

Wellington Region
CDEM Group

Strategy 2025–2035



WELLINGTON REGION
EMERGENCY MANAGEMENT

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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

The context of the proposed Emergency Management Bill has been included in the development of this strategy as it 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



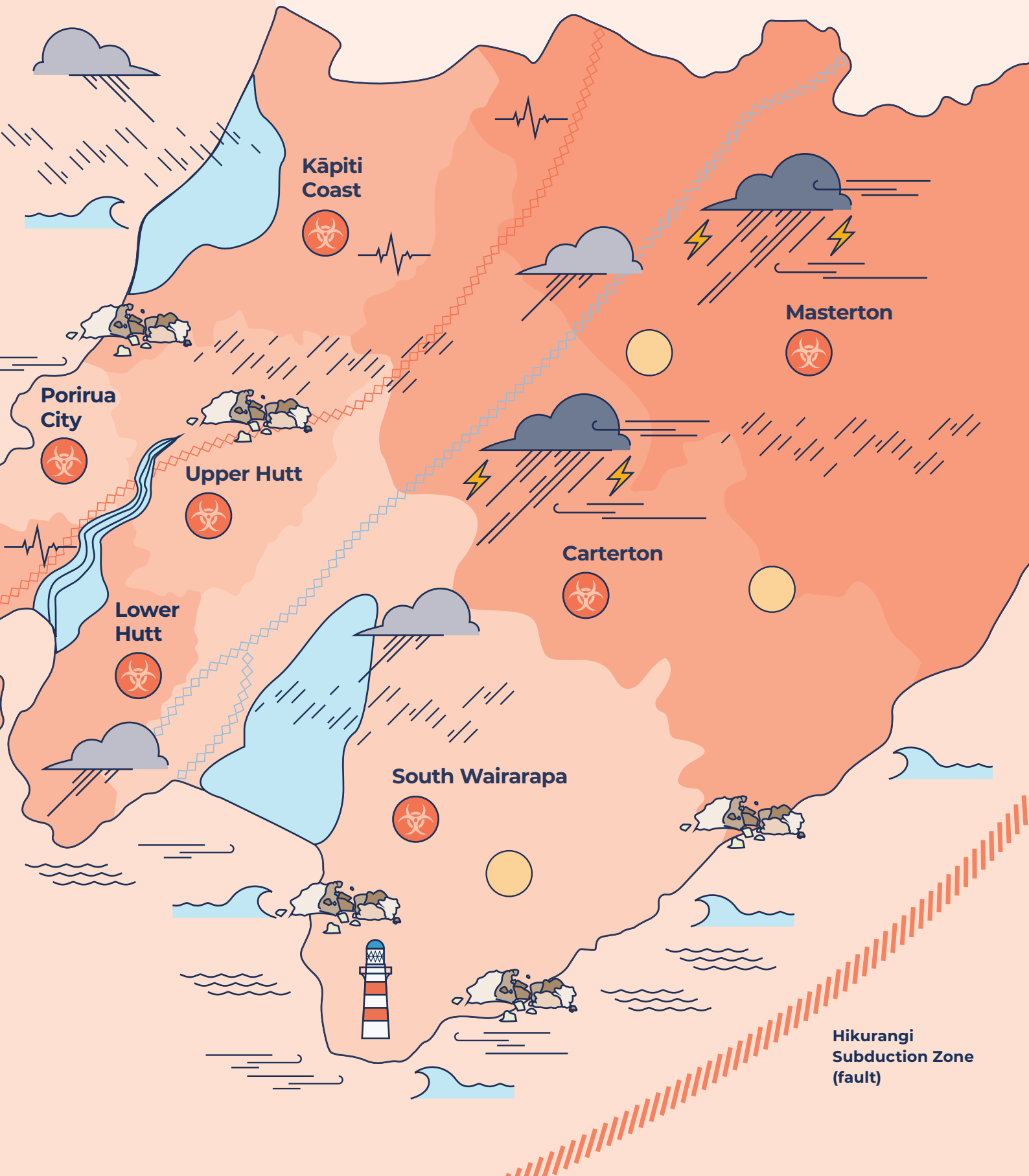
Storms



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.



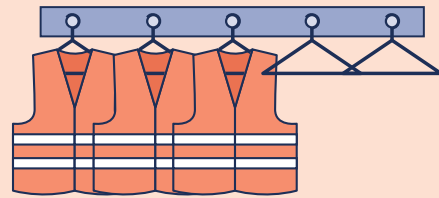
Immature Risk Management Systems

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.



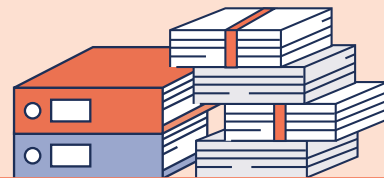
Limited Response and Recovery Capacity

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 Risks

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.

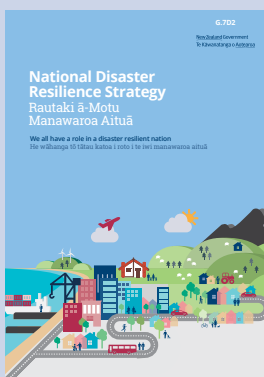
2



Enabling and Supporting 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:



Equity Deliver fair and inclusive outcomes by actively addressing the needs of people and communities who have been historically underserved or disproportionately impacted by emergencies.



Data & Foresight Use high-quality data, local intelligence, and future-focused insights to guide decisions, prioritise investment, and anticipate change.



Partnerships Build and maintain meaningful partnerships across iwi/māori, agencies, councils, and sectors, grounded in trust, reciprocity, and shared responsibility.



Governance Strengthen aligned leadership, accountability, and decision-making across agencies, councils, and sectors to provide clear direction and coordinated action.



Māori Leadership Embed Te Tiriti o Waitangi, mātauranga Māori, and iwi/māori leadership into every part of the emergency management system to reflect Māori rights, knowledge, and aspirations.



Community Leadership Support and elevate the role of local leaders, neighbourhoods, and community networks in driving resilience through trusted relationships and local action.

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.



Kaitiakitanga (Stewardship)

We act as guardians of our region – protecting lives, taonga, and the environment now and for future generations.



Mahitahi (Working Together)

We plan, act, and recover together – sharing responsibility and recognising that no single agency or group can do it alone.



Whanaungatanga (Relationships)

We build strong, trust-based relationships that enable fast, effective collaboration when it matters most.

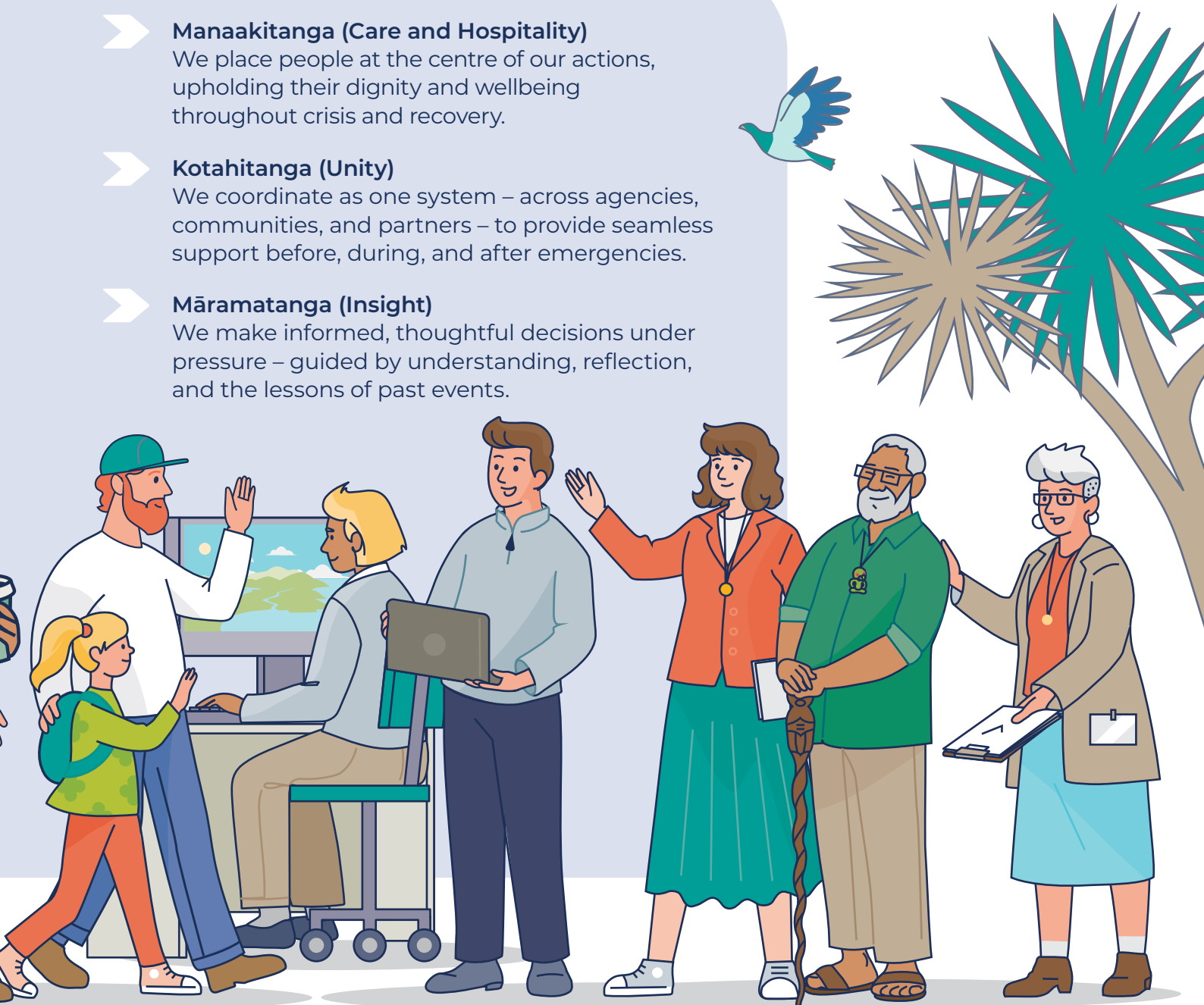


Governance of the Strategy

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.



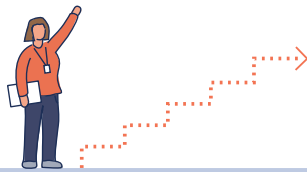
Improved Culture & Morale

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.



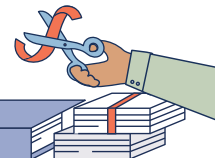
Stronger Leadership & Accountability

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 ten 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 Risks

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?

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.

➤ 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

Enabling and Supporting Community Resilience

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?

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

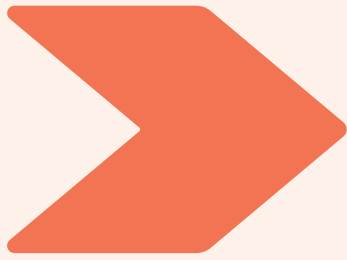
Many community leaders were unable to contribute to formal decision-making. Response and Recovery felt imposed rather than collaborative.

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

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 Risks

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.



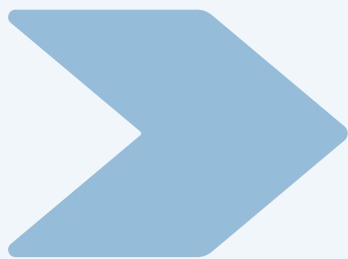
Inadequate integration of Mātauranga Māori, priorities and practices

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:

Strategic Objective	Outcome Statement
G1.1 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.
G1.2 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.
G1.3 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.
G1.4 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.
G1.5 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

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.



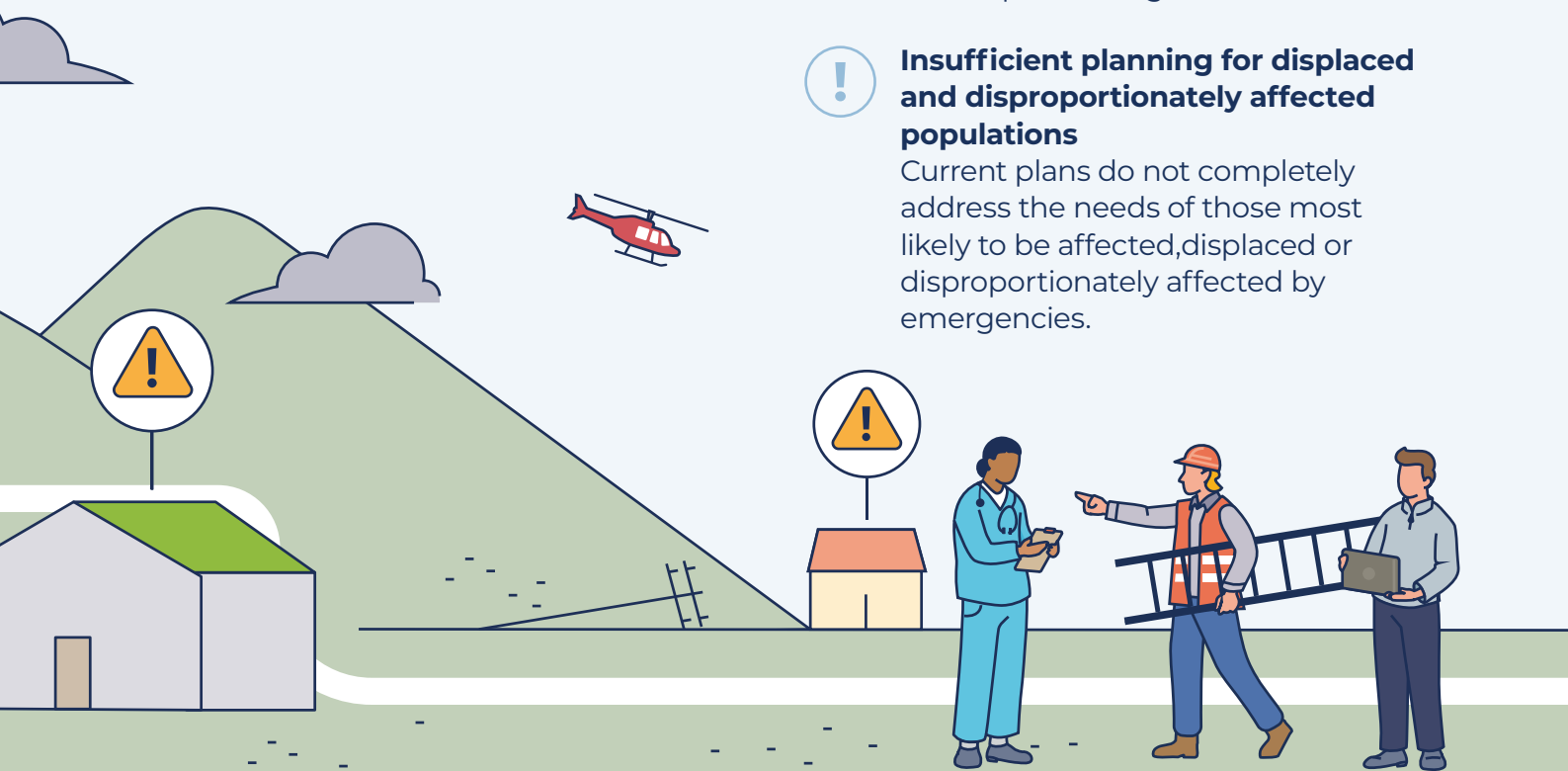
Critical workforce gaps

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

G2.1 Embed community-led capability within response and recovery systems across the region.



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

G2.2 Build a regionally capable, interoperable, and scalable emergency management system.



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

G2.3 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.

G2.4 Embed comprehensive and people-focused pre-disaster recovery planning.

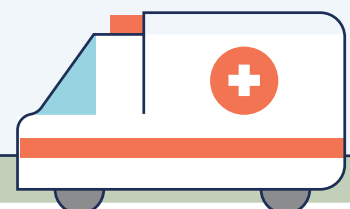


People's wellbeing is restored effectively and efficiently after a disruption with their mana preserved throughout the process.

G2.5 Continuously improve the region's emergency system by using locally driven evidence and after-action processes.



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



GOAL 3

Enabling and Supporting 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

G3.1 Support and enable social cohesion among people and communities.



There are high levels of measurable social capital in every suburb across the region.

G3.2 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.

G3.3 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.

G3.4 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.

G3.5 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.



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



