Emergency Management Workshop 10 November Public Agenda

Tuesday 10 November 2026 11.30am
Taumata Kōrero - Council Chamber, Greater Wellington

Workshop Items

No.	Item
1.	Information and risk reporting - Determining requirements for the EMC
2.	Recovery – Experiences and learnings from recent events

Emergency Management Committee

WORKSHOP

10 November 2026 | Greater Wellington

WELLINGTON REGION
EMERGENCY MANAGEMENT

1. Information and risk reporting

WELLINGTON REGION
EMERGENCY MANAGEMENT

What do you need to see?

Determining the Emergency Management Committee's information needs and preferred reporting approach

WELLINGTON REGION
EMERGENCY MANAGEMENT

One system, two levels

CEG

CAN WE DELIVER IT?

- Tests delivery confidence
- Challenges status and evidence
- Resolves ownership and dependencies
- Examines resources and corrective action
- Determines what requires escalation

JOINT COMMITTEE

ARE WE GETTING THE OUTCOMES WE NEED?

- Receives strategic assurance
- Sees outcome and consequence implications
- Focuses on material exceptions
- Considers unresolved accountability
- Provides direction, mandate or advocacy

WELLINGTON REGION EMERGENCY MANAGEMENT

Collect once, present proportionately

The Emergency Management Committee summary is produced from the same underlying evidence reviewed by CEG.

1 BASE DATA

Outcome and owner

Status and evidence

Milestones and measures

Risks and blockers

Resources and dependencies

Actions and decisions

2 CEG

Tests confidence

Challenges evidence

Coordinates delivery

Agrees corrective action

Resolves where possible

Recommends escalation

3 EMC

Portfolio signal

Strategic “so what”

Outcome implications

Material exceptions

CEG assurance

Decision required

Full supporting detail remains available if members want to drill down.

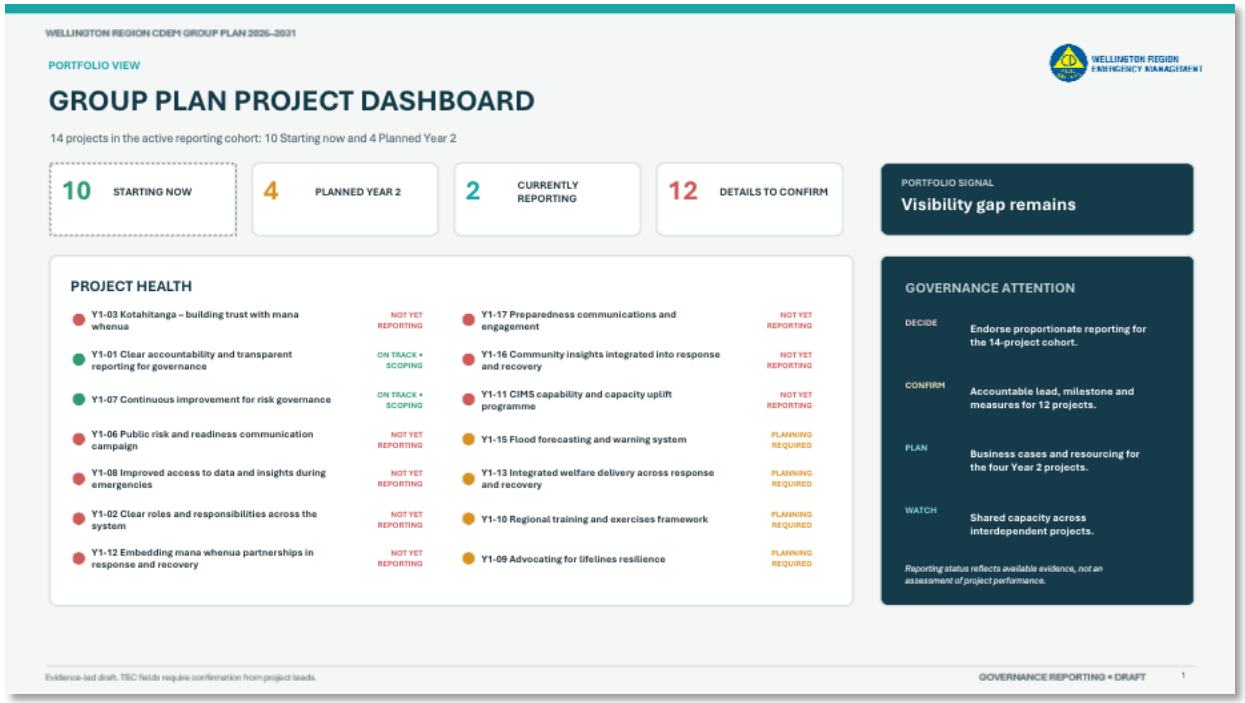
WELLINGTON REGION EMERGENCY MANAGEMENT

How delivery detail becomes governance information

INFORMATION	CEG ROUTINE VIEW	EM COMMITTEE ROUTINE VIEW
Outcome	Specific outcome, measure and evidence	Regional outcome and material implication
Status	Rating, reason, variance and confidence	Portfolio signal and significant change
Milestones	Current, next, forecast and recovery	Significant change by exception
Ownership	Lead, partners and commitment status	Unresolved accountability
Resources	People, funding and cumulative pressure	Material constraint affecting commitments
Risk	Delivery risk, mitigation and exposure	Strategic or community implication
Action	Corrective action, owner and due date	Assurance; detail if escalated
Decision	CEG action or escalation recommendation	Specific governance direction

WELLINGTON REGION EMERGENCY MANAGEMENT

Initial development - CEG



WELLINGTON REGION CDEM GROUP PLAN 2026–2031

PORTFOLIO VIEW

GROUP PLAN PROJECT DASHBOARD

14 projects in the active reporting cohort: 10 Starting now and 4 Planned Year 2

10	4	2	12
STARTING NOW	PLANNED YEAR 2	CURRENTLY REPORTING	DETAILS TO CONFIRM

PORTFOLIO SIGNAL

Visibility gap remains

PROJECT HEALTH

Y1-03 Kotahitanga – building trust with mana whenua	NOT YET REPORTING	Y1-17 Preparedness communications and engagement	NOT YET REPORTING
Y1-01 Clear accountability and transparent reporting for governance	ON TRACK • SCOPING	Y1-16 Community insights integrated into response and recovery	NOT YET REPORTING
Y1-07 Continuous improvement for risk governance	ON TRACK • SCOPING	Y1-11 CIMS capability and capacity uplift programme	NOT YET REPORTING
Y1-06 Public risk and readiness communication campaign	NOT YET REPORTING	Y1-15 Flood forecasting and warning system	PLANNING REQUIRED
Y1-08 Improved access to data and insights during emergencies	NOT YET REPORTING	Y1-13 Integrated welfare delivery across response and recovery	PLANNING REQUIRED
Y1-02 Clear roles and responsibilities across the system	NOT YET REPORTING	Y1-10 Regional training and exercises framework	PLANNING REQUIRED
Y1-12 Embedding mana whenua partnerships in response and recovery	NOT YET REPORTING	Y1-09 Advocating for lifelines resilience	PLANNING REQUIRED

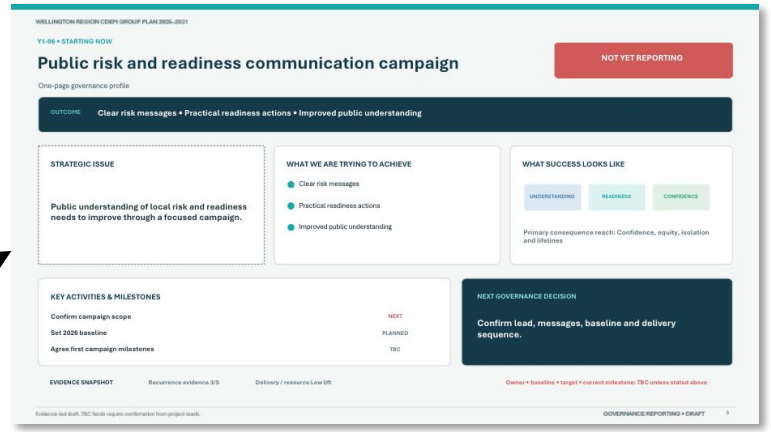
GOVERNANCE ATTENTION

DECIDE	Endorse proportionate reporting for the 14-project cohort.
CONFIRM	Accountable lead, milestone and measures for 12 projects.
PLAN	Business cases and resourcing for the four Year 2 projects.
WATCH	Shared capacity across interdependent projects.

Reporting status reflects available evidence, not an assessment of project performance.

Evidence-led draft. TBC fields require confirmation from project leads.

GOVERNANCE REPORTING • DRAFT 1



WELLINGTON REGION CDEM GROUP PLAN 2026–2031

Y1-06 • STARTING NOW

Public risk and readiness communication campaign

NOT YET REPORTING

One-page governance profile

OUTCOME: Clear risk messages • Practical readiness actions • Improved public understanding

STRATEGIC ISSUE

Public understanding of local risk and readiness needs to improve through a focused campaign.

WHAT WE ARE TRYING TO ACHIEVE

- Clear risk messages
- Practical readiness actions
- Improved public understanding

WHAT SUCCESS LOOKS LIKE

UNDERSTANDING | READINESS | CONFIDENCE

Primary consequence reach: Confidence, equity, isolation and lifelines

KEY ACTIVITIES & MILESTONES

Confirm campaign scope	NEXT
Set 2026 baseline	PLANNED
Agree first campaign milestones	TBC

NEXT GOVERNANCE DECISION

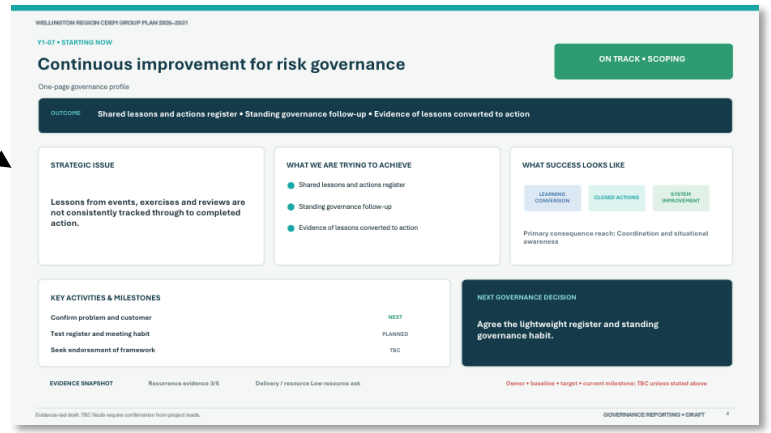
Confirm lead, messages, baseline and delivery sequence.

EVIDENCE SNAPSHOT — Recurrence evidence 3/5 — Delivery / resource Low lift

Owner • baseline • target • current milestone: TBC unless stated above

Evidence-led draft. TBC fields require confirmation from project leads.

GOVERNANCE REPORTING • DRAFT 5



WELLINGTON REGION CDEM GROUP PLAN 2026–2031

Y1-07 • STARTING NOW

Continuous improvement for risk governance

ON TRACK • SCOPING

One-page governance profile

OUTCOME: Shared lessons and actions register • Standing governance follow-up • Evidence of lessons converted to action

STRATEGIC ISSUE

Lessons from events, exercises and reviews are not consistently tracked through to completed action.

WHAT WE ARE TRYING TO ACHIEVE

- Shared lessons and actions register
- Standing governance follow-up
- Evidence of lessons converted to action

WHAT SUCCESS LOOKS LIKE

LEARNING CONVERSION | CLOSED ACTIONS | SYSTEM IMPROVEMENT

Primary consequence reach: Coordination and situational awareness

KEY ACTIVITIES & MILESTONES

Confirm problem and customer	NEXT
Test register and meeting habit	PLANNED
Seek endorsement of framework	TBC

NEXT GOVERNANCE DECISION

Agree the lightweight register and standing governance habit.

EVIDENCE SNAPSHOT — Recurrence evidence 3/5 — Delivery / resource Low resource ask

Owner • baseline • target • current milestone: TBC unless stated above

Evidence-led draft. TBC fields require confirmation from project leads.

GOVERNANCE REPORTING • DRAFT 4

WELLINGTON REGION EMERGENCY MANAGEMENT

STEP 1

Your 60-second test

Imagine the quarterly Regional Plan report has just arrived.

You have 60 seconds to understand it.

What are the three questions it must answer for you?

WELLINGTON REGION EMERGENCY MANAGEMENT

STEP 1

Your 60-second test

Imagine the quarterly Group Plan report has just arrived.

You have 60 seconds to understand it.

What are the three questions it must answer for you?

- **Are we achieving what we said?**
- **What is off track or changing?**
- **Where is governance action needed?**

WELLINGTON REGION EMERGENCY MANAGEMENT

OPTION A

VOTE: PRIMARY / SUPPORTING / NOT NEEDED

Programme dashboard

Rapid oversight across the active programme.

GROUP PLAN PORTFOLIO

Delivery at a glance

10	Starting now
4	Planned year 2
2	Reporting
12	Details to confirm

PROJECT HEALTH

Clear accountability	ON TRACK
Public risk communication	NOT REPORTING
Flood forecasting	PLANNING

GOVERNANCE ATTENTION

DECIDE	Endorse proportionate reporting.
WATCH	Shared capacity and dependencies.

Test: Can you see the overall position and where attention is required?

OPTION B

VOTE: PRIMARY / SUPPORTING / NOT NEEDED

“So what?” governance summary

Strategic meaning, changes and implications.

THE SO WHAT

Delivery visibility is incomplete. The immediate need is a shared reporting standard, clearer ownership and a reliable view of matters needing governance action.

WHAT CHANGED

Progress

2 milestones moved

Risk

1 issue escalated

Accountability

2 owners to confirm

DECISION REQUIRED

Agree the pilot and what non-reporting should trigger.

Test: Does this connect activity to regional and community implications?

Illustrative workshop data

OPTION C

VOTE: PRIMARY / SUPPORTING / NOT NEEDED

Exception and decision report

Only bring forward issues where governance can add value.

Illustrative workshop data

NO EXCEPTION All other work programmes continue within agreed tolerances.

01	DECISION	**Confirm accountable lead**	Ownership remains unconfirmed	**Confirm by next reporting cycle**
02	WATCH	**Regional capacity pressure**	Milestones compete for shared people	**CEG to test sequencing**
03	ESCALATE	**Partner commitment overdue**	Delivery dependency may slip	**Chair-level follow-up**

Test: What should trigger visibility, escalation or a EM Committee decision?

WELLINGTON REGION EMERGENCY MANAGEMENT

STEP 2

Choose the minimum information set

You have six votes. Select only what must appear every quarter.

- ◯ Outcome sought
- ◯ Delivery status
- ◯ Change since last report
- ◯ Accountable lead
- ◯ Next milestone
- ◯ Strategic risks / blockers
- ◯ Resource and capacity
- ◯ Council / partner commitments
- ◯ Community / regional impact
- ◯ Contribution to consequences
- ◯ Lessons and improvements
- ◯ Decision required

WELLINGTON REGION EMERGENCY MANAGEMENT

STEP 3

Confirm the direction

Design brief.

PREFERRED VIEW

A / B / C / hybrid

ESSENTIAL FIELDS

The six items that must appear

EXCEPTION TRIGGERS

What must be elevated

WELLINGTON REGION EMERGENCY MANAGEMENT

Implementation timeline

1 SCOPE & INITIAL DEVELOPMENT

Develop framework and reporting mechanisms and outputs

2026

2 TEST

Partner feedback and refinement based on active projects

2026–27

3 PILOT

Implementation to test products and information needs

2027

4 EMBED

Regular component of governance cycle

2027

5 REVIEW

Improve and hand to BAU

2028

WELLINGTON REGION EMERGENCY MANAGEMENT

2. Recovery Update: Wairarapa and Wellington

WELLINGTON REGION
EMERGENCY MANAGEMENT

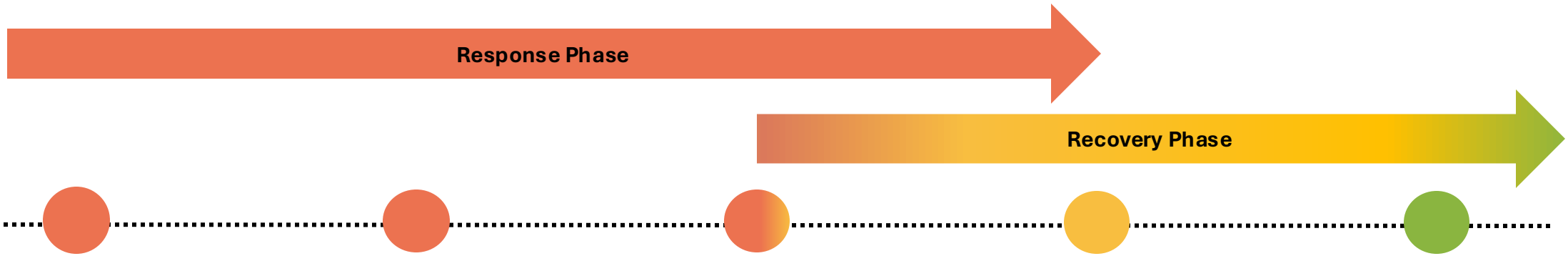
The Recovery Journey

April 2026 Severe Weather Event

What happened when the rain stopped

WELLINGTON REGION
EMERGENCY MANAGEMENT

Recovery started well before a clean handover



18–24 Apr

Regional response period

20 Apr

Regional State of Emergency declared

24 Apr

Wellington City and Wairarapa move to transition

1 May

WCC EOC continues operations until this point

May onward

Recovery offices, welfare, infrastructure and community engagement continue

WELLINGTON REGION EMERGENCY MANAGEMENT

What recovery inherited

Residual risk

Saturated ground, slips and further weather risk remained part of the picture

Uneven impacts

Flash flooding, landslides, road closures, isolation, wastewater overflows, water supply disruption and evacuations were not uniformly distributed

People needs

Welfare, emergency accommodation and needs assessment activity continued well beyond the immediate response

System pressure

Recovery had to coordinate councils, partners, infrastructure, communications and handback to business as usual

The Recovery Offices inherited both known and unknown impacts.

WELLINGTON REGION EMERGENCY MANAGEMENT

Two recovery pathways, one regional system

WELLINGTON CITY

- More complex and prolonged
- Flash flooding, landslide risk, shelter and needs assessment activity
- Formal transition began on 24 April

WAIRARAPA

- Temporary isolation and access disruption
- Power outages and lifelines restoration issues
- Rural livelihoods and community needs still emerging, compounded by multiple events over four years
- Formal transition began in April

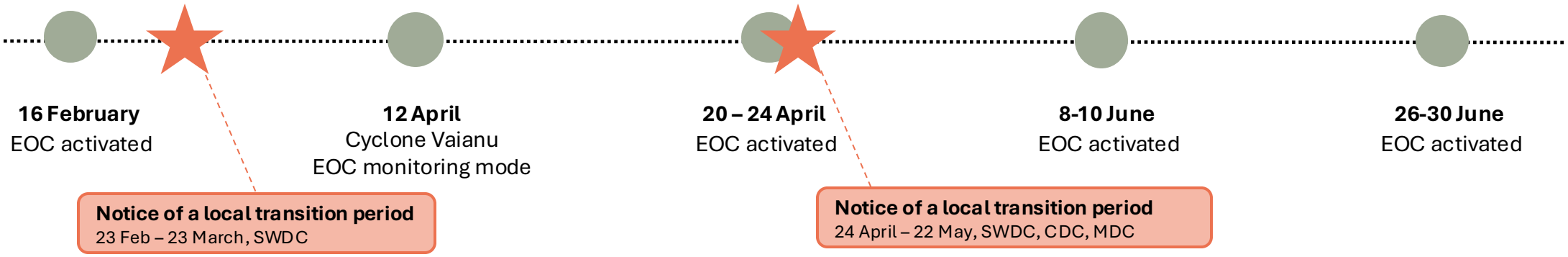
WELLINGTON REGION EMERGENCY MANAGEMENT

Wairarapa

Emergency Management Wairarapa

- A shared service between the three district councils of Masterton, Carterton & South Wairarapa, and resourcing from GWRC (Wairarapa based team.
- There are 4 Recovery Managers in Wairarapa
- 1 in each of Masterton, Carterton & South Wairarapa District Councils & 1 in Emergency Management Wairarapa

Recovery has been ongoing for years – the events compounded the impacts



In Feb 2026 SWDC initiated a recovery process that was later put on hold in April 2026 while:

- waiting for outcome of central govt funding requests
- resources returning to response activities

WELLINGTON REGION EMERGENCY MANAGEMENT

Wairarapa

ONE RECOVERY — THAT JUST GOES ON

- Response in Wairarapa is a shared resource commitment between the four councils
- Recovery remains council specific, with support and guidance from Emergency Management Wairarapa (one FTE per council) and WREMO

WHAT WE ARE HEARING

- Individually, each extreme event has caused significant and recurring damage
- Combined, they reflect the impact of Cyclones Hale and Gabrielle
- WREMO and council resilience workshops are working — communities are more resilient and more aware of what they can do themselves
- We are still identifying and supporting welfare cases

“Respect rural resilience: treat self-reliance as a strength while still accounting for the private costs of coping.”

- S. Hirini, Lake Ferry

WELLINGTON REGION EMERGENCY MANAGEMENT

Wairarapa

OPPORTUNITIES

- Few smaller councils can sustain a full-time recovery team over an extended period using existing staff
- Welfare in recovery requires significant training and input
- Recovery must work across the six community environments — social, economic, built, natural, cultural and rural
- Recovery does not operate in isolation from community

NEXT STEPS FOR WAIRARAPA

- Consolidate impacts since February 2026 into a Wairarapa Regional Recovery Document
- Re-engage key stakeholder groups to gather information
- Review options where grant funding is not available
- Continue resilience activities in communities (WREMO / EM Wairarapa / councils)
- Continue to listen to our communities

WELLINGTON REGION EMERGENCY MANAGEMENT

For affected people, recovery is the long tail

The event ended quickly for most. For displaced and affected households, recovery was just the beginning.

Welfare

Needs assessment, referrals, emergency shelter and household support pathways

Accommodation

Emergency accommodation and transition to temporary accommodation pathways and approvals

Psychosocial

Reassurance, community connection, information and visible follow-up

Close the loop

Community issues need owners, actions and feedback back to affected people

Recovery from April floods continues

One month on from the intense rainfall that triggered flash flooding and major landslips in Wellington's southern suburbs and South Karori, affected communities are continuing their recovery.

WELLINGTON REGION EMERGENCY MANAGEMENT

What recovery had to coordinate

People

Welfare, accommodation, psychosocial support and household triage

Places

Roads, buildings, slips, three waters, waste and access

Information

Impact assessments, status reporting, common operating picture and decisions

Confidence

Public information, community engagement, trusted partners and follow-up

WCC KEY INSIGHTS

200+	tonnes of stormwater waste removed
600	white storm bags distributed with free collection
24%	increase in contact centre call volumes
100+	households displaced and assisted
40	households required accommodation

WELLINGTON REGION EMERGENCY MANAGEMENT

The system was stretched

WHAT WORKED WELL	WHERE WE WERE STRETCHED
Strong leadership and commitment	Staffing sustainability
Good teamwork and collaboration internally	Situational awareness and information flows
Public information activity	Recovery transition arrangements
Partner agency support	Welfare and accommodation capability
Practical problem solving	Navigator services to help affected communities access government support

WELLINGTON REGION EMERGENCY MANAGEMENT

The main recovery lesson

Recovery transition periods should not be treated as the end of the response

- Start recovery planning, staffing and welfare continuity and finance earlier
- Clarify the overlap between EOC, Recovery Office, CMT, ELT, and Council BAU
- Create practical transition checklists and role expectations
- Train and exercise transition as a normal part of response capability

The maturity shift

Recovery as handover	Recovery as staged, early planning
Good people making it work	Systems that support good people
Ad hoc welfare pathways	Scalable welfare and accommodation model
Fragmented information	Shared common operating picture
Community being told what is happening	Community feedback loops in response and recovery
Lessons identified	Improvements tracked to delivery

WELLINGTON REGION EMERGENCY MANAGEMENT

What we’re asking you to steward

CEG was asked to steward and enable local recovery systems in a similar way the Response programme is run

Local recovery manager depth
3 alternate recovery managers
UNDERWAY

Common operating picture
Information flows & flood intelligence
UNDERWAY

Welfare, EAC, Accommodation and Needs Assessment needs
Processes and depth
UNDERWAY

Reporting rhythm
Agreed actions tracked to delivery
UNDERWAY

WELLINGTON REGION EMERGENCY MANAGEMENT

Karakia

Kia whakairia te tapu	Restrictions are moved aside
Kia wātea ai te ara	So the pathway is clear
Kia tūruki whakataha ai	To return to everyday activities
Hui e! Tāiki e!	Enriched! Unified!

WELLINGTON REGION EMERGENCY MANAGEMENT

Meeting Close

WELLINGTON REGION
EMERGENCY MANAGEMENT