

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 longer-term strategy

- Agreement to pursue a 10-year strategy for the CDEM Group at 26 June meeting.
- Alignment to the National Disaster Resilience Strategy and contextualise it to our CDEM Group's requirements.



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.

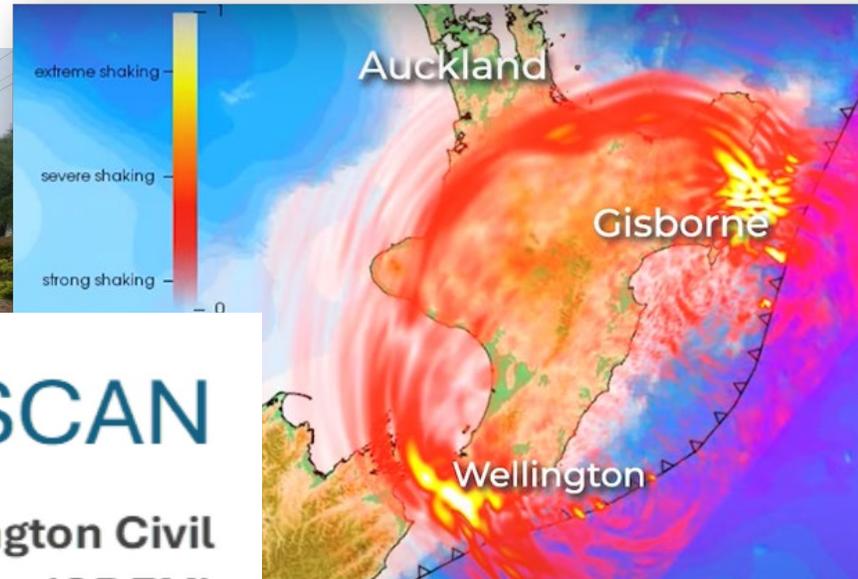
Most Dangerous

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...



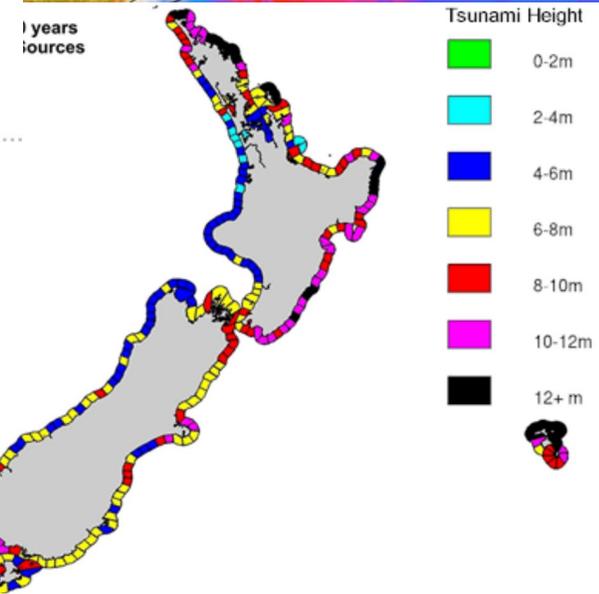
ENVIRONMENTAL SCAN

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

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 **Resilient** Strong Flexible Respond Kainga
 Adaptable **Resilient** Flexible Respond Kainga
 Organised emergency Connected string Whānau Partnership
 Wellbeing Community Enabling Whānau Partnership
 Practiced Tee tōia, te haumtia Enabling Technology
 Whānau Partnership
 Whole of community

Managing Risk

Shared intelligence Vulnerabilities first
 housing principles profile **Future** risk development
 residential zones policies district
 factor strategies **Community** plan strategy
 Spatial **Community** plan strategy
 tsunamis **Awareness** Hazard increase
 informed high reduction Zoning
Community education
 Mātauranga Māori Wellington



Response & Recovery

What level of service do we want
 ng across all of sector councils Wellbeing of responders
 assurance community group **Capability** Right tech, right place
 relationships **Capability** Update systems
 Ora internal Training
 Residents **Capacity** add staff adaptable Ready
 selfsufficient external visibility **Investment** em Test systems
 Wremo 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 Involvement
 Power sharing Support marae/iwi
 Inspiring **Publish lifelines report** Targeted engagement
 Whānau Partnerships Train again **Inclusive** new Ron or Eoin?
 Inform Relationships Trust Strengthening Iwi Authorities
 Publicise existing data **Fit for purpose** partners council Preparedness
 Older people Pumping Starlink Symbiotic Train Prepare
 Neighbourhood connections Promote lifelines report
 People with disabilities

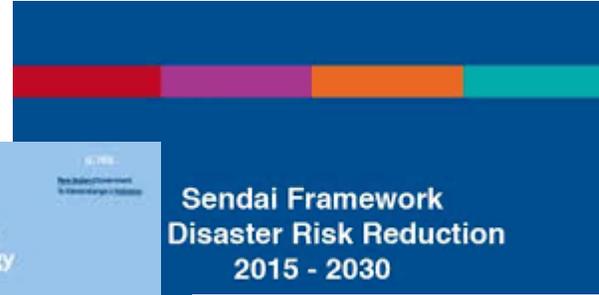
Resilient Communities: Connected, Capable and Ready

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, marae roles, and tikanga-based support processes. Māori-led recovery priorities are included in recovery plans. Marae 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 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

What is it like today?

What is the change?

What would that look like?

Clearer Roles & Responsibilities

Confusion over responsibilities, duplicated efforts and/or gaps, operating in silos or waiting for direction.

Everyone in the system understands their role - households to governance.

Agencies and the community can act swiftly with role clarity — reducing delays and confusion.

Better Decision-Making Processes

Key decisions delayed
Information bottlenecks slowed response.

Decisions are timely, transparent, and guided by shared data.

Strategic decisions happen faster,— not hesitation or misalignment.

Increased Innovation & Flexibility

Rigid procedures not suited to an emergency. Localised and/or community ideas struggled to be heard or actioned.

Risk is managed dynamically.

Response and recovery evolves. Communities see creative, tailored solutions— not delayed, rigid top-down actions.

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



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.

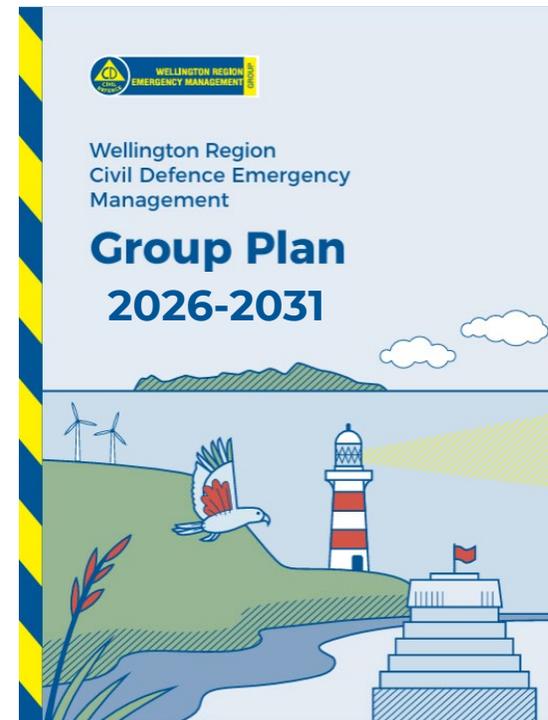
Goal 3: Empowered Community Resilience

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

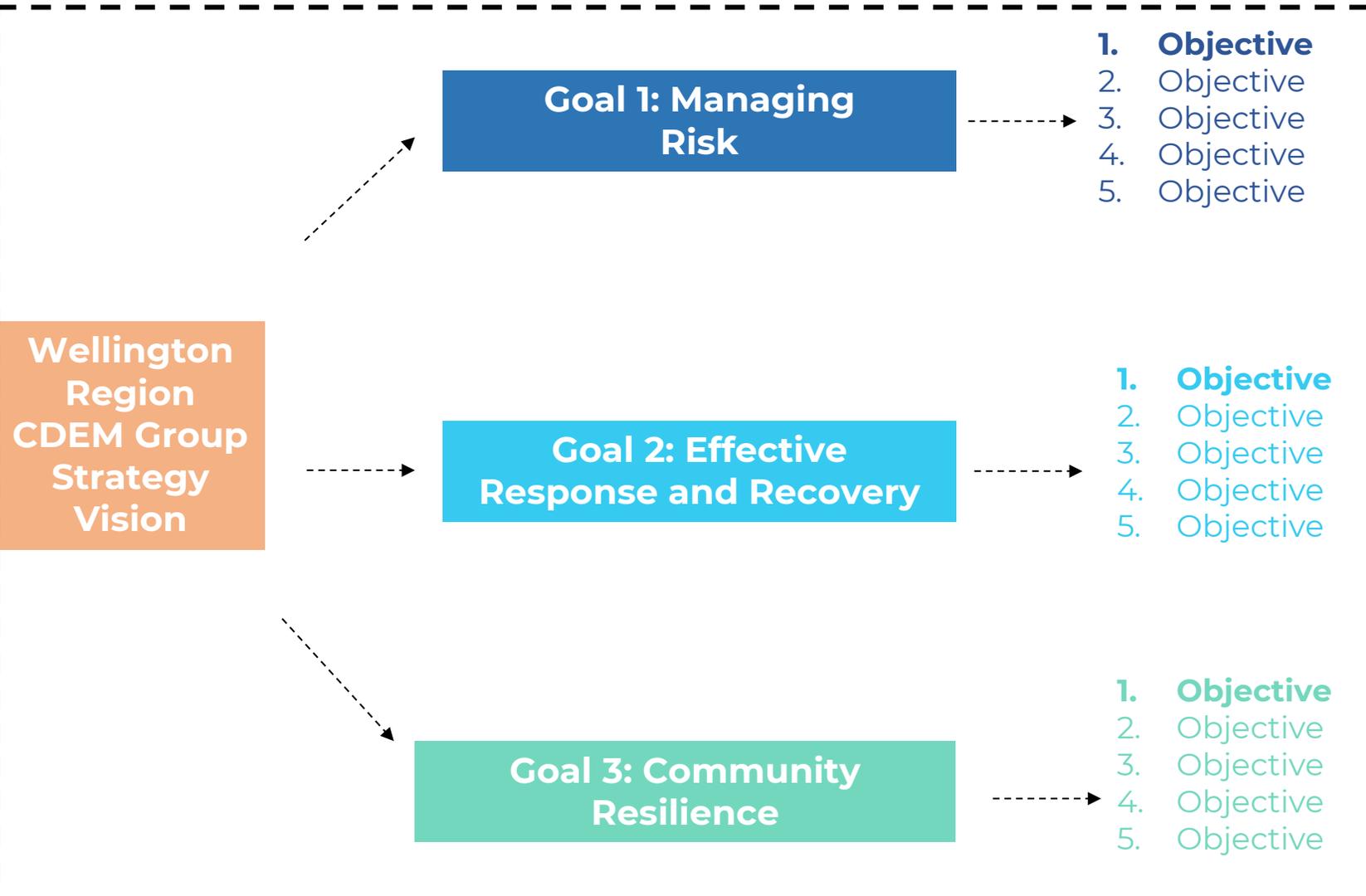


We begin the
Group Plan
development
in July 2025



Strategy to Implementation

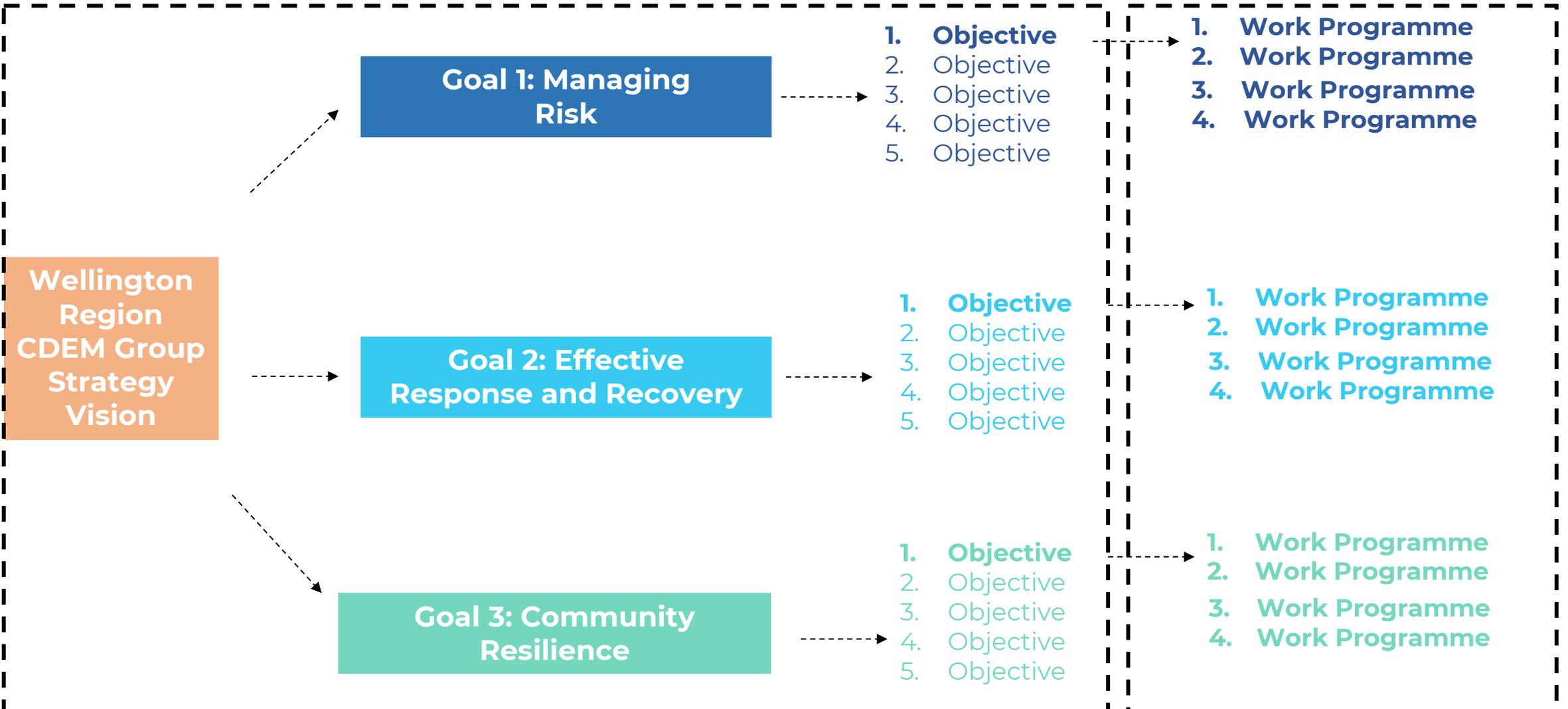
CDEM Group 10-year Strategy



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.