



If calling, please ask for Democratic Services

Civil Defence Emergency Management Group

Tuesday 24 June 2025, 1.00pm

Taumata Kōrero - Council Chamber, Greater Wellington Regional Council
100 Cuba Street, Te Aro, Wellington

Members

Mayor Tory Whanau (Chair)	Wellington City Council
Hon. Mayor Ron Mark (Deputy Chair)	Carterton District Council
Mayor Anita Baker	Porirua City Council
Mayor Campbell Barry	Hutt City Council
Mayor Gary Caffell	Masterton District Council
Mayor Martin Connelly	South Wairarapa District Council
Mayor Wayne Guppy	Upper Hutt City Council
Mayor Janet Holborow	Kāpiti Coast District Council
Council Chair Daran Ponter	Greater Wellington Regional Council

Mana Whenua Advisors

Callum Katene
Kura Moeahu

Recommendations in reports are not to be construed as Council policy until adopted by Council

1 Wellington Region Civil Defence Emergency Management Group

1. Definitions

1.1 For the purpose of these Terms of Reference:

"Act" means the Civil Defence Emergency Management Act 2002.

"CDEM Group" means the Wellington Region CDEM Group.

"Co-ordinating Executive Group" (the CEG) means the Co-ordinating Executive Group to be established under section 20 of the Civil Defence and Emergency Management Act 2002 and clause 10.7 of this Terms of Reference.

"Group Controller" means a person appointed under section 26 of the Civil Defence and Emergency Management Act 2002 and clause 10.1 of these Terms of Reference as a Group Controller.

"Member" means a Local Authority that is a member of the Civil Defence Emergency Management Group that is the subject of this document.

"Representative" means the Mayor or Chairperson of a Member or an alternative person who has been given the delegated authority to act for the Mayor or Chairperson.

"Wellington Region" for the purposes of these Terms of Reference means the Wellington Region as defined by the Local Government (Wellington Region) Reorganisation Order 1989, excluding the parts of the Tararua District falling within the area administered by the Greater Wellington Regional Council.

2. Name

2.1 The Wellington Region Civil Defence Emergency Management Group shall be known as the Wellington Region CDEM Group.

3. Members

3.1 Each of the following local authorities is a member of the Wellington Region CDEM Group:

Carterton District Council
Greater Wellington Regional Council
Kapiti Coast District Council
Hutt City Council
Masterton District Council
Porirua City Council

South Wairarapa District Council
Upper Hutt City Council
Wellington City Council

4 Status

- 4.1 The Wellington Region CDEM Group has the status of a Civil Defence Emergency Management Group under the Civil Defence Emergency Management Act 2002. It is a joint standing committee under clause 30(1)(b) of Schedule 7 of the Local Government Act 2002.

5 Purpose of Terms of Reference

- 5.1 The purpose of these Terms of Reference is to:
- (1) Define the responsibilities of the CDEM Group as delegated to the CDEM Group by the Members
 - (2) Provide for the administrative arrangements of the Group.

6. Functions, duties and powers

- 6.1 The functions, duties and powers of the CDEM Group are those that are set out for a Civil Defence Emergency Management Group in the Civil Defence Emergency Management Act 2002.

7 Objectives of the CDEM Group

- 7.1 To assist the CDEM Group to meet the requirements of the Act, the Group adopts the following objectives:
- (1) To ensure that hazards (as defined in the Act) and the consequential risks are identified and assessed
 - (2) To ensure an effective and efficient region-wide civil defence emergency management capability to respond to and recover from emergencies (as defined in the Act)
 - (3) To facilitate effective and efficient emergency management through partnership and co-ordination amongst the organisations represented on the Co-ordinating Executive Group
 - (4) To promote appropriate mitigation of the risks.

8 Representatives

- 8.1 Each Member is to be represented on the CDEM Group by one person only, being the Mayor or Chairperson of that local authority or an alternate representative who has been given the delegated authority to act for the Mayor or Chairperson.
- 8.2 An alternate representative must be an elected person from that local authority under section 13(4) of the Act.
- 8.3 Under section 114S(4) of the Local Government Act 1974, and clause 30(9) Schedule 7 of the Local Government Act 2002, the powers to discharge any representative on the CDEM Group and appoint his or her replacement shall be exercisable only by the Member that appointed the representative being discharged.

9 Requirement to maintain the CDEM Group

- 9.1 Section 12(2) of the Act, section 114P(5) of the Local Government Act 1974, and clause 30(5) Schedule 7 of the Local Government Act 2002, must not be read as permitting any Member to discharge or reconstitute the CDEM Group.
- 9.2 It is the responsibility of each Member of the CDEM Group to ensure that they have a representative available to participate in the CDEM Group, as soon as practicable after their representative is no longer able to represent that Member for whatever reason, with the same delegated functions, duties and powers as their predecessor.

10 Delegated authority

The CDEM Group has the responsibility delegated by the Members to:

10.1 Appoint a Group Controller

- 10.1.1 Appoint in accordance with section 26 of the Act, a suitably qualified and experienced person to be the Group Controller for the Wellington Region.
- 10.1.2 Appoint a suitably qualified and experienced person(s) to exercise the functions, powers and duties of the Group Controller in the event of a vacancy in or absence in the office of Group Controller.
- 10.1.3 Delegate to the Group Controller the functions set out in section 28 of the Act.

10.2 Appoint local controllers

- 10.2.1 Appoint in accordance with section 27 of the Act and following consultation with the relevant Members, one or more persons to be a Local Controller.

10.3 Appoint person who may declare state of local emergency

- 10.3.1 Appoint in accordance with section 25 of the Act, and following consultation with the

relevant Members, at least one representative of a Member of the CDEM Group as a person authorised to declare a state of local emergency within the Wellington Region.

10.4 Prepare, approve, implement and review civil defence emergency management group plan

10.4.1 In accordance with sections 48 to 57 of the Act, prepare, and after consultation approve a CDEM Group Plan.

10.4.2 In accordance with section 17 of the Act, implement and monitor the CDEM Group Plan within the costs that each Member has agreed to pay.

10.4.3 In accordance with section 56 of the Act, review the CDEM Group Plan.

10.5 Exercise powers to perform its functions

10.5.1 In accordance with section 18(1) of the Act, all the powers that are reasonably necessary or expedient to enable the CDEM Group to perform its functions, including the power to delegate any of its functions to Members, the Group Controller, or any other person.

10.5.2 In accordance with section 18(2) of the Act:

- (1) Recruit and train volunteers for civil defence emergency management tasks
- (2) Conduct civil defence emergency management training exercises, practices, and rehearsals
- (3) Issue and control the use of signs, badges, insignia, and identification passes authorised under the Act, regulations made under the Act, or the civil defence emergency management plan
- (4) Ensure the provision, maintenance, control, and operation of warning systems
- (5) Ensure the provision of communications, equipment, accommodation, and facilities for the exercise of the CDEM Group's functions and powers during an emergency
- (6) Exercise any other powers that are necessary to give effect to the CDEM Group's Civil Defence Emergency Management Plan.

10.6 Establish and Maintain the Co-ordinating Executive Group

10.6.1 In accordance with section 20 of the Act, establish and maintain a Co-ordinating Executive Group consisting of:

- (1) The chief executive officer of each Member or a senior person acting on that person's behalf;
- (2) A senior member of the Police assigned for the purpose by the Commissioner of Police

- (3) A senior member of the Eire Service assigned for the purpose by the National Commander
- (4) The chief executive officers of Capital and Coast Health District Health Board, Hutt Valley Health Board and Wairarapa Health District Health Board, or a person or persons acting on their behalf

11. Powers not delegated

Any power that cannot be delegated in accordance with Section 114Q of the Local Government Act 1974 and Clause 32 Schedule 7 of the Local Government Act 2002.

- 11.2 The determination of internal staff structures of individual Members necessary for the delivery of services required under the Act or the CDEM Group Plan.
- 11.3 The determination of funding for implementing the CDEM Group Plan.

12. Remuneration

- 12.1 Each Member of the CDEM Group shall be responsible for remunerating its representative on the CDEM Group for the cost of that person's participation in the CDEM Group.

13. Meetings

- 13.1 The New Zealand Standard for model standing orders (NZS 9202: 2001), or any New Zealand Standard substituted for that standard, will be used to conduct CDEM Group meetings as if the CDEM Group were a local authority and the principal administrative officer of the Greater Wellington Regional Council or his or her nominated representative were its principal administrative officer.
- 13.2 Other standing orders may be used, subject to the agreement of the CDEM Group, and in accordance with section 19(1) of the Act.
 - 13.2.1 The CDEM Group shall hold all meetings at such frequency, times and place(s) as agreed for the performance of the functions, duties and powers delegated under this Terms of Reference. However there will be at least two meetings per year.
 - 13.2.2 The quorum shall consist of five (5) members.

14. Voting

- 14.1 In accordance with section 114Q of the Local Government Act 1974 and clause 32(4) Schedule 7 of the Local Government Act 2002, at meetings of the CDEM Group each Member's representative has full authority to vote and make decisions within the delegations of this Terms of Reference on behalf of that Member without further recourse

to that Member.

- 14.2 Members shall use their best endeavours to avoid use of a casting vote by obtaining majority consensus.
- 14.3 Each Member has one vote.
- 14.4 A casting vote shall not be used unreasonably in favour of one Member.
- 14.5 As general statements of principle, a casting vote is to be used in the best interests of the Wellington region.

15. Election of Chairperson and Deputy Chairperson

- 15.1 On the constitution or reconstitution of the CDEM Group Members shall elect a CDEM Group Chairperson and may elect a Deputy Chairperson.
- 15.2 The Group's Chairperson and Deputy Chairperson will hold office for an initial term up to the local body elections in October 2004.
- 15.3 Following the October 2004 elections the Chairperson and Deputy Chairperson will hold office for a term of three years or such a lesser period as may be determined by the CDEM Group. However, if three-quarters of the representatives of the Members present agree the Group may appoint a new Chairperson or Deputy Chairperson at any time.
- 15.4 The term of office of an appointed Chairman or Deputy Chairman ends if that person ceases to be a representative of a Member of the CDEM Group.

16. Reporting

- 16.1 Any organisation represented on the Co-ordinating Executive Group shall be able to prepare reports for consideration by the CDEM Group.
- 16.2 The Chairperson of the Co-ordinating Executive Group shall be responsible for approving reports to the CDEM Group.
- 16.3 Following each meeting of the CDEM Group, the Chairperson shall prepare a summary report of the business of the meeting. Each representative shall report back to his or her authority following each meeting.

17. Administering authority

- 17.1 In accordance with the section 23 of the Act, the administering authority for the CDEM Group is Greater Wellington Regional Council.
- 17.2 In accordance with section 24(2) of the Act, the administrative and related services referred to in clause 17d of these Terms of Reference, include services required for the purposes of the Act, or any other Act, regulation, or bylaw that applies to the conduct of the joint standing committee under section 114S of the Local Government Act 1974,

and clause 30 Schedule 7 of the Local Government Act 2002.

- 17.3 Until otherwise agreed, Greater Wellington Regional Council will cover the full administrative costs of servicing the CDEM Group.

18. Good faith

- 18.1 In the event of any circumstances arising that were unforeseen by the Members or their representatives at the time of adopting this Terms of Reference, the Members and their representatives hereby record their intention that they will negotiate in good faith to add to or vary this Terms of Reference so to resolve the impact of those circumstances in the best interests of:

(1) The Members of the CDEM Group collectively

(2) The Wellington Regional community represented by the Members of the CDEM Group collectively.

19. Variations

- 19.1 Any Member may propose a variation, deletion or addition to the Terms of Reference by putting the wording of the proposed variation, deletion or addition to a meeting of the CDEM Group.
- 19.2 Once a proposed variation, deletion or addition to this Terms of Reference has been put to the CDEM Group, this Terms of Reference is not amended until each Member adopts the revised terms of Reference giving effect to the proposed variation, deletion or addition.
- 19.3 Notwithstanding clause 19.2, the CDEM Group may amend the Terms of Reference, where the changes will not materially affect the commitment of any individual Member.

20. Review of the Terms of Reference

- 20.1 The Terms of Reference will be reviewed and if appropriate amended by the CDEM Group at its meeting following the adoption of its Group Plan and any subsequent amendments to or revisions of that Plan.
- 20.2 The adoption of an amended Terms of Reference revised under clause 20.1 will be undertaken in accordance with section 19.

Civil Defence Emergency Management Group

Tuesday 24 June 2025, 1.00pm

Taumata Kōrero - Council Chamber, Greater Wellington Regional Council
100 Cuba Street, Te Aro, Wellington

Public Business

No.	Item	Report	Page
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2.	Declarations of conflicts of interest		
3.	Public Participation		
4.	Confirmation of Public Minutes of the Civil Defence Emergency Management Group meeting on 18 March 2025	25.124	10
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WELLINGTON REGION EMERGENCY MANAGEMENT

Please note these minutes remain unconfirmed until the Civil Defence Emergency Management Group meeting on 24 June 2025.

Report 25.124

Public minutes of the Civil Defence Emergency Management Group meeting on Tuesday 18 March 2025

Taumata Kōrero – Council Chamber, Greater Wellington Regional Council
100 Cuba Street, Te Aro, Wellington, at 1.01pm

Members Present

Hon. Mayor Mark (Deputy Chair)
Mayor Baker
Mayor Caffell
Mayor Connelly
Mayor Guppy
Mayor Holborow
Council Chair Ponter

Carterton District Council
Porirua City Council
Masterton District Council
South Wairarapa District Council
Upper Hutt City Council
Kāpiti Coast District Council
Greater Wellington Regional Council

Callum Katene

Also present

Deputy Mayor Lewis

Hutt City Council

Mayor Caffell participated at this meeting remotely via Microsoft Teams and counted for purpose of quorum in accordance with clause 25A of Schedule 7 to the Local Government Act 2002.

Hon. Mayor Mark, as Deputy Chair, presided at the meeting in the absence of the Joint Committee Chair.

Karakia timatanga

The Presiding Member opened the meeting with a karakia timatanga.

Public Business

1 Apologies

Moved: Mayor Baker / Mayor Guppy

That the Joint Committee accepts the apology for absence from Mayors Campbell and Whanau and Kura Moeahu.

The motion was **carried**.

2 Declarations of conflicts of interest

There were no declarations of conflicts of interest.

3 Public participation

There was no public participation.

4 Confirmation of the Public minutes of the Civil Defence Emergency Management Group meeting on 26 November 2024 - Report 24.629

Moved: Mayor Guppy / Mayor Baker

That the Joint Committee confirms the Public minutes of the Civil Defence Emergency Management Group meeting on 26 November 2024 – Report 24.629.

The motion was **carried**.

5 Civil Defence Emergency Management Group Appointments – Report 25.108

Dan Neely, Regional Manager, Wellington Region Emergency Management Office, spoke to the report.

Moved: Mayor Baker / Mayor Holborow

That the Joint Committee:

- 1 Approves the removal of the following statutory appointees:
 - a Julie Sherston as Group Welfare Manager
 - b Simon Taylor as Alternate Local Controller for the combined councils of the Wairarapa
 - c Jonathan Hooker as Primary Local Controller for the combined councils of the Wairarapa.
- 2 Approves the addition of the following statutory appointees:
 - a Tim Harty as the Primary Local Controller for Upper Hutt City Council
 - b Richard Hopkins as Alternate Local Controller for Kapiti Coast District Council
 - c Simon Taylor as Primary Local Controller for the combined councils of the Wairarapa
 - d Jonathan Hooker as Alternate Local Controller for the combined councils of the Wairarapa

- e Ian Osland as Alternate Local Controller for the combined councils of the Wairarapa
- f Matt Vins as Alternate Local Controller for the combined councils of the Wairarapa
- g Franzisca Doser as Group Welfare Manager.

The motion was **carried**.

Karakia whakamutunga

The Presiding Member closed the meeting with a karakia whakamutunga.

The public meeting closed at 1.06pm.

Mayor T Whanau

Chair

Date:



**Civil Defence Emergency Management Group
24 June 2025
Report 25.297**

For Decision

WELLINGTON CDEM GROUP STRATEGY 2025-2035

Te take mō te pūrongo

Purpose

1. To seek approval of the Wellington Region Civil Defence Emergency Management (CDEM) Group Strategy 2025-2035.

He tūtohu

Recommendations

That the Committee:

- 1 **Approves** the Wellington Region CDEM Group Strategy 2025-2035 [Attachment 1](#).

Consideration by Committee

2. The draft strategy was provided to the Coordinated Executive Group (CEG) on 6 June 2025. All members of the CEG endorsed the draft strategy.

Te tāhū kōrero

Background

3. In November 2024, a listening tour of all the Chief Executives identified three key themes on what matters local councils with regard to emergency management:
 - a Understanding their risks
 - b Having a strategic approach that gets the best Return on Investment for the emergency management system
 - c Ensure our collective efforts are aligned.
4. During governance rounds in November, both the CEG (15 November 2024) and the CDEM Joint Committee (26 November 2024) agreed to develop a new 10-year Wellington Region CDEM Group Strategy.
5. It was agreed that the Strategy would utilise the National Disaster Resilience Strategy as the scaffolding of our Strategy to ensure alignment.
6. The proposed approach to regional strategy development is designed to achieve the following:

- a Create a clear vision and direction of how the collective group can work together to meet the growing future risks and the increasing expectations of our communities through a longer planning horizon, while still meeting legislative requirements.
 - b Delineate between strategic and operational elements of the system.
 - c Align council planning cycles and partner agency efforts.
7. Since then, a number of activities have taken place:
- a A joint governance workshop on 18 March 2025 to set the strategic direction for the Group.
 - b Objective setting workshops were held across the region, with 135 attendees giving their input and sharing their experience.
 - c The draft Strategy has been shared with all attendees, and those who were unable to attend have been invited to provide their feedback.
 - d A workshop was held at the 6 June 2025 CEG meeting, where the draft Strategy was endorsed.

Te tātaritanga Analysis

8. An environmental scan of the current system identified a number of system challenges. The following challenges we used during the combined Joint Committee/ CEG Workshop on 18 March 2025 to set the direction and scope of the strategy:
- a Increasing exposure to hazards and risks
 - b The Emergency Management system does not reflect a partnership with Māori
 - c Insufficient levels of community preparedness
 - d Immature risk management capability
 - e Funding and resource constraints
 - f Inadequate response and recovery capability and capacity
 - g Unrealistic system expectations
 - h Limited progress improving the system.
9. As a result of the workshop, the vision for the Group was confirmed “*Resilient Communities: Connected, capable and Ready*” and it was agreed that the Strategy would be built to meet the needs of a Most-Likely Plus Event as there is an 80% chance that New Zealand will experience another Cyclone Gabrielle event in the next 50 years.
10. Following thematic analysis of the data from the workshops, the Sendai Framework, National Disaster Resilience Strategy, numerous government reviews and the proposed changes to the Emergency Management Bill, a number of objectives were developed under three distinct goals.

Goal 1: Managing Risk

We actively and consistently manage risk across the region through aligned frameworks, shared data, and a forward-looking risk culture.

Strategic Objective	Outcome Statement
Integrate emergency management-related risk data into strategies and operational planning.	CDEM Group members make informed decisions based on evidence-based risk frameworks using locally relevant hazard and risk information.
Deliver consistent and accessible regional risk communication through local channels, platforms, and partnerships.	People receive timely, clear, targeted and trusted information that enables action before, during, and after emergencies.
Strengthen regionally consistent risk information to guide investment in resilience.	CDEM Group members have a shared understanding of risk that enables more coordinated and targeted resilience spending, particularly in infrastructure and achieves the best returns on investment.
Embed Te Ao Māori values and mātauranga Māori in local hazard, risk, and resilience planning across the region.	Regional risk planning is informed by Te Tiriti and incorporates Te Ao Māori knowledge and practices.
Strengthen cross-boundary CDEM governance to align priorities and share risk planning resources.	Wellington Region risk planning is cohesive, efficient, and mutually reinforcing across council boundaries.

Goal 2: Effective Response and Recovery

We have an effective and efficient end-to-end emergency management system that delivers on the CDEM Group's collective requirements and responsibilities.

Proposed Objective	Outcome Statement
Strengthen community-led emergency response and recovery across the region.	Wellington Region communities are active partners in response and recovery, not passive recipients of help.
Build a regionally capable, interoperable, and scalable emergency management workforce.	The Wellington Region has the operational depth, flexibility and professional capability to effectively respond to and recover from a Most Likely Plus emergency event.

Embed mana whenua partnerships and Te Ao Māori principles into local and regional response and recovery systems.	The regional Emergency Management system reflects a true partnership with iwi/Māori, which is represented by practices that are informed by Te Tiriti o Waitangi, co-production, and equitable outcomes.
Embed comprehensive and people-focused pre-disaster recovery planning.	People’s wellbeing is restored effectively and efficiently after a disruption with their mana preserved throughout the process.
Use locally driven evidence and after-action processes to learn and continuously improve the region’s emergency systems.	The Wellington CDEM Group is a learning region where emergencies lead to improvement, not repetition of the same mistakes.

Goal 3: Community Resilience

We enable, empower and support communities to prepare, respond and recover with confidence and to act for themselves and others during an emergency.

Proposed Objective	Outcome Statement
Support and enable social cohesion among people and communities.	There are high levels of measurable social capital in every suburb across the region.
Iwi and Māori communities lead culturally grounded resilience initiatives in collaboration with Emergency Management	Māori communities across the Wellington Region lead resilience planning in ways that reflect their rangatiratanga, mātauranga, and tikanga.
Facilitate capacity building initiatives that enables individuals, whānau, businesses, NGOs and community groups to be ready to respond and recover.	People in the Wellington Region understand their risks, take preparedness actions, are capable to respond when needed and have agency to shape their recovery.
Increase household readiness through evidence-based public education and support access to relevant resources that enable preparedness.	Wellington households can survive the first seven days of an emergency because they have plans in place and can connect to neighbourhood resources for additional support.
Improve the resilience of disproportionately affected communities to respond and recover	Disproportionately affected communities have targeted support in readiness and are not adversely impacted during or after an emergency event.

11. In addition to the development of the goals and objectives a number of system wide barriers emerged. These barriers identified why progress is slow and why some challenges are constantly reoccurring.
12. These barriers represent the opportunity for governance to provide focused stewardship over the coming decade, by minimising these barriers.
13. Considering a Most Likely Plus event, data and thematic analysis, the identified change in the system has been framed, to ensure improved outcomes for our communities should we be tested with an event such as Cyclone Gabrielle.
14. The table below identifies the proposed level of system level change, by each of the strategic goals.



Strategic Goal	Theme	What might it look like today if we were faced with a Cyclone Gabrielle type event?	What does the change look like?	What might it look like in the future if we were faced with a Cyclone Gabrielle type event?
Goal 1: Managing Risk	Clearer Roles & Responsibilities	Confusion over who was responsible for what led to duplicated efforts in some areas and gaps in others. Many agencies operated in silos or waited for direction.	Everyone in the system understands their role in risk management, planning, and governance — from households right through to governance.	Instead of duplicated or missed responsibilities, agencies and the community can act swiftly with role clarity — reducing delays and confusion.
	Better Decision-Making Processes	Key decisions were delayed due to unclear processes and misalignment between agencies. Information bottlenecks slowed timely responses.	Risk-related decisions are timely, transparent, and guided by shared data across agencies.	Strategic decisions (like evacuations or resourcing) happen faster, backed by clear triggers and protocols — not hesitation or misalignment.
	Increased Innovation & Flexibility	Many responses followed rigid procedures not suited to the fast-changing nature of the emergency. Ideas generated from the community or on-the-ground struggled to be heard or actioned.	Risk is managed dynamically. New tools, adaptive planning, and feedback loops are normal practice.	Response and recovery evolves as the situation does. Communities see creative, tailored solutions in real-time — not delayed, rigid top-down actions that do not meet their needs.

Strategic Goal	Theme	What might it look like today if we were faced with a Cyclone Gabrielle type event?	What does the change look like?	What might it look like in the future if we were faced with a Cyclone Gabrielle type event?
Goal 2: Effective Response and Recovery	Enhanced Support & Resources	Many staff were stretched thin, with critical shortages of resources. Sustained operations became difficult to maintain.	Staff and systems have the resources and capacity to scale up — not burn out.	Essential response and recovery operations don't stall due to staffing or supply shortages. Systems are designed to sustain long, complex responses.
	Increased Efficiency & Reduced Bureaucracy	Response actions faced delays due to unclear processes, approval bottlenecks, and fragmented communication systems.	Barriers to action are removed — approvals, communication lines, and funding flows are streamlined.	Immediate response isn't held back by red tape. People can act on needs quickly — with trust and agility.
	Improved Culture & Morale	Staff were under intense pressure, with morale impacted by poor support and high emotional demand.	There's a culture of respect, trust, and care across the system. Staff and communities feel valued.	Morale stays high under pressure. People step up — because they know their contribution is meaningful.
	Focus on Professional Growth & Development	Many staff lacked training or confidence in their emergency roles. Reliance on a few experienced individuals created fragility.	Everyone — from community volunteers to CDEM staff — has access to skills development and ongoing learning.	People act confidently and competently in their roles. Communities don't need to be micromanaged — they're ready.

Strategic Goal	Theme	What might it look like today if we were faced with a Cyclone Gabrielle type event?	What does the change look like?	What might it look like in the future if we were faced with a Cyclone Gabrielle type event?
Goal 3: Community Resilience	Stronger Leadership & Accountability	Leadership was fragmented in parts of the system. Confusion over who was in charge undermined trust and delayed action.	Leadership is proactive, visible, and coordinated across the system — with clear accountability for outcomes.	Communities feel confident in who’s in charge. Leaders are on the ground early, guiding and empowering, not reacting late.
	Better Communication & Collaboration	Many communities reported receiving limited or delayed information. Messaging was inconsistent or unclear.	Information flows freely across the system — community, council, iwi, agencies — in both directions.	Communities are informed, coordinated, and already in motion when an emergency occurs — not waiting passively.
	Greater Stakeholder & Community Impact	Many community leaders felt excluded from formal decision-making. Response and Recovery felt imposed rather than co-designed.	Community voices are in the room when decisions are made — co-design is the norm.	Response and Recovery is locally driven. Community leaders are visible and empowered — people feel ownership over their response and recovery.



Ngā hua ahumoni
Financial implications

15. The costs for the development of the Strategy were absorbed within existing budgets.

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

16. As members of the CDEM Group and partners in the delivery of emergency management in our region, iwi/Māori were involved in the development of the Strategy.

Ngā tikanga whakatau
Decision-making process

17. The decision making for this is consistent with the legislated role of the CDEM Group Joint Committee as outlined in the Civil Defence Emergency Management Act 2002.

Te hiranga
Significance

18. Staff have assessed the decision as having moderate significance based on the following considerations:
 - a Regional Impact: The strategy aims to align planning cycles and enhance collaboration among councils and partner agencies, which is important for regional emergency management but does not represent a substantial change to current operations.
 - b Community Interest: While the strategy affects regional planning, it is primarily of interest to specific stakeholders involved in emergency management rather than the broader community.
19. Policy Consistency: The Strategy aligns with existing policies and strategies, ensuring continuity in the region's approach to emergency management.
20. Organisational Capability: Development of the strategy was managed within existing resources and capacities, without significant impact on the Group's overall capability.
21. Given this moderate level of significance, the engagement approach involved targeted consultation with key stakeholders, including mana whenua, to ensure their perspectives are incorporated into the strategy.

Te whakatūtakitaki

Engagement

22. Given the moderate level of significance, the following engagement approach was completed:
23. Targeted Engagement: Direct engagement with councils, partner agencies, and mana whenua will be undertaken to ensure their perspectives are integrated into the strategy.
24. Ongoing Communication: Updates were provided to stakeholders throughout the development process to maintain transparency and build confidence in the collaborative approach and the Strategy document.

Ngā tūāoma e whai ake nei

Next steps

25. Upon approval of the Strategy, the Strategy will be shared and used to inform the development of the CDEM Group Plan.
26. The Group Plan is the implementation of the Strategy and will commence from 1 July 2025.

Ngā āpitihanga

Attachments

Number	Title
1	Wellington Region CDEM Group Strategy 2025-2035
2	Strategy PowerPoint

Ngā kaiwaitohu

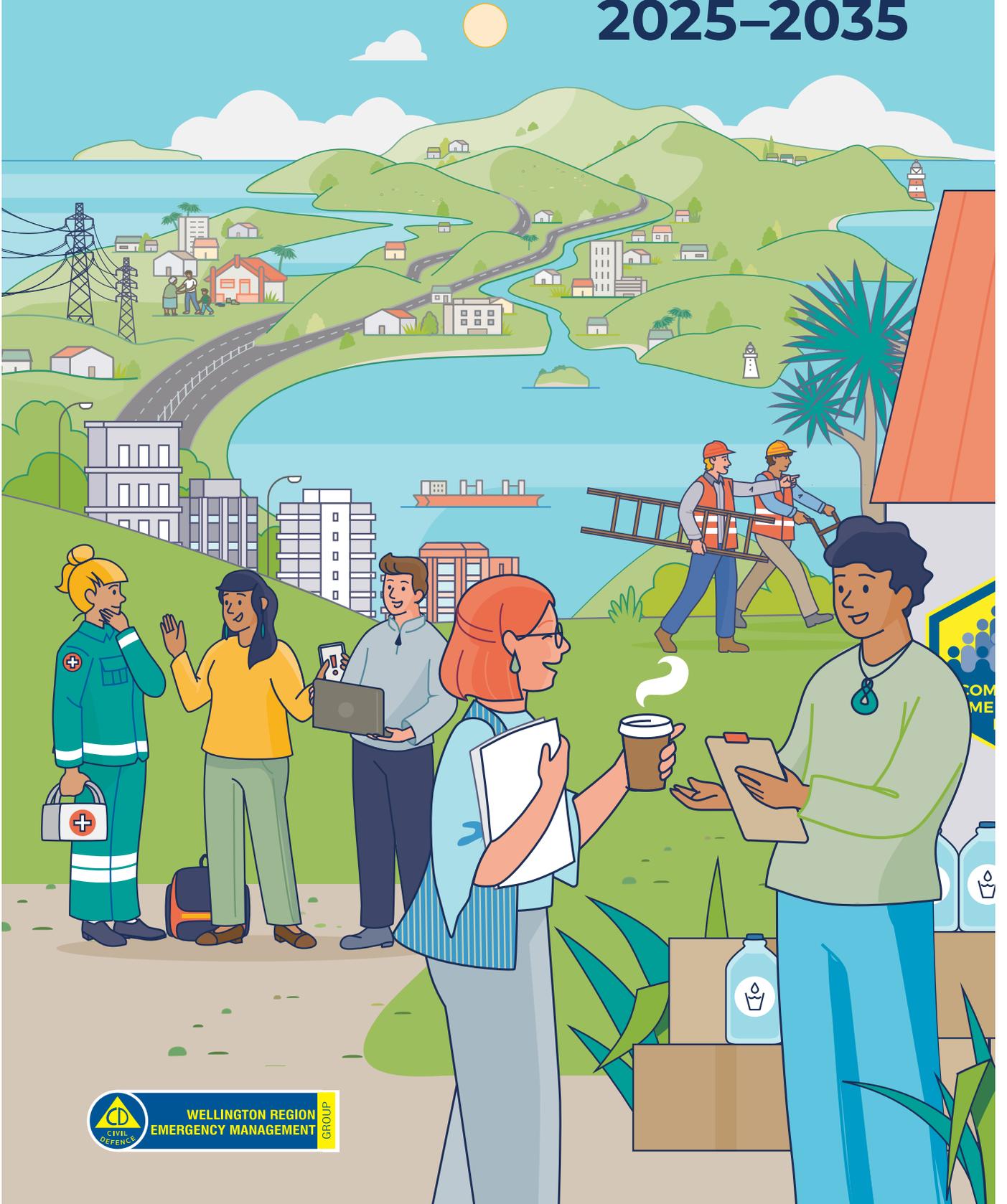
Signatories

Writer	Jessica Hare – Kaiwhakahaere Matua Manager, Business and Development, WREMO
Approver	Dan Neely – Acting Kaiwhakahaere ā Rohe Acting Regional Manager, Wellington CDEM Group

He whakarāpopoto i ngā huritaonga Summary of considerations
<p><i>Fit with the Committee’s terms of reference</i></p> <p>The strategy aligns with the goal to <i>identify and assess hazards and risks</i> by addressing legislative challenges that obscure long-term hazard management, ensuring a clear framework to evaluate and respond to regional risks.</p> <p>It supports the goal to <i>ensure effective and efficient emergency management capability</i> by clarifying the distinction between strategic and operational elements, enabling a cohesive and streamlined regional response and recovery approach.</p> <p>The collaborative approach to strategy development directly <i>facilitates effective emergency management through partnerships</i> by working closely with councils and key partners, ensuring alignment and coordinated efforts.</p> <p>By aligning council planning cycles and integrate partner agency strategies, the strategy <i>promotes appropriate risk mitigation</i> through cohesive, forward-looking initiatives that address regional vulnerabilities.</p>
<p><i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i></p> <p>The Strategy will support better alignment with Council’s strategies, policies and plans.</p>
<p><i>Internal consultation</i></p> <p>All members of the Coordinating Executive Group were engaged and endorse the Strategy.</p>
<p><i>Risks and Ongoing Communication:</i></p> <p>Updates were regularly provided to stakeholders throughout the development process to maintain transparency and build confidence in the collaborative approach and the resulting Strategy document.</p>

Wellington Region CDEM Group

Strategy 2025–2035



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Introduction

This strategy sets out the path for the communities of the Wellington Region to become better connected, capable and ready not just to survive disasters, but to face them together with confidence and thrive through adversity.

This strategy is designed to maintain and build on the resilience momentum that has been progressed to date. While the Wellington CDEM Group has already made significant progress and improvements over the last decade, more must be done to prepare for what lies ahead. It brings together the collective capacity of our local communities, councils, iwi, emergency services, and partner agencies, to answer a key question: how can we effectively work together to ensure we do everything we can to preserve life safety, wellbeing and the prosperity of our communities.

The disaster risk landscape is changing, and we need to change with it. Lessons from past events – like the Canterbury earthquakes, the Kaikōura earthquake, and more recently Cyclone Gabrielle – show us where our gaps are, what we need to strengthen, and importantly, how we need to work together to bring about the necessary changes.

This strategy is more than improving our emergency response and recovery. It's about building an Emergency Management system for our region that is grounded in trust, equity, good data, and a shared sense of purpose. It's about an Emergency Management system that is considered a normal part of daily life and a core business to every organisation.

“

The challenges we face require all of us to **radically collaborate** in ways we haven't done before. None of us has the ability to manage these risks by ourselves and a siloed approach won't cut it in the future.

Lianne Dalziel

Former Christchurch Mayor

How the Strategy was Developed

This strategy was developed through a collaborative, multi-stage process involving governance, leadership, and partner agencies from across the Wellington region. It began with a workshop in March 2025 bringing together the Civil Defence Emergency Management (CDEM) Group Joint Committee and the Coordinating Executive Group, where the collective vision, strategic direction, and regional priorities were established. This foundational workshop ensured alignment at the highest level and set the tone for the region's 10-year resilience ambitions.

Following this, a series of targeted workshops were held with councils, iwi, lifeline utilities and partner agency representatives. These sessions explored key focus areas, identified opportunities for system-wide improvement. The final strategy reflects the insights, experiences, and aspirations gathered across these engagements, ensuring it is contextualised for our region, shared accountability, and a commitment to collaboration.

Alignment with Emergency Management Reforms

This strategy has been developed in the context of the proposed Emergency Management Bill, which signals a significant shift in how emergency management will be structured and delivered across New Zealand. The Bill reinforces the need for stronger governance, clearer roles and responsibilities, greater inclusion of iwi and Māori leadership, and improved community resilience. These priorities align closely with the direction of this strategy. Our focus on system maturity, inclusive partnerships, community-led response and recovery, and culturally grounded resilience is consistent with the intent of the reforms.



Who We Are

The Wellington Region CDEM Group

This strategy belongs to the entire Wellington Region Civil Defence Emergency Management (CDEM) Group – a partnership comprising councils, iwi/Māori, emergency services, health agencies, lifeline utilities, government departments, NGOs, and community organisations. It reflects the collective responsibility we all share for building disaster resilience across the region.

While individual organisations each have their defined roles, none of us can do this work alone. Every organisation, community group, and individual has a part to play in delivering this strategy and strengthening the system we all depend on.

As former Christchurch Mayor Lianne Dalziel put it at the Wellington CDEM Group strategic planning workshop in March 2025 when reflecting on her decade of leading through disasters:

“The challenges we face require all of us to radically collaborate in ways we haven’t done before. None of us has the ability to manage these risks by ourselves and a siloed approach won’t cut it in the future.”



Collaboration and deliberately breaking-down traditional silos are at the very core of this strategy so that we can achieve better outcomes. How CDEM Group members work with and support each other will define what we do and what we achieve together. Without deliberate collaboration based on trust and reciprocity, the objectives of this strategy will not be achieved. Our Emergency Management capacity as a region and as a country is extremely limited. We must work together to bring about the changes required to improve the system to meet the challenges of the future.



What We're Up Against

Our Risk Landscape

The Wellington Region is exposed to a wide range of natural and human-made hazards. Our history reminds us of this – major earthquakes in 1848, 1855, 1942, and 2016 have all left deep marks on the region.

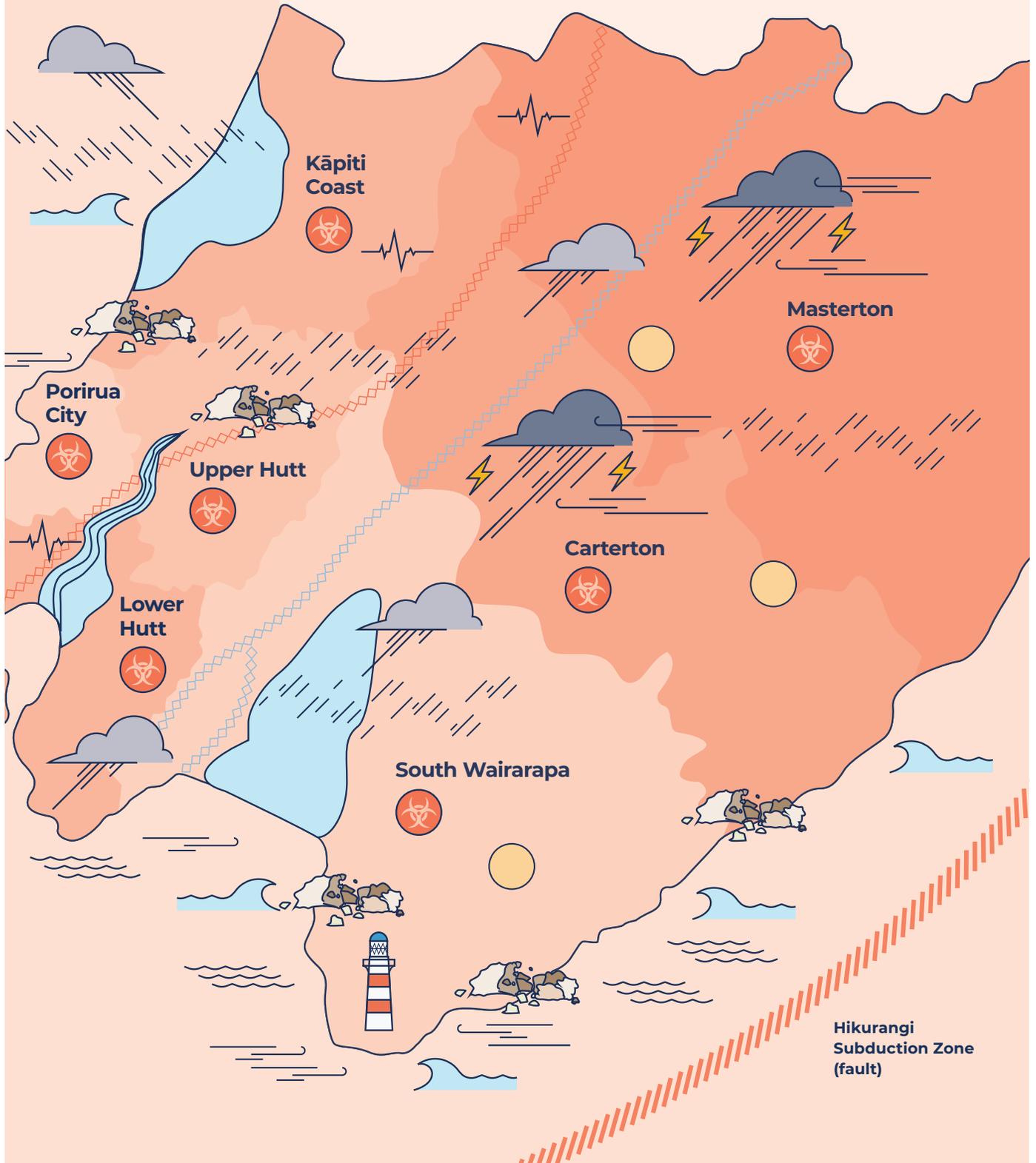
Over the last decade, **emergency events in the Wellington region have increased by 330%** and while across the country declared states of emergency have nearly quadrupled.

Climate change is exacerbating disaster risk, with increasing frequency and severity of events. Treasury estimates show an **80% chance of another Cyclone Gabrielle-scale event within 50 years**, with a potential price tag of up to \$14.5 billion. We also face a **75% chance of a rupture along the Alpine Fault** and a **25% likelihood of a major Hikurangi Subduction Zone earthquake** within the same timeframe – events that could irreparably devastate lives, infrastructure, and local economies.

Community initiatives like Tsunami Blue Lines, Community Emergency Hubs and, the sale of nearly 40,000 household emergency water tanks still do not address the level of risk we face. Many people continue to believe that government agencies will immediately be there to support them during a significant emergency. While there is good knowledge that Community Emergency Hubs are activated and operated by members of the public, household preparedness surveys show moderate levels of preparedness, with key gaps in knowing the natural warning signs for tsunami and flooding, having sufficient amounts of emergency water stored and insufficient planning for people most commonly affected by emergency events.



	Flooding		Severe wind		Pandemic
	Tsunami		Drought		Earthquake
	Swells		Rain		Wellington Fault
	Storms		Slips		Wairarapa Fault



Where We Stand Today

Aotearoa New Zealand's emergency management system categorises incidents as minor, moderate, major, or severe. For the purpose of this strategy, we use the terms:



Most Likely

These are minor events that happen regularly, such as small-scale flooding or localised slips. The system can generally manage these events with existing local resources.



Most Likely Plus

These are moderate events that require significant regional coordination, such as a large storm or cyclone similar to Cyclone Gabrielle. While they are not everyday occurrences, they are considered highly probable over the next few decades.



Most Dangerous

These are severe, catastrophic events of national significance, such as a Hikurangi Subduction Zone earthquake and tsunami. These events are rare but would cause devastating impacts and long-term consequences across the entire country.

Currently, the Wellington Region's emergency management system is only equipped to handle **Most Likely** events effectively. It could manage some aspects of a **Most Likely Plus** event for a limited time, but the challenges seen in other regions during Cyclone Gabrielle would likely be repeated here.

Given that there is an 80% chance of another Cyclone Gabrielle-level event within the next 50 years, we must recognise that a significant regional emergency is not just possible – it is highly likely.



Our current system is not yet prepared to safely and effectively respond to and recover from such a **Most Likely Plus** event, let alone to the scale of a **Most Dangerous** disaster.

Preparing for a Most Likely Plus Event

In shaping this strategy, the CDEM Group has focused on strengthening the region's ability to manage a **Most Likely Plus** event – for example, another major cyclone like Cyclone Gabrielle. While events such as a Hikurangi Subduction Zone earthquake remain a real possibility with catastrophic consequences, they sit at the extreme end of the risk spectrum and are harder to plan for in detail over the next ten years.

By focusing on improving the systems, partnerships, and capabilities needed for the **Most Likely Plus** event, we can significantly and measurably increase our overall disaster resilience. These improvements will not only enhance our ability to respond to and recover from high-probability events but will also lay the essential groundwork for facing the rarer, but catastrophic disasters.

Strengthening the system for the **Most Likely Plus** makes us ready for the most probable and stronger for the worst.

Our Biggest System Challenges

The Wellington Region Emergency Management Office (WREMO) identified eight core system challenges as part of an environmental scan of the region's hazards and system challenges:



Increasing Exposure to Hazards

Climate change, urban growth, aging infrastructure, and our unique geography all amplify disaster risks.



Lack of True Partnership with Māori

Our systems do not fully reflect Te Ao Māori values, leadership, or knowledge. Genuine partnership is critical.



Insufficient Community Preparedness

Barriers like cost, time, cultural gaps, and low risk perception are holding communities back.



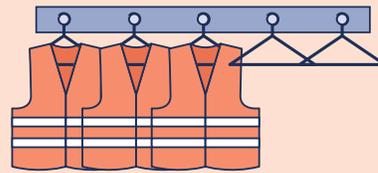
Immature Risk Management Systems

We lack a coordinated, mature approach to identifying, tracking, and managing risks across the region.



Funding and Resource Constraints

Demand on the system outpaces the resources we currently have.



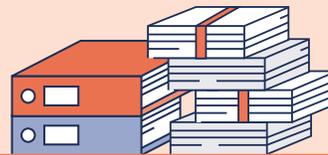
Limited Response and Recovery Capacity

While the Group can handle small, short-term events, we are underprepared for long, complex emergencies.



Unrealistic Public and Political Expectations

The system is expected to deliver more than it is currently resourced or designed to do, particularly for large-scale or concurrent events.



Limited Progress on System Improvements

Past government inquiries and reviews have identified gaps, but progress has been slow due to fragmented governance.

Our Vision

Resilient Communities – Connected, Capable and Ready



➤ **Resilient**
means the ability to anticipate, resist, minimise, respond to, adapt to, and recover from disruptive events.

➤ **Communities**
means a group of people connected by geography, shared interests, or collective identity. This involves the people we serve and the people working within the emergency management system.



Connected

means partnerships that are based on trust and reciprocity across councils, iwi, agencies, marae, schools, and neighbourhood groups



Capable

means we have trained, diverse, and scalable teams, practiced plans, robust infrastructure, and prepared communities.



Ready

means everyone knows their risks and has plans in place to respond and recover.

Our Three Strategic Goals

Managing Risk

We actively and consistently manage risk across the region through aligned frameworks, shared data, and a forward-looking risk culture.

1



Effective Response and Recovery

We have an effective and efficient end-to-end emergency management system that delivers on the CDEM Group's collective requirements and responsibilities.

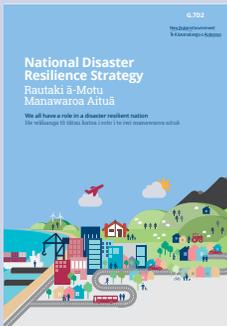
2



Community Resilience

We enable, empower and support communities to prepare, respond and recover with confidence and to act for themselves and others during an emergency.

3



How We Align Nationally

Our strategy directly supports the National Disaster Resilience Strategy, by using the same three goals:

- 1 Managing Risks
- 2 Ensuring Effective Response and Recovery
- 3 Strengthening Community Resilience

Strategic Framework 2025–2035

Each of the three goals identify a key focus area to drive long-term change. The shared foundations below highlight the universal enablers that connect all three goals:



How We Work

Our Shared Principles

Our values guide how we lead, collaborate, and respond – not only in times of calm, but especially when emergencies test our systems, relationships, and resolve.

These principles underpin our collective efforts to build resilient communities that are connected, capable and ready.

- **Pono me te Tika (Integrity)**
We operate transparently, stay true to our purpose, and hold ourselves accountable in every stage of emergency management.
- **Mahitahi (Working Together)**
We plan, act, and recover together – sharing responsibility and recognising that no single agency or group can do it alone.
- **Kaitiakitanga (Stewardship)**
We act as guardians of our region – protecting lives, taonga, and the environment now and for future generations.
- **Whanaungatanga (Relationships)**
We build strong, trust-based relationships that enable fast, effective collaboration when it matters most.



Governance of the Strategy

The governance of this strategy sits with the Wellington Region CDEM Group Joint Committee which includes the Mayors of the region's eight city and district councils, the Chair of Greater Wellington Regional Council, and the Chairs of Te Runanga o Toa Rangatira and Te Āti Awa, providing overall leadership, oversight, and accountability for emergency management across the region.

The Coordinating Executive Group (CEG) is made up of senior leaders from the member councils, partner agencies, and iwi/māori, is responsible for steering and implementing the strategy. Together, the Joint Committee and CEG will ensure the strategy remains aligned to regional needs, is well-governed, and delivers on the stated outcomes for the people of the Wellington Region.

- **Manaakitanga (Care and Hospitality)**
We place people at the centre of our actions, upholding their dignity and wellbeing throughout crisis and recovery.
- **Kotahitanga (Unity)**
We coordinate as one system – across agencies, communities, and partners – to provide seamless support before, during, and after emergencies.
- **Māramatanga (Insight)**
We make informed, thoughtful decisions under pressure – guided by understanding, reflection, and the lessons of past events.



What is Our Focus?

We are committed to building a proactive, inclusive, and integrated emergency management system – one where communities actively partner with government structures. This is not the responsibility of one council, agency, or group alone. It requires coordinated effort across all of society to create the conditions for deep, sustained collaboration.

Over the next 10 years, we will transform our partnerships, systems, and collective readiness to deliver an effective response and recovery to a Cyclone Gabrielle-scale event. This strategy outlines the high-level objectives needed to drive this transformation. These objectives will be further detailed across the two Wellington Region CDEM Group Plans¹ and used to guide future investment decisions.

A number of system-wide themes have emerged following a thematic review informed by:

- The environmental scan,
- Insights from previous event reviews,
- Feedback gathered through regional workshops, and
- Alignment with strategic plans and legislation.

These themes reflect why progress has been slow in some areas and why certain challenges continue to reoccur. They represent the key areas where change is most needed – and where governance will provide focused stewardship over the coming decade.

¹ The Civil Defence Emergency Management Act 2002 mandates that all CDEM Groups develop and approve a CDEM Group Plan. Each of these Group Plans span a five-year period.



Clearer Roles & Responsibilities

Seeing clarity of roles, responsibilities, and expectations to reduce overlaps and confusion.



Increased Innovation & Flexibility

More innovation, creative problem-solving, and flexibility in processes, moving away from rigid structures.



➤ **Improved Culture & Morale**
Need for a positive, respectful, and supportive culture that boosts morale and retains talent.



➤ **Enhanced Support & Resources**
Desire more tools, resources, and infrastructure that enable both CDEM staff and the community to do their jobs effectively without bottlenecks.



➤ **Focus on Professional Growth & Development**
Strong emphasis on opportunities for learning, upskilling, and clear career progression paths.



➤ **Better Communication & Collaboration**
Clearer communication, more open dialogue, and improved teamwork across organisation, levels, and functions.



➤ **Better Decision-Making Processes**
Decisions need to be more transparent, timely, and inclusive decision-making mechanisms.



➤ **Stronger Leadership & Accountability**
Requirement for both governance and response and recovery leaders to step up – showing more decisive leadership, being accountable, and acting as role models.



➤ **Greater Stakeholder & Community Impact**
Ensure actions make a meaningful difference not just within and across organisations, but most importantly to our communities.



➤ **Increased Efficiency & Reduced Bureaucracy**
Streamlining processes, cutting red tape, and reducing unnecessary complexity are recurring themes.

Our Future

The table below outlines the nine key system themes identified to drive long-term improvement across the emergency management system. These themes reflect areas where governance must provide deliberate and sustained stewardship to ensure meaningful and measurable change over the next decade.

➤ GOAL 1

Managing Risk

Today	The change	The future
<p>What might it look like today if we were faced with a Cyclone Gabrielle type event?</p> <p>Clearer Roles & Responsibilities</p> <p>Confusion over who was responsible for what led to duplicated efforts in some areas and gaps in others. Many agencies operated in silos or waited for direction.</p>	<p>What does the change look like?</p> <p>Everyone in the system understands their role in risk management, planning, and governance – from households right through to governance.</p>	<p>What might it look like in the future if we were faced with a Cyclone Gabrielle type event?</p> <p>Instead of duplicated or missed responsibilities, agencies and the community can act swiftly with role clarity – reducing delays and confusion.</p>
<p>Better Decision-Making Processes</p> <p>Key decisions were delayed due to unclear processes and misalignment between agencies. Information bottlenecks slowed timely responses.</p>	<p>Risk-related decisions are timely, transparent, and guided by shared data across agencies.</p>	<p>Strategic decisions (like evacuations or resourcing) happen faster, backed by clear triggers and protocols – not hesitation or misalignment.</p>
<p>Increased Innovation & Flexibility</p> <p>Many responses followed rigid procedures not suited to the fast-changing nature of the emergency. Ideas generated from the community or on-the-ground struggled to be heard or actioned.</p>	<p>Risk is managed dynamically. New tools, adaptive planning, and feedback loops are normal practice.</p>	<p>Response and recovery evolves as the situation does. Communities see creative, tailored solutions in real-time – not delayed, rigid top-down actions that do not meet their needs.</p>

➤ GOAL 2

Effective Response and Recovery

Today

What might it look like today if we were faced with a Cyclone Gabrielle type event?

The change

What does the change look like?

The future

What might it look like in the future if we were faced with a Cyclone Gabrielle type event?

Enhanced Support & Resources

Many staff were stretched thin, with critical shortages of resources. Sustained operations became difficult to maintain.

Staff and systems have the resources and capacity to scale up – not burn out.

Essential response and recovery operations don't stall due to staffing or supply shortages. Systems are designed to sustain long, complex responses.

Increased Efficiency & Reduced Bureaucracy

Response actions faced delays due to unclear processes, approval bottlenecks, and fragmented communication systems.

Barriers to action are removed – approvals, communication lines, and funding flows are streamlined.

Immediate response isn't held back by red tape. People can act on needs quickly – with trust and agility.

Improved Culture & Morale

Staff were under intense pressure, with morale impacted by poor support and high emotional demand.

There's a culture of respect, trust, and care across the system. Staff and communities feel valued.

Morale stays high under pressure. People step up – because they know their contribution is meaningful.

Focus on Professional Growth & Development

Many staff lacked training or confidence in their emergency roles. Reliance on a few experienced individuals created fragility.

Everyone – from community volunteers to CDEM staff – has access to skills development and ongoing learning.

People act confidently and competently in their roles. Communities don't need to be micromanaged – they're ready.

➤ GOAL 3

Community Resilience

Today

What might it look like today if we were faced with a Cyclone Gabrielle type event?

Stronger Leadership & Accountability

Leadership was fragmented in parts of the system. Confusion over who was in charge undermined trust and delayed action.

Better Communication & Collaboration

Many communities reported receiving limited or delayed information. Messaging was inconsistent or unclear.

Greater Stakeholder & Community Impact

Many community leaders were unable to contribute to formal decision-making. Response and Recovery felt imposed rather than collaborative.

The change

What does the change look like?

Leadership is proactive, visible, and coordinated across the system – with clear accountability for outcomes.

Information flows freely across the system – community, council, iwi, agencies – in both directions.

Community voices are included when decisions are made – collaboration is the norm.

The future

What might it look like in the future if we were faced with a Cyclone Gabrielle type event?

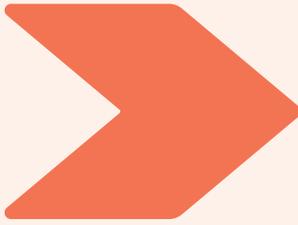
Communities feel confident in who's in charge. Leaders are on the ground early, guiding and empowering, not reacting late.

Communities are informed, coordinated, and already in motion when an emergency occurs – not waiting passively.

Response and Recovery is locally driven. Community leaders are visible and empowered – people feel ownership and can contribute to their response and recovery.







GOAL 1

Managing Risk

What is this and why are we addressing it?

Managing risk is about understanding and acting on our exposure to hazards before a disaster occurs.

Our region faces a wide range of both natural and man-made hazard threats, a changing climate, and aging infrastructure. Current risk reduction work is fragmented and under-coordinated, and existing levels of preparedness do not reflect the scale of our exposure. We must lift our regional risk maturity and build a forward-looking, active, and collaborative culture of risk management.

Key areas of concern



Lack of visibility and coordination of risk reduction activities

Risk reduction work across the region is fragmented, with limited visibility across agencies or alignment of efforts.



Fragmented and inaccessible risk data

Risk-related data is held in silos and is not consistently shared, limiting evidence-based decision making.



Inconsistent hazard modelling and planning frameworks

The region lacks consistent modelling tools and frameworks, making it harder to plan effectively.



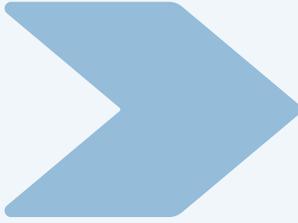
Inadequate integration of Māori, priorities and practices

Te Ao Māori perspectives and practices are not consistently embedded in planning and decision-making.



The following identifies the strategic objectives and the intended outcomes:





GOAL 2

Effective Response and Recovery

What is this and why are we addressing it?

An effective response and recovery ensures that when disasters occur, our systems work together smoothly, and communities are active partners. Gaps in emergency planning, communication, leadership capacity, and operational capability continue to threaten our ability to manage medium-to-large-scale emergency events. Cyclone Gabrielle highlighted the urgent need for interoperability, collaborative planning, and a scalable response and recovery system.

Key areas of concern



Low levels of confidence in who leads and how

Uncertainty and inconsistency in leadership roles during emergencies can delay or weaken response.



Overreliance on central government without clear protocols

Local systems assume support from central agencies, but lack the structures and agreements needed to coordinate effectively.



Critical workforce gaps

The region does not currently have the required people capability and capacity needed to respond to large or complex emergencies.



Insufficient planning for displaced and disproportionately affected populations

Current plans do not completely address the needs of those most likely to be affected, displaced or disproportionately affected by emergencies.



The following identifies the strategic objectives and the intended outcomes:

Strategic Objective

Outcome Statement

Strengthen community-led emergency response and recovery across the region.



Wellington Region communities are active partners in response and recovery, not passive recipients of help.

Build a regionally capable, interoperable, and scalable emergency management workforce.



The Wellington Region has the operational depth, flexibility and professional capability to effectively respond to and recover from a **Most Likely Plus** emergency event.

Embed mana whenua partnerships and Te Ao Māori principles into local and regional response and recovery systems.



The regional Emergency Management system reflects a true partnership with iwi/Māori, which is represented by practices that are informed by Te Tiriti o Waitangi, co-production, and equitable outcomes.

Embed comprehensive and people-focused pre-disaster recovery planning.

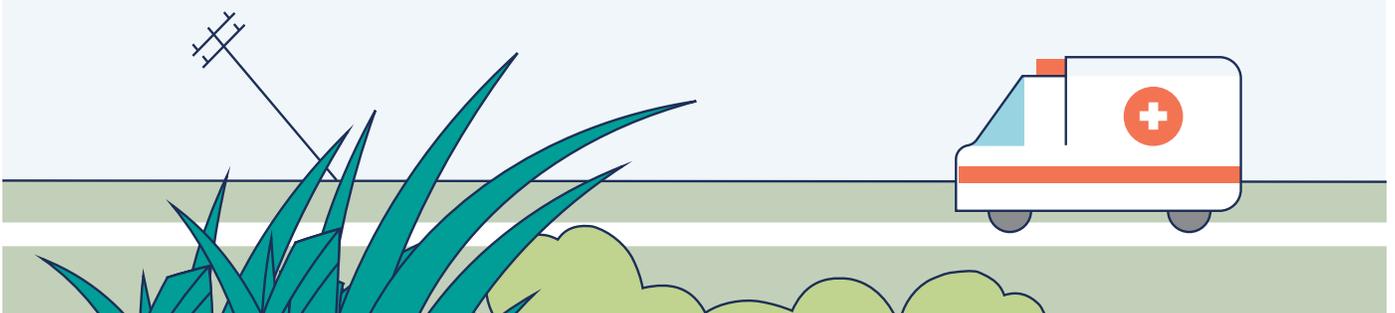


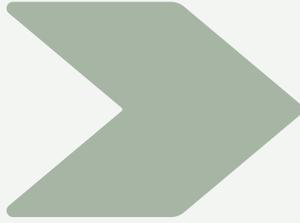
People's wellbeing is restored effectively and efficiently after a disruption with their mana preserved throughout the process.

Use locally driven evidence and after-action processes to learn and continuously improve the region's emergency systems.



The Wellington CDEM Group is a learning region where emergencies lead to improvement, not repetition of the same mistakes.





GOAL 3

Community Resilience

What is this and why are we addressing it?

Resilient communities are those that are informed, connected, and capable of taking action.

Across the region, community resilience varies by geography, demographics, and socio-economic factors. Despite successful initiatives, community preparedness remains below necessary levels to effectively address the risks we face. The ability to prepare, respond and recover starts with community networks and local leadership.

Key areas of concern

! Persistent inequities in resilience across communities

Some communities are consistently less prepared and more vulnerable due to a number of factors.

! Insufficient levels of household preparedness

Households are not as prepared for emergencies as they need to be relative to the risk our region faces.

! Limited community understanding of actions to take in an emergency

There are uncertainties about what to do before, during, and after some emergency events, particularly the need to immediately evacuate from tsunami risk areas.

! Underinvestment and uncoordinated efforts in social cohesion

Efforts to build strong, connected communities are not sustained or strategically aligned across the region.



The following identifies the strategic objectives and the intended outcomes:

 Strategic Objective	 Outcome Statement
<p>Support and enable social cohesion among people and communities.</p>	<p>➤ There are high levels of measurable social capital in every suburb across the region.</p>
<p>Iwi and Māori communities lead culturally grounded resilience initiatives in collaboration with Emergency Management.</p>	<p>➤ Māori communities across the Wellington Region lead resilience planning in ways that reflect their rangatiratanga, mātauranga, and tikanga.</p>
<p>Facilitate capacity building initiatives that enables individuals, whānau, businesses, NGOs and community groups to be ready to respond and recover.</p>	<p>➤ People in the Wellington Region understand their risks, take preparedness actions, are capable to respond when needed and have agency to shape their recovery.</p>
<p>Increase household readiness through evidence-based public education and support access to relevant resources that enable preparedness.</p>	<p>➤ Wellington households can survive the first seven days of an emergency because they have plans in place and can connect to neighbourhood resources for additional support.</p>
<p>Improve the resilience of disproportionately affected communities to respond and recover.</p>	<p>➤ Disproportionately affected communities have targeted support in readiness and are not adversely impacted during or after an emergency event.</p>



Connecting to the CDEM Group Plan

This strategy sets the long-term direction for disaster resilience in the Wellington Region – but it is only the starting point. The detailed actions and programmes that will bring this vision to life will be outlined in the Wellington Region CDEM Group Plan, which is reviewed and updated every five years. The first Group Plan supported by this strategy will be completed in 2026.

2025

Group Plan 2026

Group Plan 2031



The Group Plan will translate these strategic goals into practical, measurable programmes of work, ensuring we make steady progress and remain accountable to our communities.

Together, the Strategy and each of the Group Plans will ensure that over each five-year cycle, we are collectively building the systems, relationships, and capabilities needed to enable our region to be connected, capable and ready for what lies ahead.

2035





Attachment 2 to Report 25.297



CDEM Strategy

Key themes from Council CE Listening Tour

1. Better **understand their risks** and how well positioned their local and regional EM system is to manage those risks
2. Have a **strategic approach that gets the best ROI for the EM system** with clearly defined priorities and long-term work programmes
3. Ensure **our collective efforts are aligned** to advance EM work so that it meets local and regional needs.

Need for a strategy

- Governance agreement in Nov
- Alignment to the NDRS
- Picture at the bottom

What types of threats does the system need to be prepared for?



Most Likely Scenario

Minor – Moderate localised severe weather events usually impacting our region several times a year.

Most Likely (+)

Major severe weather event like Cyclone Gabrielle or an Alpine Fault event impacting Wellington.

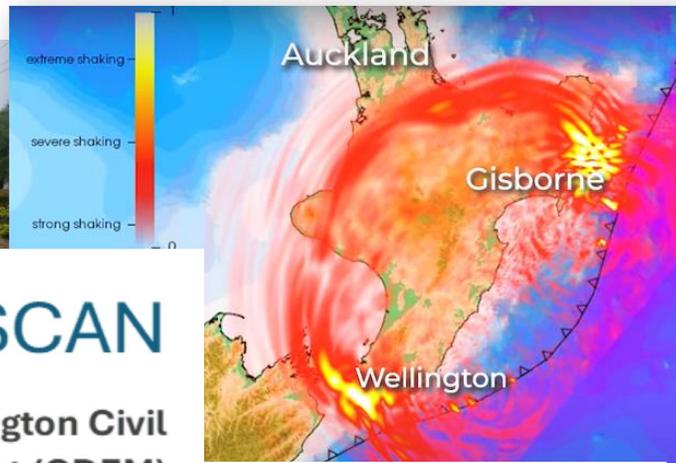
Most Dangerous

A large Hikurangi subduction zone earthquake causing large tsunami impacting the region within minutes.

Level	Description	Likelihood	Death, Injury, Illness	Economic	Infrastructure	Environmental	Public Administration	Social
Most Dangerous	Large Hikurangi Subduction Zone EQ and tsunami	Extremely Rare*	Catastrophic	Catastrophic	Catastrophic	Catastrophic	Catastrophic	Major - Catastrophic
Most Likely (+)	Major severe weather event (Cyclone Gabrielle)	Rare*	Major - Catastrophic	Major - Catastrophic	Major - Catastrophic	Major - Catastrophic	Major - Catastrophic	Moderate - Major
Most Likely	Minor – Moderate severe weather event	Almost Certain	Minor	Minor - Moderate	Minor - Moderate	Minor - Moderate	Minor - Moderate	Minor

*Hikurangi subduction zone earthquake = 25% chance in 50yrs

We've got hazards...

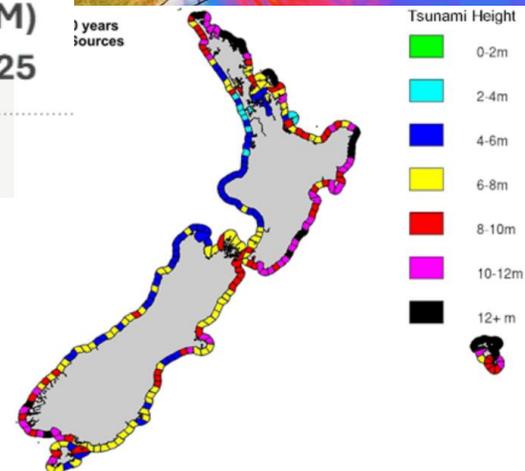


ENVIRONMENTAL SCAN

Executive Summary for the Wellington Civil Defence Emergency Management (CDEM) Group 2025



WELLINGTON REGION
EMERGENCY MANAGEMENT

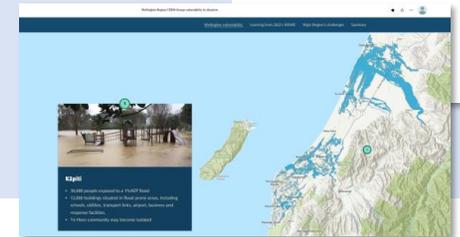
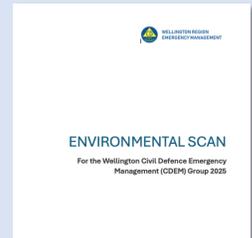


Emergency Management System Challenges

1. Increasing exposure to hazards and risks
2. The Emergency Management system does not reflect a partnership with Māori
3. Insufficient levels of community preparedness
4. Immature risk management capability
5. Funding and resource constraints
6. Inadequate response and recovery capability and capacity
7. Unrealistic system expectations
8. Limited progress improving the system

*“It is clear from the Government Inquiry into the Response to the North Island Severe Weather Events (NISWE Inquiry) that **our emergency management system is not fit for purpose.** It does not have the capacity or capability to deal with significant, widespread events that impact multiple regions at once.”*

(Minister for Emergency Management and Recovery, 2024)



Joint CEG/JC Workshop - 18 March



Vision

Ron is the best mayor Inclusion
 Communities capable ready resilient connected
 Networks Sustainability Preparedness management Supportive Manawa
 Prepared Responsible Ready Ora Communities Capable Reduced
 Scalable koinga tahi Adaptable Resilient Strong Flexible Respond Kainga
 Organised Wellbeing Community Enabling Technology
 Practiced Tee tōia, te haumtia Whānau Partnership
 string rua Whare Tapa Whā Whole of community
 Ka

Managing Risk

Shared intelligence Vulnerabilities first
 housing principles profile Future risk development
 residential strategies Spatial Community Awareness Hazard increase
 informed high reduction Community education Zoning
 Mātauranga Māori Wellington

Response & Recovery

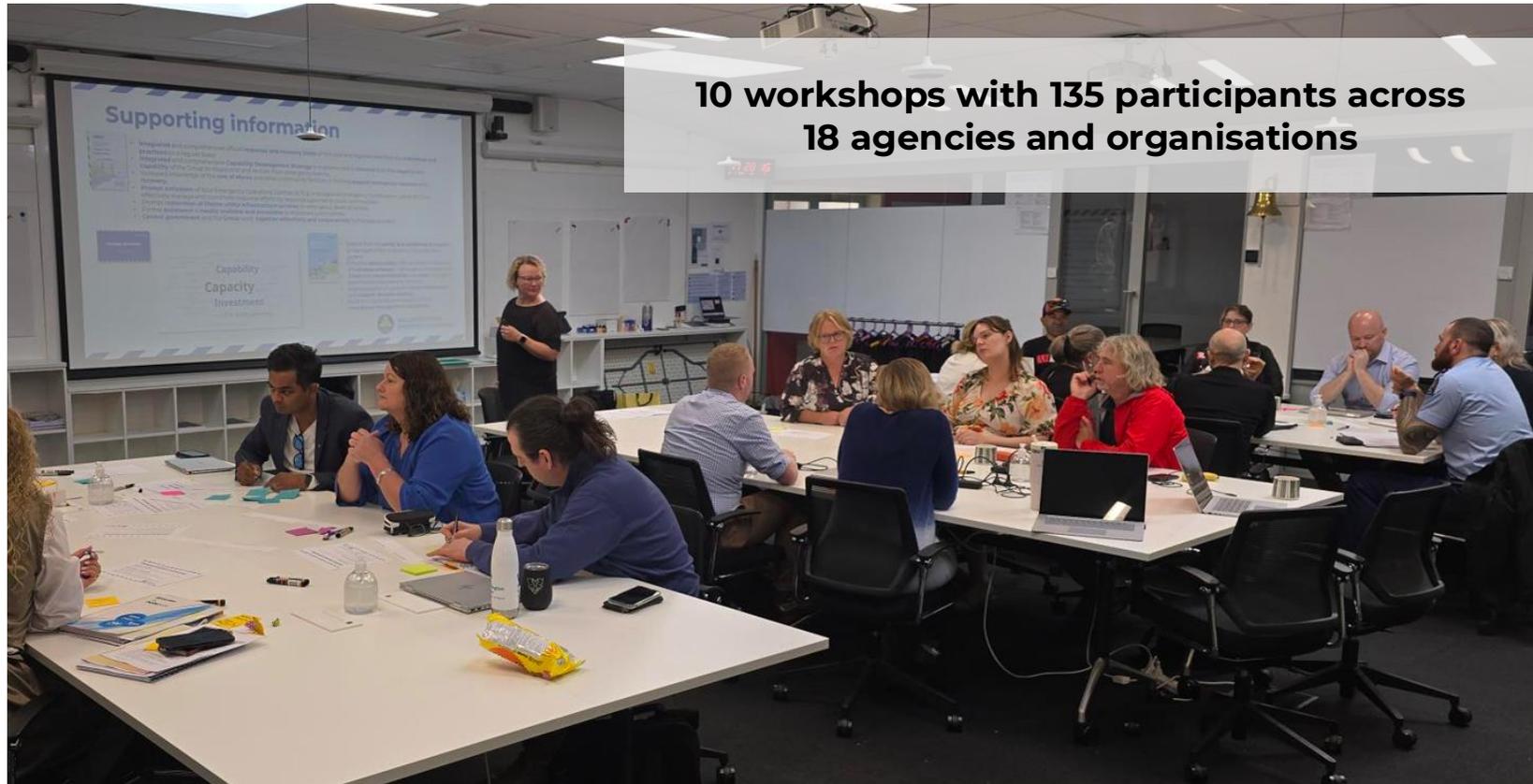
ng across all of sector What level of service do we want
 assurance community group Wellbeing of responders
 relationships Capability Update systems Right tech, right place
 Ora Capacity Ready internal Training
 Residents selfsufficient external wremore visibility Investment em Test systems
 illing enabled Stakeholders
 : of collective voices Wellbeing Pre event planning
 Use of all community groups to support

Community Resilience

Managing expectations Not holding tightly Local networks
 Mana Hapu Strengthen neighbourhood support Support marae/iwi Involvement
 Power sharing Inspiring Publish lifelines report Targeted engagement
 Whānau Partnerships Train again Inclusive new Ron or Eoin?
 Inform Relationships Trust Fit for purpose partners council Preparedness
 Publicise existing data projects Trusted Water tanks Neighbourhoods
 Older people Pumping Starlink Symbiotic Train Prepare
 Neighbourhood connections Neighbours with disabilities Promote lifelines report

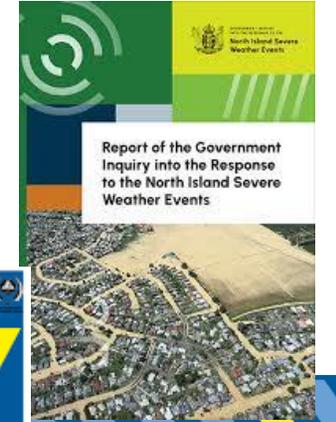
Resilient Communities: Connected, Capable and Ready

Objective Setting Workshops - April



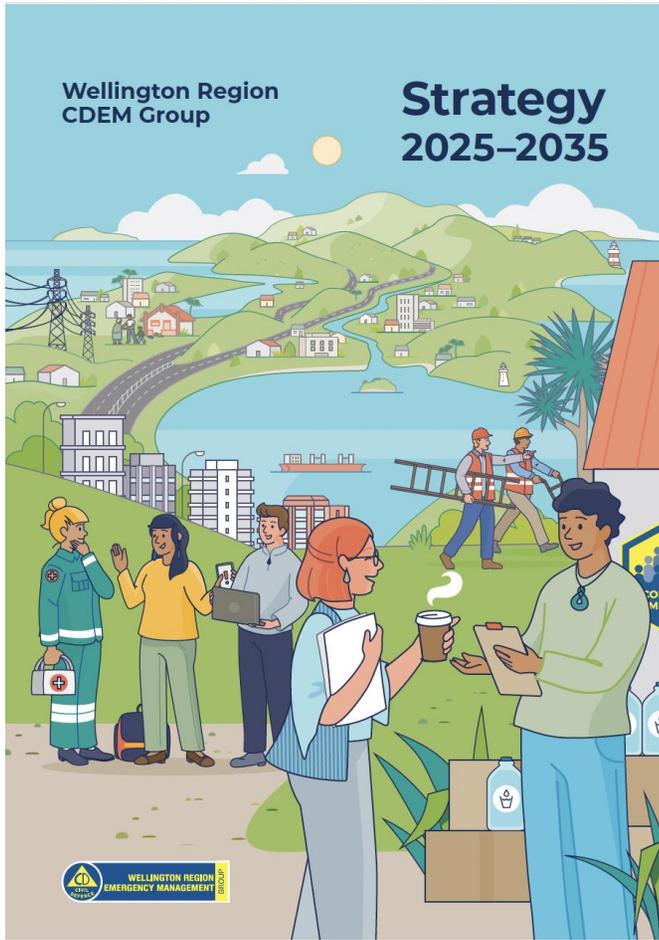
Thematic Analysis of Input

Proposed Objective	Example Success Factors	Outcome Statement	Theme Code	Justification
Integrate community-specific risk data into Wellington Region council planning, investment, and emergency strategies.	<ul style="list-style-type: none"> Risk profiles are developed with iwi and community partners for all TAs.] Risk summaries are embedded in LTPs, asset plans, and district plans. Public-facing risk dashboards are used by all councils. Governance decisions reference updated risk profiles. 	Wellington Region decisions proactively reduce risks using locally relevant, inclusive hazard and risk information.	Risk data fragmentation	Addresses the fragmentation of community-level and system-level risk data, as raised during regional workshop coding.
Deliver consistent and accessible regional risk communication through local channels, platforms, and partnerships.	<ul style="list-style-type: none"> Consistent templates used across councils and media partners. Messages co-developed with priority groups including disabled and migrant communities. Central host of region-wide risk messaging. Community confidence in emergency messaging increases year-on-year. 	Our people receive timely, clear, and trusted information to act before, during, and after emergencies.	Inconsistent frameworks	Responds to coded themes around the lack of standardization in risk assessment and planning across the region.
Strengthen regionally consistent hazard modelling to inform resilience investment.	<ul style="list-style-type: none"> Regional hazard datasets are updated and 			Directly aligns with



Proposed Objective	Example Success Factors	Outcome Statement	Theme Code	Justification
Strengthen community-led emergency response and recovery structures across the Region.	<ul style="list-style-type: none"> Each TA supports active community emergency hubs with local leaders. Response and recovery roles are defined in community plans. Exercises test community-led recovery handover. Communities report confidence and clarity in their roles. 	Wellington Region communities are active partners in response and recovery, not passive recipients of help.	Operational clarity and interoperability	Builds on coded themes related to confusion of roles and system fragmentation during events like Cyclone Gabrielle.
Build a regionally connected, trained, and scalable emergency management workforce.	<ul style="list-style-type: none"> A regional training calendar is maintained and accessible. Controller and Recovery Manager pathways are clearly defined and resourced. Staff surge capacity is planned, mapped and updated annually. 	The Wellington Region has the operational depth and flexibility to respond to emergencies at any scale.	Trust in response leadership	Stems from workshop insights on inconsistent crisis leadership and lack of community confidence in response systems.
Embed mana whenua partnerships and Māori-led recovery principles into local and regional response and recovery systems.	<ul style="list-style-type: none"> Recovery plans identify Māori responders, mana roles, and ikainga-based support processes. Māori-led recovery priorities are included in recovery plans. Mana are integrated into the regional recovery network. 	Māori are valued as leaders and partners in all phases of emergency response and recovery in the Wellington Region.	Recovery readiness	In response to gaps identified around post-event recovery coordination and the absence of pre-identified recovery triggers.
Increase household readiness through accessible tools, kits, and community initiatives that reduce barriers to preparedness.	<ul style="list-style-type: none"> Subsidised emergency kits available for low-income households. Community groups deliver readiness workshops supported by WREMO. Annual campaigns target renters, students, and recent arrivals. Household surveys show increasing levels of self-reliance. 	All Wellington households—regardless of income, language, or housing status—are equipped to manage the first 7 days of an emergency.	Te Ao Māori integration	Supports themes related to embedding mātauranga Māori, mana whenua relationships, and honouring Te Tiriti in resilience planning.
Foster inclusive, co-designed resilience planning that reflects the diverse voices and values of our people.	<ul style="list-style-type: none"> Co-design workshops are held in every district to inform planning. Representation includes Māori, Pacific peoples, youth, and disabled communities. Each TA tracks participation and integration of community-led input. Regional guidance on inclusive planning is updated every two years. 	Resilience in the Wellington Region is built by and for its communities—diverse, inclusive, and grounded in local needs.	Community inclusion and equity	Reflects strong coded signals around exclusion of Māori, Pacific, disabled, and migrant voices in formal planning systems.





Wellington Region CDEM Group

Draft Strategy

2025-2035



Lianne Dalziel

*“The challenges we face require all of us to **radically collaborate** in ways we haven’t done before. None of us has the ability to manage these risks by ourselves and a **siloed approach won’t cut it in the future.**”*

*“As a region, **prepare to partner** with central government”.*



Agreement to build our EM system to effectively manage an ML+ event

Treasury recently reported an **80% chance of another Cyclone Gabrielle in the next 50 years**, at an economic cost of up to \$14.5 billion.



Strategic Role of Governance

- The role of governance is critical when addressing ongoing system barriers.
- Important to focus on the issues that will bring about and support change.

“None of us can do this by ourselves. it's our collective responsibility as leaders to drive these changes”.

Goal 1: Managing Risk



Stronger Leadership & Accountability

Leadership was fragmented. Confusion over lead undermined trust and delayed action.

Leadership is proactive, visible, and coordinated across the system — clear accountability for outcomes.

Communities feel confident. Leaders guiding and empowering, not reacting late.

Enhanced Support & Resources

Critical shortages of resources (incl Staff). Difficult to maintain sustained operations.

Staff and systems have the resources and capacity to scale up — not burn out.

Systems are designed to sustain long, complex responses.

Increased Efficiency & Reduced Bureaucracy

Delays due to unclear processes, approval bottlenecks, and fragmented communication systems.

Barriers to action are removed — approvals, communication lines, and funding flows are streamlined.

Immediate response isn't held back by red tape. Can act on needs quickly — with trust and agility.



Goal 2: Effective Response & Recovery

What is it like today?

What is the change?

What would that look like?

Enhanced Support & Resources

Critical shortages of resources (incl Staff). Difficult to maintain sustained operations.

Staff and systems have the resources and capacity to scale up — not burn out.

Systems are designed to sustain long, complex responses.

Increased Efficiency & Reduced Bureaucracy

Delays due to unclear processes, approval bottlenecks, and fragmented communication systems.

Barriers to action are removed — approvals, communication lines, and funding flows are streamlined.

Immediate response isn't held back by red tape. Can act on needs quickly — with trust and agility.

Improved Culture & Morale

Staff were under intense pressure, morale impacted by poor support and high emotional demand.

Culture of respect, trust, and care across the system. Staff and communities feel valued.

Morale stays high under pressure. People step up — their contribution is meaningful.

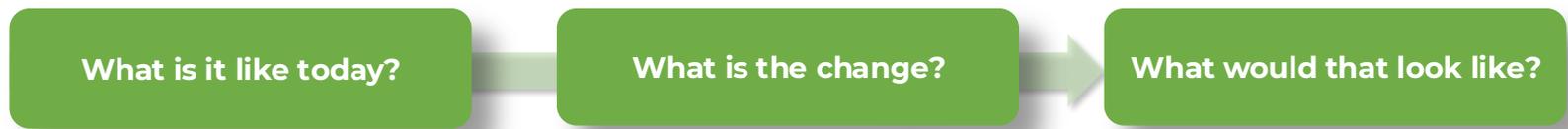
Focus on Professional Growth & Development

Many staff lacked training or confidence, reliance on a few experienced individuals created fragility.

Everyone — from community volunteers to CDEM staff — has access to skills development and ongoing learning.

People act confidently and competently in their roles. Communities don't need to be micromanaged — they're ready.

Goal 3: Community Resilience



	What is it like today?	What is the change?	What would that look like?
Stronger Leadership & Accountability	Leadership was fragmented. Confusion over lead undermined trust and delayed action.	Leadership is proactive, visible, and coordinated across the system — clear accountability for outcomes.	Communities feel confident. Leaders guiding and empowering, not reacting late.
Better Communication & Collaboration	Limited or delayed information. Messaging was inconsistent or unclear.	Information flows freely across the system — community, council, iwi, agencies — in both directions.	Communities are informed, coordinated, and active — not waiting passively.
Greater Stakeholder & Community Impact	Community leaders felt excluded from formal decision-making. Imposed rather than co-designed.	Community voices are in the room — co-design is the norm.	Response and Recovery is locally driven. Community leaders are visible and empowered — people feel ownership.

Our Three Strategic Goals

Goal 1: Managing Risk

We actively and **consistently manage risk across the region** through aligned frameworks, shared data, and a forward-looking risk culture.

Goal 2: Effective Response and Recovery

We have an **effective and efficient end-to-end emergency management system** that delivers on the CDEM Group's collective requirements and responsibilities.

Goal 3: Empowered Community Resilience

We **enable, empower and support communities** to prepare, respond and recover with confidence and to act for themselves and others during an emergency.



Goal 1: Managing Risk

1. Integrate emergency management-related **risk data into strategies and operational planning.**
2. Deliver **consistent and accessible regional risk communication** through local channels, platforms, and partnerships.
3. Strengthen regionally consistent **risk information to guide investment** in resilience.
4. Embed **Te Ao Māori values and mātauranga Māori** in local hazard, risk, and resilience planning across the region.
5. Strengthen **cross-boundary CDEM governance** to align priorities and share risk planning resources.

Goal 2: Effective Response and Recovery

1. Strengthen **community-led emergency response and recovery** across the region.
2. Build a regionally **capable, interoperable, and scalable emergency management workforce**.
3. Embed **mana whenua partnerships and Te Ao Māori principles** into local and regional response and recovery systems.
4. Embed comprehensive and people-focused **pre-disaster recovery planning**.
5. Use locally driven evidence and **after-action processes to learn and continuously improve** the region's emergency systems.

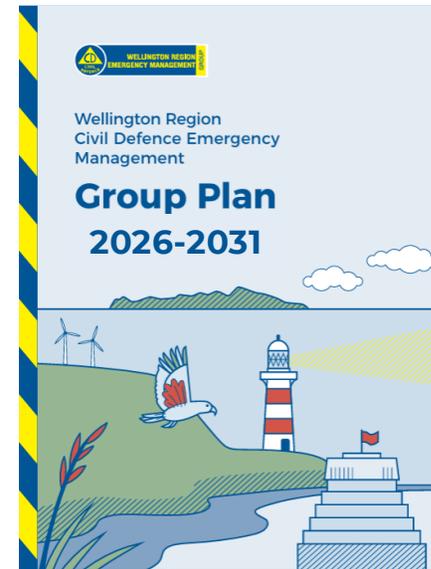
Goal 3: Empowered Community Resilience

1. Support and enable **social cohesion among people** and communities.
2. **Iwi and Māori communities lead culturally grounded resilience** initiatives in collaboration with Emergency Management.
3. Facilitate **capacity building initiatives** that enables individuals, whānau, businesses, NGOs and community groups to be ready to respond and recover.
4. Increase household readiness through **evidence-based public education** and support access to relevant resources that enable preparedness.
5. Improve the resilience of **disproportionately affected communities** to respond and recover.

Next steps – Strategy Implementation



We begin the Group Plan development in July 2025



Strategy to Implementation

CDEM Group 10-year Strategy



Strategy to Implementation

CDEM Group 10-year Strategy

CDEM Group Plan



Final Thoughts?

Recommendations

That the JC:

- **Approves** the Wellington CDEM Group Strategy 2025-2035.



**Civil Defence Emergency Management Group
24 June 2025
Report 25.301**

For Information

NATIONAL EMERGENCY MANAGEMENT AGENCY (NEMA) UPDATE

Te take mō te pūrongo

Purpose

1. To provide the Joint Committee with an update on certain NEMA activities as part of NEMA's engagement programme with CDEM Groups.

Te tāhū kōrero

Background

2. Dave Gawn the Chief Executive of NEMA, will provide his thoughts and updates on the following:
 - a Challenging the Emergency Management (EM) sector to put community at the centre of Emergency Management in practise
 - i Unprecedented shift toward community empowerment in Readiness, Response and Recovery
 - ii Greater expectation for collaboration across the system.
 - b Progress of the new Emergency Management Bill (EM Bill) and the next steps
 - iii Consultation with Joint Committee & Coordinated Executive Group Chairs and the Public on EM discussion document and submissions
 - iv Further Targeted consultation on EM bill
 - v What next for the submissions and EM Bill
 - c Update on the Emergency Management Systems Improvement Programme (EMSIP) & Emergency Management Systems-Operational Systems (EMS-OS) programs and workshops
 - vi EMS-OS Workshops – Gaining insights from the CDEM sector to shape technology investment needed by the CDEM sector.
 - vii EMISP - Investment roadmap developed to build a fit for purpose emergency management system now with Minister for Emergency Management and Recovery.

Ngā tūāoma e whai ake nei

Next steps

3. This Chief Executive's brief is part of his engagement plan with CDEM Group governance. There is no plan for any following actions for NEMA or Wellington CDEM Group as a result of the update.

Ngā āpitihanga

Attachments

Number	Title
NIL	

Ngā kaiwaitohu

Signatories

Writer	James Lamb – Senior Regional Emergency Management Advisor, National Emergency Management Agency.
Approver	Dan Neely – Acting Kaiwhakahaere ā Rohe Acting Regional Manager, WREMO.



**Civil Defence Emergency Management Group
24 June 2025
Report 25.300**

For Decision

CDEM GROUP APPOINTMENTS

Te take mō te pūrongo

Purpose

1. To propose to the Wellington Civil Defence Emergency Management (CDEM) Group Joint Committee (the Joint Committee) a number of statutory appointments for the CDEM Group.

He tūtohu

Recommendations

That Joint Committee:

- 1 **Approves** the removal of the following statutory appointees:
 - a Jeremy Holmes as alternate Group Controller.
 - b Charlie Blanch as Primary Group Controller
 - c Lester Piggot as alternate Group Controller and alternate Local Controller for Hutt City Council.
 - d Phil Becker as alternate Local Controller for Wellington City Council
 - e Carrie McKenzie as Primary Local Controller for Wellington City Council
 - f Chris Matthews as alternate Local Controller for Wellington City Council
 - g Geoff Swainson as Primary Local Controller for Upper Hutt City Council
 - h Murray Jonston as alternate Local Controller for combined councils of the Wairarapa
 - i Paul Gardner as alternate Local Controller for combined councils of the Wairarapa
- 2 **Approves** the addition of the following statutory appointees:
 - a Carrie McKenzie as Primary Group Controller
 - b Charlie Blanch as alternate Group Controller.
 - c Phil Becker as Primary Local Controller for Wellington City Council
 - d Matt Lane as alternate Local Controller for Wellington City Council
 - e Vaughan Condron as alternate Local Controller for Wellington City Council

- f Duane Greyling as alternate Local Controller for Wellington City Council
- g Geoff Swainson as alternate Local Controller for Upper Hutt City Council
- h Gordon Crawley as alternate Local Controller for the combined councils of the Wairarapa
- i Johannes Ferreira as alternate Local Controller for the combined councils of the Wairarapa
- j Vida Christeller as alternate Local Recovery Manager for Wellington City Council
- k Mia Matheson as alternate Local Recovery Manager for Porirua City Council
- l Nic Etheridge as alternate Local Recovery Manager for Porirua City Council
- m Simon Taylor as alternate Local Recovery Manager for the combined councils of the Wairarapa

Te horopaki

Context

2. Sections 26 and 29 of the Civil Defence Emergency Management Act 2002 require a CDEM Group to appoint, either by name or by reference to the holder of an office, a suitably qualified and experienced person to be the:
 - a. Group Controller for its area; and
 - b. Group Recovery Manager for its area.
3. The CDEM Group is also required to appoint, either by name or by reference to the holder of an office, at least one suitably qualified and experienced person to perform the functions and duties, and exercise the powers of the Group Controller and the Group Recovery Manager respectively if there is a vacancy in office or an absence from duty for any reason.
4. Sections 27 and 30 of the CDEM Act 2002 also states that a CDEM Group may appoint one or more persons to be:
 - a. A Local Controller; and
 - b. A Local Recovery Manager.

Te tātaritanga

Analysis

5. The following key is used in the table below:

Bold – New appointee

~~Strikethrough~~ – Removed appointee

Standard – Current appointee

Controllers

6. The following table lists current statutory appointees and recommended changes to the Group's Controllers, including alternates and supplementaries.

Area to which appointed	Appointee name and designation
CDEM Group	Carrie McKenzie (Primary) Mark Duncan (alternate) Jessica Hare (alternate) Jeremy Holmes (alternate) Dan Neely (alternate) Charlie Blanch (Group Controller alternate) Derek Baxter (alternate) Lester Piggott (alternate) Phil Becker (alternate) Kane McCollum (alternate)
Wellington City Council	Carrie McKenzie (Primary) Phil Becker (alternate Primary) Moana Mackey (alternate) Hannah Brackley (alternate) Paul McCorry (alternate) Chris Matthews (alternate) Matt Lane (alternate) Vaughan Condron (alternate) Duane Greyling (alternate)
Porirua City Council	Sam Bishop (Primary) Olivia Dovey (alternate) Leonie McPhail (alternate) Glen Quintal (alternate) Mike Mendonca (alternate)
Kāpiti Coast District Council	Roderick Hickling (Primary) Nienke Itjeshorst (alternate) Steve Cody (alternate) Paul Busing (alternate) Scott Dray (supplementary) Steve Millar (alternate) Richard Hopkins (alternate)
Hutt City Council	Barry Vryenhoek (Primary) Lester Piggott (alternate) Matthew Boggs (alternate) Craig Cottrill (alternate) Anthony Robinson (alternate) Jon Kingsbury (alternate)
Upper Hutt City Council	Tim Harty (Primary) Geoff Swainson (Primary alternate) Craig Cottrill (alternate)

	Liezel Jahnke (alternate) Steve Taylor (alternate) Debra Nicholas (alternate) Gunther Wild (alternate) Jessica Hare (supplementary)
Combined areas of the district councils in the Wairarapa	Simon Taylor – MDC (Primary Controller) Ian Osland – MDC (Alternate) Gordon Crawley (alternate) Johannes Ferreira (alternate) Jonathan Hooker – (Alternate) Matt Vins – SWDC (Alternate) Murray Jonston (Alternate) Paul Gardner – SWDC (Alternate) Solitaire Robinson – CDC (Alternate)

Recovery Managers

7. The following table lists the current statutory appointees and recommended changes the Group's Recovery Managers, and alternates.

Area to which appointed	Appointee name and designation
CDEM Group	Dan Neely (Group Recovery Manager) Luke Troy (alternate) Grant Fletcher (alternate) Scott Dray (alternate)
Wellington City Council	Paul Andrews (Primary) Vida Christeller (alternate)
Porirua City Council	Olivia Dovey (Primary) Mia Matheson (alternate) Nic Etheridge (alternate)
Kāpiti Coast District Council	Kris Pervan (Recovery Manager) Nicole Davey (alternate) Brigid Jenkins (alternate) Gina Anderson-Lister (alternate)
Hutt City Council	Andrea Bradshaw (Recovery Manager) Jarred Griffiths (alternate) Alison Geddes (alternate)
Upper Hutt City Council	Liezel Jahnke (Recovery Manager) Geoff Swainson (alternate)
Combined areas of the district councils in the Wairarapa	Ben Jessep (Masterton) Johannes Ferreira (Carterton) Nigel Carter (South Wairarapa) Simon Taylor (alternate)

Non-statutory appointments

8. The following table lists current appointments for other non-statutory roles.

Area to which appointed	Appointee name and designation
CDEM Group	Richard Mowll (Lifelines Utility Co-ordination Manager) Franzisca Doser (Group Welfare Manager)

Ngā hua ahumoni
Financial implications

9. There are no financial implications arising from the matters for decision. Any associated costs are covered by the respective councils according to their individual agreements.

Ngā Take e hāngai ana te iwi Māori
Implications for Māori

10. There are no implications for Māori.

Ngā tikanga whakatau
Decision-making process

11. The matters requiring decision in this report were considered by officers against the decision-making requirements of the CDEM Act 2002 (see paragraphs 2 to 4) and of Part 6 of the Local Government Act 2002.

Te hiranga
Significance

12. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of these matters, taking into account Council's Significance and Engagement Policy and Decision-making Guidelines. Officers recommend that the matters are of low significance, given their administrative nature.

Te whakatūtakitaki
Engagement

13. Due to the low significance of these decisions, no engagement on these matters was undertaken.

Ngā kaiwaitohu
Signatories

Writer	Jessica Hare – Kaiwhakahaere Matua Manager, Business and Development, WREMO
Approver	Dan Neely – Acting Kaiwhakahaere ā Rohe Acting Regional Manager, Wellington CDEM Group

He whakarāpopoto i ngā huritaonga Summary of considerations
<i>Fit with Council's roles or with Committee's terms of reference</i> The CDEM Group makes these appointments and removals under sections 26 to 30 of the CDEM Act 2002 (see paragraphs 2 to 4).
<i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i> There are no known implications for Council's strategies, policies or plans.
<i>Internal consultation</i> All local authority chief executives were engaged and support the proposed appointees.
<i>Risks and impacts - legal / health and safety etc.</i> While there is no significant legal or health and safety risk, it is important that all Controllers, Recovery Managers and Group Welfare appointments are appropriately contracted to the council for which they hold the appointment. Each council is responsible for managing their own appointments and advises the CDEM Group of any changes to statutory appointments.