

**Civil Defence Emergency Management
Group Meeting**

Wednesday 3 June 2026 at 1:00 pm - 3:00 pm

AGENDA



Civil Defence Emergency Management Group Meeting Agenda

Meeting to be held in the Council Chamber
36 Water Street, Whangārei
on Wednesday 3 June 2026, commencing at 1:00 pm - 3:00 pm

Recommendations contained in the agenda are NOT decisions of the meeting. Please refer to minutes for resolutions.

MEMBERSHIP OF THE CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP MEETING

Chairperson, Councillor Colin Kitchen

Deputy Chair - FDNC Councillor Kelly Stratford	WDC Mayor Ken Couper	KDC Councillor Gordon Lambeth
NEMA Representative Shona Morgan	NZ Police Representative Matthew Srhoj	FENZ Representative Wipari Henwood

KARAKIA / WHAKATAU

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TITLE: Confirmation of Minutes - 3 March 2026
From: Haylee Labelle, Personal Assistant Community Resilience
Authorised by Louisa Gritt, Group Manager - Community Resilience, on 05 May 2026
Group Manager/s:

Ngā mahi tūtohutia / Recommendation

That the minutes of the Civil Defence Emergency Management Group meeting held on 3 March 2026, be confirmed as a true and correct record and that these be duly authenticated by the Chair.

Attachments/Ngā tapirihanga

Attachment 1: CDEM Minutes [↓](#) 

Civil Defence Emergency Management Group Meeting
3 March 2026

Civil Defence Emergency Management Group Meeting Minutes

Meeting held in the Council Chamber
36 Water Street, Whangārei
on Tuesday 3 March 2026, commencing at 1:00 pm - 2:30 pm

Tuhinga/Present:

Chairperson - NRC Councillor, Colin Kitchen
Deputy Chair - FNDC Councillor, Kelly Stratford (online)
WDC Mayor, Ken Couper (left 2.37pm)
KDC Councillor, Gordon Lambeth
NEMA Representative, Shona Morgan
FENZ Representative, Wipari Henwood
NZ Police Representative, Matthew Srhoj (left 2.36pm)

I Tae Mai/In Attendance:

Full Meeting

FNDC CE Guy Holroyd (online – left 2.51pm)
FNDC GM Community & Engagement, Ruben Garcia
NRC CE, Jono Gibbard (online)
NRC GM Community Resilience, Louisa Gritt
NRC CDEM Manager, Damian Rio
NRC Emergency Management Partnership Manager, Brendon Gray
NRC Governance Manager, Jane Hickmott (online)
Emergency Management Response Specialist, Jenny Calder
NRC Welfare Specialist, Kylie Cox
NRC Emergency Management Specialist, Tony Devanney
NRC Emergency Management Specialist, Laura Exton
NRC Emergency Management Specialist, Kori Puckey (online)
NRC Emergency Management Specialist, Bill Hutchinson (online)
NRC Emergency Management Specialist, Rongomaiwahine Glassie (online)
Emergency Management Specialist – Lifelines, James Harvey (online)
Emergency Management Communications Specialist, Zach Woods – (online)
Medical Officer of Health, Dr David Sinclair
FNDC Contractor, Alistair Wells (online)
KDC Group Controller, Alastair Dunlop (online)
KDC Local Controller, Jack Rudolph (online)

Part Meeting

KDC Alternate Member Snow Tane (left 2.37pm)
NRC Alternate member Arama Morunga
WDC Alternate member Nicholas Connop (left 2.24pm)
NRC Chairman, Pita Tipene (left 1.18pm)
WDC GM Community Services, Victoria Harwood (left 2.38pm)
NRC Monitoring Manager, Jason Donaghy
NRC Kai Whiri Iwituna – Senior Catchment Advisor, Chantez Connor-King
NRC Natural Hazards Specialist, Sarah Gauden-Ing

The Chair declared the meeting open at 1pm with Karakia by Wipari.

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Ngā Mahi Whakapai/Housekeeping (Item 1.0)

Ngā whakapahā/Apologies (Item 2.0)

There were no apologies.

Secretarial note: apologies noted for the record for the following non-members: CEG Chair – WDC CE Simon Weston, Deputy CEG Chair – KDC CE Jason Marris, KDC Interim CE – Michael Day, FNDC Mayor Moko Tepania, Papanui Polamalu

Receipt of Supplementary Agenda Item (Item 2.0A)

Report from Louisa Gritt, GM Community Resilience

Moved (Stratford/Couper)

That as permitted under section 46A(7) of the Local Government Official Information and Meetings Act 1987 the supplementary report be received.

Carried

Secretarial notes: The supplementary agenda item is number 8.6

Nga whakapuakanga/Declarations of Conflicts of Interest (Item 3.0)

It was advised that members should make declarations item-by-item as the meeting progressed.

Confirmation of Minutes - 9 December 2025 (Item 4.1)

Report from Haylee Labelle, Personal Assistant Community Resilience

Moved (Lambeth/Kitchen)

That the minutes of the Civil Defence Emergency Management Group meeting held on 9 December 2025, be confirmed as a true and correct record and that these be duly authenticated by the Chair.

Carried

Secretarial notes: The chair took the opportunity to acknowledge the exceptional resilience and preparedness of staff, agencies and local communities during the January weather event, with civil defence centres and Maraes activating quickly to support affected whanau. Emergency services were recognised for their professionalism and seamless cooperation with councils and community response groups. Discussed the ongoing recovery phase, emphasising the importance of strong communication and community-led resilience. It was noted that while immediate lessons are being gathered, a more comprehensive review will occur once the situation stabilises.

Receipt of Action Sheet (Item 5.1)

Report from Haylee Labelle, Personal Assistant Community Resilience

Moved (Couper/Stratford)

That the action sheet be received.

Carried

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National Emergency Management Agency Update (Item 6.1)

Report from Shona Morgan, NEMA Representative - Senior Regional Emergency Management Advisor

Moved (Couper/Kitchen)

That the report 'National Emergency Management Agency Update' by Shona Morgan, NEMA Representative - Senior Regional Emergency Management Advisor and dated 13 February 2026 be received.

Carried

Secretarial notes: Hon Chris Penk is visiting Northland next week. Members were informed that a formal announcement regarding government contributions to mayoral relief funds would be made shortly. Mayor Couper reported initial funding received and anticipation for further government support.

Actions:

1. **NEMA Representative to send an email to FNDC Representative summarising the mayoral relief fund information provided at the meeting.**

Membership and appointments – Northland CDEM Group (Item 7.1)

Report from Damian Rio, CDEM Emergency Manager and Kylie Cox, Welfare Coordination Group Representative

Moved (Stratford/Couper)

1. That the report 'Membership and appointments – Northland CDEM Group' by Damian Rio, CDEM Emergency Manager and Kylie Cox, Welfare Coordination Group Representative and dated, 23 February 2026 be received.
2. That CDEM note the resignations of Health New Zealand representative – Sarah Boniface.
3. That CDEM note the stepping down of iwi representative Snow Tane from CEG.

Carried

Secretarial notes: The committee acknowledged the effort and contributions of Snow Tane in the iwi space for CEG.

Actions:

1. **CDEM Manager to draft letter of appreciation to Snow Tane for contributions to the CEG as iwi representative**

CDEM Group Plan Delivery (Item 7.2)

Report from Damian Rio, CDEM Emergency Manager

Moved (Kitchen/Stratford)

1. That the report 'CDEM Group Plan Delivery' by Damian Rio, CDEM Emergency Manager and dated 17 February 2026, be received.
2. That the Northland CDEM Joint Committee note the additional information requested by the Coordinating Executive Group to enable more effective oversight of the operational delivery of the Northland CDEM Group plan.

Carried

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Secretarial notes: Concerns were raised about KPIS added operationally and not in collaboration with governance. Members want to ensure that collaboration occurs on the next group plan KPIS. Understands that they are operational but believes in working together on the work programme and KPIS.

CDEM manager confirmed that the drafted timeline includes governance and agency workshops with key partners, community consultation and NEMA assessment before sign off by the CDEM and it is sent to the Minister.

CDEM Finance Report (Item 7.3)

Report from Tony Devanney, Emergency Management Specialist

Moved (Stratford/Couper)

That the report 'CDEM Finance Report' by Tony Devanney, Emergency Management Specialist and dated 19 February 2026, be received.

Carried

Secretarial notes: Explained the three budgets: Total civil defence budget (funded by targeted rates and service level agreements), CEG and Joint Committee administrative budget (district councils contribute), and reserve fund budget (used for projects like tsunami sirens). Positive variances were noted due to recovery funding rollovers, but a deficit is expected next year.

Cr Stratford raised concerns about the lack of detail regarding the MACC, questioning where council contributions are held and how progress is reported. It was clarified that the project is managed by NRC's property team and will be reported through different processes, with a commitment to provide financial updates at governance level.

Future financial reports will be more spreadsheet-based and less narrative, providing clearer tracking of each budget. The group agreed to include MACC project funding details at the next meeting for improved transparency.

Actions:

- 1. Financial information for the MACC and to be included in the finance update to Governance**

Section 17a Review Update (Item 7.4)

Report from Damian Rio, CDEM Emergency Manager

Moved (Couper/Stratford)

1. That the report 'Section 17a Review Update' by Damian Rio, CDEM Emergency Manager and dated 2 February 2026, be received.
2. That the Northland CDEM Group Joint Committee note the recommendations arising from the *Northland CDEM Group Capability Assessment Report (September 2025)*.
3. That the Northland CDEM Group Joint Committee endorse the implementation plan incorporating short-, medium- and long-term actions as outlined in this report. (Attachment 1).
4. Request an independent review to be undertaken of the response and transition to recovery of the severe weather event January 2026

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5. Request that the outcomes of the independent review are used in conjunction with the Section 17a review recommendations in the decision making for future CDEM funding and structure arrangements in Northland

The motion was lost

Moved (Kitchen/Couper)

1. That the report 'Section 17a Review Update' by Damian Rio, CDEM Emergency Manager and dated 2 February 2026, be received.
2. That the Northland CDEM Group Joint Committee note the recommendations arising from the Northland CDEM Group Capability Assessment Report (September 2025).
3. That the Northland CDEM Group Joint Committee approve a staged, flexible implementation plan incorporating short-, medium- and long-term actions as outlined in this report. (Attachment 1).

Carried

Secretarial notes: Discussed the findings and recommendations of the Section 17A review, focusing on capability gaps, governance roles, operational leadership, and the endorsement of an implementation plan with short, medium, and long-term actions.

CDEM Manager summarised the Section 17A review, noting strengths in community preparedness and public information, but identifying gaps in recovery, response, operational leadership, and integration of iwi and communities. Twelve recommendations were developed, spanning effective response, community resilience, and governance.

Mayor Couper proposed an independent review of the severe weather event response and transition to recovery, but concerns were raised about funding and the value added compared to internal reviews. The motion for an independent review was not supported, with the group opting to continue internal review processes and escalate recommendations to the Mayoral forum as needed.

Cr Stratford requested improved reporting from local councils on progress towards operational readiness and resilience goals, including business continuity and emergency preparedness. CDEM Manager confirmed that enhanced internal reporting and community consultation are part of the review's recommendations.

Agency Updates (Item 8.1)

Report from Haylee Labelle, Personal Assistant Community Resilience

Moved (Lambeth/Couper)

That the verbal updates from FENZ, Police and any other agencies, be received

Carried

Secretarial notes: David Sinclair introduced himself as the Medical Officer of Health at Te Whatu Ora. Explained his role in emergency management and the importance of post-event health communication, especially regarding flooding and related health risks. He is based both here and in Auckland. The CEG contact continues to be Paula Martin and Callum Chapman is temporarily covering the vacancy left by Sarah Boniface.

FENZ reported ongoing restructuring, removal of regional structure, and industrial action with support gained to extend the one-hour stoppages on Mondays and Fridays. Raised concern about

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potential vegetation fires with the current weather. Mentioned efforts to build capability in the Far North, including challenges faced by the Kaikohe Brigade in terms of response times. New station being built in Paparua and Karikari (amalgamating Rangiputa). They will be moving in April for the MACC build.

Police highlighted ongoing partnership with FENZ and LandSAR, coordination for large weather events, and challenges in mid-north staffing. Updates included priorities set by the commissioner, new targets for trust and confidence, youth offending reduction, and retail crime resolution. Mentioned the Move-on orders announced last week and noted WDC are having a task force meeting to discuss.

Actions

1. **Police/CDEM to connect offline to review the contact group information as Matt was missed from important information circulated.**

CEG Chair Report (Item 8.2)

Report from Damian Rio, CDEM Emergency Manager

Moved (Lambeth/Couper)

That the report 'CEG Chair Report' by Damian Rio, dated 13 February 2026 be received.

Carried

Secretarial notes: The report highlights how important the reduction and readiness phase is and how much work is going on in this space. A debrief from the January weather event will be undertaken and a report will be shared at the April CEG meeting with recommendations. Noted that WDC is in recovery and will be for some time.

Actions:

1. **A request for additional rain gauges in Mokau Marae and Wainui to improve data collection and support for affected communities to be passed to NRC Hydrology team**

Emergency Management Bill Submission - Retrospective Approval (Item 8.3)

Report from Damian Rio, CDEM Emergency Manager

Moved (Stratford/Lambeth)

1. That the report 'Emergency Management Bill Submission - Retrospective Approval' by Damian Rio, CDEM Emergency Manager and dated 16 February 2026, be received.
2. That the Northland CDEM Group Joint Committee retrospectively approve the attached submission on the Emergency Management (EM) Bill (No2).

Carried

Secretarial notes: Satisfaction with the process and the staff's efforts was expressed.

Community Response Planning and Marae Preparedness Planning (Item 8.4)

Report from Damian Rio, CDEM Emergency Manager;

Moved (Kitchen/Lambeth)

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That the report 'Community Response Planning and Marae Preparedness Planning' by Damian Rio, CDEM Emergency Manager and dated 13 February 2026, be received.

Carried

Secretarial notes: Highlighted the significant activation of Marae during the recent weather event, with 81 marae trained personnel supporting over 180 Marae in the region. The importance of familiar faces and community trust was emphasised.

Challenges faced by Marae in meeting compliance requirements for water, evacuation, building fitness, and insurance were discussed, with suggestions to reduce compliance costs to facilitate their role as welfare centres.

Acknowledged the extra workload on council staff following events, noting the importance of community response plans and the leadership shown by Northland in this area.

Landslide Assessments - Correspondence (Item 8.5)

Report from Damian Rio, CDEM Emergency Manager and Jane Hickmott, Governance and Policy Manager

Moved (Couper/Stratford)

1. That the report 'Landslide Assessments - Correspondence' by Damian Rio, CDEM Emergency Manager and Jane Hickmott, Governance and Policy Manager and dated 16 February 2026, be received and noted.

Carried

January 2026 Severe Weather Event - Landslip Risk (Item 8.6)

Report from Jason Donaghy, Natural Resources Monitoring Manager

Moved (Couper/Kitchen)

That the report 'January 2026 Severe Weather Event - Landslip Risk' by Jason Donaghy, Natural Resources Monitoring Manager and dated 26 February 2026, be received.

Carried

Secretarial notes: Described the sequence and intensity of the January storms, noting unprecedented rainfall and its role in triggering widespread landslides. Comparisons were made to previous cyclones, highlighting the severity of the event.

Aerial surveys were conducted with local kaitiaki, capturing imagery and identifying hazards.

Geotechnical experts reviewed the data, prioritising properties at risk and informing recovery actions.

Discussed the importance of rapid intelligence gathering, including the use of LiDAR and community-submitted photos, and the challenges of verifying geotechnical risks in Northland due to limited expertise.

Recommendations included building community resilience in areas prone to repeat landslides, improving preparedness planning with Marae, and deploying more rain gauges to enhance data collection and event confirmation.

Actions:

1. **NRC Secretariat to circulate the presentation slideshow from the January 2026 Severe Weather Event – Landslip Risk**

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Whakamutunga (Conclusion)

The meeting concluded at 2.53pm with karakia by Wipari.

UN-CONFIRMED

TITLE: **Receipt of Action Sheet**

From: Haylee Labelle, Personal Assistant Community Resilience

Authorised by Louisa Gritt, Group Manager - Community Resilience, on 28 May 2026
Group Manager/s:

Whakarāpopototanga / Executive summary

The purpose of this report is to enable the meeting to receive the current action sheet.

Nga mahi tutohutia / Recommendation

That the action sheet be received.

Attachments/Ngā tapirihanga

Attachment 1: Action Sheet [↓](#) 

CDEM Group - schedule of actions

Action#	Meeting date	Item	Action	Responsible staff	Status	Notes
1	3/03/2026	6.1 NEMA Update	Send an email to FNDC Representative summarising the mayoral relief fund information provided at the meeting.	NEMA Representative	Complete	23/4/26 Shona sent an email to Esther at FNDC
2	3/03/2026	7.1 Membership and appointments	Draft letter of appreciation to Snow Tane for contributions to the CEG as iwi representative	CDEM Manager	In progress	11/3 draft sent to CDEM manager for review
3	3/03/2026	7.3 CDEM Finance Report	Financial information for the MACC and to be included in the finance update to Governance	Emergency Management Specialist	Complete	11/3 This was provided to the CEG meeting scheduled for 28/4/26
4	3/03/2026	8.1 Agency Updates	Police/CDEM to connect offline to review the contact group information as Matt was missed from important information circulated.	CDEM PIM	Complete	28/5 advised that this is complete 12/3 Emailed Zach to make him aware of this action
5	3/03/2026	8.2 CEG Chair Report	A request for additional rain gauges in Mokau Marae and Wainui to improve data collection and support for affected communities to be passed to NRC Hydrology team	CDEM Manager	In progress	28/5 NRC Science dept is looking at options
6	3/03/2026	8.6 January 2026 Severe Weather Event - Landslip Risk	Circulate the presentation slideshow from the January 2026 Severe Weather Event – Landslip Risk	NRC Secretariat	Complete	11/3 circulated to CDEM members and alternates

TITLE: **National Emergency Management Agency Update**

From: Shona Morgan, NEMA Representative - Senior Regional Emergency Management Advisor

Authorised by Group Manager/s: Louisa Gritt, Group Manager - Community Resilience, on 19 May 2026

Whakarāpopototanga / Executive summary

Attached is the May update from the National Emergency Management Agency

Ngā mahi tūtohutia / Recommendation

That the report 'National Emergency Management Agency Update' by Shona Morgan, NEMA Representative - Senior Regional Emergency Management Advisor and dated 15 May 2026 be received.

Attachments/Ngā tapirihanga

Attachment 1: NEMA Update [↓](#) 



NEMA Update

Northland CDEM Group Joint Committee

3 June 2026

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

The Emergency Management Bill is now being considered by the Governance and Administration Select Committee, which is due to deliver a report on the Bill for the House on **9 June 2026**. We are still expecting the Bill to go through the remaining legislative stages during this term of Parliament.

To highlight the substantive changes that the new Emergency Management Bill would make to emergency management legislation, NEMA has published eight information sheets on our website. The information sheets cover everything from emergency management powers, roles and responsibilities to lines of accountability, assurance, planning, and set out what's changing and why, who the changes would affect, and when they would come into force.

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

Fuel Response Plan

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

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

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

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

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

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

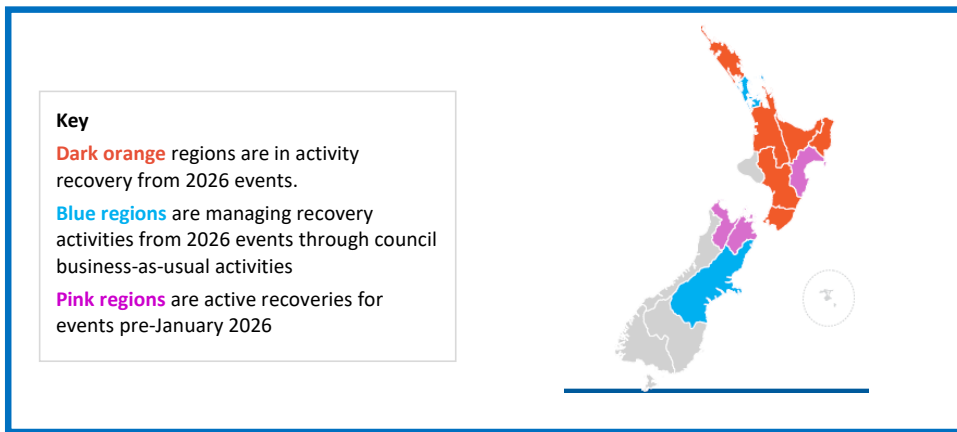
In response to the January/February Severe weather events, which saw 16 districts enter active recovery, NEMA established the Recovery Office (NRO). The NRO is responsible for coordinating central government agencies to support locally-led recovery efforts. In practice, this means coordinating an all-of-government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



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

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

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



Shona Morgan | Senior Regional Emergency Management Advisor
National Emergency Management Agency Te Rākau Whakamarumarū

TITLE: **Membership and Appointments – Northland CDEM Group**

From: Damian Rio, CDEM Emergency Manager and Kylie Cox, Welfare Coordination Group Representative

Authorised by Group Manager/s: Louisa Gritt, Group Manager - Community Resilience, on 25 May 2026

Executive summary/Whakarāpopototanga

This report provides an up-to-date list of members and key appointments for the Northland CDEM Group. The list of key appointments is available on the Northland CDEM Group plan webpage.

Ngā mahi tūtohutia | Recommendation(s)

1. That the report 'Membership and appointments – Northland CDEM Group, by Damian Rio, CDEM Emergency Manager and Kylie Cox, Welfare Coordination Group Representative and dated, 15 May 2026 be received.
 2. That Civil Defence Emergency Management Group Joint Committee note the appointment of Jonathan Gibbard as a Deputy Chairperson for the Northland Civil Defence Emergency Management Coordinating Executive Group.
 3. That Civil Defence Emergency Management Group Joint Committee approve the appointment of Brendon Gray as a Group Controller for the Northland Civil Defence Emergency Management Group.
 4. That Civil Defence Emergency Management Group Joint Committee note that Simon Mitchell (Ngāti Wai) was elected as the new civil defence emergency management lead for Te Kahu o Taonui.
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Tuhinga | Background

Membership of the Northland Civil Defence Emergency Management Group:

Councillor Kitchen	Chair of CDEM Group - NRC
Councillor Stratford	Deputy Chair of CDEM Group - FNDC
Mayor Couper	WDC - Mayor
Councillor Lambeth	KDC
Wipari Henwood	Commander, Fire and Emergency NZ
Superintendent Matt Srhoj	Northland Police District Commander
Shona Morgan	NEMA (observer)

Membership of the Coordinating Executive Group:

Simon Weston	Chair of CEG – CEO, WDC
Jonathan Gibbard	CE, NRC
Ruben Garcia	FNDC delegated representative
Michael Day	Acting CE, KDC
Wayne Ewers	Inspector, NZ Police
Graeme Quensell	Assistant Commander, Fire and Emergency NZ
Callum Chapman	Health New Zealand / Te Whatu Ora
Ben Lockie	St John Ambulance/ Hato Hone
Dr. David Sinclair	Medical Officer of Health - NPHS
Kylie Cox	Northland Welfare Coordination Group
Sarah Irwin	Northland Lifelines Group
Thomas Hohaia	Iwi Representative – Te Kahu o Taonui
Simon Mitchell	Iwi Representative – Te Kahu o Taonui
Shona Morgan	NEMA (observer)

Controllers:

Group Controller(s)	Local Controller(s) Whangārei District	Local Controller(s) Kaipara District	Local Controller(s) Far North District
Jenny Calder	Simon Weston	Jack Rudolph	Alastair Wells
Graeme MacDonald	Victoria Harwood	Alistair Dunlop	
Alastair Wells	Calvin Thomas		
Simon Weston	John Burt		
Victoria Harwood			
John Burt			
Damian Rio			

Welfare Managers:

Group Welfare Manager(s)	Local Welfare Managers Whangārei District	Local Welfare Managers Kaipara District	Local Welfare Managers Far North District
Kylie Cox	Toby Hoey	Jenny Rooney	Kirsty Roper
Chris McColl (Alternate)	Kate Biddlecombe (Parental Leave until June 2026)		

Recovery Managers:

Group Recovery Manager	Whangārei District	Kaipara District	Far North District
Mark Trudinger Jenny Calder	Tony Phipps	Tracey Deane	Esther Powell

Appointment of Northland CDEM Coordinating Executive Group Deputy Chairperson

At the Coordinating Executive Group meeting on 28 April 2026, Jonathan Gibbard was elected as Deputy Chair of the Northland Coordinating Executive Group. The nomination was carried unanimously, with no further nominations received.

Appointment of Group Controller

Brendon Gray brings extensive emergency management experience, having been actively involved in the sector since 2011 across local and regional response roles. His experience includes sustained operational leadership, intelligence and response management, and participation in complex, multi-agency responses. He has completed recognised emergency management training and leadership development programmes relevant to the Group Controller role, providing assurance of capability and readiness. The appointment of Brendon Gray as a Group Controller, will ensure the Group maintains sufficient depth, resilience, and continuity within its leadership roster.

Kaipara District Council Appointment for CEG

Following the resignation of Jason Marris as Chief Executive of Kaipara District Council (KDC), Michael Day has been appointed as Interim Chief Executive and will be the CEG representative for KDC.

Iwi Representation

At the Te Kahu o Taonui Hui held on Thursday 9 April 2026, Simon Mitchell (Ngāti Wai) was elected as the new CDEM lead for Te Kahu o Taonui.

Resignation of Local Welfare Managers

Far North District Council

Kara-Mia Rogers has served as the appointed Local Welfare Manager for the Far North District for over ten years, supporting response activities including IMT set-ups in Kaitaia and operations at the Kaikohe Emergency Operations Centre (EOC). Her tenure with Far North District Council (FNDC) concludes on 17 April 2026, and we thank her for her long-standing contribution to CDEM.

Ange Simonson has advised that she will be stepping down from her role as an appointed Local Welfare Manager for personal reasons. During her tenure, Ange demonstrated strong commitment to her responsibilities.

Kaipara District Council

Siobahn Holster has resigned from the position of Local Welfare Manager at KDC, following her appointment to the Northland CDEM Group Office as Emergency Management Specialist (EMS) for the Kaipara District. She will maintain close working relationships with Kaipara Local Welfare Managers during emergency response activities.

Attachments/Ngā tapirihanga

Nil

3 June 2026

TITLE: CDEM Finance Report

From: Damian Rio, CDEM Emergency Manager and Tony Devanney, Emergency Management Specialist

Authorised by Group Manager/s: Louisa Gritt, Group Manager - Community Resilience, on 25 May 2026

Whakarāpopototanga / Executive summary

This paper provides an overview of the Budget for CDEM Group Office, highlighting the four budgets of; CDEM Total Budget 2025/26; CEG Administrative Budget 2025/26; CEG Administrative Reserve Fund 2025/26 & MACC Budget. It provides explanations for any anomalies and outlines how we are tracking to year end (30 June).

Ngā mahi tūtohutia / Recommendation

That the report 'CDEM Finance Report' by Damian Rio, CDEM Emergency Manager and Tony Devanney, Emergency Management Specialist and dated 10 May 2026, be received.

Background/Tuhinga

[CDEM Total Budget 2025/26](#)

Highlights:

- Potentially tracking to a positive variance for end of FY. Noting, that there was an inclusive \$381k Recovery Grant included in FY25/26 budget.
- Next year the remainder of the 2023 Recovery Grant will be incorporated into the budget.
- Salaries & Wages in positive variance due to 6-month salary savings for two CDEM staff.
- Training in positive due to further invoices due, also CRG development training not done (as yet) due to multiple weather responses in 2026.
- MACC Loan Interest of \$220k not drawn upon as loan not taken out. This was budgeted for the year in expectation it would be used.
- Lifelines is in a positive variance.

7.2

3 June 2026

1 July 2025 - to 10 April 2026								
<i>Natural Account</i>	<i>Description</i>	<i>YTD Actual</i>	<i>YTD Actual Plus Commitments</i>	<i>YTD Budget</i>	<i>YTD Variance (Budget vs Actual) Excl Commitments</i>	<i>Full Year Budget Revised</i>	<i>Funds Remaining</i>	<i>Comments</i>
Civil Defence and Emergency								
Income								
1008	CDEM and Hazard Management Rate	2,305,225	2,305,225	2,293,659	(11,567)	3,058,212	(752,986)	Targeted rates from NRC. Not fully paid
1385	Sundry Income	380	380	5,413	5,033	7,217	(6,837)	Recovery Grant
1388	Recovery of NRC costs (Not TLA)	5,668	5,668	0	(5,668)	0	5,668	
1410	TLA Share of Costs	912,625	912,625	807,508	(105,117)	1,086,107	(173,482)	SLA Income. Not fully paid
1430	Other Subsidies & Grants	271,993	271,993	223,671	(48,322)	381,349	(109,357)	2023 Recovery Grants carried over
	Total Income	3,495,891	3,495,891	3,330,250	(165,641)	4,532,885	(1,036,994)	

Expenditure								
2000	Salaries and wages - permanent	1,037,541	1,037,541	1,191,369	153,828	1,513,193	475,652	Some Salary savings. NRC paid prior.
2001	Annual leave movement	(2,022)	(2,022)	0	2,022	0	2,022	
2002	Flexitime Movement	440	440	0	(440)	0	(440)	
2007	Lieu Leave Movement	(800)	(800)	0	800	0	800	
2008	Turnover Savings	0	0	(50,330)	(50,330)	(82,995)	(82,995)	
2010	Overtime	37,472	37,472	20,970	(16,503)	27,958	(9,515)	
2012	KiwiSaver Company Contribution	38,295	38,295	42,589	4,294	54,067	15,773	
2019	Civil Defence On Call Allowance	18,630	18,630	17,751	(879)	23,668	5,038	
2030	A.C.C. Levy	10,495	10,495	5,719	(4,776)	7,263	(3,231)	

7.2

3 June 2026

2031	Protective Clothing	0	0	208	208	208	208	
2032	Uniform Allowance	3,488	3,488	0	(3,488)	0	(3,488)	
2034	Fringe Benefit Tax - Cars	0	0	3,819	3,819	7,639	7,639	
2071	Training	12,353	13,543	8,981	(3,372)	11,655	(1,888)	
2072	Training - Management Courses	408	815	0	(408)	0	(815)	
2073	Conference and seminar (with personal development)	9,470	9,470	4,120	(5,350)	5,347	(4,123)	
2074	Civil Defence - Training Course	32,567	33,227	71,208	38,641	95,593	62,366	Training invoices due
2075	Training - Project based	4,050	4,050	41,506	37,456	90,341	86,291	
2077	Staff Travel & Accommodation (Not Conferences & Seminars)	19,648	21,226	14,250	(5,398)	19,000	(2,226)	
2080	National Meeting / Working Parties	3,652	3,652	14,357	10,705	19,142	15,490	
2108	Staff Parking	26	26	0	(26)	0	(26)	
2140	Insurance	1,496	3,591	0	(1,496)	0	(3,591)	
2143	Business Case - Consultants	120	120	0	(120)	0	(120)	
2150	Consultants	64,296	72,603	51,532	(12,764)	68,709	(3,894)	
2156	Implementation	133,248	133,248	38,096	(95,151)	50,795	(82,453)	COP and Recovery
2181	Contractors	14,658	21,322	0	(14,658)	0	(21,322)	
2182	Equipment - Service Contract	1,962	2,697	0	(1,962)	0	(2,697)	
2222	Landline call costs/line rental	0	0	5,523	5,523	7,364	7,364	
2224	Cell phones call costs	5,575	5,575	3,600	(1,974)	4,800	(774)	
2236	Koha/donations	2,107	2,107	750	(1,357)	1,000	(1,107)	
2252	Advertising - Statutory Notices	0	0	4,395	4,395	5,860	5,860	
2253	Promotional Materials & Printing	9,494	9,494	6,727	(2,767)	8,969	(525)	
2260	Printing - outsourced	2,369	2,369	2,250	(119)	3,000	631	
2266	Tsunami Sirens	18,437	24,705	29,436	10,999	39,247	14,542	
2267	Tsunami Signage	2,041	2,041	750	(1,292)	1,000	(1,042)	
2270	Harbour / Field Inspections	381	381	0	(381)	0	(381)	
2301	Postage and Couriers	374	374	0	(374)	0	(374)	
2302	Stationery	4,301	4,373	1,923	(2,378)	2,563	(1,809)	

7.2

3 June 2026

2303	Vehicle running costs	4,798	5,633	19,689	14,891	26,252	20,619	
2305	Annual Membership Fees and Subscriptions	1,050	1,400	0	(1,050)	0	(1,400)	
2311	Sundry Supplies	23,206	28,328	46,840	23,634	62,454	34,125	To be spent (\$15k April)
2319	Catering - non council meetings	7,016	7,136	5,741	(1,274)	7,655	519	
2351	Software as a Service	0	0	773	773	1,031	1,031	
2362	Rate Collection Cost - TA's	34,773	77,273	34,680	(93)	46,240	(31,033)	
2503	Interest Paid - Sundry	0	0	165,196	165,196	220,261	220,261	MACC Loan Interest repayment budgeted
	Sub Total	1,557,414	1,634,317	1,804,418	247,004	2,349,282	714,965	
3000	Labour Charged	1,128,775	1,128,775	1,192,071	63,296	1,514,105	385,330	Salary savings as above & response costs
3005	Labour Recovery	(1,010,523)	(1,010,523)	(1,191,369)	(180,846)	(1,513,193)	(502,670)	
3010	Overtime Charged	(36,183)	(36,183)	20,808	56,991	27,742	63,925	
3015	Overtime Recovered	0	0	(20,808)	(20,808)	(27,742)	(27,742)	
3022	Corporate Overheads - Support	0	0	829,295	829,295	1,186,605	1,186,605	Internal Overheads
3050	Additional Overheads Charged	89,960	89,960	88,859	(1,101)	118,479	28,519	
3055	Additional Overheads Recovered	(63,750)	(63,750)	(63,750)	(0)	(85,000)	(21,250)	
3841	Transfer to CDEM Facilities Reserve	0	0	376,418	376,418	731,840	731,840	MACC
3891	Transfer from CDEM Facilities Reserve	0	0	(173,687)	(173,687)	(231,582)	(231,582)	MACC
	Total Expenditure	1,665,693	1,742,596	2,862,254	1,196,561	4,070,536	2,327,940	
	Net Cost for Cost Centre	1,830,198	1,753,294	467,996	(1,362,202)	462,348	1,290,946	\$ Positive Variance

7.2

3 June 2026

								Remove MACC	(500,258)	
								Remaining Overheads	(357,309)	
								MACC Loan Interest	(220,261)	
									213,118	(Projected) TOTAL

NOTE – There are recent weather event response costs to be included into the budget; \$207k was used in wages (but most less in current cost centre wages); \$78k was transferred by NRC from other business units to cover some response where the unspent will be returned to NRC;

CEG/JC Administrative Budget 2025/26:**Highlights:**

- YTD there is a **\$1,106 positive variance**.
- 2 Months remaining in FY with no expected spends.
- This Financial Year, there is **\$37,217** in the budget as **\$7,212** was a Recovery Grant added to this cost centre.

3 June 2026

CEG/JC Administrative Reserve Fund 2025/26:**As of April 2026 – \$82,565.88.**This is allocated to 'Tsunami Spares'. So, effectively the Reserve Fund is at **zero**.**MACC Budget:****Fixed Budget and Preliminary Cost Estimate**

Capital Commitments		MACC Feasibility Cost Estimate	
FENZ	The site	Demolition, Design & Construction June 2023	\$ 6,250,000
NRC	\$ 5,500,000	Contingency 10%	\$ 630,000
WDC	\$ 933,000	Market movement to June 2024	\$ 690,000
FNDC	\$ 500,000		
KDC	\$ 100,000		
Central Government	\$ 1,037,000		
	\$ 8,070,000		\$ 7,570,000
HEADROOM to June 2026			\$ 500,000

All values GST exclusive

Funding

To 31 March 2026:

- NRC, Central Govt and FNDC have paid in full.
- WDC and KDC paid 50% and will pay across final 50% once Building Consent is obtained.

Interest earned on investments:

The interest earned from the CDEM Facilities reserve as at end of April 2026 is **\$70,416.40**. Reserve interest is held in bank deposits/facilities.

Design and construction spend

To 31 March 2026:

- \$63,189 has been spent on concept design and the Resource Consent application, now submitted.
- \$448,766 has been contracted for detailed design for the Building Consent application.

Attachments/Ngā tapirihanga

Nil

TITLE: CDEM Group Plan Delivery

From: Damian Rio, CDEM Emergency Manager

Authorised by Group Manager/s: Louisa Gritt, Group Manager - Community Resilience, on 26 May 2026

Whakarāpopototanga / Executive summary

This item provides an update on progress to implement the Objectives and Actions in the 2021 – 2026 Northland CDEM Group plan.

The Northland Civil Defence Emergency Management Group Plan 2021 -2026 was approved by the joint committee in December 2021. The plan is available at <https://www.nrc.govt.nz/media/luegn013/northland-civil-defence-emergency-management-group-plan-2021-2026.pdf>

The Plan is the statutory reference for the Northland CDEM Group and outlines the arrangements for CDEM within the Group’s jurisdiction over a five-year period.

The plan outlines the strategic direction of CDEM engagement, participation, planning, collaboration, response coordination, recovery, CDEM management and governance and how CDEM provides resilience to the people of Northland.

Ngā mahi tūtohutia / Recommendation

1. That the report ‘CDEM Group Plan Delivery’ by Damian Rio, CDEM Emergency Manager and dated 15 May 2026, be received.
-

Background/Tuhinga

Previous reporting presented to the Coordinating Executive Group (CEG) in January 2026 identified limitations in the existing high-level approach to the developing Northland CDEM work programme template, with insufficient detail to support effective oversight of Group Plan delivery.

This was reinforced through subsequent discussion at the CDEM Joint Committee in March 2026, where members emphasised the need for stronger visibility of operational performance and clearer alignment between governance and delivery.

Several actions were agreed through these discussions to improve reporting detail, strengthen alignment with NEMA expectations, and support more effective oversight.

A key theme from both forums was the importance of improving the quality, consistency, and transparency of reporting, alongside ensuring a more structured approach to performance measurement.

Looking forward, the expectation from governance is that the Joint Committee will set the strategic direction, including overarching KPIs and outcomes for the next Group Plan, while maintaining oversight of operational and agency level KPIs that support delivery. This approach reinforces a clearer separation between strategic governance and operational performance, while ensuring both remain connected through consistent and meaningful reporting.

Updates:

CDEM Group Plan Delivery (Northland CDEM Work Programme)

Progress has been made through the initial socialisation of improved Group Plan delivery and reporting expectations. This has included engagement on what future emergency management performance reporting and KPIs may look like across councils, to support development of a Northland CDEM work programme. It has also included circulating the previous Group Plan, providing a review timeline to the NRC Chief Executive, and incorporating Group Plan reporting as a standing item on the CEG agenda.

This work has helped establish key foundations for improved reporting and visibility, including highlighting the breadth of EM activity already undertaken by councils, much of which is not currently visible through Group level reporting, and supporting early thinking on proportionate and meaningful KPIs.

These discussions align with findings from the *Northland CDEM Group Capability Assessment (2025)*, which identified the need to improve the quality, consistency, and visibility of reporting, and to develop a more comprehensive, group-wide work programme supported by KPIs.

Progress has been impacted by recent compounding weather events, requiring reprioritisation of resources and delaying further development of this work programme. Further development, including alignment with NEMA expectations and ongoing engagement on reporting requirements, remains in progress.

Group Plan Review Timeline

Planning and preparation for the Group Plan review commenced in late 2025, supported by internal planning and coordination briefings to inform the initial scope. A gap analysis was undertaken to assess the current Group Plan against the Director's Guidelines (DGL) and the National Disaster Resilience Strategy (NDRS), providing a high-level view of alignment and identifying areas where further development is required.

The findings indicate that while there is a strong foundation across readiness, response, and recovery, there are areas where coverage could be strengthened to support a more complete and consistent approach. In particular, the analysis highlights the need for clearer ownership across contributing agencies and a more structured view of how identified gaps translate into operational risk and priority actions.

The analysis also reflects broader sector discussions, where there are differing expectations around the level of operational detail required within Group Plans. While some views suggest a shift towards more operational content, the findings support maintaining a strategic focus, ensuring the plan provides clear direction, accountability, and system level alignment without becoming overly operational.

No further activity has progressed in the new year due to compounding weather events, which have required a reprioritisation of resources. As a result, the review timelines will be extended, and it is now anticipated that the Group Plan review will be completed in early to mid-2027. This extension is not unusual, as many groups progress beyond existing plan dates due to operational and response demands. As the review process has commenced, the current Group Plan remains in effect until the updated plan is finalised and adopted.

Revised - Northland CDEM Group Plan Review 2025-26-27 – Project Timeline & Outputs

Dates	Output	Notes	Progress
Phase 1 - Project Initiation			
Oct - Dec 2025	Group Plan (GP) Review Timeline	Provide timeline to Coordinating Executive Group (CEG) and Joint Committee (JC)	Completed
Dec 2025-Feb 2026	Planning & Preparation	Planning and Coordination Briefings: Actions to develop Scope <ul style="list-style-type: none"> • Gap Analysis • Review DLG • Review NDRS and check alignment to current Group Plan 	Completed
TBC 2026	Establish Group Plan Review Team	Includes CDEM Office, Local Authority Reps and Partner Agencies	
TBC 2026	Governance Workshops Planning	Plan workshops with CEG and JC <ul style="list-style-type: none"> • Separate workshops • Consider slightly extended governance meetings to incorporate workshops 	
	Stakeholder Mapping	Led by GP review team and working group leads	
	Formation of working groups	Support planning and development of key sections <ul style="list-style-type: none"> • Hazard and Risk Assessment • Reduction • Readiness • Response • Recovery • Monitoring and evaluation • Welfare • Lifelines • Hapu & Iwi hui • Community • Governance Management and Financial Arrangements 	
	Preparation & Planning	Planning & Coordination Briefings: <ul style="list-style-type: none"> • Develop objectives' • Identify working group leads • Initiate collaborative hazard and risk assessment] 	

Revised - Northland CDEM Group Plan Review 2025-26-27 – Project Timeline & Outputs

Phase 2 - Stakeholder Engagement & Drafting			
TBC 2026	CEG Workshop	Dedicated governance workshops will be held to distinguish strategic oversight responsibilities from operational delivery responsibilities, ensuring clarity of purpose and alignment across leadership levels.	
	JC Workshop		
TBC 2026	Sectional Workshops	<ul style="list-style-type: none"> • Complete workshops and feedback sessions • Collate findings • Develop first draft and circulate for review 	
TBC 2026/27	CEG/JC Follow up Session	Brief members on first draft and outline next steps	
TBC 2026/27	NEMA Technical Review (6wks)	Review of first draft by NEMA subject matter experts <ul style="list-style-type: none"> • Amend draft based on feedback 	
TBC 2026/27	Public Consultation & Hearings	Review and amend draft based on submissions	
TBC 2026/27	CEG/JC Final Review	Final review and endorsement of updated draft <ul style="list-style-type: none"> • Submit to Minister for Review 	
TBC 2026/27	Ministers Review	Consider Minister feedback and make required changes (20 days)	
TBC 2026/27	Plan Endorsement	Formal approval by CEG/JC	

Attachments/Ngā tapirihanga

Nil

TITLE: January 2026 Severe Weather Debrief

From: Damian Rio, CDEM Emergency Manager and Brendon Gray, Emergency Management Partnership Manager

Authorised by Group Manager/s: Louisa Gritt, Group Manager - Community Resilience, on 26 May 2026

Whakarāpopototanga / Executive summary

The January 2026 severe weather event resulted in prolonged response and recovery activity across Northland. The event tested local and regional emergency management arrangements and occurred within a period of compounding response pressures for the region.

This report presents the findings of the After-Action Review (AAR), with a focus on the performance of regional coordination arrangements, leadership, intelligence and situational awareness, welfare coordination, communications, and transition from response to recovery. The review identifies areas where coordination and capability were effective, alongside system-level issues that constrained performance during sustained operations.

The AAR confirms that issues identified during the January event align closely with recommendations from the Section 17a Review - Final Northland CDEM Group Capability Assessment (September 2025), reinforcing the importance of embedding existing improvement priorities rather than initiating new or parallel programmes. The report is provided to inform governance oversight, organisational learning, and ongoing system improvement.

Ngā mahi tūtohutia / Recommendation

That the report *'January 2026 Severe Weather Debrief'* by Damian Rio, CDEM Emergency Manager, and Brendon Gray, Emergency Management Partnership Manager, dated 5 March 2026, be received, noting the recommendations and their alignment with existing Section 17a capability Assessment recommendations.

- The AAR confirms that the issues observed are consistent with those identified in the Section 17a Capability Assessment.
 - The findings reinforce the need to prioritise and embed existing Section 17a capability improvement work programmes.
 - Improvement priorities remain focused on strengthening coordination endurance and leadership clarity, intelligence and situational awareness, welfare and recovery readiness, and workforce sustainability.
 - The AAR provides governance assurance and operational evidence to support delivery of the Section 17a implementation plan and preparedness for anticipated legislative change.
 - The Northland CDEM Group Office and Territorial Authorities will provide their respective improvement actions plans to the CEG at the next scheduled meeting.
-

Background/Tuhinga

On 17 January 2026, a severe weather system impacted parts of Northland, resulting in flooding, slips, road closures, property damage, community isolation, and activation of local and regional emergency management arrangements. A State of Local Emergency was declared in Whangārei

District and remained in place through late January, with recovery activity continuing into February 2026.

In response to the event, the CEG requested a review to examine the effectiveness of the response. The review draws on feedback from district councils, partner agencies, function staff and leadership, regional and national support agencies, and surge personnel.

The January event occurred within a wider context of sustained emergency management demand during early 2026. As such, the AAR deliberately focuses on system-level learning, coordination endurance, and readiness for prolonged and compounding events.

The findings are intended to inform continuous improvement, support governance assurance, and guide the prioritisation of existing capability improvement programmes across the Northland CDEM Group.

Attachments/Ngā tapirihanga

Attachment 1: Action Review [↓](#) 

NORTHLAND CDEM AFTER-ACTION REVIEW

Northland Civil Defence Emergency Management Group After-Action Review

Severe Weather Event – January 2026

Executive Summary

This After-Action Review examines the response to the January 2026 Northland Severe Weather Event, which began on Saturday 17 January 2026 and continued into early February 2026. The event resulted in widespread flooding, landslips, road closures, isolation of communities, and damage to homes, particularly across eastern Whangārei and parts of the Far North. Impacts occurred earlier and were more severe than initially forecast, placing immediate pressure on local response arrangements, communities, and lifeline infrastructure.

Following the issuance of a Heavy Rain Watch on 17 January, conditions deteriorated rapidly overnight. By Sunday morning, damage to properties, self-evacuations, multiple slips, and significant roading disruptions were evident. Marae across affected areas opened to support displaced whānau, providing immediate welfare assistance. In Whangārei, a core group of Emergency Operations Centre (EOC) staff convened on Sunday afternoon to assess impacts and prepare for escalation.

On Monday 19 January, a regional stakeholder meeting was held to establish a collective understanding of impacts across Northland. Given the scale of damage already sustained and the forecast of a second significant weather system expected to impact the region on 21 January, the Whangārei District Council (WDC) activated its EOC, implementing extended operational hours and preparing for further evacuations, additional landslip risk, and potential flooding. Double-shift operations were established through Tuesday and Wednesday to manage sustained response demand.

A State of Emergency (SoE) was declared for the Whangārei District at 4:00 pm on Tuesday 20 January, ahead of the Red Warning for heavy rain, and was later extended for a further seven days. The Whangārei EOC remained fully operational for 18 days, supporting response and early recovery activity until its transition to recovery on 3 February 2026, with ongoing support provided by emergency management and council staff.

Across the region, coordination arrangements were activated early, enabling joint briefings, intelligence sharing, and cross-agency engagement. Surge personnel were deployed to support local operations, providing essential expertise and capacity in welfare, recovery, logistics, planning, and operations. Public Information Management arrangements were generally effective, supported by established relationships and practiced processes, ensuring timely dissemination of safety messaging and critical updates to communities.

The AAR identifies several system-level strengths, particularly in early coordination, inter-agency collaboration, community and marae engagement, and the effective deployment of surge capacity. These elements contributed materially to the region's ability to manage escalating impacts and support affected communities during a sustained response period.



NORTHLAND CDEM AFTER-ACTION REVIEW

However, the review also highlights significant challenges that emerged as the response progressed. Strategic coordination did not always translate into clear regional intent or system-wide alignment, and the early stand-down of regional Emergency Coordination Centre (ECC) reduced integration support while local response activity remained intensive. Gaps in situational awareness, limited access to real-time technical advice, and the absence of a consistently used Common Operating Picture (COP) constrained proactive planning and decision-making. Welfare coordination and needs assessment capability were not sufficiently robust for a prolonged response, and transition arrangements between response and recovery lacked clarity and consistency.

Communication systems and resourcing were further pressure points. While public messaging was generally timely, challenges were identified in after-hours accessibility, information flow to decision-makers and elected members, and the sustainability of Public Information Management (PIM) resourcing over an extended response. Workforce fatigue, limited depth in trained personnel, and variability in readiness across councils and functions increased reliance on informal workarounds and placed additional strain on key staff.

Overall, this AAR concludes that while the fundamental coordination and response arrangements were effective, the event exposed vulnerabilities in endurance, readiness, and system integration during prolonged and compounding events. The findings reinforce the need to strengthen operational and strategic leadership, clarify coordination sustainment and stand-down criteria, improve intelligence and information management systems, enhance welfare and recovery readiness, and invest in workforce development and relationship-building.

The improvement actions identified are focused on embedding these lessons to strengthen regional preparedness and ensure the Northland CDEM system is better positioned to manage future complex and sustained emergencies.



NORTHLAND CDEM AFTER-ACTION REVIEW

1. Purpose

This After-Action Review (AAR) documents system-level observations and findings arising from the response to the Northland severe weather event in January 2026.

The review focuses on the performance of the Northland Regional Emergency Coordination Centre (ECC) and local Emergency Operations Centres (EOCs), including leadership, intelligence, welfare, communications, and the transition from response to early recovery.

The AAR is intended to support regional learning, inform continuous improvement, and strengthen readiness and coordination for future events.

2. Operational Context

The January 2026 severe weather event affected multiple locations across Northland, with response activity occurring over an extended period from mid to late January and into early February 2026.

Regional coordination arrangements were established to support local response operations, including the activation of the Regional Emergency Coordination Centre (ECC). Local Emergency Operations Centres operated concurrently to manage district-level impacts.

As the response continued, coordination arrangements were required to support sustained operational activity, information flow between regional and local levels, and planning for transition from response to early recovery.

3. Review Scope and Feedback Sources

This AAR is informed by multi-level and multi-agency feedback gathered during and following the response. Feedback was sought to capture both regional-level and local-level perspectives across coordination, operations, and recovery.

Input was obtained from:

- partner agencies involved in response and welfare coordination,
- territorial authorities operating EOC's,
- ECC function staff and function managers,
- regional leadership roles, including coordination, welfare, and recovery,
- national-level partner and support agencies, and
- surge and deployed staff, including those providing inter-district support.

Feedback was collected through written feedback templates, operational debriefs, informal discussions, and structured review processes, enabling the identification of consistent themes, operational pressures, and system-level strengths and weaknesses.

4. Regional and District Perspectives

The following sections present findings from the regional ECC perspective, followed by individual district perspectives. While some themes are shared, the sections reflect the specific operational context and learning at each level.



NORTHLAND CDEM AFTER-ACTION REVIEW

4.1 Regional Emergency Coordination Centre (ECC) Perspective

What Worked Well

The response demonstrated several effective practices, particularly in the early stages of the event. Early activation of coordination arrangements supported the rapid development of situational awareness, while joint briefings enabled timely sharing of intelligence and immediate response actions. PIM arrangements functioned effectively, supported by established relationships, clear role understanding, and practiced processes. The deployment of surge personnel and the embedding of experienced staff within local operations provided critical additional capacity during peak demand and contributed to response continuity.

Key Issues Identified

As the response progressed, several systemic issues emerged. Strategic coordination did not consistently provide clear intent, priorities, or system-wide alignment, and coordination mechanisms frequently functioned as information-sharing forums rather than providing directive leadership. The stand-down of regional coordination arrangements while local response activity remained ongoing reduced coordination capacity at a critical stage, disrupted information flows, and increased pressure on local operations.

Situational awareness was constrained by:

- gaps in timely hazard intelligence,
- limited access to specialist technical advice, and
- the absence of a consistently used COP.

Welfare coordination and needs assessment capability were not sufficiently robust to support a prolonged response. Gaps in leadership continuity, analytical capability, and intelligence limited assurance on community impacts and emerging needs. Communication systems also proved insufficient for sustained 24/7 operations, with challenges relating to:

- after-hours accessibility,
- clarity and timeliness of public information,
- resourcing of PIM functions, and
- information flow to decision-makers and elected members.

Transition arrangements between response and recovery were unclear and not consistently aligned with operational conditions. Limited and intermittent engagement of recovery leadership reduced early recovery planning and increased the burden on local response leadership to manage emerging recovery issues.

Key Findings

Overall performance varied depending on the strength of pre-existing relationships, readiness activity, and shared understanding of roles and systems. Areas with established relationships and practiced arrangements performed more effectively, while variability in readiness, handover practices, and familiarity with systems led to uneven performance across functions and locations.



NORTHLAND CDEM AFTER-ACTION REVIEW

Improvement Implications

The findings indicate the need to:

- clarify strategic leadership expectations and system-wide alignment through coordination arrangements.
- define clear activation, sustainment, and stand-down criteria for coordination capability.
- strengthen intelligence integration and consistent use of a COP.
- improve welfare leadership and needs assessment readiness.
- enhance communication systems and PIM capacity for extended operations.
- strengthen response-to-recovery transition arrangements and early recovery leadership engagement; and
- invest in ongoing readiness, training, succession planning, and relationship-building to improve system performance in future events.

4.2 Whangārei District Council (WDC) Perspective

The main themes for the WDC EOC which came through during the AAR are:

- Health and Safety
- Staffing and Resourcing
- Communication
- Leadership
- Equipment and ICT
- Systems, Templates and Information Management
- Field Operations and Needs Assessments
- Fleet and Vehicle Management

What Worked Well

- WDC activated EOC early and was well prepared
- Initial activation of EOC went smoothly, effectively and efficiently by WDC staff due to regular training and understanding.
- 18 days of full EOC activation (longer than Gabrielle). Daytime EOC response and overnight on call staff available
- Partnership with Ngātiwai is strong and positive in emergency management processes (response and recovery)
- Controller and Response Manager leadership was strong and well received
- Daily WDC internal GSMEAC Briefings were effective
- Evening Community Hui held at Mōkau Marae, attended by Tangata Whenua, Council, all CDEM and Social support agency representatives, volunteer organisations and community was well received and attended
- The 'Social Welfare' Marae Recovery Hubs initiated during the response phase, led by WDC, and delivered through the Marae with participating response and recovery agencies have proved to be a great model to follow and very successful connecting the community with the support they need.



NORTHLAND CDEM AFTER-ACTION REVIEW

- Activation of the Declaration of local State of Emergency on 20 January 2026 ahead of the Red Warning for the Whangarei District was well received
- Having a Deputy Controller in the EOC proved effective to cover while the Controller was away at meetings.
- Evacuation of residents in Oakura affected by the large slip ahead of the Red Warning of 21 January
- Seamless transition to a more localised/Ward Declaration (Hikurangi Coastal Ward) and transition from SOE into the Transition to Recovery phase and an approved Transition to Recovery Plan.
- Surge staff expertise was valuable and vital, and they were welcomed, appreciated, and settled into the EOC quickly
- Great opportunity for WDC EOC staff to learn from surge staff.
- Strong leadership and support from the Mayor of Whangarei and elected members
- Timely and relevant public information was provided through social media, council website and media releases
- Strong inter-agency partnerships and relationships
- Successful visits from the Prime Minister and Government Ministers and local MP's
- A well-received media stand-up with the Mayor, Local Controller. Ngatiwai, and the NRC Chair

Key Findings for Improvement

1. Health & Safety

- Fatigue was widespread, with some staff working excessive days.
- Field staff needed more training and equipment to carry out some activities.
- Communication limitations in remote areas increased risk. Several improvements are now underway, including an EOC specific fatigue policy, site visit checklists, and new induction processes.

2. Staffing & Resourcing

- Rostering became increasingly difficult as the response continued over a three-week period with the balance of staff undertaking business-as-usual work programmes, department priorities with emergency priorities.
- Several new staff needed to be brought into the EOC as trained staff became exhausted which added pressure as they were untrained in a fast paced and pressured environment in the EOC.
- Handover processes varied widely in quality. Surge staff from other councils or from outside the region were valuable but under inducted into the building. Weekends and public holidays created acute shortages.

3. Communications

- Resource requests flowed through multiple pathways
- Internal council all staff updates could be more frequent.
- Customer Requests from the public were sent to multiple functions, creating some duplication and delays.



NORTHLAND CDEM AFTER-ACTION REVIEW

- GIS displays were under-utilised and confined to one room in the EOC. The Customer Request process into the EOC has since been refined.

4. Leadership

- Having four Controllers during the response over the three-week period resulted in occasional decision changes. A Decision Log is now in place to mitigate this.

5. Equipment & ICT

- Devices and access to devices needs improvement and can be key operational barriers.

6. Systems, Templates & Information Management

- The use of Resource Requests, Task Plans, and inbox systems created some duplication due to the turnover of staff each day.
- The internal document management system Kete and the emergency “event site” worked well but requires a more rigid document filing structure and standardised subfolders.

7. Field Operations & Needs Assessment

- Paper-based needs assessment forms were cumbersome in wet conditions, with delays in processing.
- WelNas, an online needs assessment tool is ready for rollout at the Northland CDEM Group and needs to be released and training provided so it can be utilised in needs assessments fieldwork.

8. Fleet & Vehicle Management

- Vehicle management process to be refined.
- Due to the turnover of staff each day and having surge staff from other councils working in the EOC, some vehicle processes were not familiar. Policy for non-council drivers was unclear and restricting.

Overall

- An improvement Plan has been developed, and implementation has started to make improvements to areas in the key findings.
- The WDC EOC delivered a highly effective response, supported by strong leadership, deep community partnerships, and dedicated staff.
- The debrief highlights a clear path forward: strengthen readiness, standardisation, induction, technology use, and council staffing commitments.
- Financial/budget considerations
- Improvement actions are managed within existing council budgets where possible.

4.3 Kaipara District Council Perspective

What Worked Well

Kaipara District Council’s response to the January 2026 severe weather events was timely, appropriately scaled, and effective given the level of impact. Activation of the EOC in Dargaville,



NORTHLAND CDEM AFTER-ACTION REVIEW

supported by an Incident Management Team (IMT) in Mangawhai, enabled coverage of both west and east coast areas and maintained situational awareness across the district. Staff worked well across functions, with strong teamwork and a willingness to step into unfamiliar roles, supported by experienced colleagues. The use of CIMS structures supported role clarity, and first-time function managers performed well, gaining confidence through real-time application.

Coordination and relationships were a particular strength. Engagement with iwi was proactive and effective, with iwi liaison arrangements working especially well. Collaboration with neighbouring councils and recovery counterparts supported shared understanding, while input from roading and other stakeholders enhanced situational awareness. Systems and tools, including SharePoint, Teams, templates, and checklists, were generally fit for purpose and supported early setup and operation of the response.

Key Issues Identified

Several improvement areas were identified despite the relatively limited scale of the response. Standing up the response at short notice created challenges in releasing staff from business-as-usual roles, and multiple responses close together contributed to fatigue. Contractor responsiveness was inconsistent, with some delays in prioritising civil defence requests and ineffective escalation pathways.

Information management also presented challenges, including managing multiple mailboxes, delays in situation reporting to Intelligence, and gaps in strategic communications, particularly around keeping elected members informed early and consistently. Some functions, notably Safety and Recovery, found it more difficult to remain integrated when operating virtually or across locations, with limited visibility tools when not co-located.

Key Findings

The response demonstrated solid foundational capability, effective teamwork, and generally sound systems. Performance was strongest where relationships, role clarity, and preparedness were well established. Where weaknesses emerged, they related primarily to sustainability, information flow, contractor readiness, and strategic communications rather than core response capability.

Improvement Implications

The findings indicate a need to focus on practical, near-term improvements, including:

- clearer first-hour and close-down arrangements, supported by checklists and consistent setup practices.
- earlier establishment of rosters to support resilience and fatigue management.
- strengthened contractor readiness and clearer expectations for prioritising civil defence work.
- improved information management processes to establish clearer “sources of truth”.
- more consistent strategic communication protocols, including engagement with elected members; and
- improved integration of Safety and Recovery functions when operating across multiple locations.



NORTHLAND CDEM AFTER-ACTION REVIEW

Overall, the event provided a valuable opportunity to test arrangements in a low-risk environment and reinforce findings already identified through earlier capability reviews. The key priority is embedding these practical improvements to strengthen readiness for future events.

4.4 Far North District Perspective

What Worked Well

The response was proportionate to the impacts experienced and demonstrated several effective practices. Emergency coordination arrangements were activated in a timely manner and appropriately scaled, with the establishment of an EOC supported by a remote IMT enabling coverage across the district. Coordinated Incident Management System (CIMS) structures supported role clarity, and all functional roles were able to be filled. Strong working relationships within the response environment, including effective liaison with emergency services, supported coordination and information sharing. Established systems, templates, and EOC infrastructure enabled efficient setup and operational delivery. Engagement with marae and community contacts was proactive, and Rapid Response Teams (RRT) were deployed effectively to assess welfare and property impacts where required.

Key Issues Identified

Despite the relatively limited scale of impacts, several systemic issues were identified. The pool of staff with EOC experience and formal training was small, creating reliance on a limited number of individuals and increasing exposure to fatigue during extended or escalating events. Organisational understanding of civil defence roles and obligations outside the EOC environment was inconsistent, contributing to delays in deploying response teams. Uptake of emergency management training was insufficient to support sustained or larger-scale responses. Information management challenges highlighted the need for clearer “single source of truth” arrangements and more consistent situation reporting. Feedback also identified gaps in role clarity for staff supporting response activity outside the EOC.

Key Findings

The response confirmed that coordination arrangements and systems are fundamentally sound and can be stood up efficiently. However, overall effectiveness is constrained by limited workforce depth, variable readiness across the organisation, and uneven familiarity with EOC operations among non-core staff. These factors increase vulnerability during prolonged or more complex events and place additional pressure on a small number of trained personnel.

Improvement Implications

The findings indicate the need to prioritise:

- expanding the trained responder pool to improve resilience and reduce fatigue risk.
- increasing and sustaining uptake of emergency management training, including targeted induction for key roles.
- strengthening organisational understanding of civil defence responsibilities beyond the EOC environment.
- developing a larger, health-and-safety-ready Rapid Response Team roster; and



NORTHLAND CDEM AFTER-ACTION REVIEW

- reinforcing information management practices that support clear sources of truth and timely reporting.

These improvements will strengthen readiness and support more sustainable response capability for future events.

5. Alignment with the Final Capability Assessment (September 2025)

This After-Action Review (AAR) confirms and reinforces several findings and recommendations identified in the *Final Northland CDEM Group Capability Assessment (September 2025)*.

The January 2026 severe weather event provided a real-world test of regional emergency management arrangements and demonstrated that several capability gaps identified through the assessment remain relevant and material during sustained response and early recovery operations.

The Capability Assessment was structured against the objectives of the *National Disaster Resilience Strategy (NDRS)* and assessed the maturity of Northland's capability across the priority areas of *Effective Response to and Recovery from Emergencies, Enabling, Empowering, and Supporting Community Resilience, and Management, Governance, and Assurance*.

The AAR findings align closely with both the Capability Assessment recommendations and the underlying NDRS objectives used to assess capability maturity.

Appendix 1 summarises the key areas of alignment between:

- the AAR findings,
- the Capability Assessment recommendations (September 2025), and
- the relevant NDRS objectives that informed the capability assessment framework.

Summary of Alignment

The January 2026 severe weather event did not surface new systemic capability gaps. Instead, it validated the conclusions of the *Final Northland CDEM Group Capability Assessment (September 2025)*, confirming that previously identified areas for improvement, particularly leadership clarity, coordination endurance, intelligence, welfare, recovery, communications sustainability, and workforce resilience, remain operationally significant.

The AAR provides real-world evidence that these capability issues directly affect the system's ability to sustain and adapt during prolonged and compounding events. This reinforces the case for prioritising and embedding the existing Capability Assessment recommendations through programmes of work within the approved Section 17a Implementation Plan, rather than initiating parallel or ad-hoc improvement initiatives.

Detailed alignment between the AAR findings, Capability Assessment recommendations, and the NDRS objectives is provided in **Appendix 1**.



APPENDIX 1

NORTHLAND CDEM AFTER-ACTION REVIEW

AAR Finding Area	Specific AAR Observations	Aligned Capability Assessment Recommendations
Strategic Coordination and Leadership	Inconsistent articulation of regional intent and priorities; strategic forums more facilitative than directive during prolonged response.	Leadership capability rated as developing; need to clarify statutory leadership roles and strengthen strategic coordination expectations (<i>Recommendations 5, 9, 10</i>).
Coordination Endurance and Sustainment	ECC stood down while local response operations continued; integration pressure shifted to local EOCs.	Confirms need for clearer sustainment thresholds and greater coordination workforce depth for prolonged events (<i>Recommendations 6, 7</i>).
Situational Awareness and Intelligence	Gaps in real-time technical intelligence, inconsistent information collation, and lack of a Common Operating Picture.	Aligns with findings that intelligence and situational awareness are developing and require stronger systems and processes (<i>Objective 12; Recommendation 7</i>).
Welfare Coordination and Needs Assessment	Uneven welfare leadership continuity and fragmented needs assessment capability during extended response.	Reinforces recommendations to formalise and strengthen welfare planning, training, and role clarity. (<i>Recommendation 2</i>)
Communications and PIM Sustainability	Public information effective initially but difficult to sustain; PIM resourcing stretched; inconsistent information flow to elected members.	Supports assessment that PIM is a strength, but sustainability, surge capacity, and strategic communications need strengthening. (<i>Recommendation 6</i>)
Transition to Recovery and Recovery Leadership	Unclear response-to-recovery transition points; limited early recovery leadership engagement.	Directly aligns with findings that recovery leadership and pre-disaster recovery planning require focused enhancement. (<i>Recommendations 4, 9; Objective 17</i>).
Workforce Capacity, Readiness, and Wellbeing	Staff fatigue, limited depth in trained personnel, variable readiness and handover quality.	Reinforces assessment conclusions around workforce capacity, training uptake, exercising, and succession planning (<i>Recommendation 6; Objective 11</i>).

NORTHLAND CDEM AFTER-ACTION REVIEW

6. Management Response

The Northland CDEM Group acknowledges the findings of this After-Action Review and accepts the system-level issues and improvement opportunities identified. The review provides a balanced assessment of the January 2026 severe weather response, recognising areas of effective practice while clearly identifying where coordination, readiness, and system sustainability require strengthening.

The findings of this AAR, together with the demonstrated alignment with the Final Northland CDEM Group Capability Assessment (September 2025), confirm that the improvement priorities already identified remain valid and materially relevant. Accordingly, the Group does not intend to establish a separate or parallel improvement programme in response to this event. Instead, the focus will be on prioritising, sequencing, and embedding the existing Capability Assessment recommendations, informed by the real-world evidence provided through this event.

Responsibility for oversight of the management response to this AAR rests with Northland CDEM Group leadership, with progress monitored through established management and governance forums, including the Coordinating Executive Group (CEG) and the CDEM Joint Committee (JC). Improvement actions arising from the Capability Assessment and reinforced through this AAR will be progressed through the Section 17a implementation Plan work streams, including readiness, training, leadership development, coordination arrangements, welfare and recovery planning, and workforce sustainability initiatives.

The Group will continue to work in partnership with territorial authorities, iwi, partner agencies, and national stakeholders to strengthen system performance and ensure improvements are implemented in a coordinated and sustainable manner. Where appropriate, alignment will be maintained with wider assurance activity, legislative reform, and national direction to support consistent and effective emergency management practice. Updates on implementation progress and any material risks or constraints will be provided through routine reporting channels.

6.1 Implications for Management Response and Future Investment

Taken together, the alignment between the *January 2026 AAR* findings and the *Final Northland CDEM Group Capability Assessment (September 2025)* highlights a consistent pattern: the challenges experienced during the event were not the result of isolated operational failures, but rather the manifestation of known and developing capability gaps under sustained pressure. This has important implications for how the management response is framed and where future investment is directed.

Strategic Leadership, Coordination, and Endurance

The AAR findings relating to strategic coordination clarity, coordination endurance, and leadership sustainment reinforce the Capability Assessment's conclusion that leadership capability, coordination arrangements, and workforce depth are still developing. These findings underline the need for greater resilience in coordination structures, particularly to sustain regional oversight and integration during prolonged or compounding events.

From a management perspective, this supports targeted investment in:

- strengthening leadership readiness and role clarity for Controllers and Recovery Managers,
- improving the endurance of coordination arrangements beyond initial response phases, and
- ensuring coordination capability can be sustained alongside ongoing local response operations.



NORTHLAND CDEM AFTER-ACTION REVIEW

This is particularly relevant in the context of anticipated legislative change, where clearer accountability and stronger leadership assurance will be required.

Intelligence, Situational Awareness, and Decision Support

Observed gaps in situational awareness, intelligence collation, and the absence of a consistently applied COP align closely with the Capability Assessment's findings that these areas remain developing. The January event demonstrates that these gaps have direct consequences for decision-making, prioritisation, and confidence under pressure.

The management response should therefore explicitly support continued investment in:

- intelligence processes and coordination,
- decision-support tools that improve shared situational awareness across ECCs and EOCs, and
- system capability that supports integration across agencies and jurisdictions.

Getting ahead in this area will also position the Group well for future central-local coordination expectations under the proposed Emergency Management legislation.

Welfare, Recovery, and Transition Readiness

The AAR confirms that welfare coordination, needs assessment, and response-to-recovery transition remain areas of vulnerability during prolonged events. These findings reinforce Capability Assessment recommendations relating to welfare role clarity, recovery leadership, and pre-disaster recovery planning.

From a management perspective, this emphasises the importance of:

- strengthening welfare and recovery leadership continuity,
- investing in readiness and planning before events occur, and
- ensuring clearer transition thresholds and governance arrangements between response and recovery.

These areas are directly aligned with both existing Capability Assessment recommendations and the likely future legislative emphasis on clear accountability, recovery readiness, and assurance of delivery.

Workforce Capacity, Wellbeing, and Sustainability

The AAR highlights workforce fatigue, limited depth of trained personnel, and variable readiness as persistent risks during sustained operations. This directly validates the Capability Assessment's conclusions regarding workforce capability, training uptake, exercising, and succession planning.

For management, this reinforces the case for:

- continued, and where necessary increased, investment in training, exercising, and workforce development,
- explicit consideration of surge capacity and sustainability as core capability requirements, and
- embedding staff wellbeing and fatigue management within response planning rather than as an afterthought.

These workforce issues are central to the proposed Emergency Management legislation, which places increased emphasis on assured capability, delegation of statutory roles, and organisational resilience.

Positioning for Legislative Change



NORTHLAND CDEM AFTER-ACTION REVIEW

Taken together, the alignment between this AAR and the Capability Assessment underscores that existing improvement priorities are directionally correct, but now require sustained management attention, sequencing, and investment to move capability from *developing* toward *mature*.

Importantly, the January 2026 event demonstrates that acting on these priorities now will:

- reduce operational and governance risk,
- place the Northland CDEM Group in a stronger position to meet new statutory expectations, and
- support a proactive transition to the accountability and assurance requirements anticipated under the proposed Emergency Management legislation.

Accordingly, the management response should frame investment and improvement activity as “getting ahead” of legislative change, rather than reacting to it, using the combined evidence of the Capability Assessment and this AAR to support prioritisation and resourcing decisions.



TITLE: **MACC Update**

From: Phil Heatley, Strategic & Commercial Projects Manager

**Authorised by
Group Manager/s:** Louisa Gritt, Group Manager - Community Resilience, on 26 May 2026

Whakarāpopototanga / Executive summary

This report updates the CEG on progress made in the design and build of the Northland Multi-Agency Emergency Coordination Centre (MACC).

Ngā mahi tūtohutia / Recommendation

That the report 'MACC Update' by Phil Heatley, Strategic & Commercial Projects Manager and dated 25 May 2026, be received.

Background/Tuhinga

A MACC progress update brief is attached. The Design Team (architect and supporting engineering consultants) have been contracted and design is well underway. The team include local Northland firms *designgroup architects h + k Limited*, *RSEng* and *Engineering Equilibrium*. They will work alongside representatives from the user groups CDEM, Fire & Emergency New Zealand (FENZ) and Whangārei District Council.

The Resource Consent application is lodged, and information requests are being responded to. The Design Team will apply for Building Consent later in the year once detailed design is complete. A revised project timeline is as per the attachment, drawn from previous advice and now that the Design Team is in place. However, the timeline will be reviewed once consultants confirm the design trajectory.

Quotes for demolition of the FENZ buildings, currently occupying the site, will be sought next.

NRC's commercial building at 88 Robert Street has been selected as a temporary location for FENZ operations during demolition and construction. The shift to this location will be determined by FENZ but is currently likely to be around mid-2026.

Attachments/Ngā tapirihanga

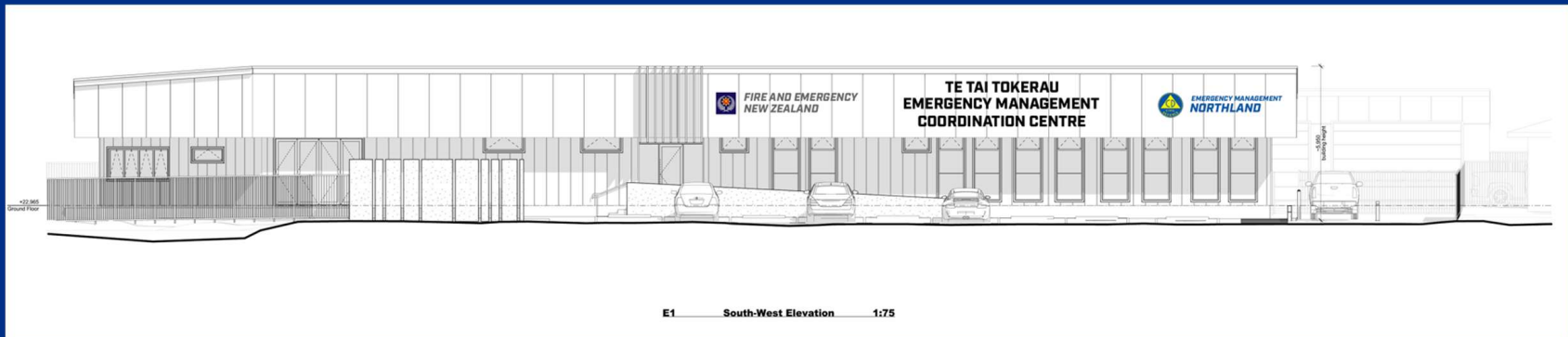
Attachment 1: MACC Progress Update MARCH 2026 [↓](#) 

STATUS: IN PROGRESS

MACC

MULTI AGENCY CO-ORDINATION CENTRE

PROJECT ADVISORY GROUP
Northland Regional Council
Fire & Emergency NZ



PROJECT AT A GLANCE

Where We Stand — March 2026

✓ RC APPLICATION

LODGED

Responding to S92 RFIs from Council

✓ LAND SURVEY

COMPLETE

Subdivision & amalgamation progressing

→ DESIGN

IN PROGRESS

Site plan consolidated, floor plan under review

↗ RELOCATION

PLANNING

88 Robert Street secured (no-cost lease)

KEY MESSAGE: The project is progressing well — consent is underway, land is secured, and the phased relocation strategy is in place to ensure FENZ operational continuity throughout construction.



MACC PROJECT — CONFIDENTIAL



Front elevation — FENZ & NRC signage

DESIGN & PLANNING

Built for Flexibility

Multi-Phase Usability

Designed to function pre-, during, and post-incident, not just as an emergency facility.

Site Plan Consolidated

Regional Council - ready site plan finalised. External car parking largely complete. Floor plan under review.

Architect & PAG Coordination

Ongoing collaboration ensures design intent is maintained through consent process. WDC, FENZ and CDEM user groups will be called on again at developed design phase.

IL4 Importance Level

Built to the highest structural category — resilient, robust, and ready for critical operations.

Single Story - Light Timber Construction

Single-storey LTC delivers speed, cost efficiency, and sustainability outcomes.

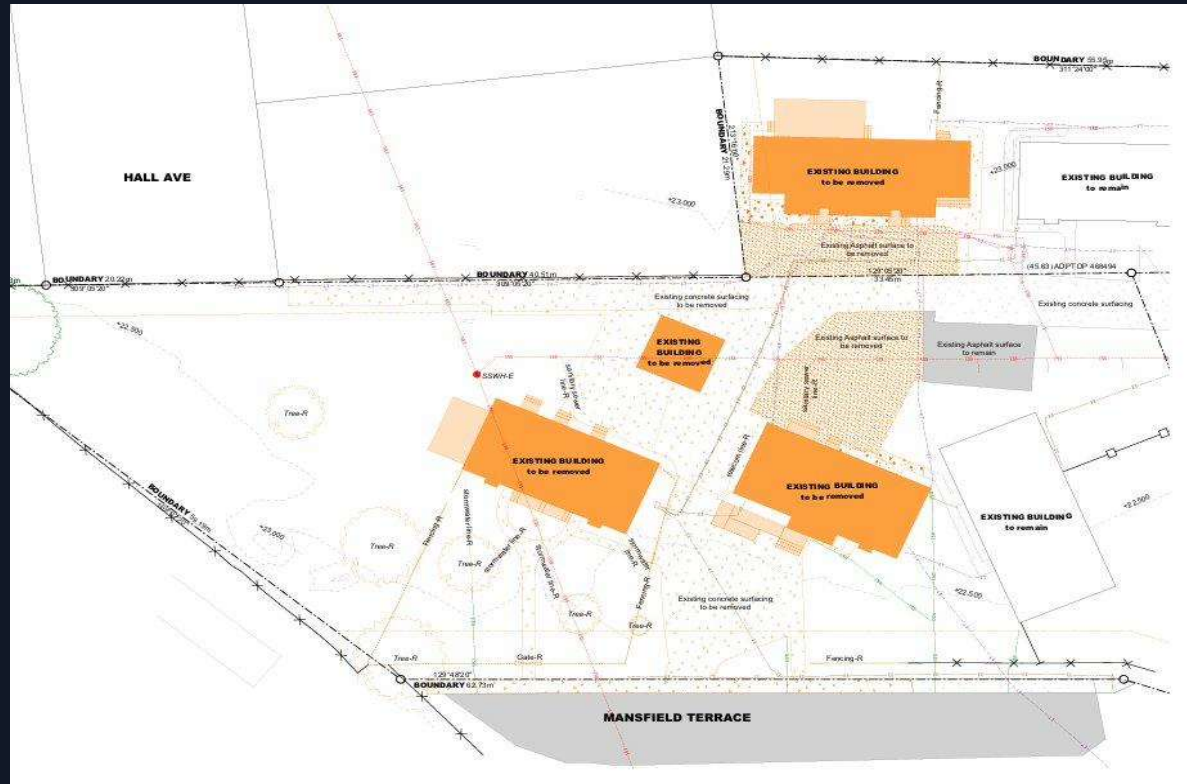
BEFORE

SITE TRANSFORMATION

Existing Site — Buildings Identified for Demolition

*Mansfield Terrace, Whangarei |
Existing buildings highlighted in
orange*

- All practicable steps taken to relocate the existing buildings .
- Due to interior construction changes since being built, they are unsuitable to be safely transported .
- Demolition only option.

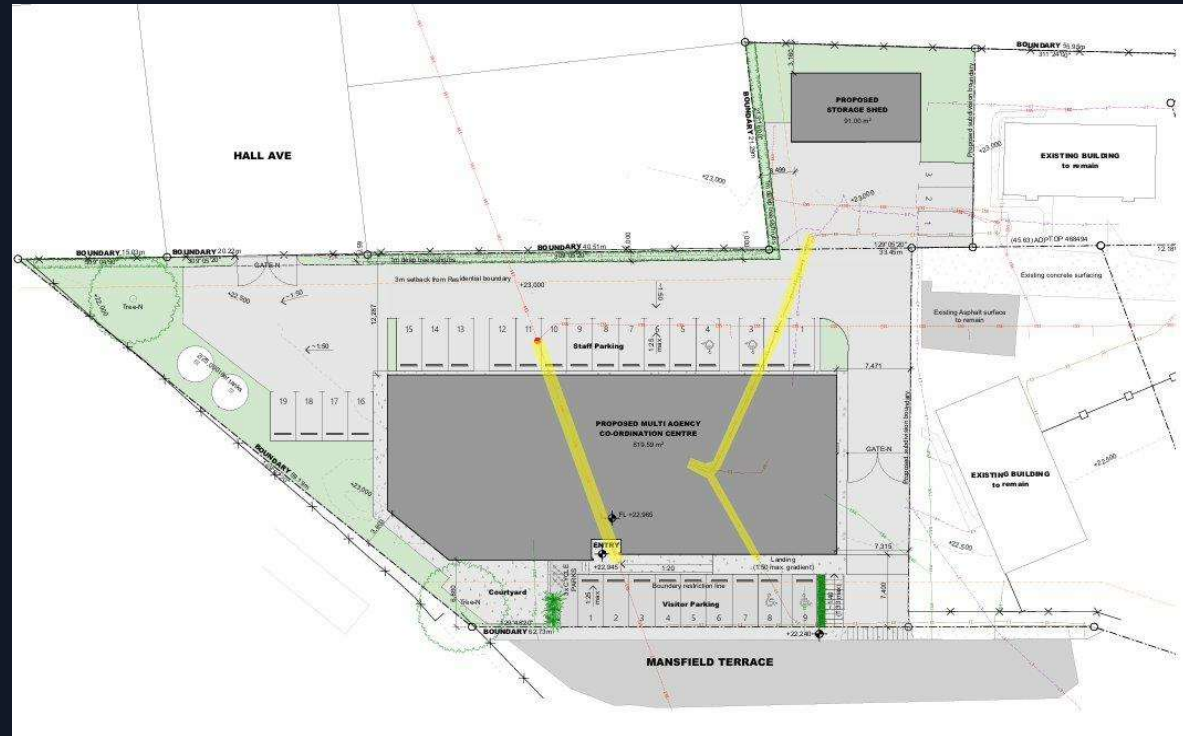


AFTER

SITE TRANSFORMATION

Proposed MACC — New Development Situated

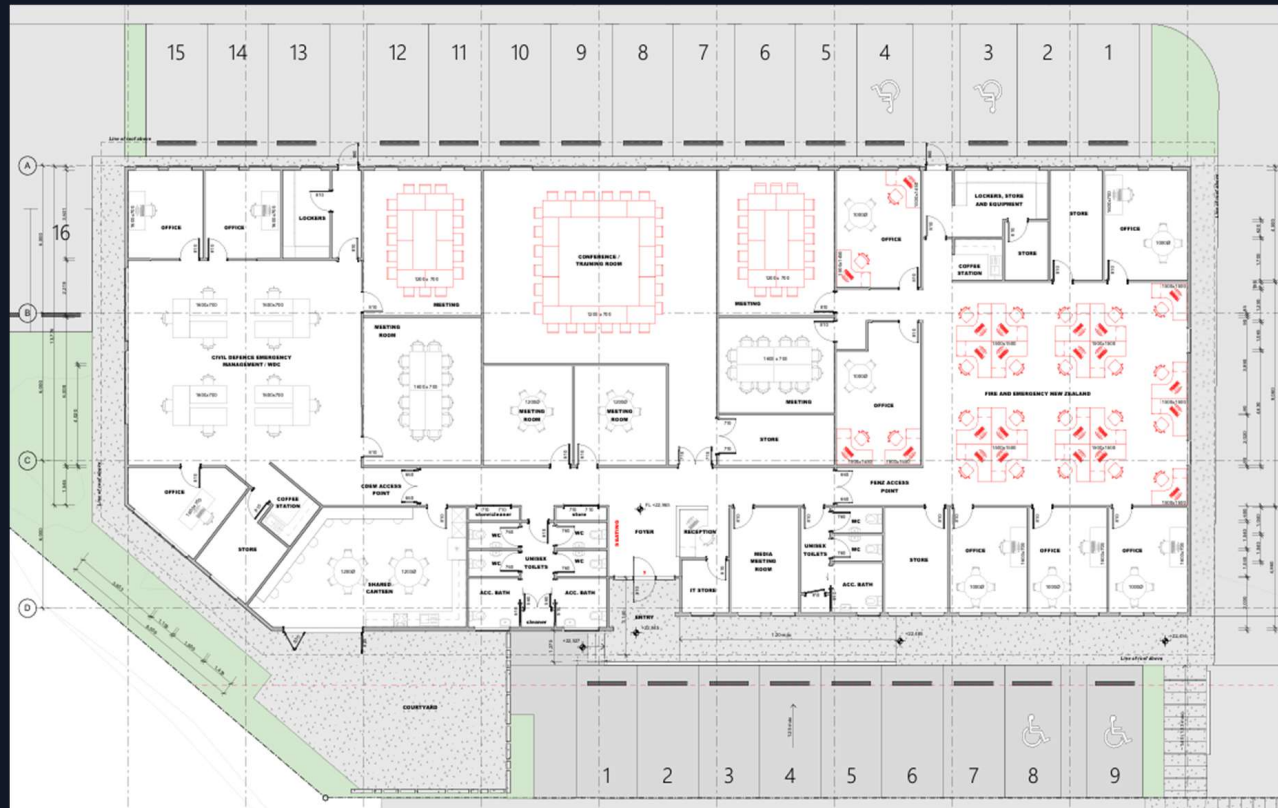
Mansfield Terrace, Whangarei | 819.59 m²
| IL4 Importance Level



PROPOSED INTERIOR

MACC — New Development Situated

- Combined BAU workspaces for CDEM and FENZ District Office.
- Transitional interior spaces to accommodate Incident Management Teams.



RELOCATION & CONSTRUCTION STRATEGY

A Staged Approach to Zero Disruption

1

Secure Relocation

88 Robert Street secured — no-cost lease with NRC. Keys obtained. ICT being assessed.

2

Staged Move

FENZ relocates in stages (Buildings 1, 2, 3). Operational continuity maintained throughout.

3

Demolition

Once site fully vacated: Stage 1 demolition & clearance. Est. cost: \$250k–\$290k.

4

Construction

Stage 2: MACC construction commences on cleared site. New facility delivered.

FENZ CONTINUITY GUARANTEED: Demolition begins only once the site is fully vacated. Operations continue uninterrupted from 88 Robert Street during transition.



Proposed building — front elevation view, Mansfield Terrace

SUSTAINABILITY & NEXT STEPS

Resilient by Design. Practical by Intent.

SUSTAINABILITY APPROACH

- IL4 Importance Level — highest structural category
- Thermal insulation for improved energy efficiency
- Alternative power using District based trailer-mounted generator
- Cost-effective sustainable systems throughout
- Light timber, single-storey — efficient & practical
- Crown entity sustainability expectations met
- No over-engineering— practical risk management (e.g. no resilient sewerage)

NEXT STEPS

- 01 Continue S92 RFI responses**
Project Team + Architect
- 02 Finalise floor plan**
Architect + User Groups + PAG Group
- 03 Progress internal layout design**
Architect
- 04 Complete NRC lease finalisation**
Legal / PM
- 05 ICT site assessment — 88 Robert St**
ICT Team
- 06 Begin phased relocation planning**
FENZ Operations

TE TAI TOKERAU EMERGENCY MANAGEMENT COORDINATION CENTRE - PRELIMINARY PROJECT TIMELINE																																		
																										(March 2026)								
ASPECT		2026												2027												2028								
ID	Task Name	Months	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct
	Project Timeline	32																																
1	Design Team Procurement	1																																
2	Design phase	9																																
3	RC Subdivision & BC Approval	7																																
4	Construction Procurement	3																																
5	Construction Phase	18																																
6	Site Establishment	2																																
7	Earthworks / Foundations	4																																
8	Site Civil works	6																																
9	Structure	3																																
10	Framing/envelope	6																																
11	Services Fit Out	6																																
12	Cladding and Decoration	5																																
13	Commisioning Completion	5																																

The revised project timeline above is NRC’s Property Team’s take, drawn from previous advice and now that the Lead Design Team is in place (Architect and Engineers). However, it will be reviewed once the consultancy team confirm the design trajectory.

Keeping Northland Safe, Together.



MACC Project | March 2026

TITLE: **Agency Updates**

From: Haylee Labelle, Personal Assistant Community Resilience

Authorised by Louisa Gritt, Group Manager - Community Resilience, on 26 May 2026
Group Manager/s:

Whakarāpopototanga / Executive summary

This report provides the opportunity for FENZ, Police and other agencies to provide an update to the CDEM

Ngā mahi tūtohutia / Recommendation

That the verbal updates from FENZ, Police and any other agencies, be received

Background/Tuhinga

Verbal update to be provided by agencies

Attachments/Ngā tapirihanga

Nil

TITLE: CEG Chair Report

From: Kori Puckey, Emergency Management Specialist; Zach Woods, Emergency Management Communications Specialist; Rongomaiwahine Glassie, Emergency Management Specialist; Tony Devanney, Emergency Management Specialist; Bill Hutchinson, Emergency Management Specialist; Damian Rio, CDEM Emergency Manager; Kylie Cox, Welfare Coordination Group Representative; Papanui Polamalu, Emergency Management - Iwi/hapū Engagement Advisor; James Harvey, Emergency Management Specialist - Lifelines; Brendon Gray, Emergency Management Partnership Manager; Mark Trüdinger, Emergency Management Recovery Specialist; Jenny Calder, Emergency Management Response Specialist; Sarah Gauden-Ing, Natural Hazards Specialist and Siobahn Holster, Emergency Management Specialist

Authorised by Group Manager/s: Louisa Gritt, Group Manager - Community Resilience, on

Whakarāpopototanga / Executive summary

This report provides a summary of activities undertaken by or directly related to the delivery of the Northland Civil Defence Emergency Management Group plan over the period since the last CDEM meeting in March 2026.

Ngā mahi tūtohutia / Recommendation

That the report 'CEG Chair Report' by Damian Rio, dated 10 May 2026 be received.

Background/Tuhinga

INDEX OF REPORTS

1. Northland CDEM Group Office
2. Activations and Response
3. Far North District CDEM Update
4. Kaipara District CDEM Update
5. Whangārei District CDEM Update
6. Welfare Coordination Group Update
7. Northland Lifelines Group Update
8. CDEM Communications Update
9. Māori Relationships Update
10. Tsunami siren replacement Project Update
11. Professional Development and Engagement
12. Natural Hazards update
13. Recovery
14. Common Operating Platform

1. Northland CDEM Group Office

Operational Activities

During the first quarter of 2026, sustained response and recovery conditions operated across Northland, with multiple activations requiring Emergency Operations Centres and regional coordination arrangements to function concurrently. These cumulative activations placed ongoing pressure on workforce capacity, communities, and critical infrastructure.

Across the region, councils and the Northland CDEM Group Office maintained response capability while progressing core readiness and resilience activities. This included continued training and exercising, community and marae preparedness, lifelines coordination, natural hazard modelling, recovery development, and advancement of key system initiatives such as the Multi-Agency Coordination Centre and Common Operating Platform.

Far North, Kaipara, and Whangārei District Councils delivered local response, recovery, and readiness activity aligned to regional coordination. This included Emergency Operations Centre (EOC) activations, recovery support, community engagement, governance briefings, capability development, equipment upgrades, and hazard risk reduction, with impacts and recovery needs varying by district.

Regionally, welfare coordination, lifelines resilience, communications, Māori partnerships, professional development, recovery planning, and system integration continued to mature under real-world conditions. Lessons from recent events are being incorporated into recovery frameworks, capability improvements, and future planning, reinforcing the importance of sustained readiness, strong partnerships, and system endurance.

2. Activations and Response

During the first quarter of 2026, a succession of severe weather events impacted Northland and resulted in three declarations of a State of Local Emergency (SoLE). The cumulative nature of these events required the region to operate across overlapping response and recovery phases, placing sustained pressure on staff capacity, communities, and already vulnerable infrastructure.

January 2026 Severe Weather Event

On Saturday 17 January 2026, MetService issued a Heavy Rain Watch for Northland. Rainfall intensity subsequently exceeded forecasts, with the most significant impacts occurring along the eastern coastal corridor between Whangaroa and Ngunguru. The event resulted in evacuations, road closures, and damage to residential properties.

A State of Local Emergency was declared for the Whangārei District at 4:00 pm on Tuesday 20 January and later extended while narrowing the scope to the Hikurangi–Coastal Ward. The district transitioned from response to recovery on 3 February 2026.

March 2026 Severe Weather Event

On Monday 23 March 2026, MetService advised that a tropical low was developing in the Tasman Sea, with potential impacts to Northland expected mid-week. Preparatory monitoring and readiness activities were undertaken, noting that parts of the region were still in recovery from the January event.

On Wednesday 25 March, MetService escalated warnings in eastern Northland to a Red Warning for heavy rain. EOCs and the Regional Emergency Coordination Centre were activated in response.

Significant rainfall occurred across impacted areas, compounding damage sustained in January. Impacts included further evacuations, flooding of dwellings, road closures, and power outages. A State of Local Emergency was declared in both the Far North and Whangārei districts during the afternoon of 26 March. Impacts within the Kaipara District were more limited.

April 2026 – Tropical Cyclone Vaianu

In early April 2026, Tropical Cyclone Vaianu approached Aotearoa, with forecasts indicating the potential for heavy rainfall, severe winds, and coastal inundation across Northland. Given saturated catchments, existing infrastructure damage, and ongoing recovery activity from earlier events, the predicted conditions presented a significant multi-hazard risk to the region.

A State of Local Emergency was declared for Northland at 5:00 pm on Friday 10 April 2026, and the Regional Emergency Coordination Centre transitioned from monitoring to full activation. Regional preparedness messaging was issued in advance of forecast impacts, and Local EOCs activated across the region over 11–12 April to support response activities.

Impacts across Northland were more limited than forecast. As a result, the State of Local Emergency was terminated at 5:00 pm on Monday 13 April 2026, with the Far North and Whangārei districts transitioning back to recovery immediately thereafter.

3. Far North District CDEM Update

Response:

- Response activity in the first and second quarters of 2026 has been driven by three severe weather events on 20 January, 26 March, and 10–13 April, each requiring activation of the EOC.
- All events involved coordination of support for stakeholders and affected communities, with recovery activity ongoing for all three events.

- Three staff were deployed to assist Whangārei District Council in Welfare and Recovery Roles during the January Weather event.

Recovery:

- Three Rae ki te Rae Manaaki Recovery Hubs (Whirinaki, Waimamaku, and Punguru) supported impacted communities and whānau during the March weather event by providing one-stop, in-person access to information, advice, and assistance, with government and non-government agencies co-located to deliver coordinated, timely support.
- Recovery operations remain ongoing across all three events to support affected residents and address damaged infrastructure.

Other Key Activities:

- **Community Resilience and Stakeholder Engagement:** Response plan reviews / meetings with the Northland Fijian Community, Waimamaku, Rawene, Te Rāwhiti, Kaitaia Evacuation Plan, Switzer Residential Care, Te Hiku Hauora and Manukau Marae.
- **Strategic Advisory:** Facilitated Far North District Council Te Hono meeting to strengthen iwi partnerships and clarify the role of the Iwi Advisor within the EOC Incident Management Team.
- **Operational Readiness:** EOC exercises on 11 February and 26 May to maintain CDEM awareness, test equipment, and identify response gaps following the recent weather events.
- **EOC Equipment:** Completed system updates for laptops, tested three Starlink kits, and recommissioned equipment used during response activations.
- **Professional Development:** Staff attendance at scheduled Courses
 - Coordinated Incident Management Systems x 5 (4th-5th May)
 - Planning x 6 (6th May)
 - Emergency Operations Centre x 5 (7th May)
 - Exercise x 6 (8th May)
 - Conflict of Interest Training x 2 (13th May)
 - Part One - RRANZ Professional Leadership Training x 2
- **Governance Engagement:** Hosted elected members at the EOC during the 26 March response, providing an overview of EOC operations, Coordinated Incident Management System (CIMS) arrangements, and response objectives.

4. Kaipara District CDEM Update

Responses:

- **January Severe Weather (Red Warning):** EOC activated in Dargaville with an Incident Management Team established in Mangawhai to monitor and prepare for impacts. Enhanced business-as-usual operations managed limited flooding, road closures, and power outages, and were stood down once conditions eased.
 - **Inter-district support:** Thirteen staff deployed outside the district to support the January severe weather response, providing surge capacity and operational experience that strengthens local response capability.

- **March Severe Weather (Orange Warning):** An EOC and Incident Management Team monitored potential impacts, which were managed through enhanced business-as-usual operations. Coordination arrangements stood down once conditions improved
- **April – Cyclone Vaianu:** The EOC and Incident Management Team activated in response to the regional State of Emergency. Enhanced business-as-usual operations managed minor flooding and road closures, and stood down coordination arrangements once risks reduced

Other Key Activities:

- **Hazard Risk Reduction:** Installation of nine out of ten new tsunami evacuation zone boards across the district.
- **Operational Readiness & Capability:**
 - Continued bi-monthly Function Manager hui, including delivery of Rapid Building Assessment (RBA) briefing.
 - Purchase of additional EOC vests to clearly identify functions and roles.
 - EOC induction delivered for newly CIMS-trained staff.
 - Quarterly CDEM induction delivered for new staff.
- **Community & Stakeholder Engagement:**
 - Establishment of the East Kaipara Emergency Services Group, with agreement to meet quarterly.
 - Engagement with Mangawhai Club regarding potential use as a Civil Defence Centre.
 - Support provided to the Pouto Community Response Group to progress its Community Response Plan.
- **Systems & Documentation:** Development of a CDEM staff deployment strategy.
- **Workforce & Training:**
 - EOC team currently comprises 51 staff (net decrease of two from previous quarter).
 - Professional development completed, including exercise writing and EOC Function Manager training.

5. Whangārei District CDEM Update

Responses:

- Whangārei District Council has activated their EOC three times this year. From that event an operational EOC debrief was developed and documented where up to 80 Actions have been identified and are currently being worked through. This debrief was aimed at the basic EOC operations and not a review of the higher level EOC/Emergency Coordination Centre (ECC)/Stakeholders interaction, where this will be reviewed separately.
- WDC are still in Recovery phase from the January weather event.
- The later March Weather event resulted in the WDC EOC activation and a State of Emergency Declaration for the District (as was January). The main impact was flooding in the usual places and not so many slips this time.
- The Helena Bay Russell Road slip still has up to four months for completion.

Other Key Activities:

- A lot of work continues with the Marae and community groups out the Oakura/Whangaruru area post the January and ongoing weather events.
- Work is underway to supply all the WDC CRG's and Marae with a Civil Defence kit. These are complete and will be slowly rolled out when we meet with each CRG. This is also an opportunity to review each CRG Plan.
- Matapouri and Oakura are interested in starting up as a Community Response Group.
- Numerous actions have been completed for the WDC EOC feedback from January.
- CIMS4 and Function training was provided to Northland in March.
- WDC attended the MPI Foot & Mouth workshop, as well as discussions on Avian Flu for the District.
- WDC delivered a CDEM presentation to the Community Patrol New Zealand (CPNZ) organisation, which was also attended by the Northland Emergency Manager. Initial discussions were held on how CPNZ can work alongside councils to support emergency management. This provided a valuable opportunity to establish and strengthen the relationship.

6. Welfare Coordination Group (WCG) Update

The Welfare Coordination Group has been activated since the mid-January weather event either in response mode or social recovery mode.

For the January and March and April weather events, all subfunctions were activated and have actively responded appropriately to the adverse weather the district has received.

A debrief of the January weather event was undertaken on 5 March 2026 quarterly WCG meeting. The review looked at four themes: welfare service delivery, coordination and communication, people and capability, and community engagement and accessibility. Early analysis shows that the Group Welfare Manager provided effective communication to the Welfare Coordination Group, while challenges remain with the needs assessment process and the lack of a shared common operating platform across agencies.

A corrective action plan will be presented to WCG for the next quarterly meeting in June 2026, along with the opportunity to inform the upcoming workplan for the 2026/27 year.

Ministry of Primary Industries (MPI) hosted a Northland Workshop regarding the proposed response plan to Foot & Mouth disease.

WCG continues to make steady progress on its 2025/26 work programme, ensuring alignment with strategic objectives.

Efforts continue to strengthen relationships and coordination across all participating agencies, with a focus on welfare capability, mentoring and readiness.

7. Northland Lifelines Group (NLG) Update

The work to consolidate and update the Northland Lifelines Group's critical infrastructure information into a single document — the Northland Lifelines Group Critical Infrastructure Risk — is now complete. The dataset has been updated to include refuse transfer stations, new regional power assets, Rural Connectivity Group towers, and the Starlink station.

It was encouraging to see strong engagement from group members in providing information, and the revised document is expected to be adopted at the next NLG meeting in late May.

Work has now started on identifying potential priority initiatives for inclusion in the 2026/27 business plan. Some initiatives to be put forward for NLG consideration at the May meeting include:

- Developing a lifelines-focused Regional Disaster Waste Management Plan aligned with the National guidelines (carried over from 2025/26).
- Developing a pandemic readiness and continuity plan for utility providers.
- Undertaking a regional lifelines cyber impact assessment (or updated pandemic readiness planning).
- Developing a Regional Lifelines Communication Plan to strengthen communication between utilities and CDEM EOC/ECC during response and recovery.

Regional Fuel Update

The Government has refined the Fuel Response Plan after extensive industry consultation to ensure that priority fuel access only occurs in Phase 4 – see the table below.

National Fuel Response Plan 2026 – diesel and petrol: phase 4 prioritisation <small>This will not be the major user groups but is still important and will continue to be updated</small>		
	Who is included?	Examples:
Critical users	<ul style="list-style-type: none"> - Emergency management response - Fuel and energy continuity - Health, disability, and care services - Social services - Utilities, infrastructure, and public health protection - Financial systems continuity - Other health and safety – enabling works - National security, border integrity, and international obligations - Public and passenger transport - Airport operations - Ports, shipping, and border trade - Animal welfare - Other core state functions - Education continuity - Corrections, custodial services, justice sector - Broadcasting and media 	<ul style="list-style-type: none"> - Frontline emergency services (Ambulances, Fire Emergency, Police) - Fuel tankers, retailers, depots, pipelines - Electricity generation, transmission, and distribution - Hospitals and other healthcare - Aged care and disability support services - Family and sexual violence crisis response centres - Road and rail infrastructure, telecommunications, waste - Banks and payment systems - Emergency construction, repair, and maintenance - Defence, customs, border biosecurity - Buses, trains, ferries - Animal transport, care, and rescue - Schools and education providers - Airports, ports, Pacific connectivity services - Marine and emergency operation centres - Courts and tribunals
Food and Freight	<ul style="list-style-type: none"> - Freight, logistics, and distribution - Farming and Food production - FMCG production, processing, storage and distribution - Supply chains that support food production - Retail to consumer food distribution networks - Export facilitation 	<ul style="list-style-type: none"> - Trucks, rail networks, and food distribution services - Food and FMCG producers, growers and importers - Food and FMCG processors and manufacturers - Supermarkets and food delivery - Packhouses, storage and transitional facilities - Food and FMCG packaging manufacturers - Commercial fishing and fish processors - Forestry and wood processing that supports food and FMCG
Community and Commercial users	<ul style="list-style-type: none"> - Commercial passenger transport (non-critical) - Long-term biosecurity activities - Manufacturing and processing of non-food products - Construction and trades - Retail, hospitality, and office-based activities - Tourism and events - Wildlife management activities - Tertiary education - Other commercial and community users 	<ul style="list-style-type: none"> - Contracted training and employment services - Charter vans and rental vehicles - Long term pest management or conservation activities - Residential and commercial construction - Tourism and event operations - Mining - Shops, cafes, restaurants, personal services - Universities, polytechnics, wānanga - Any other commercial user
General public	<ul style="list-style-type: none"> - Private motorists - Recreational marine users - Other personal users 	<ul style="list-style-type: none"> - Commuting - Personal travel - Recreational boating and fishing - Jetskis and other personal marine craft

The Government has strengthened resilience by aligning fuel standards with Australia, expanding diesel storage at Marsden Point, and securing 90 million litres of diesel for a strategic reserve. In a worst-case disruption, fuel will be prioritised for critical users, with food and freight and commercial users required to meet fuel-saving targets, and the public will be required to comply with pump limits. The Government continues to emphasise that fuel supply remains stable, international partners are confident, and the Plan is designed to be flexible, proportionate, and only used if necessary.

8. CDEM Communications Update

This reporting period includes two Red Warning weather events (21 January and 26 March), a Severe Thunderstorm event on 18 January, two additional minor weather events, and the summer preparedness campaign.

It does not include communications activity relating to the Cyclone Vaianu response, which will be reported separately in the next period.

CDEM Facebook page insights, Dec 1, 2025 – April 1, 2026

- Facebook page visit: 128,598
- Facebook Page followers: increased by 3,633
- Total FB page followers as of April 1, 45,368

Over the reporting period, we saw a significant increase in Facebook followers. This aligns with established trends, where major weather events drive increased public interest and engagement with Civil Defence channels.

Facebook continues to be our largest and most effective direct communication channel, particularly during warning and response phases of emergency events. Warning-related and event-specific posts consistently achieved the highest reach and engagement.

Top-performing Facebook content

The highest-performing posts during this period all related to the March Red Warning event:

1. **Roading update – Whakapapa Bridge (27 March)**

A mid-morning update showing roading impacts and damage at Whakapapa Bridge.

- **Reach:** 224,770

-

Link: <https://www.facebook.com/civildefencenorthland/posts/pfbid02ovB1EZc1bEXeV58fPBdzWbt7NVasW1tyuyjoJfvET5GC1Z9daLHP6TLHcPXBKCKul>

2. **Declaration of local States of Emergency (26 March)**

Announcement of states of emergency for Whangārei and Far North Districts.

- **Reach:** 190,603

-

Link: <https://www.facebook.com/civildefencenorthland/posts/pfbid02QndtJE5bLbybVvc7LrbqX8KgTc7j1HqMHQH64hgo5z6VecgRbpHJVfmbVA8UXWxhl>

3. **Red Warning issued (25 March)**

Initial Red Warning messaging ahead of the event.

- **Reach:** 176,365

-

Link: <https://www.facebook.com/civildefencenorthland/posts/pfbid0253Ev1Qnckz3QCTjQMfBHxySVy1A955GBaQteLtVojCzgMxa1ux25kWnKQMd3wcCSI>

Use of video content

Short-form video content featuring CDEM Controllers performed strongly during the reporting period.

A video message from the Controller during the March response achieved:

- **Reach:** 146,828 (fourth-highest overall)

- **Engagement:**
 - 2,601 likes and reactions (highest of all posts)
 - 170 comments, with the majority being positive

Video link: <https://fb.watch/GuFdAUZmqM/>

Controller-led video messages significantly increase engagement and help reinforce trust in emergency messaging. Based on this performance, the use of short video updates was expanded during the Cyclone Vaianu response and will be evaluated in the next reporting period.

* *Reach* is a Meta Business metric showing the estimated number of unique accounts that saw a post at least once. This differs from *impressions*, which may include multiple views by the same account. Reach provides an indication of how many people were exposed to a message.

Northland CDEM Web section insights, Dec 1, 2025 – April 1, 2026

Total page visits: 20,409

Most visited pages:

1. CD home page: 4860
2. is-it-open-or-closed: 4416
3. Listen-to-the-tsunami-siren-sounds: 2898
4. Power outages: 1579

Page visits during this reporting period were almost double the typical average. This increase is likely driven primarily by the severe weather events experienced over the summer period, with the public seeking general Civil Defence information as well as specific roading, infrastructure, and utility updates.

While these pages do not always provide live or real-time updates, they play an important role by directing people to the appropriate agencies and external websites where the most up-to-date operational information is held.

Public feedback received during recent response periods indicates that, while the Northland CDEM website is an important information channel, it can be difficult for users to quickly locate the most relevant and up-to-date content during emergency events. In particular, some users have noted that it is not always intuitive to navigate to the regional council website for Civil Defence updates, especially when compared with other regions that operate dedicated, purpose-built emergency management websites.

The current Civil Defence section within council's website functions adequately for day-to-day information but is not optimised for high-traffic emergency use, rapid updates, or emergency-specific user journeys. This can limit its effectiveness as a secondary channel alongside Facebook, particularly for members of the community who do not use social media or are seeking a standalone, trustworthy emergency information source.

In response to this, options to improve the accessibility, usability, and resilience of Northland's web-based emergency information are being explored. These include nationally aligned approaches adopted by other CDEM Groups, which are designed specifically for emergency situations. Further discussion and potential recommendations on this matter are expected to be presented in a future reporting cycle.

Media engagement

During the reporting period, there was a high volume of media engagement in relation to severe weather events.

Key activity included:

- Over 12 interviews provided at Group level by a range of spokespeople

- Strong coverage of key public information across radio, print, and digital platforms
- Four media advisories and releases issued by the CDEM Group relating to weather events
- District councils issuing additional local media statements as appropriate

Overall, media engagement ensured consistent and timely public messaging across Northland during weather responses.

Summer preparedness campaign

Campaign period: 1 January – 1 March 2026

It included:

- **Radio advertising and interviews** across major Northland stations (More FM, The Breeze, The Edge, The Rock FM).
- **Targeted Facebook posts** with seasonal preparedness tips.
- **Digital advertising** to drive traffic and engagement.

Campaign performance and evaluation

Due to multiple weather events occurring during the campaign period, it is difficult to directly attribute increases in Facebook followers, post engagement, or website traffic solely to the preparedness campaign.

However, two additional indicators provide insight into campaign reach and awareness:

Radio reach:

Advertising and interviews ran across multiple Northland radio stations with a combined estimated potential weekly listenership of approximately 56,000 Northlanders who may not already be reached through CDEM digital channels.

Digital advertising:

- Total impressions: 21,896 (January–February)
- Ad clicks: 382
- Click-through rate (CTR): 1.74%

For context, a CTR above 2% is commonly considered strong for digital advertising. Achieving a 1.74% CTR during January, a period when many people are on holiday, represents a solid result and indicates effective engagement with the target audience.

Overall, communications activity during this reporting period effectively supported public awareness, warning dissemination, and engagement during multiple weather events.

Facebook remains the primary and most responsive communication channel, with increased use of video content showing particularly strong results. Media and campaign activity complemented digital communications and helped broaden reach across the region.

9. Māori Relationships Update

The first quarter 2026 placed sustained demands on Civil Defence Te Taitokerau, with response activity absorbing much of the available capacity. This tested the strength and maturity of relationships with marae, iwi, hapū, and hāpori across the rohe.

Civil Defence Te Taitokerau acknowledges the leadership, responsiveness, and manaakitanga demonstrated by these partners in supporting isolated and affected communities. Their ability to mobilise quickly and provide localised care was critical during sustained response activity.

The foundations built over the past 18–24 months through marae preparedness initiatives proved instrumental. Established relationships, shared planning, and ongoing wānanga enabled effective coordination, timely information flow, and confident local action. Direct engagement between iwi leadership and EOC arrangements further strengthened coordination and targeting of support.

These foundations enabled the development of the Rae ki te Rae Manaaki Hubs, translating kaupapa-based thinking into practical, community-led support. The model has proven adaptable and effective across multiple contexts, with strong feedback from communities and partners, and shows potential as a benchmark for future response and recovery in Te Taitokerau.

Civil Defence Te Taitokerau acknowledges the collective contribution of Ngātiwai Trust Board, marae representatives, haukāinga, partner agencies, council staff, and welfare coordination groups. This effort highlights the strength of partnership-led emergency management and reinforces the value of sustained investment in relationships, preparedness, and culturally grounded approaches.

10. Tsunami Siren Project Update

Work was paused over the Christmas period with the inability to get site access for many locations.

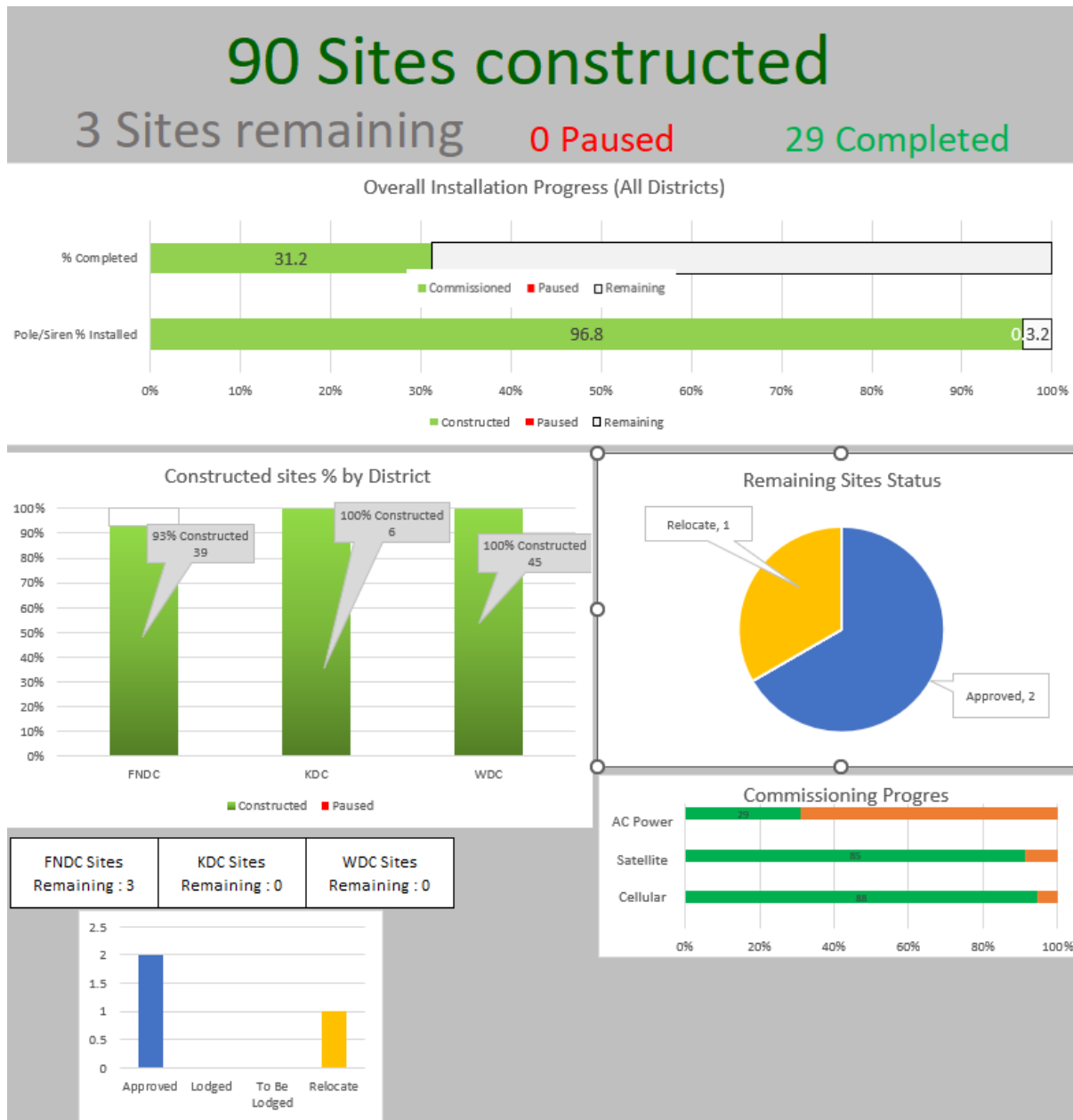
The following locations are planned for mains connections during Feb/March

Siren	Name	Address	Area	Status
62	Tapeka Toilets	End of Tapeka Road	Russell	
63	Russell	13 Church St	Russell	
70	Matauri Bay Car Park	Carpark Entrance	Matauri Bay	
72	Tauranga Bay Camp	51 Tauranga Bay Beach Rd	Tauranga Bay	
76	Taupo Bay	Opp 20 Taupo Bay Road	Taupo Bay	
86	Wagener Holiday	214 Houhora Heads	Houhora	
88	Te Hiku o te Ika	Waharua Road	Te Hapua	
89	Waipapakauri Beach	Opposite 519 West Coast Rd	Waipapakauri	
103	Waimanoni	between 924-906 SH1	Waimanoni	
Siren	Name	Address	Area	Status
9	Waipu Cove	801 Cove Road	Waipu Cove	Complete
12	Uretiti DOC	3149 SH1, Waipu	Waipu	
37	Taurikura Bay	2373 Whangārei Heads	Taurikura	Complete
38	Urquhart Bay	Carpark - End of Urquhart	Urquhart Bay	Complete

An audit was to be undertaken by Emalte (Aus), a company that works with Whelan warning systems to identify and quantify and issues or requirements for future support of the sirens given the closure of HSS as a business. This was cancelled as HSS has resumed operation under Hörmann Warning Systems GmbH (HWSG) and have confirmed that they can support HSS equipment moving forward.

Waitangi and Rawhiti sirens have both now received resource consent approval and the quotes for their construction have been received. Work will be scheduled to be completed over the coming weeks.

Work to relocate the Parua Bay siren has resumed. Civil Defence staff met with the Deputy Principal of Parua Bay School, who supports the relocation and is taking the proposal to the Board of Trustees. WDC also support the new location as the current lease holder.



The latest round of testing took place in April, with all previously remediated sites performing as expected. A small number of sites recorded issues, which will be addressed. The recent event disrupted the data collection process.”

11. Professional Development and Engagement

The CIMs and function-specific training week took place in Kaikohe during the first week of May.

	FNDC		KDC		WDC		NRC		CDEM		Agency	
Course	✓	x	✓	x	✓	x	✓	x	✓	x	✓	x
CIMS4	7	1		1							9	1
Function (Planning)	6						2					

Function (Emergency Operations Centre)	5		3									
Exercise	6	3	1				1	1	3			

Table: May training ✓ Trainee attended ✗ Trainee did not attend/withdrew

Numbers attending the CIMS4 course were on par with previous courses. Attendance at the function courses and the exercise was lower than anticipated, with several participants withdrawing due to illness and fatigue, ongoing business-as-usual commitments, and managing recovery efforts following the March rain events. Feedback from attendees on the training delivery, course content, and training resource was positive.

12. Natural Hazards Update

New landslide mapping

Heavy rainfall on 18 January triggered widespread landslides across Oakura, Whangaruru Harbour, and the eastern coastline between Whangārei Heads and Cape Brett. NRC is now working with Earth Sciences New Zealand (ESNZ) to map the landslides this will lead to better understanding of the hazard, supporting future modelling, land management, and council planning.

Draft aerial imagery is available and has been shared with councils, lifelines and iwi/hapū and the community. The LiDAR is being processed, and the initial draft is expected to be released in June. Final versions of LiDAR and aerial photos will be hosted by Toitū Te Whenua - Land Information New Zealand making them accessible to our community.

ESNZ have begun to map the landslides, and information will be shared as soon as it is available.

New Erosion and sediment risk maps

NRC have just published new erosion and sediment risk maps (<https://www.nrc.govt.nz/environment/land/our-soils/erosion-and-soils/erosion-and-sediment-risk-maps/>). These maps have been generated by a model that uses a range of Northland specific data (including LiDAR, radiometric data, climate data, soil and geology type) to indicate relative risk of erosion and sediment transport to waterways across the region. The maps were developed by combining inherent landscape instability (i.e. weak geology) and overland flow (i.e. runoff) risk on a scale of 1 (low risk) to 5 (high risk).

The maps will be useful for managing erosion, farm plans, preparing consent applications, infrastructure planning, and for landowners who want to manage sediment and conserve soil. However, they do not provide a geotechnical assessment of land suitability for subdivision or built development, nor do they quantify the likelihood of erosion, landslides or slips in the future.

Improving Flood Forecasting

NRC has selected JB Pacific to develop the next stages of our flood forecast system using the Delft FEWS platform. JB Pacific has developed systems for Gisborne District Council, Horizons Regional Council and are working with a consortium of South Island Councils and so there is potential for future shared systems and support during responses. The flood forecast project is a multi-year development with completion scheduled for 2029.

In the past year we have been working across council to build a shared flood manual to support this system and improve communication and understanding during response. Nationally there is interest

in working to develop common standards used in flood communication and NRC are supporting these efforts.

Climate Change and Natural Hazards Risk Assessment

The Climate Action and Natural Hazards Team have begun scoping a Climate Change and Natural Hazards Risk Assessment. The focus of this assessment will be the new spatial planning requirements anticipated under the changes to the RMA, but we will work closely with CDEM to ensure that the outcomes support their needs.

13. Recovery

Recovery coordination continues, delivered primarily by district councils through Local Recovery Managers, with regional coordination across key recovery environments.

Regional recovery planning is being developed to capture Group level activity, alongside district recovery plans. Surge and recovery support has strengthened both regional and local delivery.

Lessons from recent events are being incorporated into the development of a Northland Recovery Framework, supported by improved cross-agency coordination and data-sharing initiatives.

Recovery funding

Funding discussions with central government for the January, March, and Vaianu events are ongoing.

On Friday 22 May, NEMA confirmed the following funding breakdown for Northland:

- funding requested: \$51 321 833
- funding marked as 'unallocated' and unlikely to be funded: \$30 090 533
- disbursed: \$215 500.

The total funding requests of \$51 321 833 came from FNDC, KDC, WDC, CDEM Group (including NAET – the Northland Adverse Events Team / rural sector), DOC, Northland NZ (formerly Northland Inc), and Ngātiwai Trust Board.

For the unallocated funding, on 6 May, Minister Penk wrote to Mayors Tepania and Couper, and Simon Mitchell, CEO of Ngātiwai Trust, stating that 'I am unable to progress these extraordinary funding requests further within Government'.

The district councils and CDEM Group will follow up on possible funding for the outstanding projects, including meeting with the Regional Public Service Commissioner, Te Kahu Hononga | the Regional Leadership Group, and DIA.

14. Common Operating Platform (COP)

The ECC components of the Common Operating Platform were tested during this most recent response. Civil Defence staff made some small refinements during its use, and it continues to improve with each event.

Work continues to integrate the required data feeds, noting that some sources will require future capability development. Once the internal platform is established, the project will shift to building external COP functionality for partner agencies and stakeholders.

Te Tai Tokerau - Northland Geospatial Common Operating Platform

19 January 2026 12:59 NZDT

Control Weather Intelligence Planning Operations Logistics PIM Welfare Agencies Buildings Recovery

Response - Dashboard Response - Structure

Heavy Rain -Jan 26

Event started: 18/01/2026

Current Status: **Not Declared**

Declaration ends: **None**

Shift Controller: **Jenny Calder**

Intent
To ensure the wellbeing and safety of people and animals impacted by the cyclone.

Priorities
-Preserve life and prevent injury through rescue and risk mitigation activities
-Coordinate immediate multi-agency response
-Provide care for injured, isolated, and dependent people

Objectives
-Establish welfare centres in Kerikeri, Whangarei, and Mangawhai by 1100hrs.
-Provide regular updates of key information to the public via Facebook and agency websites.
-Maintain regular inter-agency briefings and provide situational awareness to responders.

Heavy Rain -Jan 26

Jenny Calder
Controller

- Papanui Polamalu** NEMGS Duty Officer
- Mark Trudinger** Recovery Manager
- Shona Morgan** RENA
- Brendon Gray** Response Manager
- Papanui Polamalu** Main Liaison
- Jojo Gibbard** Strategic Comms
- Anna Talbot** Planning Manager
- Natalie OHS** Logistics Manager
- Nicky Fitzgibbon** Intelligence Manager
- Zach Woods** PIM Manager
- Jenny Calder** Operations Manager
 - James Harvey Lifelines Coordinator
- James Sutherland** Health & Safety
- Rylee Cox** Welfare Manager

Regional ECC	D1 ↔	1 - Minor regional response 2 - Moderate regional response 3 - Major regional response 4 - Severe regional or National Response M - Monitoring/Watch as usual	↑ - Escalating ↔ - Stable/No Change ↓ - De-escalating D - District R - Regional	Next Stakeholder Meeting	930hrs	Next IMT hui	1000hrs
Far North EOC BAU	Kaipara EOC BAU	Whangarei EOC Monitoring					

Attachments/Ngā tapirihanga

Nil