmes – lack of training packages.
 - (ii) Welfare structures, where key welfare manager roles are vacant or operating arrangements are not in place.
 - (iii) Strategic communications and engagement structures.
 - (iv) Risk education and resilience initiatives.
 - (b) Overall, the programme demonstrates strong momentum and partnership commitment across the region. While some initiatives remain at an early stage of implementation, the predominant pattern is one of steady progress, with only a small number of councils reporting delivery concerns.

ĒTAHI ATU TAKE | OTHER MATTERS

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

WHAKAKAPINGA | CONCLUSION

19. This consolidated report provides the Waikato Emergency Management Committee with an end-of-year view of progress against the Waikato CDEM Group Plan Actions 2025–2030 and establishes trends for ongoing assurance and performance monitoring.

- (a) Overall progress across the Regional Work Programme is strong and stable, with delivery generally aligned to planned timeframes and no activities currently reported as off track.
 - (b) Local implementation and Iwi-CDEM co-designed work programme delivery are progressing positively, although progress varies across councils and programme areas due to capacity, sequencing, and competing operational priorities.
 - (c) The key risks identified are concentrated rather than systemic and are primarily linked to external dependencies, including legislative direction, funding decisions, national tools and templates, and resourcing constraints.
20. Continued use of the reporting structure across regional, local, and Iwi-CDEM work programmes will support consistent oversight, enable early identification of delivery risks, and guide targeted support where it is needed to maintain momentum against the Group Plan Actions.

NGĀ TOHUTORO | REFERENCES

21. Regional Emergency Management Plan (Waikato Civil Defence Emergency Management Group - Strategic Group Plan 2025-2030) and (Waikato Civil Defence Emergency Management Group - Group Plan Actions 2025-2030)

ĀPITI HANGA | ATTACHMENTS

1. **Regional Work Programme, Local Implementation Plan Reporting and Iwi-CDEM Codesigned Work Programme reporting** [↓](#)

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 June 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 2027	On track	Stable	Review has extended the finish date to align with legislative timelines.	Legislative timeline	Workshopping
	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: - legislative compliance - continuous improvement - policies and plans review cycle - resourcing.	Oct 2025	Dec 2026	On track	Stable	Group Plan Actions: - 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 June 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.	Gaps in hazard and risk information identified.	July 2025	June 2030	On track	Stable	Hazard, risk and consequence information for Hikurangi Subduction Zone project shared in December 25 and update on implementation and use of the information gathered.	None	Continue sharing the information through coordination groups and support implementation.
		To be undertaken through: Kerepehi Fault exposure and impact assessment.	Hazard research and risk assessments approved and reported.							
			Progress of local authority implementation of hazard and risk information reported.							
			Information gap analysis completed.	Oct 2025	June 2028	On track	Stable	Investigating availability of data and hazard information and feasibility of an assessment for this hazard.	None	Postpone commissioning of an impact assessment until 27/28 to incorporate relevant external research findings.
			Hazard and risk understanding increased through research and/or risk assessments.							
			Results reported and communicated to stakeholders.							
	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:	Implementation of risk reduction measures informed by results of increased hazard and risk understanding reported.	July 2025	June 2030	On track	Upward	Phase 1 of the project is completed.	None	Continue engagement, scoping and delivering phase two.
		Increase understanding of risks to infrastructure.	Infrastructure included in impact assessments.	Started	June 2030	On track	Upward	Mitigation monitoring programme project completed.	None	Implement the monitoring programme, monitor and report on progress annually.
			Results of impact assessments on risks communicated to infrastructure owners and operators.							
			Communication of the risk results within infrastructure organisations is reported to stakeholders.							
		Individually and collectively increase infrastructure resilience.	Mitigation programme is developed, implemented, monitored and reported.	Started	June 2030	On track	Upward	Mitigation monitoring programme project completed.	None	Implement the monitoring programme, monitor and report on progress annually.
		Infrastructure interdependencies and planning.	Understanding of infrastructure interdependencies is increased and reported.	April 2026	June 2028	On track	Upward	Phase 1 of the project is completed.	None	Continue engagement, scoping and delivering phase two.

Waikato CDEM Group Plan Actions						Regional Work Programme – Reporting 1 October 2025 to 30 June 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.	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: - 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. Marae preparedness is included in co-designed CDEM-iwi workplans and include Marae identified by iwi for emergency management planning.
	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:		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.
		Marae Preparedness.	Co-designed Iwi/Māori workplan to include Marae preparedness.	Started	June 2028	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.
		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.	<i>To be confirmed following legislation reform.</i>	Started	June 2027	At risk	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 are scheduled in Oct/Nov 2026.
		Create co-designed CDEM-Iwi/Māori Communication Plan.	<i>To be informed through engagement.</i>	Started	June 2028	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 June 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
		Understanding, processes and tools to integrate Marae within the response framework while acknowledging mātauranga Māori.	<i>To be informed through engagement.</i>	Started	June 2027	At risk	Downward	Undertook the Marae/natural hazards report: - 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	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. 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. Deliver communication such as What's the plan Stan, Kia rite kia mau/PACE strategy.	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	A GIS Common Operating Platform is in development with the GIS Specialist working on implementation with councils. Data use agreements with Emergency Services and Partner Agencies are ongoing. Due to response activities – estimated 2 weeks behind schedule.	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	Operational planning framework is currently being developed for use across the region. Due to response activities – estimated 2 weeks behind schedule.	None	Gather feedback from CDEM Professionals.

Waikato CDEM Group Plan Actions						Regional Work Programme – Reporting 1 October 2025 to 30 June 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
		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, impacted councils and ES partners.
		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	Business Case approved by JC.	None	Create an implementation plan for NZRT development and accreditation.
	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	Business Case approved by JC.	None	Identify suitable response tool and create an implementation plan.
	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 June 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. RRANZ course investigated that could fill gap in training until NEMA training has been developed.	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	Completed	Stable	Local strategic plans for recovery are completed and local recovery action plans in development to address areas identified by the planning.	None	Local implementation and review of local plans will continue.

Local Implementation Plan – Local Authority Reporting to 30 June 2026

Project Name	What we are doing and why we are doing this	How we will measure	Start	Finish	Waipā Ōtorohanga Waitomo	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC
		2025/27 – Years 1 & 2 Measures											
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. The identification of the consequences of a disaster on the Waikato allows focus of limited resources on things that matter and provides key inputs into the planning and response to these significant events. Continuing to share existing knowledge and understanding, this knowledge also helps to prioritise and drive our individual and community readiness activities. This information assists our partners such as Lifelines build risk reduction into critical infrastructure, and iwi with managing their risk and marae preparedness. This project will also bring together information/studies from a variety of sources into one place.	A stocktake of current hazard risks plans to be undertaken by LAs, with a summary of results provided to GEMO by 30 June 2026. 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). <i>Note: Tsunami – No measure in Years 1 & 2</i>	Jul-25	Jun-30	On track	On track	On track	On track	On track	On track	On track	On track	Complete
	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 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.	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. <i>Note – This action needs to be completed by Jun 26 due to LTP timelines.</i>	Jan-26	Jun-26	On track	On track	On track	On track	On track	On track	On track	At risk	On track
Monitoring and Assurance	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.	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.	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 Waitomo	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC
		2025/27 – Years 1 & 2 Measures											
Decision Support Tool	Identify and deliver an AI tool that supports decision making on complex issues in a timely manner. The use of AI in emergency management provides an opportunity to enhance decision makers understanding of the situation and possible options to respond. This project aims to improve notifications/warnings and response times.	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	Jan-26	Jun-27	On track	On track	On track	On track	Complete	Complete	Complete	Complete	At risk
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. 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.	Operational resources available, and aligned to National Operational Resources, are collated with any gaps identified.	Started	Dec-26	On track	On track	On track	On track	On track	On track	On track	On track	n/a
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. 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.	Strategic Plans for Local Recovery are completed.	Started	Jun-26	Complete	On track	Complete	Complete	Complete	On track	On track	Complete	n/a

Project Name	What we are doing and why we are doing this	How we will measure	Start	Finish	Waipā Ōtorohanga Waitomo	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC
		2025/27 – Years 1 & 2 Measures											
Delivery of CDEM across Group	Review and agreement of the CDEM roles and responsibilities between the CDEM Group and individual council members. The Waikato CDEM Group operates a mixed model of a shared service/devolved responsibility approach while acknowledging each individual member must be engaged and is responsible for CDEM. A cornerstone of this arrangement are agreements defining the roles of the Group and its councils including financial responsibilities. The Government has also introduced legislative change which may impact on the roles and responsibilities of the Group and member councils.	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-27	On track	On track	On track	On track	On track	On track	On track	On track	On track
Review of Group Resourcing	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.	An analysis of identified resourcing requirements and gaps to achieve agreed work programmes is provided.	Jul-26	Mar-27	No reporting - not scheduled to start till July 2026.								
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. Waikato Iwi/Māori and the Group have entered into a Regional CDEM-Māori Framework which guides our relationship and the work we do. Māori are a key partner in the Group delivering emergency management across Waikato. In the past the capability and capacity of iwi Māori/mana whenua has been under-utilised and not coordinated with the CDEM response. This project seeks to help iwi Māori/mana whenua build their own capability to take their place in emergency management and help provide an equitable response for Māori.	The approved marae preparedness work programme has been implemented. Communication with iwi has regularly and proactively been undertaken by LA emergency management staff. Examples of proactive engagement include: - Sharing a hazardscape report. - Sharing a community response plan - Statutory appointed roles visit one marae per year.	Started	Jun-28	On track	On track	On track	On track	On track	On track	On track	On track	n/a

Project Name	What we are doing and why we are doing this	How we will measure	Start	Finish	Waipā Ōtorohanga Waitomo	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC
		2025/27 – Years 1 & 2 Measures											
Public Communication and Education Programme	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. 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. Deliver communication such as What’s the plan Stan, Kia rite kia mau/PACE strategy. 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. 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.	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. All LAs to document their potentially disproportionately impacted communities and develop targeted campaigns to support the communities. <i>Note - The GEMO will enable this work and support LAs to work with the identified communities.</i>	Apr-26	Jun-27	On track	On track	On track	On track	On track	On track	At risk	On track	On track

Project Name	What we are doing and why we are doing this	How we will measure	Start	Finish	Waipā Ōtorohanga Waitomo	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC
		2025/27 – Years 1 & 2 Measures											
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. 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. Communities are often the first responders in an emergency; in a significant event they may need to look after each other until help arrives. Community members being involved in a community response also supports better recovery. This programme seeks to support communities by analysing their risks and identifying how they will respond and support each other. The process aims to build community connections, identify community strengths and show how communities and TLAs can reduce risks.	Communities are engaged through workshops that ensure communities have an understanding of risks, preparedness measures and effective response strategies at their local level. <i>Note - The GEMO will enable this work and support LAs to work with the identified communities.</i>	Apr-26	Jun-27	On track	On track	On track	On track	On track	On track	At risk	On track	n/a
Local Government Long Term Risk Reduction Support	Develop an agreed framework that supports regional and territorial authorities, in partnership with iwi Māori /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.	A framework to identify long term, region-wide strategies for the reduction of significant risks from natural hazards is developed and implemented. Implementation of the framework will be reported to CEG.	Oct-26	Jun-28	No reporting - not scheduled to start till October 2026.								
Partnering with Māori in Emergency Management	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.	Issue invitations to Council’s known iwi contacts (including Pouārrahi), to attend an IMT meeting or training session. At least one meeting with iwi from local Marae per year are requested by emergency management staff and include territorial authority statutory role holders. An invitation to engage is issued to Māori Wardens (where present) in Council area.	Started	Jun-30	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 Waitomo	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC
		2025/27 – Years 1 & 2 Measures											
		<i>NB: this is using the Regional Co-designed Māori work programme as a guide (noting it is specific to three iwi) until Local Co-designed Marae/Hapū-LA CDEM work programmes are developed.</i>											
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. 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.	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. WLUG members will update on progress to agreed measures of WLUG work programme.	Jul-25	Jun-30	On track	On track	On track	On track	On track	At risk	On track	On track	On track
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. 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.	Report quarterly to CEG, confirming Local Recovery Manager appointed and meets annual credential requirements. Report through Community Resilience and Recovery Oversight Committee on planning and delivery of recovery.	Started	Jun-27	At risk	On track	On track	On track	On track	Complete	On track	On track	n/a

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

NB: this uses the Regional Co-designed Māori Work Programme (co-designed with three iwi) as a guide for Local Authorities until Local Co-designed Marae/Hapū-LA CDEM work programmes are developed.

Theme	Target Condition (examples)	Actions (examples)	Measures / success (examples)	Who	Waipā/ Ōtoroha nga/ Waitom o	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC
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	On track	On track	On track	On track	On track	On track	On track	On track	n/a
		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		GEMO									
		Develop plan of priority marae to be worked with first	Plan of priority marae shared with local councils	Iwi									
		Maintain the list of marae engagement Review (Check and adjust) of Marae Preparedness Toolkit with Council and Iwi staff	Quarterly report to CEG and Iwi	GEMO									
			Reviewed and adjusted toolkit	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	On track	On track	On track	On track	On track	On track	On track	On track	n/a
		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 TA Staff									
		Use programme to deploy during Marae visits and whanau EM days	Increase in whanau who have taken measures to prepare for emergencies										
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 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 Maōri Framework and CIMS Manual (3rd edition).	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	On track	At risk	On track	n/a
		Develop training programme / plan to guide delivery of training	Training plan identifies: 1. who will deliver training 2. priority of who / where training is targeted 3. delivery calendar	GEMO, local EM advisors and Iwi advisors									
		Deploy training in accordance with the plan	Number of training session delivered and attendees Feedback sessions identify improvement opportunities	TBD									

Theme	Target Condition (examples)	Actions (examples)	Measures / success (examples)	Who	Waipā/ Ōtorohanga/ Waitomo	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC
		Annual check and adjust of content, plan and delivery	Training is continually improved	All stakeholders									
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)	Improved understanding of roles and responsibilities and overlapping activity	Waikato CDEM Group Welfare Manager and Iwi	Complete	On track	On track	Complete	At Risk	On track	At risk	On track	n/a
		Review membership on Local Welfare Committees		Local Welfare Managers and Iwi									
		Develop and share a multi-agency welfare delivery matrix plan so agency roles and responsibilities are understood including iwi authority and marae response		Waikato Welfare Coordination Group and Iwi									
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, TAs GEMO TAs and EM Partner organisations	On track	On track	On track	On track	At risk	On track	At risk	On track	On track
Operational	Iwi are included in operational comms e.g. alerts and warnings? What would the iwi do in response to the information?	Identify office holders in the iwi authority to receive communications intended for Local Authority (and other agency) operational staff	Iwi receive operational information at the same time as our other EM partner organisations.	Iwi	On track	On track	On track	On track	On track	On track	On track	On track	On track

Theme	Target Condition (examples)	Actions (examples)	Measures / success (examples)	Who	Waipā/ Ōtoroha nga/ Waitom o	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC
	What does CDEM need to know about the response at tribe / marae / haapu / whanau level?	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	During a response and recovery operation Iwi share status reports and other information proactively with the emergency management system.	GEMO, TAs and EM Partner organisations GEMO, TAs and EM Partner organisations									
Marae, whenua and whanau 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 Maōri 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	TAs, GEMO, WRC, Iwi	On track	On track	On track	On track	On track	On track	Off track	On track	On track
Risk reduction - (not marae/)	Iwi (iwi authority, Marae committee, Whanau, Kura, business and community entities) have an improved understanding of risks in their rohe (where they work, live and play)	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 sharing and use in 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 be resilient to the impacts of hazards and to be	GEMO, Iwi GEMO	On track	On track	On track	At risk	On track	On track	Off track	On track	n/a

Theme	Target Condition (examples)	Actions (examples)	Measures / success (examples)	Who	Waipā/ Ōtoroha nga/ Waitom o	HCC	Waikato DC	TCDC	Hauraki DC	MPDC	SWDC	Taupō DC	WRC
		Support Business Continuity Planning with Iwi commercial and social enterprise organisations (TGH?)	able to respond quickly after events.	GEMO, Council (Economic Development staff(, Iwi (TGH), (Farms, Forestry, Hauora)									

5.4 GROUP FINANCES 1 JULY 2025 TO 30 JUNE 2026

Rā | Date: 2 September 2026

Kaituhi | Author: Vicky Cowley, Strategic Planning Advisor

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

TE ARONGA | PURPOSE

1. To provide the Waikato Emergency Management Committee with a report on the Waikato Emergency Management financial performance for the year ended 30 June 2026, including analysis of revenue, expenditure, and key variances against budget.
2. To provide assurance on any 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 Emergency Management financial performance for the 2025/26 financial year, including key variances in revenue and expenditure against budget.
4. Overall, the Group recorded a net deficit of \$28,070 at the end of the financial year.
5. Revenue is broadly in line with budget. 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.
6. Labour expenditure was \$127,377 above budget. This primarily reflects changes to timesheet coding practices and increased staff utilisation during response and recovery activities. The variance does not represent an equivalent increase in salary expenditure, as most of the impact is offset through Net Allocated Costs.
7. Total expenditure remained under budget.
8. The year-end deficit of \$28,070 reflects the combined impact of deficits carried forward from 2024/25 and incurred during 2025/26. This was partially offset by the Waikato Regional Council (WRC) operating surplus credit. The underlying financial pressures arose primarily from the cessation of service level agreement income and severe weather response costs.
9. Financial performance is well understood, with all material variances identified and explained. Improvements to the treatment of ringfenced funds and cost allocation processes have strengthened financial transparency and provide greater assurance regarding the integrity of financial reporting.
10. The Emergency Management Coordinating Executive Group (CEG) supported managing the remaining \$28,070 deficit within the 2026/27 budget. However, uncertainty remains regarding any recommendations arising from the coroner's findings into the 2023 North

Island Severe Weather Event. These may require the engagement of legal counsel and result in additional unbudgeted costs during 2026/27, which could result in a year-end deficit.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Group Finances 1 July 2025 to 30 June 2026* (Waikato Emergency Management Committee, 21 September 2026) be received.

HOROPAKI | BACKGROUND

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

TE TAKE | ISSUE

13. The table below outlines revenue and expenditure for the period 1 July 2025 to 30 June 2026.

Revenue	Full Year Actual	Full Year Budget	Variation	% Actual of Budget
Total Revenue	2,558,778	2,539,871	18,907	101%
Expenditure	Full Year Actual	Full Year Budget	Variation	% Actual of Budget
Labour	1,501,112	1,373,735	(127,377)	109.3%
Direct Costs	1,031,730	1,062,326	30,596	97.1%
Net Allocated Costs	1,164,230	1,314,558	150,527	88.6%
Total Expenditure	3,722,505	3,780,328	57,823	98.5%
Surplus/(Deficit)	(28,070)			

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.

14. Total Revenue:

Total revenue was \$18,907 more than budget, which primarily relates to National Emergency Management Agency (NEMA) reimbursement for training delivered by Waikato Emergency Management Office (WEMO) staff.

15. Labour:

Overspend of \$127,377, 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.

16. Direct Costs:

Underspend reflects fiscal restraints applied to manage expenses.

17. Net Allocated Costs:

The underspend directly corresponds to:

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

18. Total Expenditure:

Under budget, driven by fiscal restraints on expenditure and lower allocated costs.

19. Surplus/(Deficit):

The year-end deficit of \$28,070 reflects the combined impact of deficits carried forward from 2024/25 (\$169,040) and incurred during 2025/26 (\$290,030), partially offset by WRC operating surplus credit (\$431,000). The underlying financial pressures arose primarily from the cessation of service level agreement income and severe weather response costs.

ĒTAHI ATU TAKE | OTHER MATTERS**20. Long Term Plan 2027-2037:**

The Emergency Management Committee has resolved that an increase to the Waikato Emergency Management budget for 2027-2037 is required, to be funded through WRC targeted rates. This proposal is being progressed WRCs Long Term Plan 2027-2037 process.

Reserves and Income in Advance:

Income received from WLUG members and from NEMA for training activities is classified as income in advance to ensure these funds remain ringfenced and do not impact targeted rate reserves. Monthly drawdowns are applied to match actual expenditure, ensuring transparent and neutral financial treatment.

21. Assurance:

Financial performance for the year ended 30 June 2026 has been assessed against the approved budget. Material variances have been identified, analysed and are considered understood. The revised treatment of WLUG and training funds strengthens transparency, improves the management of ringfenced revenue, and provides greater assurance over the integrity of financial reporting.

Potential unbudgeted pressures for 2026/27 are identified and remain a risk to financial performance.

WHAKAKAPINGA | CONCLUSION

22. Waikato Emergency Management recorded a net deficit of \$28,070 for the year ended 30 June 2026 after application of the WRC operating surplus credit. Revenue was broadly in line with budget and total expenditure remained below budget. Key variances, particularly labour and allocated costs, are understood and largely reflect accounting treatment and response activity rather than underlying budget pressures.

NGĀ TOHUTORO | REFERENCES

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

ĀPITI HANGA | ATTACHMENTS

Nil

5.5 NATIONAL EMERGENCY MANAGEMENT AGENCY QUARTERLY UPDATE

Rā | Date: 2 September 2026

Kaituhi | Author: Sheree Findon, Business Support Officer, CDEM

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

TE ARONGA | PURPOSE

1. To provide the Waikato Emergency Management 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 Emergency Management Committee, 21 September 2026) be received.

HOROPAKI | BACKGROUND

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

WHAKAKAPINGA | CONCLUSION

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

ĀPITIHINGA | ATTACHMENTS

1. National Emergency Management Agency Update - September 2026 [↓](#)



National Emergency Management Agency (NEMA) Update

Waikato Emergency Management Committee

September 2026

Purpose

1. To provide the Committee with assurance on nationally led emergency management system improvements, identify implications for Otago, and highlight where continued regional engagement is required

Executive Summary

2. **Emergency Management System Strengthening:** NEMA continues to advance priority legislative and operational reforms to strengthen New Zealand's emergency management system, working closely with CDEM Groups on implementation planning.
3. **Emergency Management Act (EM Act):** The EM Act has now come into force. NEMA is supporting the sector to implement change.
4. **EMS-OS:** Following Budget 2026 funding, EMS-OS has entered phased delivery to modernise emergency management technology, with ongoing engagement helping shape future capability development.
5. **El Niño Readiness:** NEMA is supporting national preparedness activities and shared situational awareness for potential El Niño impacts, including drought, wildfire risk, and weather-related disruptions.

Emergency management system strengthening

6. The national emergency management work programme remains focused on establishing a stronger legislative, operational and planning foundation for complex, large-scale emergencies. The Emergency Management Bill and Emergency Management Sector Operational Systems (EMS-OS) programme remain the highest priority system initiatives.
7. NEMA remains committed to working alongside Emergency Management committees and Regional Emergency Management Offices to ensure that national initiatives are practical, informed by regional experience and aligned with local arrangements. Early and ongoing engagement will support implementation planning and help identify capability, assurance and resourcing implications as they emerge.

Emergency Management Act (EM Act)

8. The Emergency Management Bill (No.2) had its third reading on 25 August 2026 and received Royal Assent on 3 September 2026, passing the bill into law on Friday 4th September 2026.
9. The passage of the EM Act marks a significant milestone for New Zealand's emergency management system. The Civil Defence Emergency Management Act (CDEM Act) has been in place since 2002, and over the past two decades New Zealand has experienced major emergencies, inquiries, reviews,



and system reforms that have highlighted both the strengths of the current system and the need for change.

10. The EM Act reflects the increased expectations of the emergency management system and everyone involved in it. It provides new tools and mechanisms to strengthen capability, improve consistency, and lift performance across the sector, while supporting objectives that have emerged from successive reviews and inquiries into emergency management.
11. The EM Act enables significant change, but implementing that change requires a careful and considered approach. NEMA recognises that many parts of the emergency management system are already operating under pressure, while also responding to increasing emergency risks, wider public sector reforms, and competing priorities. As a result, implementation will be sequenced and prioritised over time, focusing first on the areas that are most critical to achieving the intended reforms.
12. A series of Topic Information Sheets that highlight changes and implementation implications are available on [NEMA's website](#).

Emergency Management Sector Operational Systems (EMS-OS)

13. EMS-OS was funded through Budget 2026 and is intended to modernise the technology used across response and recovery. The programme comprises four connected capabilities: a sector foundational data platform, a common operating picture, operational coordination tools, and an upgraded National Warning System.
14. Delivery is phased. Near-term work is focused on warning-system and selected stand-alone tools. Data-platform improvements and more integrated operational tools are expected to follow, with the full system anticipated to take about three years to develop and mature.
15. NEMA facilitated a workshop in Hamilton on 16-17 July. The workshop was part of a national series intended to inform assumptions for the next detailed business case, including extension of operational tools to regional and local users. NEMA considers Waikato's involvement essential to ensure the solution is designed with regional requirements in mind, including multi-agency coordination, regional interdependencies, data governance, cyber security and the transition from current tools and processes.

El Niño webinar and seasonal planning

16. International climate agencies and preparedness networks are monitoring the development of El Niño conditions during 2026-27. NEMA's regional engagement approach is to support shared situational awareness and practical planning.
17. A national webinar was convened recently to bring together views from across the sector on potential impacts and to assist situational awareness. Nationally, potential readiness discussions are considering drought and water-supply stress, elevated vegetation-fire conditions, heat and health impacts, coastal and marine effects, severe-weather variability, supply-chain disruption, and the potential for concurrent events.



Resilience Fund applications

1. NEMA finalised the Resilience Fund applications for FY2026/2027. Due to an increase of applications and emergency events in 2026 NEMA delayed the final process. We are pleased that four projects have been approved in the Waikato Region, with a total cost of \$185,250. Note, one project since being approved has submitted a new estimate of costs. All applicants have been advised of their outcomes:
2. The four successful projects were:
 - Waikato Resilience Video Series
 - Waikato CDEM Group Power Out, Plan On campaign
 - Ngati Tamatera - Iwi-led emergency preparedness and community resilience
 - Embedding family violence risk mitigation into disaster preparedness planning: A capability uplift for CDEM
3. NEMA Financial Assurance look forward to receiving high-level quarterly reporting.
4. Applications may now be submitted for the FY2027/2028, all applications require endorsement by the CDEM Group and sign off by CEG Chair.

Matthew Bramhall | Senior Regional Emergency Management Advisor

National Emergency Management Agency Te Rākau Whakamarumaru

5.6 GOVERNMENT REFORMS

Rā | Date: 2 September 2026

Kaituhi | Author: Vicky Cowley, Strategic Planning Advisor

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

TE ARONGA | PURPOSE

1. To provide the Waikato Emergency Management Committee an update on recent central government reforms and their implications for emergency management governance, planning, implementation and assurance across the Waikato region.

KŌRERO WHAKATAKI | EXECUTIVE SUMMARY

2. Government reform activity continues to progress across emergency management, local government, planning and climate adaptation. Of the five priority reforms previously identified by the Waikato Civil Defence Emergency Management (CDEM) Group, the Emergency Management Act 2026 is the most significant, having received Royal Assent on 3 September 2026. The legislation strengthens expectations for regional planning, implementation, consultation, monitoring and assurance across the emergency management system.
3. The reforms increasingly position Regional Emergency Management Plans (*Strategic Group Plan 2025-2030*) as the primary mechanism for delivering emergency management outcomes. They require greater participation from local authorities, infrastructure providers, iwi, Māori and partner agencies, while strengthening connections between emergency management, long-term planning, infrastructure investment, climate adaptation and hazard-risk reduction.
4. Collectively, these reforms signal a shift from a system focused primarily on emergency response capability to one increasingly focused on demonstrating risk reduction, resilience, implementation and assurance outcomes. The key challenge for Waikato is demonstrating that planning, governance, capability and investment activities are collectively reducing the region's highest-priority risks and improving community resilience.

TAUNAKITANGA KAIMAHI | STAFF RECOMMENDATION:

That the report *Government Reforms* (Waikato Emergency Management Committee, 21 September 2026) be received.

HOROPAKI | BACKGROUND

5. Waikato Emergency Management Coordinating Executive Group has identified 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

7. The Emergency Management Act 2026 has now received Royal Assent, providing greater certainty regarding future statutory requirements for regional emergency management planning, implementation, consultation and assurance. Waikato Emergency Management is now transitioning from monitoring the development of the legislation to considering its implementation implications and the actions required to support compliance and effective delivery across the region.

ĒTAHI ATU TAKE | OTHER MATTERS

8. No submissions have been undertaken since the 22 June 2026 Joint Committee meeting.
9. The table below provides a high-level comparison between key themes raised in the Waikato CDEM Group submission and the final legislative outcomes reflected in the Emergency Management Act 2026.

Waikato CDEM Group – Emergency Management Bill Submission

Theme submitted by Waikato	Outcome in Select Committee Report
Stronger REMP framework	Largely accepted and reinforced
LTP linkage	Accepted and strengthened
Māori participation	Accepted and strengthened
Enhanced consultation	Accepted and strengthened
Infrastructure resilience	Partially accepted
Wider essential infrastructure sectors	Not accepted
Funding concerns	Largely unresolved
Controller competency standards	Partially addressed
Recovery governance changes	Limited uptake
Boundary alignment issues	Not addressed

Emergency Management Bill

10. The Emergency Management Act 2026 received Royal Assent on 3 September 2026.
11. *Regional Emergency Management Plans become the primary implementation instrument:*
The Bill strengthens the role of Regional Emergency Management Plans as the principal mechanism for delivering emergency management outcomes at a regional level. Additional consultation requirements apply to iwi and Māori, disproportionately affected communities, infrastructure providers and agencies with responsibilities under the plan.
12. *Stronger alignment with local authority planning and investment:*
Local authorities will be required to identify within their Long Term Plans how they will implement or progress responsibilities arising from Regional Emergency Management Plans. This increases accountability for implementation through planning, infrastructure, capability and investment decisions.
13. *Greater emphasis on assurance and implementation:*
The Bill strengthens expectations around compliance, monitoring, reporting and oversight, increasing the importance of demonstrating that plans are being implemented, capability maintained and statutory responsibilities fulfilled.

Planning, Climate Adaptation and Spatial Planning Reforms

14. Regional Spatial Plans, climate adaptation requirements and resource management reform are collectively shaping the future policy and planning environment for hazard-risk, growth and infrastructure decisions. Regional Spatial Plans are emerging as the key mechanism for integrating natural hazard and climate risk, future growth, infrastructure investment, transport networks, adaptation priorities and long-term community resilience outcomes.
15. These reforms increasingly integrate hazard-risk reduction, climate adaptation planning, land-use planning, infrastructure investment and regional spatial planning. Collectively they represent a shift from managing the consequences of natural hazards toward reducing exposure and vulnerability before development occurs.

Local Government (System Improvements) Bill

16. The Local Government (System Improvements) Amendment Bill passed its second reading on 30 June 2026 and is currently progressing through the Committee of the Whole House stage.
17. The reforms continue to reinforce emergency management as a recognised activity within council planning, funding and performance frameworks. This may increase visibility of emergency management capability, resilience and preparedness outcomes within Long Term Plans and organisational performance reporting.

Assurance

18. The Emergency Management Bill, together with related local government, planning and climate adaptation reforms, increases the need for assurance that Waikato's highest-priority risks are being systematically managed through coordinated planning, investment, capability development, infrastructure resilience and risk-reduction activities. It also increases expectations that implementation progress and resilience outcomes can be demonstrated.
19. A series of workshops with the Emergency Management Committee and Coordinating Executive Group members will support implementation of the Emergency Management Act 2026. These workshops will promote a shared understanding of the Act's key changes,

implications and responsibilities, while supporting informed governance, oversight and strategic decision-making across the Waikato Emergency Management system. The first workshop is scheduled for 21 September 2026 following the Emergency Management Committee meeting.

WHAKAKAPINGA | CONCLUSION

20. The Emergency Management Bill, together with wider local government, planning and climate adaptation reforms, continues to strengthen expectations for risk reduction, resilience and implementation across the emergency management system.
21. For Waikato, the key challenge is demonstrating that existing plans, governance arrangements, capability investments and partner activities are collectively contributing to improved community resilience and addressing the region's highest-priority risks. Increasingly, the expectation is not only that emergency management arrangements exist, but that they can demonstrate measurable implementation and resilience outcomes across the region.

ĀPITI HANGA | ATTACHMENTS

Nil

6 KARAKIA WHAKAMUTUNGA

Unuhia, unuhia

Unuhia mai te uru tapu nui

kia wātea, kia māmā,

te ngākau, te tinana, te hinengaro,

i te ara takatū

Koia rā e Rongo

e whakairia ake ki runga

kia tina! TINA!

Haumi ē, hui ē, TĀIKI ē!

Draw on, draw on,

Draw on to the supreme sacredness

To clear, to free

our heart, body and soul

Our pathway prepared

Lo, there is peace

suspended high above

manifest!

draw together!

Affirm!