



If calling please ask for: Democratic Services

24 November 2017

## **Civil Defence Emergency Management Group**

Order Paper for meeting to be held in the Council Chamber, Level 2, Upper Hutt City Council, 838 Fergusson Drive, Upper Hutt on

**Friday, 1 December 2017 at 9.00am**

### **Membership of Group**

Mayor Booth	(Carterton District Council)
Mayor Guppy	(Upper Hutt City Council)
Mayor Gurunathan	(Kapiti Coast District Council)
Councillor Laidlaw	(Greater Wellington Regional Council)
Mayor Lester	(Wellington City Council)
Mayor Napier	(South Wairarapa District Council)
Mayor Patterson	(Masterton District Council)
Mayor Tana	(Porirua City Council)
Mayor Wallace	(Hutt City Council)

## Civil Defence Emergency Management Group (CDEM Group)

**Meeting to be held on Friday, 1 December 2017 at 9.00am in  
the Council Chamber, Level 2, Upper Hutt City Council, 838  
Fergusson Drive, Upper Hutt**

### **Public Business**

Page No

- |    |   |                      |           |
|----|---|----------------------|-----------|
| 1. | Apologies   |                      |           |
| 2. | Public Participation  |                      |           |
| 3. | <a href="#">Confirmation of the minutes of 25 August 2017</a>           | <b>Report 17.312</b> | <b>3</b>  |
| 4. | <a href="#">CDEM Group Appointments</a>                                 | <b>Report 17.478</b> | <b>7</b>  |
| 5. | Declaration Guide and Documentation                                     | <b>Handout</b>       |           |
| 6. | <a href="#">WREMO Quarterly Report 1 July – 30 September 2017</a>       | <b>Report 17.479</b> | <b>11</b> |
| 7. | <a href="#">Wellington Region CDEM Review: Executive Summary Report</a> | <b>Report 17.480</b> | <b>77</b> |
| 8. | Wellington Region Lifelines Update (Fran Wilde)                         | <b>Brief</b>         |           |
| 9. | <b>Next meeting: 23 March 2018</b>                                      |                      |           |



**Please note that these minutes remain unconfirmed until the meeting of the Civil Defence and Emergency Management Group (Joint Committee) on 1 December 2017**

**Report 17.312**

25/08/2017

File: CCAB-21-177

**Public minutes of the Civil Defence and Emergency Management Group (Joint Committee) meeting held in the Council Chamber, Upper Hutt City Council, 838 Fergusson Drive, Upper Hutt, on Friday, 25 August 2017 at 10.12am**

**Present**

Mayor Wallace (Chair)	(Hutt City Council)
Mayor Guppy	(Upper Hutt City Council)
Mayor Gurunathan	(Kapiti Coast District Council)
Mayor Lester	(Wellington City Council)
Mayor Napier	(South Wairarapa District Council)
Mayor Patterson	(Masterton District Council)
Mayor Tana	(Porirua City Council)

**1 Apologies**

*Moved* (Mayor Wallace/ Mayor Napier)

*That the CDEM Group accepts the apologies for absence from Mayor Booth and Councillor Laidlaw.*

The motion was **CARRIED**.

**2 Public Participation**

There was no public participation.

**3 Confirmation of the minutes of 23 June 2017**

*Moved* (Mayor Wallace/ Mayor Guppy)

*That the CDEM Group confirms the minutes of the meetings of 23 June 2017, Report 17.232.*

The motion was **CARRIED**.

**Noted:** The CDEM Group presented Jess Hare, Senior Emergency Management Advisor, with her 10 Year Long Service Award from the Ministry of Civil Defence and Emergency Management.

**Noted:** The CDEM Group welcomed Jeremy Holmes to the meeting and congratulated him on his appointment as Regional Manager, Wellington CDEM Group.

#### 4 **Wellington Resilience Programme update**

Deb Hume, Programme Director, and Dan Neely, Manager, Community Resilience, updated the Group on the Wellington Regional Resilience Coordination Group programme.

A seasonal campaign series is underway to boost household resilience. A “Water Hero” campaign was run during autumn to boost awareness of household water requirements during a civil defence emergency event. The focus of winter has been “Emergency Household Planning”. This has included:

- The launch of a new household emergency planning guide (which has won an Emergency Media and Public Affairs award) and will be translated into 15 different languages;
- The [getprepared.nz](http://getprepared.nz) website has been updated;
- A new Wellington Region Emergency Management Office (WREMO) [wremo.nz](http://wremo.nz) website has been launched. The website is mobile friendly and quick to load.

The spring campaign will commence shortly and focuses on “quakesafe your home and foundations”.

A hazard mapping project is also underway and will be released in the New Year. This has been co-funded by central government and focuses on identifying hazards and protecting the community.

#### 5 **Community Emergency Hubs**

The Group received a presentation from Dan Neely, Manager, Community Resilience, on community emergency hubs.

Community emergency hubs are a new model of emergency hub developed by WREMO staff to link the ‘official response’ to the ‘community response’. Community emergency hubs (formerly known as Civil Defence Centres) are pre-identified places for the community to coordinate their efforts to help each other during and after a disaster. Hubs are not Emergency Assistance Centres (formerly known as Welfare Centres) where official government support can be accessed, but will be opened by the community and will be staffed with volunteers from the community when assistance is required to deal with the

impact of a large scale emergency. Guidance has been developed to help volunteers when they set up a community hub.

This new model has been adopted by other cities within New Zealand (Kaikoura, Christchurch, Bay of Plenty and Rotorua) and has also been adopted by the City of San Francisco.

**6 Proposal to mark the 14 November 2016 anniversary**

The Group received a presentation from Jeremy Holmes, Regional Manager Wellington CDEM Group, on a proposal to mark the 14 November 2016 Kaikoura earthquake anniversary.

A plan is currently being drafted that includes activities such as:

- Households, businesses and schools to practice drop, cover and hold and finding safe evacuation routes for tsunami.
- Wellington resilience programme spring campaign of “quakesafe your home and foundations”.

It is possible that this could become an ongoing annual event. Councils will be sent further information once the plan is completed.

**7 CDEM Group Appointments**

**Report: 17.302**

File: Z/01/04/19

Bruce Pepperell, Regional Manager, WREMO, presented the report.

*Moved*

*(Mayor Patterson/ Mayor Wallace)*

*That the CDEM Group:*

- 1. Receives the report;*
- 2. Notes the content of the report;*
- 3. Approves the appointment of the person holding the position of Operational Readiness Manager, WREMO, as Wellington Region CDEM Group Controller;*
- 4. Approves the following controller appointments:*
  - a. Bruce Pepperell, Alternate Group Controller; and,*
  - b. Bruce Pepperell, Alternate Local Controller, Porirua City.*
- 5. Removes the following appointee from the list of Controllers:*
  - a. Bruce Pepperell, Group Controller.*

The motion was **CARRIED**.

8 **WREMO Annual Report 2016/2017**

**Report: 17.303**

File: Z/01/04/19

Bruce Pepperell, Regional Manager, WREMO, presented the report.

*Moved*

*(Mayor Wallace/ Mayor Gurnathan)*

*That the CDEM Group:*

- 1. Receives the report;*
- 2. Notes the contents of the report; and,*
- 3. Approves the contents of the report as an accurate record of those activities occurring in the 2016/2017 Financial Year.*

The motion was **CARRIED**.

9 **Next meeting: 1 December 2017**

The meeting closed at 11.00am.

Chair, Wellington Civil Defence Emergency Management Group.

Date:



**Report** 17.478  
**Date** 24 November 2017  
**File** Z/01/04/19

**Committee** Civil Defence Emergency Management Group (Joint Committee)  
**Author** Jeremy Holmes, Regional Manager

## CDEM Group Appointments

### 1. Purpose

To request the Joint Committee make the following CDEM Group appointments.

### 2. Background

The CDEM Act (Sections 26 and 27) requires a CDEM Group to appoint, either by name or reference to the holder of an office, a suitably qualified and experienced person to be the Group Controller for its area and to appoint at least one suitably qualified and experienced person to perform the functions and duties, and exercise the powers of the Group Controller if they are absent from duty for any reason. It also states that a CDEM Group may appoint one or more persons to be a Local Controller.

### 3. CDEM Group appointments

The updated list of endorsements and appointments for the Group Controller (and alternates), Group Recovery Managers, Local Controllers (and alternates), Local Recovery Managers and the Group Lifelines Utility Co-ordinator is proposed as follows.

#### Statutory appointments:

Controllers	
<b>CDEM Group</b>	<b>David Russell (Group Controller)</b> Rian van Schalkwyk (alternate) Dan Neely (alternate) Alistair Allan (alternate) Davor Bejakovich (alternate) Bruce Pepperell (alternate)

<b>Wellington City</b>	Simon Fleisher (Local Controller) Mark Constable (alternate) Steve Cody (alternate) Gunther Wild (alternate) Dan Neely (alternate) Toni Thompson (alternate) Nicola Brown (alternate) David Chick (alternate) Kane Patena (alternate) <b>Barbara McKerrow (alternate)</b>
<b>Porirua City</b>	Jerry Wrenn (Local Controller) Trevor Farmer (alternate) Brian Anderson (alternate) James Jefferson (alternate) Scott Martin (alternate) Bruce Pepperell (alternate)
<b>Kapiti District</b>	Wayne Maxwell (Local Controller) Scott Dray (alternate) Bruce Johnston (alternate) Kevin Currie (alternate) Anita Dixon (alternate) <b>Glen O'Connor (alternate)</b> <b>Rian van Schalkwyk (alternate)</b>
<b>Hutt City</b>	Lester Piggott (Local Controller) Matt Reid (alternate) Bruce Sherlock (alternate) Geoff Stuart (alternate) Debra Nicholas (alternate) <b>Simon Fleisher (alternate)</b>
<b>Upper Hutt City</b>	Richard Harbord (Local Controller) Mike Ryan (alternate) Steve Taylor (alternate) Jessica Hare (alternate) Geoff Swainson (alternate)
<b>Wairarapa</b>	David Hopman (Local Controller) Jonathan Hooker (alternate) Murray Johnstone (alternate) Mark Allingham (alternate) Darryl McCurdy (alternate)



**Non-statutory appointments:**

<b>Recovery Managers</b>	
<b>CDEM Group</b>	Nigel Corry (Recovery Manager) Dan Neely Luke Troy Deborah Hume
<b>Wellington City</b>	Mike Mendonca (Recovery Manager) Paul Andrews Danny McComb
<b>Porirua City</b>	Tamsin Evans
<b>Kapiti Coast District</b>	Sarah Stevenson
<b>Hutt City</b>	Kim Kelly
<b>Upper Hutt City</b>	Steve Taylor (Recovery Manager) Geoff Swainson
<b>Wairarapa</b>	Tania Madden (Masterton) Jennie Mitchell (South Wairarapa) Dave Gittings (Carterton)
<b>Lifelines Co-ordination</b>	
<b>CDEM Group</b>	Richard Mowll

**4. Comment**

Appointments are being made in accordance with the CDEM Act 2002 and the Wellington region Civil Defence Emergency Management Group Plan (2013 – 2018).

**5. Communication**

No further external communication is required.

**6. The decision-making process and significance**

The matter requiring decision in this report has been considered by officers against the requirements of Part 6 of the Local Government Act 2002.

**6.1 Significance of the decision**

Officers have considered the significance of the matter, taking into account the Council's significance policy and decision-making guidelines. Owing to the procedural nature of this decision officers recommend that the matter be considered to have low significance.

Officers do not consider that a formal record outlining consideration of the decision-making process is required in this instance.

## **6.2 Engagement**

Due to its procedural nature, no engagement on this matter has been undertaken.

## **7. Recommendations**

*That the CDEM Group:*

1. ***Receives the report.***
2. ***Notes the content of the report.***
3. ***Approves the following controller appointments:***
  - a. *David Russell, Group Controller (Operational Readiness Manager)*
  - b. *Barbara McKerrow, Alternate Local Controller, Wellington City*
  - c. *Simon Fleisher, Alternate Local Controller, Hutt City*
  - d. *Glen O'Connor, Alternate Local Controller, Kapiti Coast District*
  - e. *Rian van Schalkwyk, Alternate Local Controller, Kapiti Coast District.*
4. ***Removes the following appointees from the list:***
  - a. *Craig Cottrill, Alternate Local Controller, Hutt City*
  - b. *Rian van Schalkwyk, Alternate Local Controller, Hutt City*
  - c. *Matt Reid, Alternate Local Controller, Upper Hutt City*
  - d. *Ian Johnson, Alternate Local Controller, Upper Hutt City.*

Report prepared by:

**Jeremy Holmes**  
Regional Manager



**Report** 17.479  
**Date** 24 November 2017  
**File** Z/01/04/19

**Committee** Civil Defence Emergency Management Group (Joint Committee)  
**Author** Jeremy Holmes, Regional Manager

## **WREMO Quarterly Report 1 July – 30 September 2017**

### **1. Purpose**

To inform the Wellington CDEM Group (Joint Committee) of WREMO's achievements and progress against the activities scheduled in the 2017/18 Annual Plan.

### **2. Background**

The WREMO Annual Report ([Attachment 1](#)) incorporates the Annual Plan work programme and additional areas of work identified by the WREMO leadership team.

### **3. Quarterly Report**

The attached report provides the results of the Community Resilience, Operational Readiness and Business and Development Teams, as well as an executive overview by the Regional Manager.

On the risk matrix it is noted that the number of staff attending EOC and ECC training has generally improved in all but one council. A meeting was held with the relevant Council ELT on 6 November to address the issue. A working group has been created and a plan has been developed to rectify the issue. The next meeting of the working group is scheduled for 4 December 2017.

The content of the Quarterly Report has been reviewed and endorsed by both the CEG Sub-Committee and CEG.

### **4. The decision-making process and significance**

Officers have considered the significance of the matter, taking into account the Council's significance policy and decision-making guidelines. Owing to the

procedural nature of this decision officers recommend that the matter be considered to have low significance.

Officers do not consider that a formal record outlining consideration of the decision-making process is required in this instance.

## 6.1 Engagement

Due to its procedural nature, no engagement on this matter has been undertaken.

## 5. Recommendations

*That the CDEM Group:*

1. *Receives the report.*
2. *Notes the contents of the report.*
3. *Approves the report as an accurate record of those activities occurring in the first quarter of 2017/2018.*

Report prepared by:

**Jeremy Holmes**  
Regional Manager

**Attachment 1**      WREMO Quarterly Report (1 July – 30 September 2017)

**WELLINGTON REGION  
EMERGENCY MANAGEMENT OFFICE**

# **Quarterly Report**

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**1 July – 30 September 2017**



# Executive Summary

## Overview

A busy quarter, dominated by a changing of the guard with Jeremy Holmes commencing duties as the Regional Manager on 7 August and David Russell recruited, and ready to commence his duties as Operational Readiness Manager/Group Controller on 2 October.

## Wins

### 1. *Wellington Region CDEM Review.*

The ambitious schedule of interviews and workshops designed to help inform the the blueprint for CDEM in the Wellington Region for the next 5 to 10 years is almost complete. The findings from the interviews and workshops are being collated and recommendations identified for the Group management and governance bodies.

### 2. *Porirua EOC.*

After several years investigating sites and facilities, Porirua now has an EOC that sets the benchmark. Its size and configuration mean it is well suited as a base for multi-agency response operations as well as a valuable facility for council activities. While the operations centre is now available for use, work continues to bring the building up to IL4 status and to complete the ground works in the adjacent carpark.

### 3. *Launch of the new WREMO Website(s).*

The new websites wremo.nz and getprepared.nz were launched in July after considerable development designed to make information more accessible to the public. Two sites were launched to distinguish between information that was required during an emergency, and that which was required to assist preparedness.

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# Executive Summary

## Developments

The more notable activities progressed throughout the quarter include:

- 1. Wellington Region Earthquake Plan (WREP).** Planning has evolved to the point where local council staff have been engaged to help develop local level plans to cover situational awareness, managing the supply chain, and catering for the movement of people following an earthquake.
- 2. 14 November Anniversary activities and messaging.** Building on the fading memories of those who experienced the November series of emergency events, WREMO has been developing a series of activities (tsunami walkout etc.) and messaging designed to promote positive actions in the event of further emergency events.
- 3. Community Emergency Hubs (CEH).** The urgency to complete establishment of these revamped facilities continues. The task was 80% complete as at 30 June 2017. The intention is to have all CEHs across the entire region functioning by the end of the financial year.
- 4. Earthquake Planning Guide.** This new document replaces the popular “It’s Easy Guides” and was designed using a behavioural economist to motivate/lead people through a logical and cumulatively achievable series of tasks, leading to enhanced resilience. Sufficient copies of the document are being produced to support a mass mail-out across the entire region before 14 November.
- 5. Pre-Recovery Planning.** The focus is now on designing and delivering a series of workshops for local council recovery management. These workshops will enable councils to use a common and coordinated framework for recovery, while allowing the necessary flexibility to meet the needs of specific disaster events.
- 6. Tsunami Blue Lines.** Road markings have been laid by Hutt City Council staff. Further work is required to install road signs and designate assembly areas. The contracted inundation modelling by GNS Science will shortly be available to support Blue Line initiatives in Kapiti and Porirua. Resumption of Blue Lines in Wellington will occur when funding is made available.

SUMMARY

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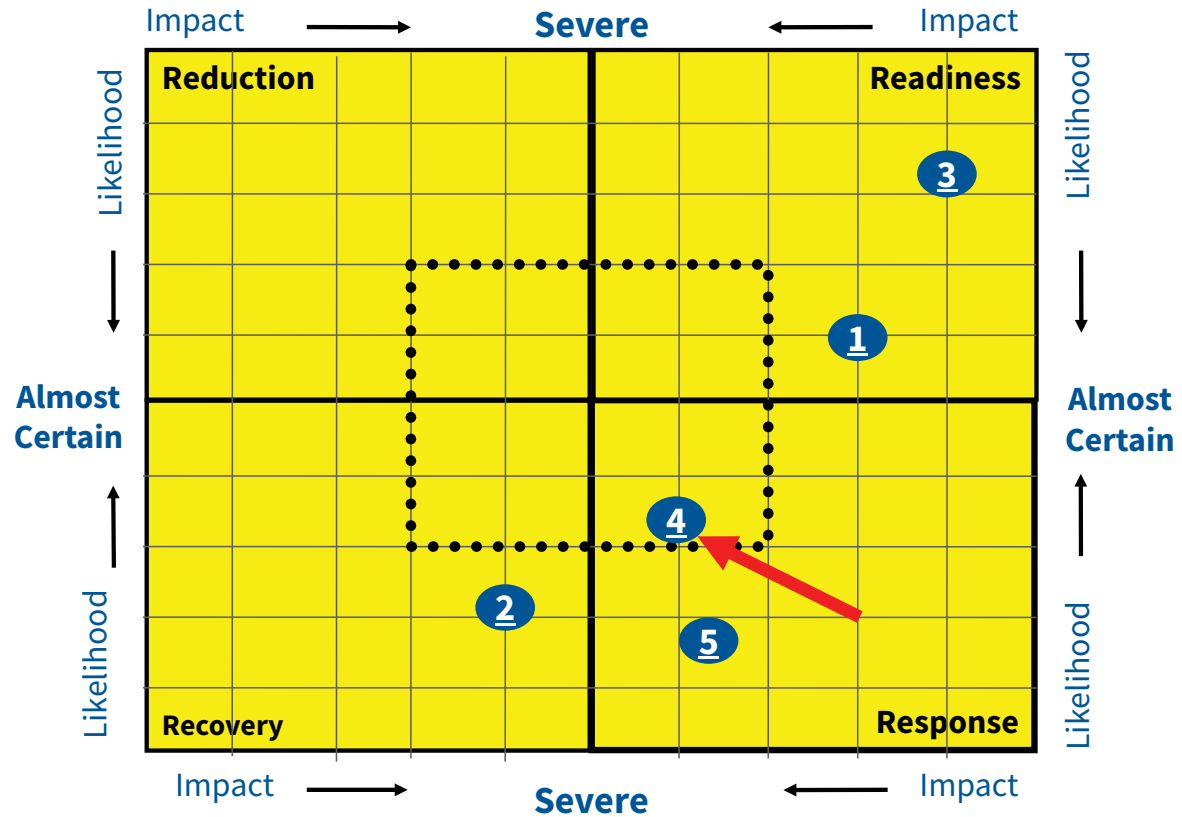
BUSINESS &  
DEVELOPMENT

# Executive Summary

Risk Matrix as at 30 September 2017

## Risks

1. Waning community motivation for resilience building initiatives
2. Lack of effective Recovery Framework
3. Challenge implementing MCDEM initiatives
4. Council staff attending EOC training
5. Health and Safety



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# Executive Summary

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## Risk explanation and treatment

1. As time elapses since our last significant emergency (November 2016), public interest in resilience building initiatives wanes. Projects in this space need to be part of a rolling programme with constant refreshes to take account of emerging knowledge and innovative means to empower people to take ownership of their circumstances. A resilience building promotional campaign (seasonal themes and Water Hero) has been underway throughout the year. This will be supplemented by a further programme of activities recognizing the anniversary of the Kaikoura Earthquake. Our social media following continues to rise and is now approaching 70,000.
2. The lessons arising from Christchurch's recovery programme must be incorporated into a framework tailored for the Wellington region. Work on this is underway, also incorporating those lessons from the November series of events. The aim is to have a robust framework that aligns at a national, regional, and local level.
3. Central Government policies often take a top down approach, with minimal consideration for impact in the community. The recent national level review will hopefully address this. Linkages between the Group and MCDEM regional liaison staff remain strong and productive.
4. This risk reflects the fluctuating numbers of council staff attending EOC/ECC training. While good progress has been made by some councils over the past quarter, these numbers now need to be maintained. Where progress has not been made, councils need to investigate and understand the reasons why, and plans need to be put in place to increase the number of staff attending. This risk has regularly been highlighted to council executives, noting council obligations under the CDEM Act 2002 and the WREMO founding agreement which requires councils to make staff available for EOC/ECC training and operations. The November 2016 series of events also highlighted the importance of being able to activate and maintain sufficient staff to perform required emergency functions. This risk has been escalated and now appears in the square of attention.
5. Health and Safety – Answers to key H&S factors as they relate to CDEM were promulgated in the 30 June 16 report. H&S is constantly being assessed by WREMO and council staff in accordance with mandated requirements.

## Risks removed from the matrix:

Sustainability of response structures

Inadequate operational connectivity

VHF radio network unsuitable

## Financial Summary - As at 30 September 2017

WREMO Income Statement 30-Sep-17	YTD as at 30 September			Full Year
	Actual \$000	Budget \$000	Variance \$000	Budget \$000
Rates & Levies	256	256	(0)	883
Government Grants & Subsidies	-	-	-	-
External Revenue	545	545	(0)	2,181
Investment Revenue	1	1	-	4
Internal Revenue	-	-	-	-
<b>TOTAL INCOME</b>	<b>802</b>	<b>802</b>	<b>(0)</b>	<b>3068.6</b>
less:				
Personnel Costs	558	561	4	2,246
Materials,Supplies & Services	73	120	48	482
Travel & Transport Costs	6	18	12	70
Contractor & Consultants	41	44	3	177
Internal Charges	31	31	0	125
Total Direct Expenditure	709	775	66	3099.1
Financial Costs	-	-	-	-
Bad Debts	-	-	-	-
Transition Costs - operational	-	-	-	-
Depreciation	16	28	12	85
Loss(Gain) on Sale of Assets / Investments	-	-	-	(40)
<b>TOTAL EXPENDITURE</b>	<b>725</b>	<b>803</b>	<b>78</b>	<b>3144.1</b>
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>77</b>	<b>(1)</b>	<b>78</b>	<b>(76)</b>
Add Back Depreciation	16	28	(12)	85
Other Non Cash	-	-	-	-
Vehicles and other plant purchases	-	-	-	(120)
Net External Investment Movements	-	-	-	-
<b>NET FUNDING BEFORE DEBT &amp; RESERVE MOVEMENTS</b>	<b>93</b>	<b>27</b>	<b>66</b>	<b>(111)</b>
Debt Additions / (decrease)	-	-	-	-
COUNCIL reimbursements	-	-	-	-
Reserve Investments Interest	(1)	(1)	-	(4)
Reserve Investments Transfer Out	-	-	-	115
<b>NET FUNDING SURPLUS (DEFICIT)</b>	<b>92</b>	<b>26</b>	<b>66</b>	<b>0</b>

The first quarter of the year has seen a small underspend in materials and supplies and travel and transport. This is mainly due to timing variances, with some projects not billed until next quarter (such as the mail drop for the Earthquake Planning Guide).

**Balance of reserve as at  
30 September 2017  
\$200,000**

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# Community Resilience

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**Regional update**



## Community Resilience

**Community Emergency Hubs** – The team has put a detailed project plan in place to standardize Community Emergency Hubs across the region. Bringing all 135 Hubs up to shared activation standard is a priority this year. As part of this process, some long identified Hubs will be either relocated or disestablished, such as those in private residences. The team is also working closely with Operational Readiness and other Emergency Services to determine the best way to gather structured intelligence through the Hubs.

**Your Earthquake Planning Guide** – Within the first few weeks of the Guide’s release, it was recognised by the international organisation Emergency Media and Public Affairs with New Zealand’s top award for Excellence in Emergency Communication: Readiness and Resilience. The Guide has since been distributed to commonly attended community locations throughout the region. WREMO has partnered with Red Cross to translate the Guide into 17 different languages using native speakers from local communities to do the translations. By using local residents instead of professional translators, WREMO has created preparedness champions amongst these harder to connect with cultural groups and produced four times the amount of translations. This “citizen translation” project is currently being studied by researchers in New Zealand, Australia and the UK and is being touted as a world first in this field. The translations will start to be available in the next quarter.

**Nov 14th Anniversary – Tsunami WalkOut and QuakeSafe Your Home** – To mark the one year anniversary of the biggest earthquake in Wellington’s history since 1855, WREMO is promoting a Tsunami WalkOut to increase awareness of where to go after a long or strong local earthquake. Households and businesses will be encouraged to practice evacuating to their nearest tsunami safe zone during lunch breaks and after dinner. Councils are also encouraged to promote and practice evacuation options for individual staff on the day. This promotion will also be relevant to those who live outside of tsunami zones since most people in the region live, work or play near the coast. Further promotions in Spring will encourage people to get under their house and check their foundations as well secure other items like bookcase and TV which can cause serious harm. As part of this preparedness promotion, the Earthquake Planning Guide will be sent to each household across the region.

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## Earthquake Preparedness Guide

Within the first few weeks of the Guide's release, it was recognised by the international organisation Emergency Media and Public Affairs with New Zealand's top award for Excellence in Emergency Communication: Readiness and Resilience.

Wednesday October 4, 2017 **7**



The award-winning Wellington EMPA team with their prizewinning brochure: Front row: Mischa Hill, Ash Brown, Kerry McSaveney and Rebecca Jackson holding the award. Back row: Dan Neely, Sam Ripley  
PHOTO: Supplied

### Emergency team wins top award

By Glenise Dreaver

Wellington Region Emergency Management Advisor Kerry McSaveney is justifiably proud of the new earthquake planning guide brought out in early August. The 21cmx14cm colourful fold-out, on thick, high-quality paper, has just won New Zealand's top award for Excellence in Emergency Communication: Readiness and Resilience.

The award was presented on August 21 at the 2017 Disaster Communications Forum of EMPA, Australasia's Emergency Media and Public Affairs organisation. Kerry says they aimed for a simpler version of previous earthquake advice.

The main message is, she says, the need to be prepared to look after yourself and other people without waiting for outside help. "It needs to be as everyday as possible. Not too scary. It's just about living your life as a competent adult really!"

Most people already have items that are useful in emergencies, she says, so the emphasis is now more on having a well-stocked home and pantry rather than a survival kit.

The brochure is expected to be in letterboxes in the Wellington region in early November.

SUMMARY

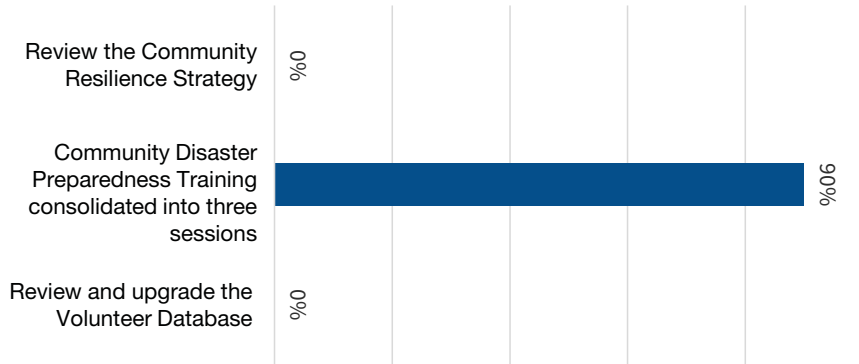
COMMUNITY  
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# Community Resilience

Completed previous quarters  
 Completed this quarter  
 Remaining to be completed



## Aged Residential care Workshop



## School-based Workshop



## Community Hub Activations



## Community Preparedness Training



## Community Response Plans



## Prepared Business Workshop



## Prepared Apartment Workshop



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# Community Resilience – Pre Disaster Recovery Planning

## Infrastructure Resilience Indicator Set (IRIS)

Following the completion of first draft of the Infrastructure Resilience Indicator Set (IRIS) report, comments from report contributors and council stakeholders has shown some surprise over the severity of what the report indicates – the duration communities will be on their own as well as the length of time it will take to restore levels of service. This has generated further discussions about the role of reduction and the smarter investments required in the future. Coordination and work in the resilience space is ongoing, but IRIS has provided an clearer high-level picture of our region’s infrastructure challenges and has laid the foundation for the findings for upcoming Regional Resilience Project.

## Recovery Framework and Workshops

Building on the findings from the IRIS report, WREMO is using the findings as a framing device to deliver a series of workshops to improve the capacity and capability of councils to lead locally in recovery, and importantly, coordinate with a range of government and non-government partners. By the end of the workshop series, including a tabletop exercise at the end of November, councils will be able to stand up a local recovery office, start the recovery action planning process, and have an understanding of the context and long game that recovery entails.

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# Community Resilience

## Public education

- ON-GOING** Regular Facebook posts.
- ON-GOING** Promote the new Earthquake Preparedness Guide.
- IN PROGRESS** Promote Tsunami WalkOut for November 14<sup>th</sup> Anniversary.

## Community engagement

- ON-GOING** Support Community-Driven projects related to the CRP process.
- ON-GOING** Spend at least two hours a week engaging with community leaders in non-related emergency management activities.
- IN PROGRESS** Begin incorporating long-term resilience and recovery planning into the CRP process.

## Public Education

Our annual public education programme is divided up into four seasonal campaigns – the Winter theme of this quarter was household emergency planning with your family, including the launch of our new Earthquake Planning Guide, and next season’s Spring theme is focussed on our November 14<sup>th</sup> #TsunamiWalkOut, and encouraging people to make their home safer by checking their foundations and securing furniture as part of Spring cleaning and home maintenance.

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# Community Resilience

## Preparedness enablers

- ON-GOING** Promote emergency water tanks as a fundraiser to increase distribution.
- NOT STARTED** Support the logistics to sell discounted Home Foundation Kits and Emergency Toilets.
- IN PROGRESS** Support and develop the logistics of an ongoing sales promotion through a large homeware stores and supermarkets.

## Tsunami Blue Lines

- ON-GOING** Assist local councils, as appropriate, in planning and implementation of Tsunami Blue Lines across the region.

## WREMO website

- ON-GOING** Provide content to new Get Prepared and WREMO websites as required.
- ON-GOING** Completed and up-to-date Hub Guides are loaded onto the WREMO Website.

## Preparedness Enablers

WREMO is in discussions with Mitre 10 about the possibility of a partnership with preparedness enablers. Mitre 10 are exploring if they can align their current marketing programme to WREMO's preparedness goals.

## Tsunami Blue Lines

As more cities are implementing or exploring the adoption of Tsunami Blue Lines, WREMO can continue to support as an advisor, facilitator and connector to ensure a similar approach is rolled out across the region.

## WREMO Website

Staff have assisted in developing new content and ideas for the website.

SUMMARY

COMMUNITY RESILIENCE

OPERATIONAL READINESS

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# Operational Readiness

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Regional update



# Operational Readiness

## Areas of progress

- One of the key Central /Local Government initiatives following the Kaikoura Earthquake has been developing an enhanced Wellington Earthquake National Initial Response Plan (WENIRP). Cascading from this document is the Wellington Earthquake Response Plan (WREP). Specific to our region, this document links the WENIRP to regional and local planning requirements. To date, the high level WREP requirements have been produced and progress made, through a series of workshops, in developing local arrangements covering situational awareness, and managing the supply chain. Managing the movement of people is scheduled for October. The outcome will see a suite of aligned plans from the national, through regional, and down to local levels. This work will continue throughout the 17/18 financial year.

## Operational events

There were two of significance during this reporting period:

- 13 and 14 July – The ECC and Hutt City EOC activated along with CDEM staff in the Wairarapa to manage flooding/high river levels. This event saw teams monitoring areas in Wainuiomata and Waiwhetu in preparation for possible evacuations (in the end, not required) and the Ruamahanga floodway activated to safely divert excess water.
- 8 September – An 8.2 magnitude earthquake off the Mexican coast resulted in a small tsunami which impacted on parts of the NZ coastline. There was no impact for the Wellington region. However duty staff monitored developments throughout the evening.

## Operational Training

- Response Manager Programme. WREMO, working in conjunction with Massey University, has produced a programme to upskill staff whose primary role in the EOC/ECC is Response Manager. The pilot programme was conducted over six days between 29 June and 29 August. Considerable interest has been expressed by other Groups in this programme.

SUMMARY

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## ECC activation

13 July 2017. An evening of coke and chocolate!

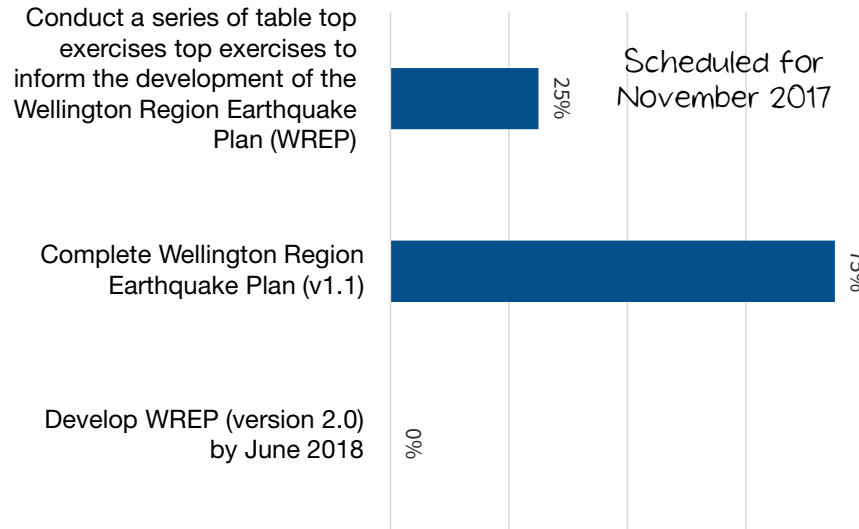
SUMMARY

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# Operational Readiness



### Wellington Region Earthquake Plan

Good progress has been achieved during the quarter. The challenge will be keeping the momentum going now that the project officer has been appointed as part of the permanent staff (Operational Readiness Manager/Group Controller).

Local plans were advanced as part of a series of workshops held in August and September.

### Notifications process and Duty Officer reviews

A number of issues have reinforced the need to take a closer look at the effectiveness of our notifications system. This links into the review of the Duty Officer system and the connections to our partner agencies. Project plans for both of these reviews have been developed and work has commenced.

## Duty Officer Activation



Duty Officer activation tested every 3 months

- Completed** previous quarters
- Completed** this quarter
- Remaining** to be completed

SUMMARY

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# Operational Readiness

## Stakeholder engagement

- ON-GOING** Operational equipment checks are completed monthly.
- ON-GOING** Support the regional ECC and local EOCs after action review process following any activation of the ECC or EOCs.
- COMPLETE** Ensure the primary Lifelines Utility Coordinator (LUC) role is contracted and managed.
- ON-GOING** Participate in the local Emergency Services Coordination Committees and Regional Inter-agency Liaison Committee.
- ON-GOING** Engage with Lifeline Utilities organisations to enable regional resilience, readiness and response coordination.
- NOT STARTED** Conduct information sharing sessions/workshops with emergency management stakeholders.
- ON-GOING** Work with the Wellington Lifelines Group (WeLG), the Wairarapa Engineering Lifelines Association (WELA) and individual lifelines agencies to enhance capability.

## After action review

A Review for the Mexican Tsunami event has been completed. Feedback provided to MCDEM.

SUMMARY

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# Operational Readiness

## Exercises and Training

- ON-GOING** Develop and deliver staff training in accordance with Operational Readiness Training Programme.
- ON-GOING** Deliver ECC/EOC staff induction training (as required).

## Documentation

- IN PROGRESS** Review regional and local plans for other CDEM responses (as required).

## Emergency Management Information System (EMIS)

- ON-GOING** Support councils with continued development and refinement of the Emergency Management Information System (EMIS).

## Duty Officer system & alerting

- ON-GOING** Develop a robust notification process for alerting WREMO staff for response actions, as a model to assess viability of a region wide notification system.
- ON-GOING** Manage the duty officer systems and processes.

## EOC training

- The training programme for August to October reflects the development needs of the WREP and will culminate in a desktop exercise in November 2017.

## Duty Officer

- Duty Officer procedures have been updated to reflect the outcomes of the Duty Officer Review.

SUMMARY

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# Group Welfare Developments

## Manage the Regional Welfare work programme

- Part of the welfare work programme included an EOC/ECC training session held in July covering welfare and Emergency Assistance Centres (EACs). The purpose of this session was to ensure shared understanding across the region of the role of welfare and the purpose of EACs. This is to support the work of welfare teams within EOCs to reduce duplication and confusion of tasking.
- The Group Welfare Developments matrix is part of the quarterly reporting and is updated as activities are undertaken in each area (as observed by the Group Welfare Manager).
- A Local Welfare Managers' Forum was held in Wellington in August, bringing Local Welfare Managers together from across the region to share resources and discussed challenges and recent events. These are held each quarter in a different EOC to build awareness of regional responses and capability.
- Participating as a member of the National Registration and Needs Assessment review project team.
- Participating as a member of the Resilience Funded Welfare toolbox steering group – developing tools and guidance to support Welfare Managers in planning and response.

## Support local welfare planning and activities

- An EAC staff training module was developed in June to be delivered as a pilot in July in Hutt City. The module is for Council staff and agency representatives who may work in an EAC (including approved volunteers) to build a common understanding of the purpose and role of an EAC, and what their roles might include. The training has since been modified from feedback and initial sessions and has been run in Porirua by one of the Local Welfare Managers. This training is available in any area once EAC staff have been identified and been through the police checking process to ensure compliance with the Vulnerable Children's Act 2014.
- Work on the EAC Best Practice Guide and role description for EAC staff is ongoing and will be available as supporting documentation for the EAC staff training in the coming months.
- Following flooding events in the region in August (primarily Wellington City and Porirua) there has been much discussion around the role and responsibilities of Council (and supporting agencies) in supporting displaced people. It was decided at the Local Welfare Managers' Forum in August that a paper would be put to CEG-SC and CEG with a case study of these events to outline the process and responsibilities of Council in these types of events.

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# Group Welfare Developments

## Contribute to advocate for Welfare as part of the WENIRP and WREP Planning activities

- Continued engagement within CDEM (and wider) to advocate for welfare and ensure its inclusion in planning at all levels of the WENIRP and WREP (and other planning)
- The Group Welfare Manager presented on the complexities of welfare planning and response to the National Controllers Course (held in Wellington), the Ministry of Health's Health in Emergencies Response workshop, and to the National Health Coordination Centre volunteers. The presentations are building a wider appreciation for welfare arrangements and considerations.
- Engagement with the Wellington SPCA on companion animal welfare planning to ensure a joined up and collaborative approach for animal welfare is part of the wider welfare readiness and response planning.
- Emergency Assistance Centres (EACs) and Needs Assessment remain key activity areas in working towards WREP planning and arrangements. This includes documentation and training (as mentioned above) and engagement with staff at the National level around Needs Assessment processes and key data sets.

## Chair and drive the Wellington Regional Coordination Group to enhance individual and collective capability and planning

- Ongoing quarterly meetings of agencies with responsibilities and support functions in welfare sub-functions. The most recent meeting was held on 24 July, discussing recent events and welfare responses, updates on Needs Assessment, and a workshop session on key messaging and information needs.
- Progress is still being made on clarifying roles and responsibilities within welfare and documenting this as part of the Group Welfare Plan. Better engagement and buy-in from some agencies is required to ensure a consistent and effective welfare response.
- Continued effort towards better communication and information to welfare agencies during responses, even if the ECC and Regional Welfare Coordination Group is not activated.

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## Group Welfare Developments

	WCC	HCC	UHCC	PCC	KCDC	WAIR	REG
Local Welfare Manager	Completed	Completed	Completed	Completed	In progress	Completed	Completed
Local Welfare Manager Alternates	Completed	Completed	Completed	Completed	Not started	Completed	Completed
Local Welfare Committee meeting	Joint Hutt Valley Local Welfare Committee			Completed	In progress	Completed	Completed
Connected to welfare agencies	Completed	Completed	In progress	Completed	In progress	Completed	Completed
EACs identified	Completed	Completed	In progress	In progress	In progress	Completed	N/A
EAC staff identified	Completed	Completed	Not started	Completed	Not started	Not started	N/A
EAC training run	In progress	Completed	Not started	Completed	Not started	Not started	In progress
EMIS Registration/Needs Assessment forms ready (electronic & hard copy)	Completed	Completed	Not started	Not started	Not started	In progress	N/A
Local Welfare Plan	In progress	In progress	Not started	In progress	In progress	Not started	In progress
Attending and contributing to Regional/joint planning sessions	In progress	Completed	Completed	Completed	In progress	Completed	Completed

KEY:  Completed  In progress  Not started

This table highlights gap areas within welfare arrangements and planning across the Wellington Region. Progress has been made since the last QR, with Local Welfare Committees up and running, or planned, in most areas during the next few months. This will be important in building relationships amongst agencies with responsibilities and supporting roles in welfare delivery, particularly in larger events. This table will be updated on progress for each QR going forward.

Planning towards the major areas of the WREP for welfare (Emergency Assistance Centres and Needs Assessment) are ongoing, as shown in the table. Some training for EAC staff was delivered in late June/July to increase confidence and the capability of welfare support in the region. However numbers of staff available for these important public facing roles are very low.

SUMMARY

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# Geographical Area

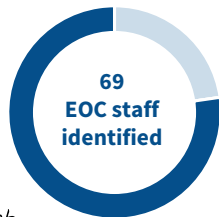
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**Community Resilience and  
Operational Readiness updates**



# Emergency Coordination Centre (GWRC)

## Personnel



The number of staff made available to operate the ECC.

## EOC Equipment Audit



ECC equipment is audited every 6 months.

## Activation procedure



Council ECC activation procedure tested every quarter.

## Training sessions and attendance



Average attendance (quarter): 16%

Completed previous quarters  
 Completed this quarter  
 Remaining to be completed

\* Totals shown above are annual totals as set in the WREMO Annual Plan

Attendance at training for the ECC reached an all time low of under 25%. On average, 16% of people attended each training module. Unfortunately this is well below what would be required to staff a fully-functioning ECC. Meetings have been arranged with GWRC senior managers to rectify this issue.

Additional training was provided to the ECC in July as part of the activation and ICT training programme.

**Activation Notification** - The next ECC activation test will take place as part of the November exercise.

**Equipment checks** - These have been completed each month as required, with any issues reported the Business & Development team as required.

**Emergency Services Coordination Committee** – Last meeting 19 June. September meeting was postponed to line up with Group Plan development.

**Equipment Audit**- This is stalled as we are experiencing issues with the transition to Asset Tiger, the off-the-shelf asset tool.

SUMMARY

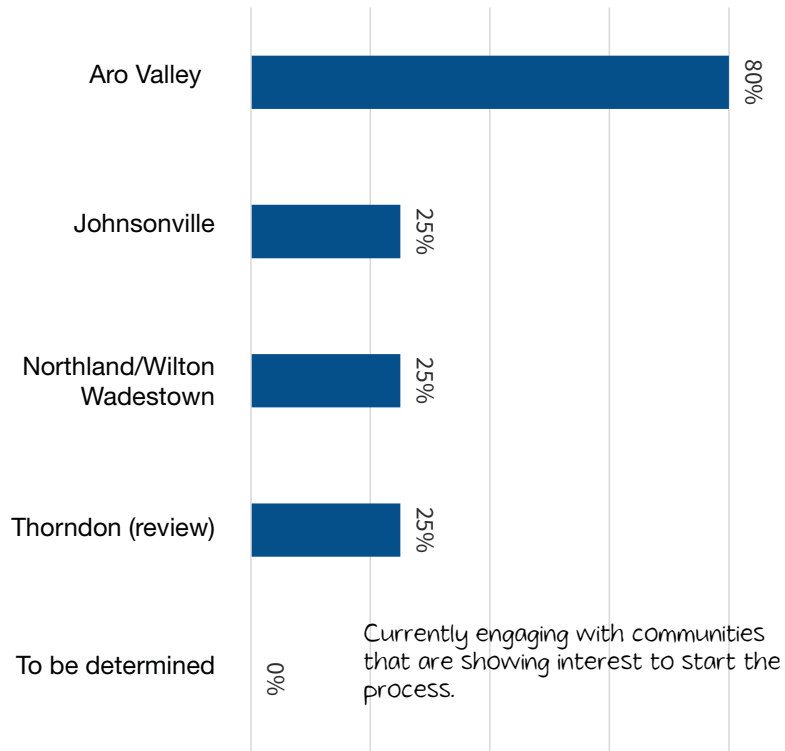
COMMUNITY RESILIENCE

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# Wellington City

## Community Response Plans



## Workshops



## Community Course



## Hub Activations



## Fair Attendance



**Completed** previous quarters  
 **Completed** this quarter  
 **Remaining** to be completed

SUMMARY  
 COMMUNITY RESILIENCE  
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## Aro Valley CRP

Aro Valley ran the Community Response Planning process for the first time this quarter with around 35 people participating. As the community is already actively engaged with projects in the area it was decided that we would run a shortened version of the process. The community generated some creative ideas for working together in an emergency and most people came away with a greater appreciation of where they live and work. It is hoped that a Hub Activation Exercise can be held in the community early next year.

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## More Wellington community stories

- Interest in Business Continuity Planning is still high, with 24 people attending a workshop held in Wellington on the 26th of September. Organisations varied in size from those with just one or two staff to over 1000, with a high number of community service organisations attending, including Plunket and Volunteer Wellington.
- Our new Earthquake Planning Guides are being delivered to community facilities around Wellington as a joint initiative with Metlink timetable deliveries.
- WREMO ran a 'Train the Trainer' for Red Cross staff who were gearing up for a new intake of refugees to the region. We covered off the key topics and some simple ways newcomers could prepare themselves. We discussed the importance of pitching the preparedness messages in the right way given that many of the people had come from conflict areas. The Red Cross staff felt more confident in delivering preparedness messages and also preparing their own families. It is great to have such a strong partnership with Red Cross.
- WREMO was invited to give a short preparedness talk to around 100 staff at MBIE, many of whom were not from the region or country. The staff were really engaged and came away with some simple tips for better preparing themselves and their families. It is encouraging to see time being invested into staff preparedness by bigger organisations such as MBIE.
- Z Energy sits on the border of the red and orange tsunami zones in the Wellington CBD. They reached out to WREMO to discuss evacuation planning. We highlighted the importance of staff needing to feel empowered to take action without waiting for approval from management as they will not have the time to have a meeting before evacuating. It is good to see that Z Energy are being honest with their staff about the challenges they face in terms of tsunami and that they are proactively engaging with the right people to inform their staff.

SUMMARY

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# Wellington City

## Personnel



The number of staff made available to operate the ECC.

## EOC Equipment Audit



ECC equipment is audited every 6 months.

## Activation procedure



Council ECC activation procedure tested every quarter.

## Training sessions and attendance



Average attendance (quarter): 38%

Completed previous quarters  
 Completed this quarter  
 Remaining to be completed

\* Totals shown above are annual totals as set in the WREMO Annual Plan

**Activation Notification** - This is on hold. WCC does not have a functional system and are waiting to see the result of the national Cell Alerting project that is currently in progress.

**Supporting Local Plans** - Monthly training is providing input into the local earthquake Plans.

**Equipment Checks** - On course and up-to-date.

**Equipment Audit**- This is stalled as we are experiencing issues with the transition to Asset Tiger the off-the-shelf asset tool.

**Emergency Services Coordination Committee** - Next Wellington City meeting is scheduled for 18 October.

SUMMARY  
 COMMUNITY RESILIENCE  
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## **IT facelift for Wellington EOC**

Wellington City Council's emergency operations team has learned from their experiences in last November's earthquake response. One particular area was the requirements and capacity of information and communication technology for the EOC. The response revealed limitations with the quantity of IT and telephony resources available; and the current IT configuration making it difficult to access council networks. To address this and to ensure future solutions meeting both Group information and system needs as well as those of the council, WCC has assigned a business analyst to interview EOC function leads, IT staff, and WREMO personnel, and write up a set of high-level requirements to be factored into future ICT development.

# Porirua City

## Community Response Plans

To be determined	0%	Currently engaging with communities that are showing interest to start the process.
To be determined	0%	Currently engaging with communities that are showing interest to start the process.

## Workshops

### Business-based



### School-based



A community guide is developed



100% of hubs are ready to activate

## Community Course



## Hub Activations



## Fair Attendance



Completed previous quarters
  Completed this quarter
  Remaining to be completed

SUMMARY  
 COMMUNITY RESILIENCE  
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## NZ Police College

We are continuing to deliver talks to all recruits at the Police College. These talks are well received and we always get good questions coming out of them. It is the first introduction the Police get to a civil defence-led emergency response.



SUMMARY

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## More Porirua community stories

- An emergency planning workshop for Early Childhood Education (ECE) centres was run, with 33 participants attending, including kindergartens, in home carers, and parent-led play centres. The workshop covered a range of topics: evacuations, running drills during drop off/pick up time, and ways to communicate with caregivers during an emergency. There were some in-depth discussions around lock down procedures, how to get facilities up and running as soon as possible after an event, and ways to minimise long term psychological trauma. The workshop was well received, and as a follow up, the ECEs were going to run drills with caregivers. Those in tsunami zones - or where access was through a tsunami zone - were looking to run a tsunami education evening.
- Working with the Pukerua Bay Residents Association, a Community Emergency Hub activation exercise was run, both to allow the community to work through the concept of a Hub, and to review and update the Pukerua Bay Hub Guide. There was an engaged group of community members present, and they discussed many issues around water, the Hub set up, access to the Hub, and the options for supporting commuters passing through who could end up stranded. They have sold 24 200L water tanks through one of their organisations (the Pukerua Bay Community Hub), and will continue to promote them.
- The new Earthquake Guide has been distributed around Porirua and was well received - 3 boxfuls were taken at the early childhood education center emergency planning workshop alone. All Community Emergency Hubs in Porirua have had their radios checked and the communications tested. All of the Hubs also have the new Hub Kit and, with the exception of the Whitby Hub, they all have the new Community Emergency Hub signs up. The Whitby Hub is in the process of confirming if their Hub will be at the school or moved to a nearby church.

SUMMARY

COMMUNITY  
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# Porirua City

## Personnel



The number of staff made available to operate the ECC.

## EOC Equipment Audit



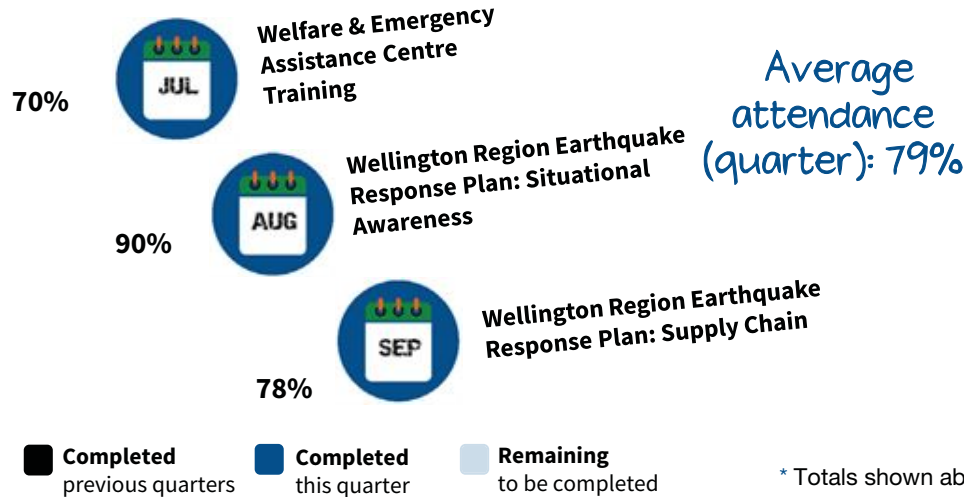
ECC equipment is audited every 6 months.

## Activation procedure



Council ECC activation procedure tested every quarter.

## Training sessions and attendance



Porirua has had a high level of attendance at training. This has been achieved by a dedicated CDEM leadership team in Council engaging directly with EOC staff.

**Activation Notification** - Porirua is working on an application for smart phones that will enable a simplified activation process to occur, with responses sent back to the Control team.

**Supporting Local Plans** - PCC EOC staff have been providing input into the local earthquake plan that supports the WREP.

**Equipment Checks** - Monthly checks are being completed.

**Equipment Audit** - PEOC audit has not been completed due to the various re-locations of the EOC since November 2016. Once the 2B Raiha St site is fully completed and handed over, a full audit will be completed.

**Emergency Services Coordination Committee** - PCC are coordinating 4 ESCC sessions per calendar year. The next is in November at PEOC.

SUMMARY

COMMUNITY RESILIENCE

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\* Totals shown above are annual totals as set in the WREMO Annual Plan



## Porirua City's new EOC

Porirua's new Emergency Operations Centre (PEOC) is now in operation. The first training session in the new PEOC was held in September on the WREP thinking and process planning.

Further work is occurring on the site with the warehouse area of the building having reinforcing steel and mass concrete seismic dampening pads installed. When completed, the new PEOC will be at the code required for IL4 buildings. Work on the front car parking has been completed and work on the side yard for a large off street carpark and training space is underway.

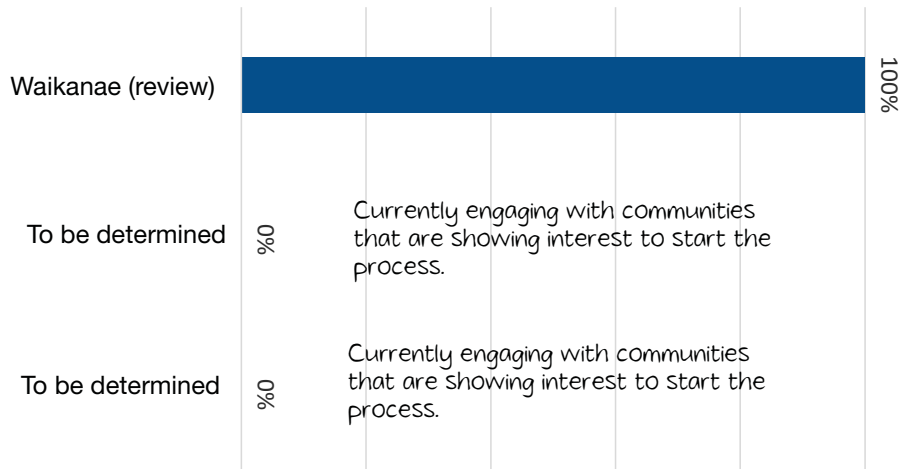
Permanent staff onsite now include WREMO's two staff plus the Fire and Emergency NZ rural fire team. CDEM community training sessions have been held and the multi functionality of the site is being put to the test with training for the Porirua Emergency Response Team and volunteer firefighters.



SUMMARY  
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# Kapiti Coast

## Community Response Plans



## Workshops

### Business-based



### Aged Residential Care



### School-based



A community guide is developed



100% of hubs are ready to activate

## Community Course



## Hub Activations



## Fair Attendance



Completed previous quarters
  Completed this quarter
  Remaining to be completed

SUMMARY  
 COMMUNITY RESILIENCE  
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## Information centre

August saw Paraparumu residents living in a tsunami zone door knocked by Council staff and volunteers. The WREMO area advisor helped to answer questions at the drop-in meeting following the door knock. WREMO has been working closely with council staff to present options for tsunami signage and blues lines so that awareness remains high among Kapiti Coast Residents and visitors.



SUMMARY  
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## Kapiti Coast community stories

- Over July, August and September Community Response Planning Groups have been forming in Otaki, Waikanae, Reikiorangi and Te Horo. These planning groups are an off-shoot of the Community Response Planning process and are primarily focused (at this point in time) on spreading the Hub concept within their respective communities and planning Hub activation exercises. It has been really exciting to see this collection of motivated, highly engaged community-minded people really embrace the community response model promoted by WREMO. Through their networks and relationships within their communities we hope to reach a wider selection of the community and get more people involved in Hub skills training. Hub activation exercises are planned for November and December this year in all four communities. The success of these planning groups are also helpful leverage for similar groups to form in the south of the District. Paekakariki already has a planning group. Through a CRP Review in Paraparaumu in September it is hoped the Paraparaumu community followed by Raumati and Raumati South will be able to create similar planning groups.
- Late September saw the review of Paraparaumu's Community Response Plan. The meeting was advertised in the local paper and on the council and WREMO facebook pages. Numbers attending were small, the objective was to review the Paraparaumu Community's Hub Guide asset list, and form the nucleus of a community response planning group (similar to the ones formed in Te Horo, Waikanae and Otaki) that could help reach-out amongst their networks to encourage more people to get involved. All participants at the Response Plan Review signed up to help develop a response planning group. The WREMO area advisor will continue to try to expand the group by linking with other contacts in the Paraparaumu Community over the next few months to see if a working group can be established to plan activation exercises at Paraparaumu's Hubs early next year. Another outcome from the session was an indication from the Paraparaumu Community Board that they would be willing to consider a funding application for a water tank at Paraparaumu's new hub located at the Connect Church on Realm Drive.

SUMMARY

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# Kapiti Coast

## Personnel



The number of staff made available to operate the ECC.

## EOC Equipment Audit



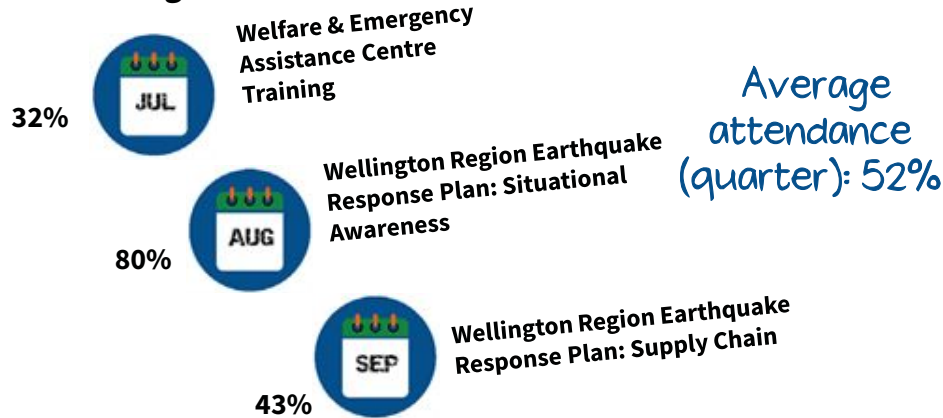
ECC equipment is audited every 6 months.

## Activation procedure



Council ECC activation procedure tested every quarter.

## Training sessions and attendance



Completed previous quarters  
 Completed this quarter  
 Remaining to be completed

\* Totals shown above are annual totals as set in the WREMO Annual Plan

Two Introductory CDEM Sessions were run in July and September for the 10 + new KCDC EOC Staff. These sessions provided new staff with a background to CDEM arrangements locally, regionally and nationally. Staff also stepped through the process for activating and reporting to the EOC in the event of an emergency.

Monthly training has been delivered throughout this quarter with a peak turnout of 80% in August. The outcome of this module was the new Kapiti Situational Awareness Plan which can be used by all staff and stakeholders as a tool to help gain and maintain situational awareness. It was great to see partner agencies attending the monthly CDEM training hosted at the EOC; including Fire and Emergency New Zealand, New Zealand Defence Force, Electra and Kapiti Airport.

**Equipment Checks** - Monthly checks are being completed.

SUMMARY  
 COMMUNITY RESILIENCE  
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## Kapiti Coast operational information

- Good progress has been made in the Welfare space with a local Welfare Coordinator being appointed. Three work streams are being developed including re-establishing a Local Welfare Committee (first meeting scheduled for Nov), Welfare Desk development with a current focus on Emergency Assistance Centres and also a new Local Welfare Plan. This work represents a significant boost in local Welfare capacity and capability.
- In addition to the monthly CDEM training, desk level sessions have been run with the Planning and Logistics teams. These targeted sessions provide the opportunity to focus on desk specific outcomes. Thanks are due to the KCDC staff who have helped facilitate and participate in these sessions.
- Finally, the September 8 Mexico Earthquake generated a potential tsunami threat for New Zealand which required a response from Kapiti. A small team including the Local Duty Controller, WREMO Emergency Management Advisors and KCDC Communications Manager kept in touch to assess the situation and provide public information as required. It was quickly identified there was minimal chance of a tsunami affecting Kapiti. However, systems and procedures were again tested. The event provided a reminder to remain ready at all times.

SUMMARY

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**NZDF visit  
Kapiti EOC**

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SUMMARY

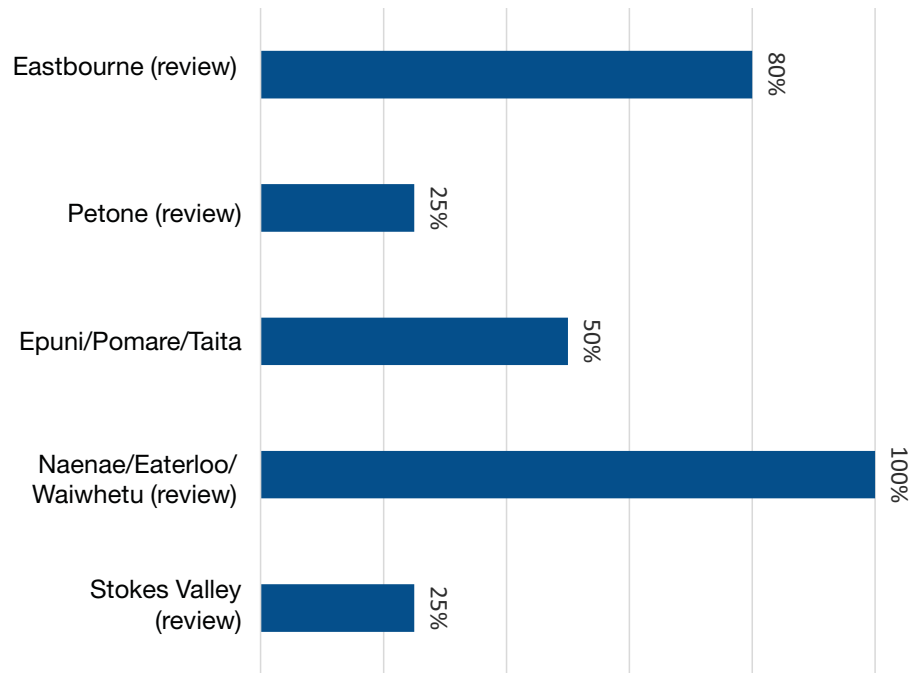
COMMUNITY  
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# Hutt City

## Community Response Plans



## Workshops

### Business-based



### School-based



A community guide is developed



Currently at 65%

100% of hubs are ready to activate

## Community Course



## Hub Activations



## Fair Attendance



Completed previous quarters  
 Completed this quarter  
 Remaining to be completed

SUMMARY  
 COMMUNITY RESILIENCE  
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## Hub Signage

All 36 Community Emergency Hubs in Lower Hutt now have updated wall signage installed, new Hub kits and a test has been conducted of the Hub radio communications with the Hutt City EOC.



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SUMMARY

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## More Hutt City community stories

- As part of a new initiative through Housing NZ, a number of agencies involved in the health and wellbeing space partnered two events held in the Hutt Valley: Healthy in the Hutt and Wellness in Wainui to give the Hutt Valley community the opportunity to engage in wellbeing conversations and advice about a variety of issues from renting advice, fire safety, household health and insulation to women and men's health advice, and earthquake preparedness and resilience.
- The new Earthquake preparedness guides have been distributed across the city into key community locations: the libraries, Queensgate, Work and Income, Walter Nash, Weltec, Hutt Hospital, HVDHB, Oranga Tamariki, Te Awakairangi Health Network, Victim Support and Wellington Water. They are already flying off the shelves.
- The quarter also saw engagement with a number of community organisations to talk through emergency planning. We talked to Mix, a not for profit organisation that supports those who live with the experience of mental illness, through a variety of creative and life skill opportunities. We discussed a number of challenges the organisation and the people that use the organisations faced and what plans they could put in place. Meetings were had with St Pauls in Waiwhetu and the Wainuiomata Community Board to talk through their emergency planning levels, updates on the Hub model and hub guides for the area. We hosted the Wainuiomata Resilience Network (WARN), a group of community members in Wainuiomata with an interest in emergency management and resilience at the Emergency Operations Centre. This was to develop a shared understanding of how the Wainuiomata Community Emergency Hub would link in with the Hutt City Council response in an emergency, what support HCC would provide and how the community could communicate with the EOC.

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## More Hutt City community stories

- This quarter we followed on from our resource mapping exercise held in Eastbourne and worked to transfer all this information into the Hub Guide template. Through discussions with key community members it was decided to split the Bays into three groups centred around the three Hubs: Pt Howard, Days Bay and Eastbourne. By doing this each of the three Hubs will have a customised Hub Guide with more realistic information to help people in a response. The final drafts are currently sitting with the key community members and once approved the Hub Guides will be created. The plan is to run a Hub Activation in February and this will be a chance to showcase the new guides to the community.
- We are starting to think about how a Community Response Plan could work in the Hutt City CBD. WREMO met with the Hutt City Council CBD liaison to discuss the demographics of the area and what the long term planning visions are for the area. We will continue these discussions with the Recovery Manager and other key stakeholders in the coming quarters.
- The Petone Community Board held a meeting to discuss the results of the Joint Centre for Disaster Research (JCDR) survey on people's actions after the Kaikoura earthquake. JCDR, GNS and WREMO presented the results to the community to start a conversation with Petone residents about what actions to take and how to be better prepared.

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# Hutt City

## Personnel



The number of staff made available to operate the ECC.

## EOC Equipment Audit



ECC equipment is audited every 6 months.

## Activation procedure



Council ECC activation procedure tested every quarter.

## Training sessions and attendance



Average attendance (quarter): 64%

Completed previous quarters  
 Completed this quarter  
 Remaining to be completed

\* Totals shown above are annual totals as set in the WREMO Annual Plan

We have been very pleased with the attendance at the EOC training.

**Emergency Services Coordination Committee –** Attendance at the Hutt Valley ESCC continues to be strong and adds value to the relationships built between the agencies.

Members of the ESCC have been attending the training sessions held in the Hutt EOC and make a significant contribution to the knowledge being shared.

**EMIS** - The EMIS log has been used twice this quarter. More work needs to be done to improve the archiving of event pages and on the training platform so that data isn't corrupted.

**After Action Review** - A review was held following the activation in response to a weather event in July.

SUMMARY

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## EOC activated in response to weather event

The Hutt EOC was activated in July in response to a weather event. Although river levels across the city didn't reach the predicted levels, staff arrived at the EOC and were prepared in the event that things escalated. Small scale activations like this are very useful for building knowledge and confidence in all staff.

This was the first time we used the Emergency Management Information System (EMIS) during an activation and it proved to be an effective tool for recording information in the EOC Event Log. The decision has been made that during the next activation we will start using the tasking process. Incorporating EMIS in gradual steps gives staff time to become familiar with the processes without feeling overwhelmed by new technology.

The Hutt River rose again in September and was monitored overnight by WREMO staff and Craig Cottrill, our alternate controller who is leaving us to start work with Fire and Emergency New Zealand (FENZ). A night in the EOC during your last week seemed a fitting farewell gift! Best wishes Craig, and thank you for your help and support in the EOC.



# Upper Hutt City

## Community Response Plans



## Community Stories

- All 16 Community Emergency Hubs in Upper Hutt now have updated wall signage installed, new Hub kits and a test conducted of the Hub radio communications with the Upper Hutt EOC.
- A number of sessions were run from the library and EOC for interested community members that had gone through the WREMO preparedness course to upskill in their knowledge around running a Community Emergency Hub and promoting education around preparedness messaging. The group ran through a number of exercises on information coordination and display, and communication of vital information to the Upper Hutt EOC.
- The quarter also saw engagement with a number of community organisations to talk through emergency planning. We talked to Mix, a not for profit organisation that supports those who live with the experience of mental illness, through a variety of creative and life skill opportunities. We discussed a number of challenges the organisation and the people that use the organisations serviced face and what plans they could put in place. Meetings were held with Plateau school and the Blue Mountains Residents Association to discuss community response and the hub arrangements for the north and south ends of the valley.

## Workshops

### Business-based



### School-based



A community guide is developed

Currently at 85%



100% of hubs are ready to activate

## Community Course



## Hub Activations



## Fair Attendance



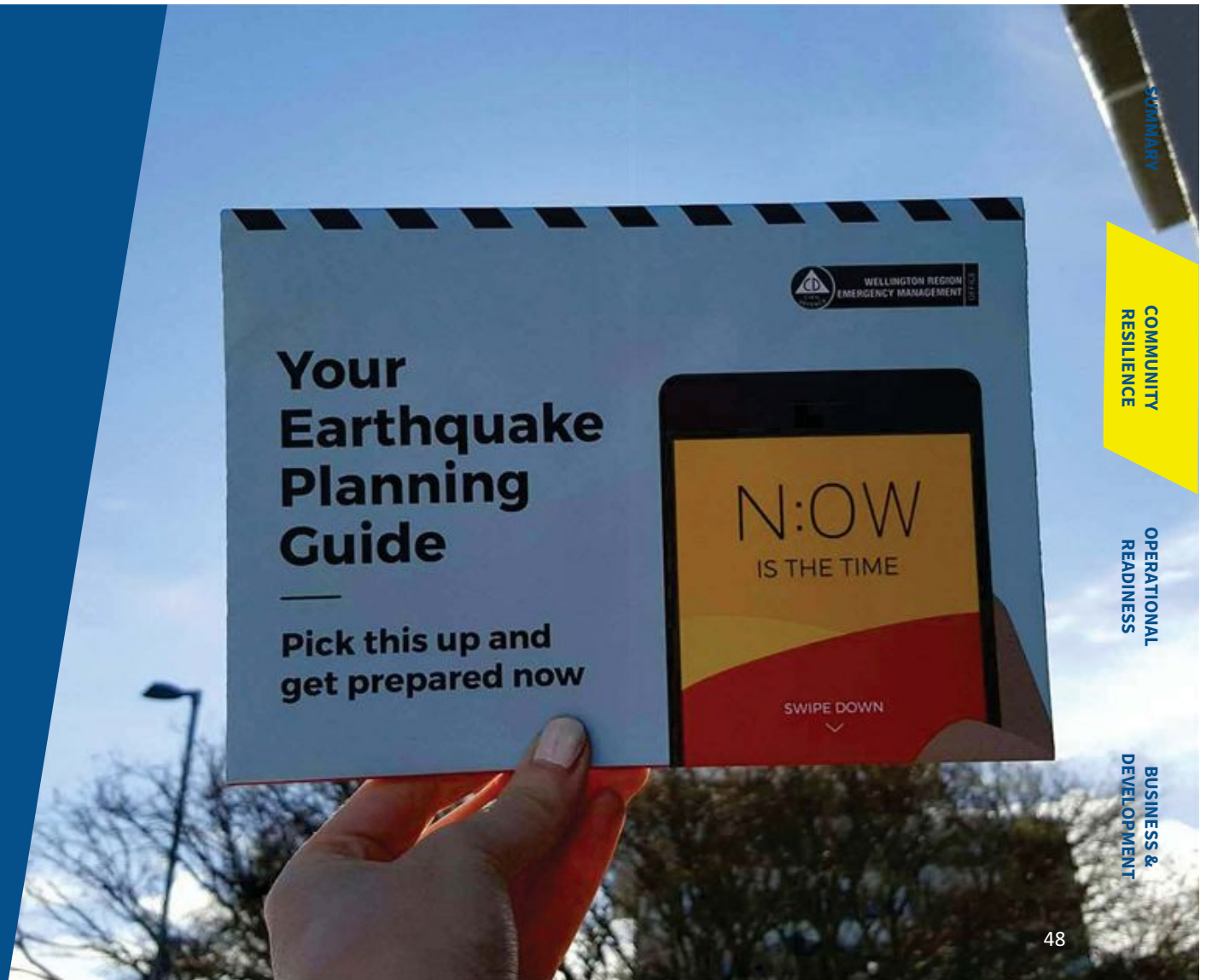
**Completed** previous quarters  
 **Completed** this quarter  
 **Remaining** to be completed

SUMMARY  
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## Earthquake Planning Guide

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The new Earthquake preparedness guides have been distributed across the valley into key community locations - Central library, H2O Extreme, Citizens Advice Bureau, Upper Hutt Women's Centre, Cossie Club, Upper Hutt After Hours Clinic, UH I-site, Trentham Post Office, Heretaunga Christian Centre.



# Upper Hutt City

## Personnel



The number of staff made available to operate the ECC.

## EOC Equipment Audit



ECC equipment is audited every 6 months.

## Activation procedure



Council ECC activation procedure tested every quarter.

## Training sessions and attendance



Average attendance (quarter): 68%

Completed previous quarters  
 Completed this quarter  
 Remaining to be completed

\* Totals shown above are annual totals as set in the WREMO Annual Plan

We have been very pleased with the attendance at the EOC training including the attendance of staff from our local Emergency Services Coordinating Committee (ESCC).

**Emergency Services Coordination Committee**  
 – As a joint ESCC with Lower Hutt, the Hutt Valley ESCC continues to be strong and adds value to the relationships built between the agencies.

The Upper Hutt EOC staff structure was recently reviewed. The new staff structure has now created two complete teams.

WREMO and UHCC are currently working on an EOC work programme to identify areas of work. This will ensure that the EOC continue to develop over the coming year.

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## Wellington Region Earthquake Response Plan training

Upper Hutt EOC staff have enjoyed looking at some of the key issues associated with a large Wellington Earthquake.

This shows the operations team addressing the issue of supply lines when the roading and other transport networks are disrupted.

Ideas and solutions from this training will be used to inform the local Upper Hutt Earthquake Plan.



SUMMARY

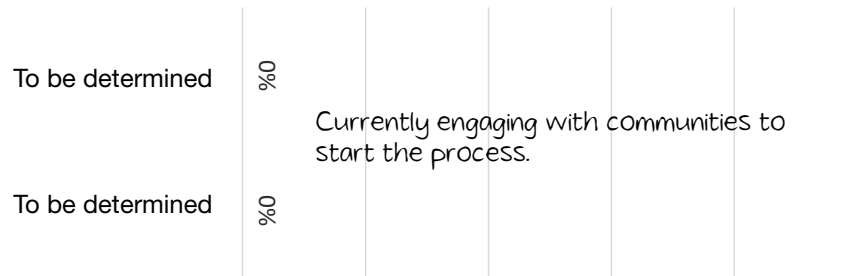
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# Wairarapa

## Community Response Plans



## Community Stories

- Continue to Support Official Response by attending and inputting into Response Manager Training, EOC training, Earthquake response; Martinborough Medical Centre debrief, Wairarapa Emergency Services Meeting, Wairarapa Welfare Committee and Rural Advisory Group.
- Tinui Community Response Planning, 28 Aug 2017: 20 local people from Tinui turned up on a Sunday to plan for what their community could do if it was isolated in a large scale emergency. As a result of this planning their local Community Emergency Hub Guide has been completed with local information and will be available on the WREMO website for the public.

## Workshops

### Business-based



### School-based



### Aged Residential Care



A community guide is developed



100% of hubs are ready to activate

## Community Course



## Hub Activations



## Fair Attendance



Completed previous quarters
  Completed this quarter
  Remaining to be completed

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## Wairarapa community stories

- Business Continuity Planning workshop on 13 September 2017 at REAP House in Masterton: 30 people attended this workshop, primarily from health and social service agencies. There were three medical centres represented, two marae, both local Iwi, Te Hauora Runanga O Wairarapa, Oranga Tamariki, local tourist providers and local businesses. Some of the feedback included "Great training, thank you. Great ideas to take away and put in place". "Very informative, I think I was prepared but found gaps in our planning". "Learnt heaps, clear and enjoyable".
- A workshops for schools and early childhood centres for the Wairarapa was held at Carterton Events Centre on 20 September. Three early childhood centres, two primary schools, and one high school attended. The workshop provided information on how to prepare and plan for emergencies. Some feedback was "loved the helpful tips on communication. Need to do more practice, especially around reunification".
- 27 people completed the WREMO Preparedness Training which is four sessions of three hours. This took place the the Carterton Events Centre. There was a lot of positive feedback eg "Thank you so much for a very useful and practical set of sessions. I wanted to say how much I learnt from the sessions and how much I will take forward with me. Thanks again for your talent in easily communicating the messages and please be in touch if you are running sessions for businesses or other community groups."

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# Wairarapa

## Personnel



The number of staff made available to operate the ECC.

## EOC Equipment Audit



ECC equipment is audited every 6 months.

## Activation procedure



Council ECC activation procedure tested every quarter.

## Training sessions and attendance



Average attendance (quarter): 50%

Completed previous quarters  
 Completed this quarter  
 Remaining to be completed

\* Totals shown above are annual totals as set in the WREMO Annual Plan

Training over the last quarter has been focussed on Welfare and developing the local earthquake response plan, stemming from the Wellington Region Earthquake Plan.

**Emergency Services Coordination Committee –** The Wairarapa ESCC has met twice in this quarter. The NZDF local liaison representative is now a part of the committee. He has been given a local CDEM induction including a tour of the EOC.

**Equipment Checks** - Monthly checks are being completed.

**EMIS** - EMIS is supported by the three Wairarapa councils with Call Centre staff trained in inputting information and using the system. Further exposure to EMIS would be beneficial to the EOC staff.

**After Action Review** - An informal debrief/review was undertaken after the severe weather event of 13-14 July. Most of the issues identified after the event were centred around the need to improve communication. These issues have been addressed.

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## More Wairarapa operational activities

- Martinborough was isolated during the 13-14 July severe weather event and there were issues with access delays. Impacts on the town included an urgent blood test for a suspected stroke victim, and potentially critical patients having their transport times to hospital increased. Westpac Rescue helicopter could not fly the area due to adverse weather conditions.
- Martinborough Health Centre requested CDEM to assist by organising and facilitating a meeting after the event to ensure all agencies were communicating and there was a common understanding of agency limitations and capabilities. The meeting was successful and Martinborough Health Centre are now more at ease with the response support mechanisms available to them for any future events.
- The Welfare Committee held a biannual meeting on 4 August, and ran through a desktop exercise using a Pandemic scenario. Feedback from the meeting and exercise was positive.
- The Welfare Rural Advisory group met on the same day. Further information was provided by Fonterra about their emergency response teams that they can activate to assist farmers.
- A visit was made to Tauherenikau Racecourse in order to assess its suitability for Mass temporary Accommodation. This was a useful exercise, particularly if earthquake evacuees should travel from the Wellington and Hutt Valley areas to the Wairarapa and require temporary accommodation and welfare processing.
- CDEM reps met with the Federated Farmers committee in August. This meeting strengthened the understanding farmers have about being supported during emergency events.
- The regional radios are in the process of being upgraded in the Wairarapa.
- The CDEM Regional Review has involved many Wairarapa stakeholders, including Mayors, CE's, council staff, community board members, and the wider community.
- Recovery Managers from Carterton and South Wairarapa District Councils attended a Recovery Workshop in Wellington in September.

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## It has been wet!

The last quarter has been particularly wet, impacting a large part of the wider Wairarapa community. The severe weather system on 13-14 July involved a core group of EOC staff monitoring the situation, carrying out tasks such as intelligence gathering, situation reporting, media releases, reconnaissance and agency liaison and coordination.



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# Business and Development

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Regional update



## Business and Development

- Supported the Wellington Region CDEM Review.
- Finalised the new website and conducted training with local public information EOC and ECC staff.
- Continued with IT upgrades and support at local EOCs and the ECC.
- Started planning for the Group Plan workshops that are to be held in late November.
- Business and Development Staff attended Response Manager Training and were involved in the Response Manager Course review.
- Review of the Thorndon Office accommodation. This included developing and implementing the new layout.
- Participated in the Thorndon solar power investigation – WCC, WREMO, NZ Royal Society and Thorndon School.
- Regional VHF analogue Radio upgrade was completed, with the exception of the Kapiti Island repeater installation which has been delayed due to weather.
- External Liaison – Business and Development team involved in National Health Sector Council, Nation Emergency Management Officers Induction (MCDEM), presentations to the NZ Society of Large Dams and NZ Police Communications Team.

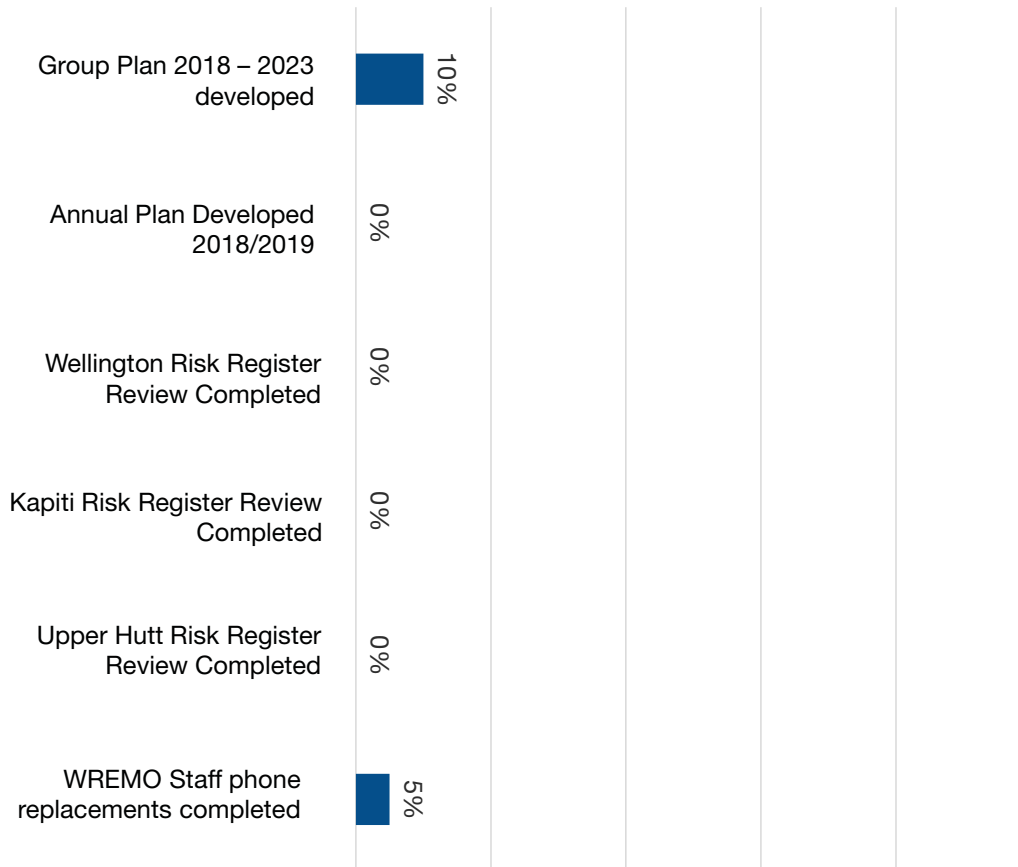
SUMMARY

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## Business and Development



### WREMO information sharing seminar



Every quarter, all WREMO staff are invited to an information sharing meeting.

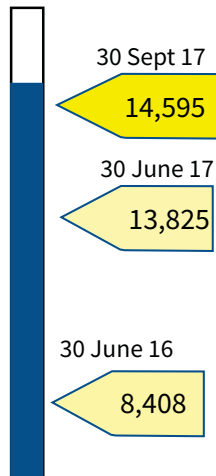
WREMO held a joint information session with Greater Wellington Flood Protection and Hydrology.

Completed previous quarters
  Completed this quarter
  Remaining to be completed

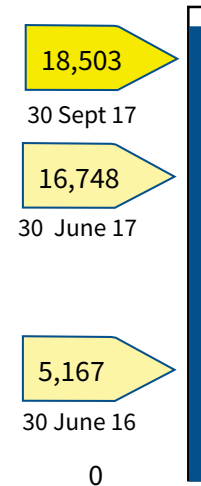
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# Water tanks and Hazard App

## Water tank sales



## Red Cross Hazard App downloads



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# Business and Development

## Policy and strategic planning

- ON-GOING** Existing procedures are reviewed, in accordance with the schedule.
- ON-GOING** New policies are developed as required.
- ON-GOING** Revised or new policies are distributed to all WREMO staff.

## Finance

- ON-GOING** WREMO budgets are set, monitored, and reported on in a timely and effective manner.
- ON-GOING** Support is provided to Community Resilience and Operational Readiness on budgetary matters.
- ON-GOING** Processing of expenditure is managed in accordance with procurement policy.
- ON-GOING** Agreed portions of Councils CDEM budgets are administered by WREMO.

## Finance

- WREMO finances are monitored to ensure expenditure is managed in accordance with the procurement policy.

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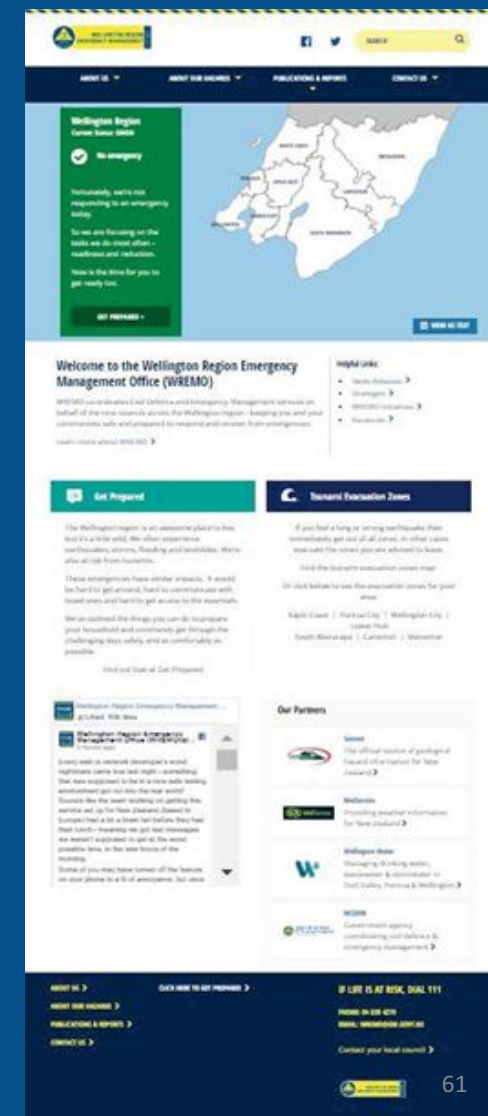


## WREMO websites

At the end of July we released two new websites - [getprepared.nz](http://getprepared.nz) and [wremo.nz](http://wremo.nz). These websites reflect the dual nature of CDEM particularly during an event such as last November's earthquake when we need to provide both information on the actual emergency event, but also preparedness messages. Striking while the iron was hot, and interest was really high.

[getprepared.nz](http://getprepared.nz) focuses on preparedness and bringing communities together. It's initial focus is the new earthquake planning guide and household preparedness. It has a more friendly, 'non-threatening' look and feel and also holds information on community preparedness and community emergency hubs.

[wremo.nz](http://wremo.nz) is where information will be provided in an emergency. It is designed to be highly mobile accessible as we know in an emergency most people reach for their phone to find out what is happening. Council Public Information Managers have been trained in how to add information to the website and how to create a new emergency event on the website. The WREMO website also holds corporate information such information about WREMO, the CDEM group and our partner agencies.



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# Business and Development

## ICT & Website

- ON-GOING** The content on the website is up-to-date.
- ON-GOING** ICT support is provided that meets the business needs of WREMO staff.
- ON-GOING** Technical support for the implementation of EMIS.
- ON-GOING** Business needs of the EOC staff are met, working in collaboration with Council ICT staff.

## Administration

- ON-GOING** All administrative requirements of the CDEM Group Joint Committee are met.
- ON-GOING** All administrative requirements of all remaining committees are met.
- ON-GOING** A centralised library at Thorndon is maintained.
- ON-GOING** All book movements are tracked and accounted for.
- ON-GOING** The following documents are regularly updated: Interagency contact list, and procurement registers.

## ICT

WREMO's technology needs continue to be looked after by the 3-person in-house ICT team. This past quarter, the focus has been on consolidating and wrapping up existing projects while preparing for the next steps in WREMO's technology journey. The full rollout of this year's laptop replacements has been completed, all with Windows 10, Office 2016 and all cloud-enabled for Office 365.

Technology is integral to the modern EOC and Porirua's new EOC has required a large amount of consultation and implementation. A fully synchronised clock display system, multiple wireless-enabled projectors, big-screen TVs for display, and a host of other improvements have been made to the space during the quarter. It is expected the project will wrap up before the end of the calendar year.

EMIS training was completed and the WREMO ICT team are functioning as Level 1 support for EMIS users in the region, mostly helping with password resets and access requests. A helpdesk ticket system was implemented on July 1, with 320 tickets logged to September 30. Future reports will include a summary of these tickets, as it is indicative of the workload of the ICT team.

Planning has commenced for the introduction of Sharepoint during October, and a Windows 10 upgrade for EOC laptops by June 2018. Phones are currently being tested for the current Android device replacement cycle, expected to be complete by the end of December 2017.

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# Business and Development

## Health and Safety

- ON-GOING** All activities comply with Council Policy and legislative requirements.
- ON-GOING** Workers practice, including incidents and near misses, are managed as per Greater Wellingtons Health and Safety Management System.
- ON-GOING** Health and Safety is included in 6-monthly audits.

## Professional Development

- ON-GOING** All staff have the opportunity to attend at least one Professional Development opportunity. Policies are reviewed, in accordance with the schedule.

- At WREMO every reported incident and near miss is thoroughly examined according to GW's KESAW (Keeping Employees Safe at Work) system and policies. Over the last quarter WREMO has experienced no incidents.

## Health and Safety

- At WREMO the leadership team and staff are fully committed to providing and maintaining a safe and healthy working environment for staff, contractors, volunteers and any other visitors. This includes all six of our working sites, WREMO vehicles and other (community or private) sites where we conduct our services (for example, after hours volunteer training, community meetings, neighbourhood gatherings, etc.).
- WREMO's H&S focus is on targeting risk, working smarter, working safer and working together. WREMO is actively working towards having a 100% reporting culture with the Leadership Team consistently providing safety awareness messages to staff (for example, tidiness and cleanliness of workspaces, things not being returned to their rightful places, cluttered desks, and any other unsafe practices) and striving to develop a good safety culture in WREMO.
- H&S is a standing agenda item at all team meetings, including the Leadership Team. During these meetings H&S is discussed with regards to incidents/near misses, the management of those incidents/near misses and the resulting action outcomes thereof. Much emphasis is placed on workplace health and safety responsibilities and engaging staff in making changes to reduce the chances of harm. WREMO also uses its visual boards to promote H&S through posters, articles and quarterly report displays.

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## Business and Development

### Values

- ON-GOING** Promote Group mission, vision, and inculcate WREMO Values in Staff
- ON-GOING** Arrange one team building event for all WREMO staff.
- ON-GOING** Project support is provided to all other business units to complement staff competencies.

### Planning Managers Group

- ON-GOING** CDEM Group interests as part of the Natural Hazards Strategy are promoted.

### Common Alerting Platform

- ON-GOING** Contribute to the development of a national Common Alerting Platform (CAP).

### Regional Natural Hazards Management Strategy

- Regional Natural Hazards Management Strategy has been endorsed by councils around the region.
- A new Natural Hazards Strategy Steering Group has been established to oversee the implementation of the programme. WREMO has two representatives on the Group to ensure that CDEM Group interests are promoted.

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**Report** 17.480  
**Date** 22 November 2017  
**File** Z/01/04/19

**Committee** Civil Defence Emergency Management Group (Joint Committee)  
**Author** Jeremy Holmes, Regional Manager

## **Wellington Region CDEM Review: Executive Summary Report**

### **1. Purpose**

To inform the Wellington CDEM Group (Joint Committee) of the high level outcomes from the Wellington Region CDEM Review.

### **2. Background**

On 31 March 2017 the Joint Committee agreed to carry out a review of WREMO and, in particular, the desirability of expanding its role and the services it delivers.

The terms of reference for the review, approved by the Joint Committee on 23 June 2017, directed that the review consider CDEM in the Wellington Region, rather than solely focusing on the specific functions of WREMO, because the role and services of WREMO could not be considered in isolation.

### **3. Wellington Region CDEM Review**

The review was conducted over a six week period in September and October 2017. It was led by the new Regional Manager, Jeremy Holmes, with the assistance of an external consultant, Terry Stewart.

The Review involved 171 stakeholders across the region (51 of whom were interviewed, with the remainder attending workshops). A diverse cross-section of people from around the region were involved, including: community representatives, WREMO staff, members of the Joint Committee, CEG and Sub-CEG, operational staff, MCDEM, emergency services, health and education sectors, and the Insurance Council. All stakeholders (except one, who was unsure) were unanimous that WREMO should expand its role and the services it delivers.

On 15 October 2017 a draft report ([Attachment 1](#)) was prepared. 55 recommendations were identified for the way forward.

#### **4. CEG Sub-Committee**

On 20 October 2017 the CEG Sub-Committee reviewed the draft findings and endorsed all 55 recommendations except:

- a. #7 (WREMO to take more of a leadership role in relation to Lifelines): CEG Sub-Committee felt that more investigation of what exactly was being proposed was required.
- b. #46 (CEG to consider Council Controlled Organisation model for WREMO): CEG Sub-Committee felt that continuation of the status quo, with better governance, was preferred.

Regarding #49 (CEG Sub-Committee to consider how to best achieve the outcomes required of its role, and whether this would be better achieved through subject-specific technical working groups): CEG Sub-Committee believed it should discuss important issues before they go to CEG. Technical working groups should complete work programmes and report to the CEG Sub-Committee.

#### **5. CEG**

On 3 November 2017 CEG reviewed the findings of the review. CEG noted the findings but thought more discussion was required at the CE level regarding WREMO's role, purpose, priorities, timelines and funding levels going forward. Also noted was that the MCDEM Technical Advisory Group (TAG) Report had not yet been released, which could have an impact on the way forward. It was agreed that the Group should take its time and get things right rather than rush things.

Given the above, CEG agreed to a workshop being held in December or the New Year for the Chief Executives (CEs) to confirm WREMO's role, purpose, priorities, timelines and funding levels. The remaining members of CEG would be consulted thereafter.

Since the meeting, the CE workshop has been confirmed for 2 February.

#### **6. Implications**

While the delaying of the CE workshop until February means there is a greater likelihood that the findings of the MCDEM TAG Report will be available, the delay postpones the development of the next Group Plan – a process that takes approximately eight months to implement.

This being the case, it is recommended that the current Group Plan be extended until the end of the 2018 calendar year – by which time it is expected that the

new Group Plan will be ready to implement. MCDEM have been consulted on this proposal and have agreed to it in principle, noting that a formal request will need to be submitted to MCDEM if the proposal is accepted by the Joint Committee.

## **7. The decision-making process and significance**

Officers recognise that the matters referenced in this report may have a high degree of importance to affected or interested parties.

The matters requiring decision in this report have been considered by officers against the requirements of Part 6 of the Local Government Act 2002 (the Act). Part 6 sets out the obligations of local authorities in relation to the making of decisions.

### **7.1 Significance of the decision**

Part 6 requires Greater Wellington Regional Council to consider the significance of the decision. The term 'significance' has a statutory definition set out in the Act.

Officers have considered the significance of the matter, taking the Council's significance and engagement policy and decision-making guidelines into account. Officers recommend that the matter be considered to have low significance.

Officers do not consider that a formal record outlining consideration of the decision-making process is required in this instance.

### **7.2 Engagement**

Engagement on the matters contained in this report aligns with the level of significance assessed.

## **8. Recommendations**

*That the CDEM Group:*

- 1. **Receives** the Wellington CDEM Review Executive Summary Report.*
- 2. **Notes** the contents of the Report.*
- 3. **Notes** the findings of the CEG Sub Committee and CEG.*
- 4. **Agrees** to the proposed extension of the current Group Plan until December 2018 to provide sufficient time for the new Group Plan to be developed effectively.*



Report prepared by:

**Jeremy Holmes**  
Regional Manager

**Attachment 1** Wellington Region CDEM Review Executive Summary Report (27 October 2017)

# Wellington Region CDEM Review

## Executive Summary Report (27 Oct 2017)



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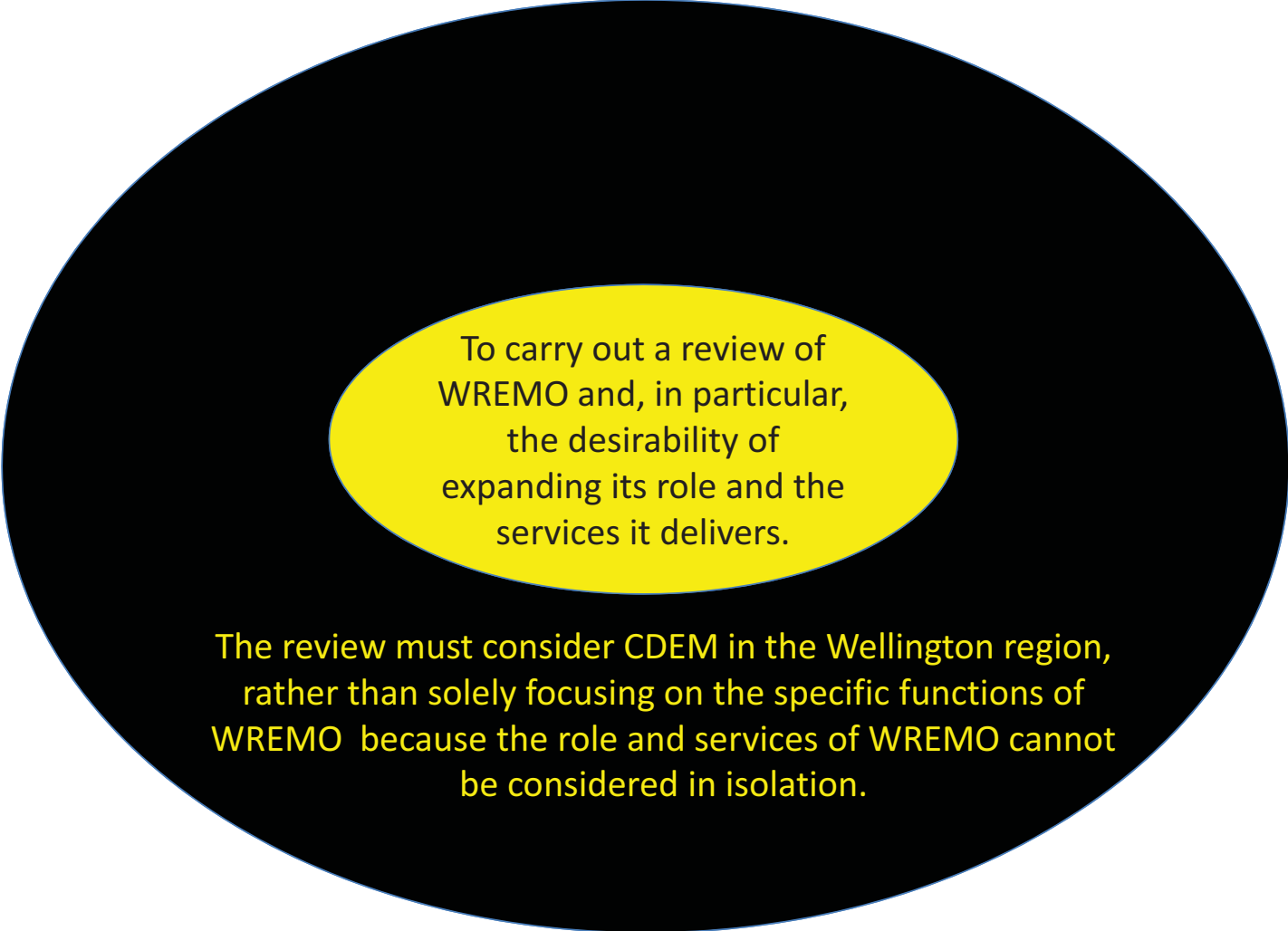
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# **SECTION 1: BACKGROUND AND PURPOSE**

# Background

- Recent emergency events have led to an increased focus on CDEM and regional resilience at all levels, from individual residents right through to Ministerial level. More focus is expected in the future. We need to structure our organisations and plans to excel in this new and rapidly changing environment.
- Other changes are also underway, including:
  - The Minister’s review of CDEM and the establishment of a Technical Advisory Group (TAG) comprising of representatives of MCDEM, local government, Fire, Police, and Health; and
  - The Wellington Regional Resilience Coordination Group (WRRCoG) being established by CEG to coordinate the delivery of a range of regional initiatives from community resilience measures through to major infrastructure investments.
- Planning is underway for the next Wellington Region CDEM Group Plan (2018-2023). The findings from this Review will help inform that plan.
- WREMO is now five years old, or halfway through its initial 10-year term. This, together with the appointment of a new Regional Manager and Group Controller, makes it an opportune time to “take stock” of where WREMO is at and what the Group wants from WREMO in future.

# Purpose of the Review



To carry out a review of WREMO and, in particular, the desirability of expanding its role and the services it delivers.

The review must consider CDEM in the Wellington region, rather than solely focusing on the specific functions of WREMO because the role and services of WREMO cannot be considered in isolation.

## **SECTION 2: OBJECTIVES AND SCOPE**



# Objectives and Scope

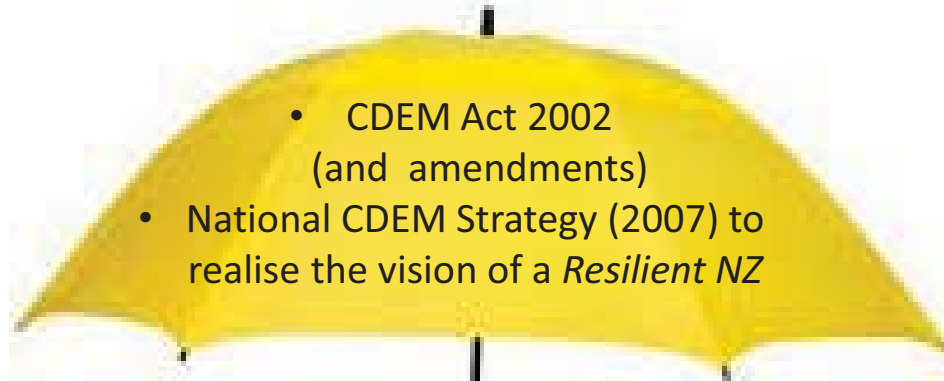
- **In Scope:**
  - To define a preferred future state for the Region’s CDEM functions in relation to “the 4R’s”, and specify WREMO’s role within that context
  - To identify, at a high level, the changes necessary to deliver that future state, both within WREMO and beyond
  - All organisations having clarity of their role and how we will all work together to maximum benefit
  
- **Out of Scope:**
  - Comprehensive independent verification of resilience issues or CDEM capabilities within individual CDEM Group members or within communities
  - The internal structure of WREMO (to be covered at a later date)

# Objectives and Scope

- **Subjects for consideration:**
  - Clarity of responsibilities and communications between all organisations during peacetime and during a major event (roles should be clear and without gaps or duplication)
  - How to optimise our approach to community engagement
  - Are there opportunities to improve through increasing investment in people, systems and facilities?
  - Do we have a consistent standard across the region?
  - Are we capturing the opportunities made available through technology?
  - Are our training and development arrangements fits for purpose?
  - Are we prepared for the “Big One”?
  - Do we have the core elements to deliver an excellent response?
  - What further focus is needed on the recovery phase?

# **SECTION 3: FOUNDATION DOCUMENTS AND APPROACH**

# Foundation Documents



The 4Rs – New Zealand's integrated approach to CDEM	
<b>Reduction</b>	Identifying and analysing long-term risks to human life and property from hazards; taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring.
<b>Readiness</b>	Developing operational systems and capabilities before a civil defence emergency happens; including self-help and response programmes for the general public, and specific programmes for emergency services, lifeline utilities and other agencies.
<b>Response</b>	Actions taken immediately before, during or directly after a civil defence emergency to save lives and protect property, and to help communities recover.
<b>Recovery</b>	The coordinated efforts and processes to bring about the immediate, medium-term and long-term holistic regeneration of a community following a civil defence emergency.

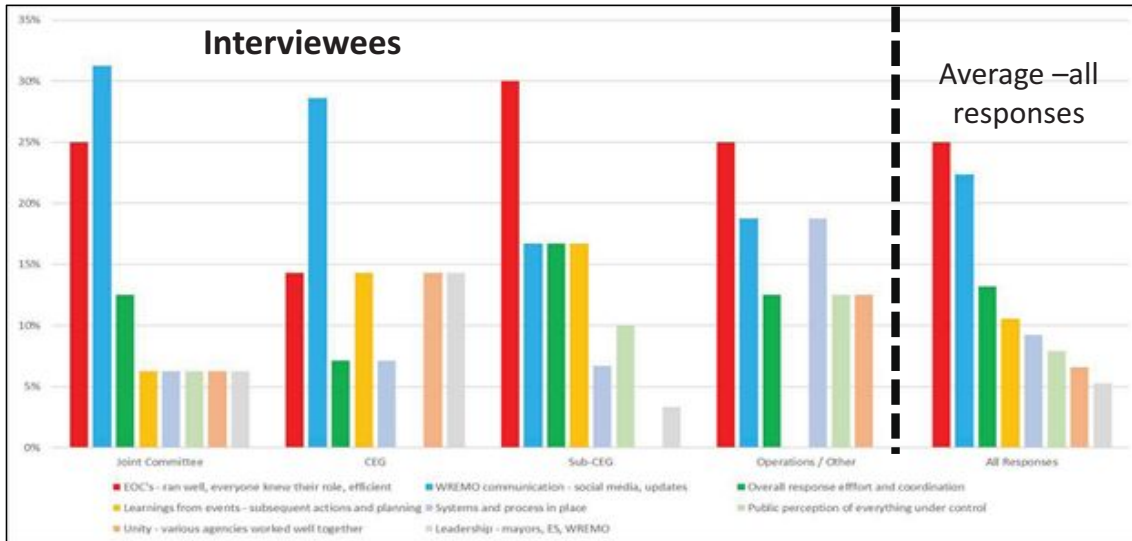
- Priority 1:** Understanding disaster risk.
- Priority 2:** Strengthening disaster risk governance to manage disaster risk.
- Priority 3:** Investing in disaster risk reduction for resilience.
- Priority 4:** Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction.

# Approach

- **The review:**
  - was conducted over a 6 week period in September and October 2017 to meet directed Group Plan development timelines
  - was carried out by the new Regional Manager, Jeremy Holmes, with the assistance of an external consultant, Terry Stewart
  - involved 171 stakeholders across the region (51 of whom were interviewed, with the remainder attending workshops)
  - consulted a diverse cross-section of people associated with CDEM around the region, including: community representatives, WREMO staff, members of the Joint Committee, CEG and Sub-CEG, operational staff, MCDEM, emergency services, health and education sectors, and the Insurance Council.
- **Interviews focussed on:**
  - the November 2016 earthquake, regional CDEM strengths and challenges, what kept them awake at night, their vision for CDEM in the region in 2028 and WREMO's role in it, "burning issues" and what they most wanted to see come out the review.
- **Workshops focussed on:**
  - the November 2016 earthquake, regional CDEM strengths and challenges, what needed to be done across the 4R's by 2028 to be ready for the "Big One", the clustering of ideas into common themes or initiatives, and assigning roles and responsibilities to each of the initiatives (some workshops also discussed indicative timeframes).

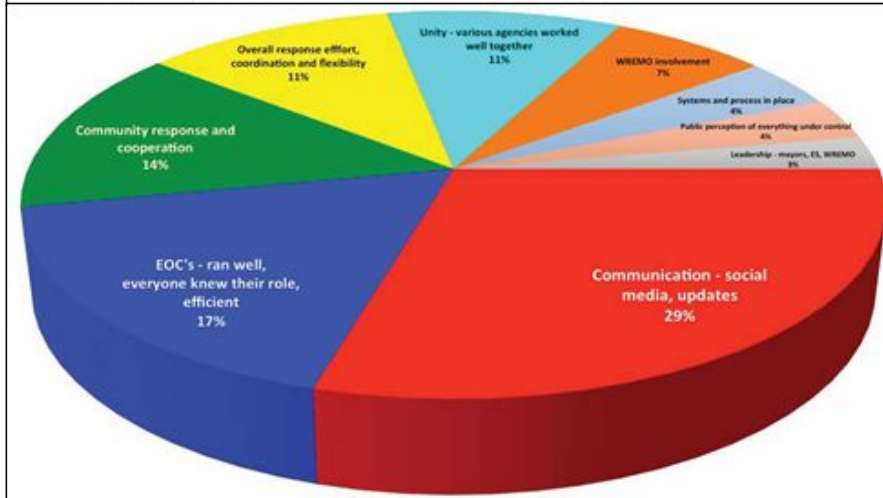
# **SECTION 4: STAKEHOLDER FEEDBACK**

Q1: Thinking back to the November 2016 quake and aftermath, what do you think worked well?



← Interviewees

- Overall, interviewees thought the number one thing that worked well was the EOC's and everyone knowing their role.
- Number two was WREMO communications, particularly social media updates.

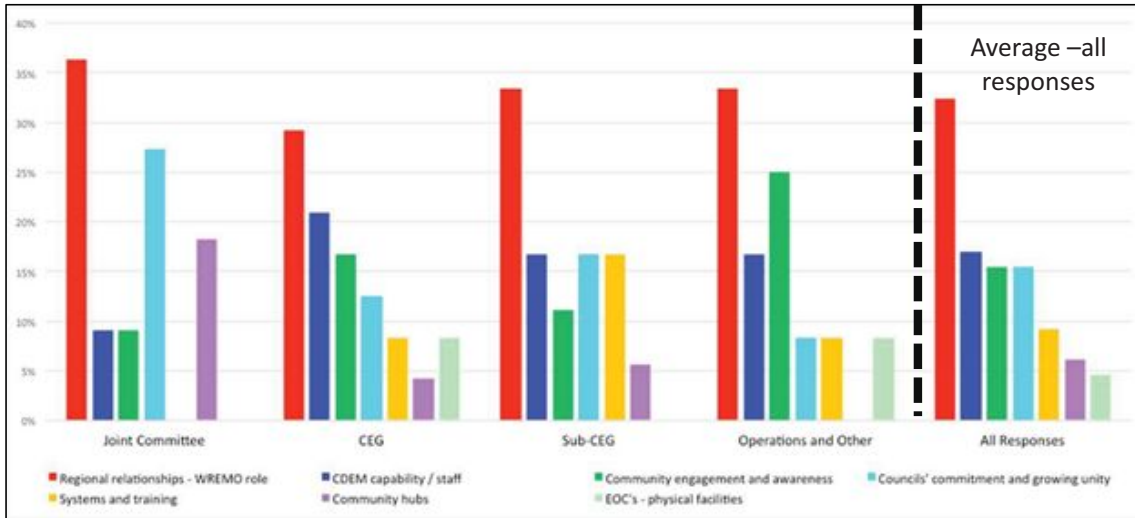


← Workshop participants

- Overall, workshop participants thought the number one thing that worked well was communication – social media and on-going updates.
- Number two was the EOC's and everyone knowing their role.

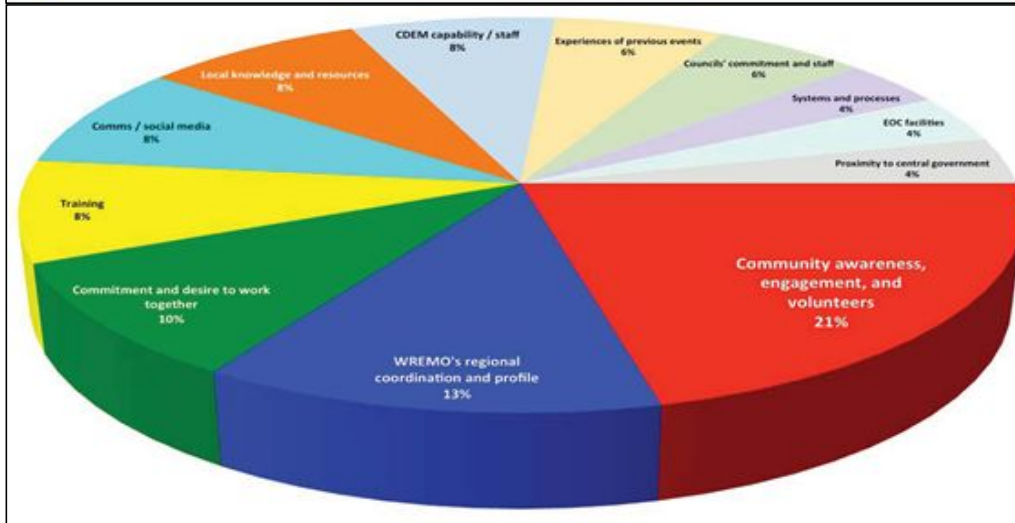


## Q2: What attributes or key CDEM strengths do we have in the Wellington region?



### ← Interviewees

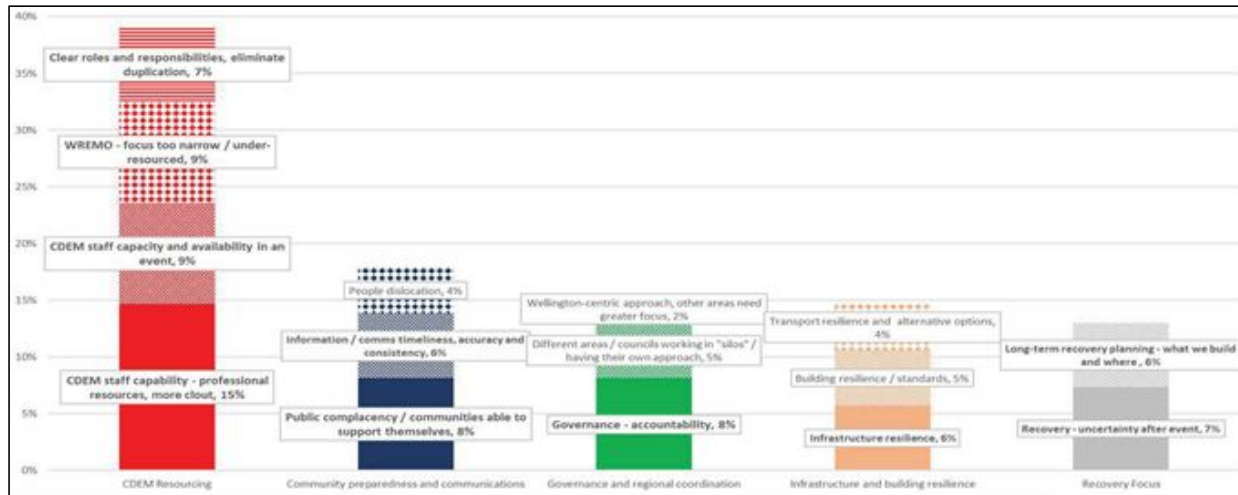
- WREMO and the coordination of CDEM relationships across the region was seen as our number one strength, across all interview groups.
- Key strengths rated second highest were CDEM capability and staff (by CEG members), community engagement and awareness (by operational and other interviewees), and Councils' commitment (by the Joint Committee).



### ← Workshop participants

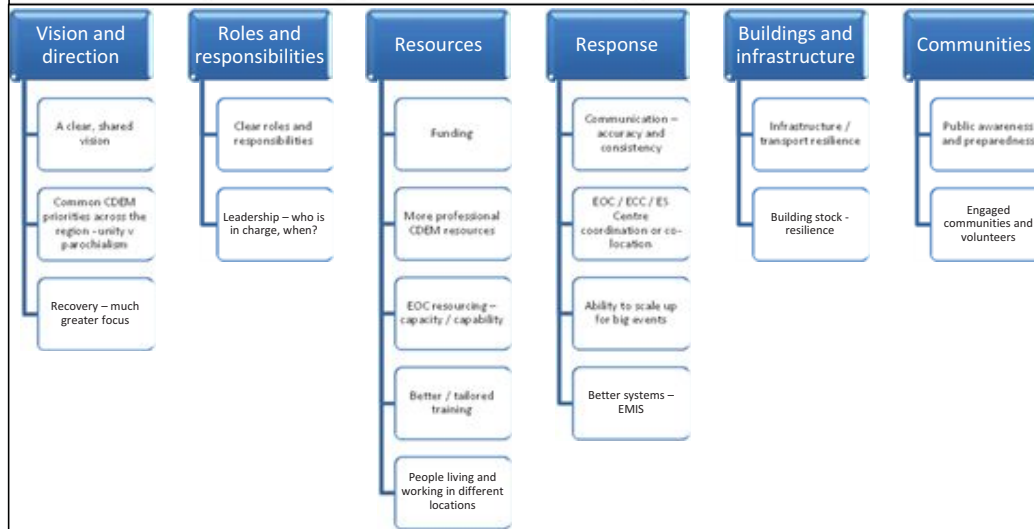
- Workshop participants felt that community awareness and engagement, including volunteers, was the number one strength across the region.
- Strengths also rating highly included WREMO's profile and regional coordination, general commitment and desire to work together, training, social media work, local knowledge, and CDEM capability / staff.

## CDEM Challenges (district / city, WREMO or region):



### ← Interviewees

- Resourcing-related issues were seen by interviewees as the biggest challenge for CDEM in the region. This was common across all interview groups.
- Community preparedness, governance, regional coordination, infrastructure resilience, and Recovery were also seen as big challenges.



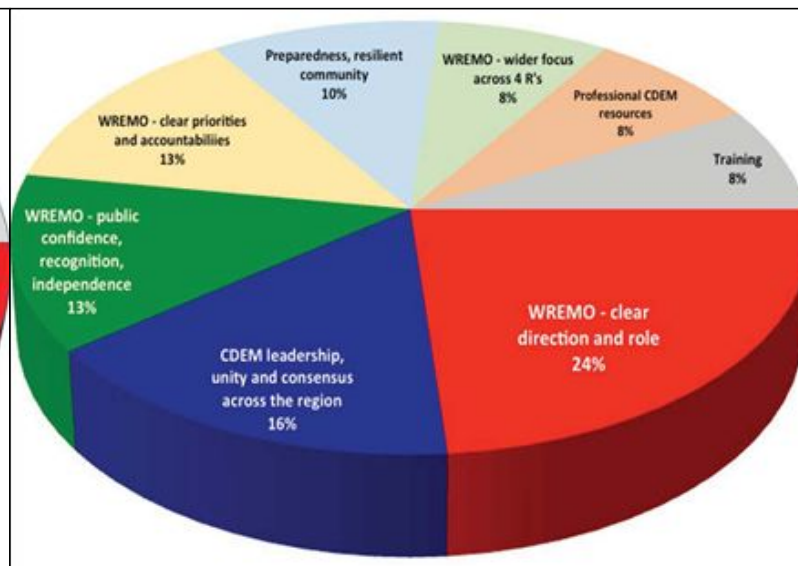
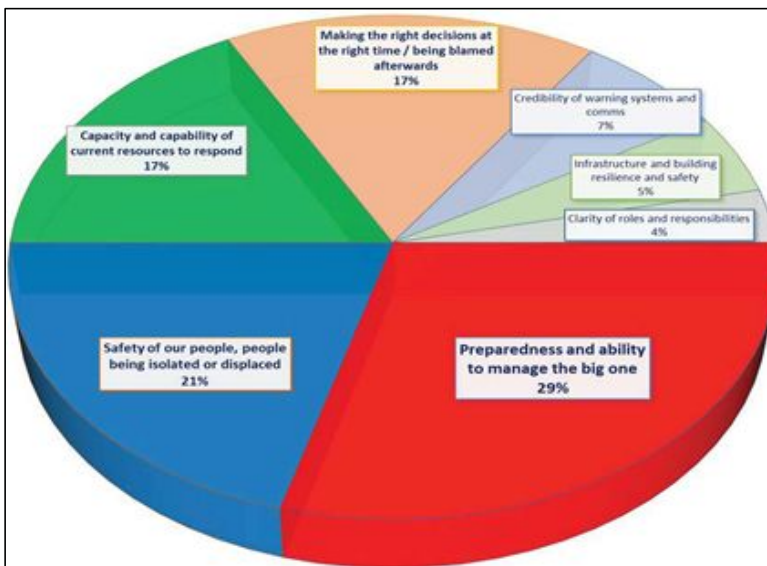
### ← Workshop participants

- Workshop participants thought that clear direction, roles and responsibilities were amongst the biggest challenges.
- Resourcing, particularly capacity and capability and the ability to adequately respond in a big event, was also seen as a pressing challenge.
- Similar to interviewees, workshop participants also saw other big challenges as raising the level of awareness and engagement in our communities, and infrastructure resilience.

### Interviewees were also asked:

What keeps you awake at night, in terms of CDEM challenges?

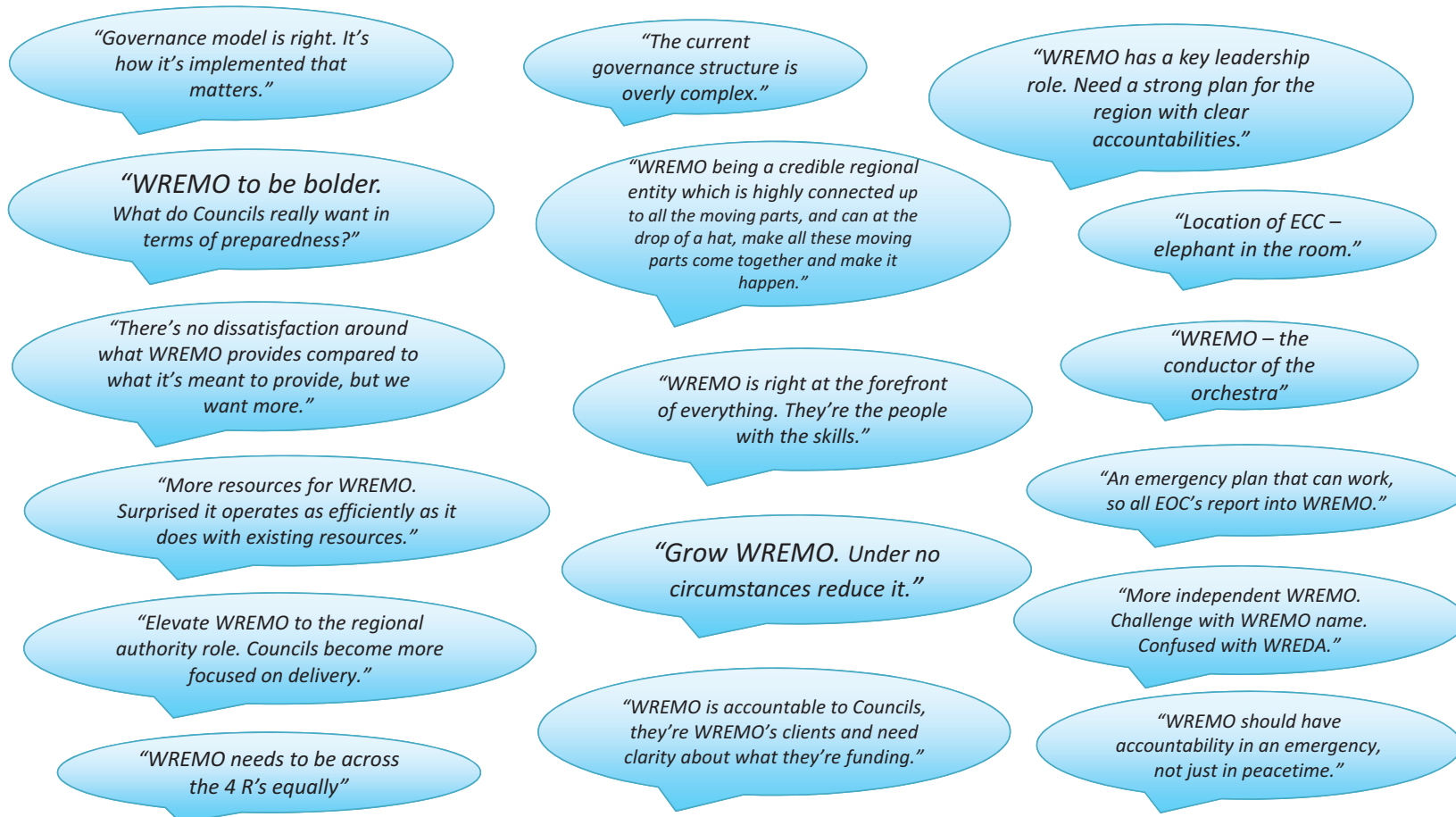
If there's one thing you'd like to see achieved from this Review, what would it be?



- Preparedness and the ability to manage the “big one” and the safety of people (and people being displaced) were the CDEM challenges that were top of mind for half the interviewees.
- Other major CDEM challenges included capacity and capability of our current resources to respond, and making the right decisions at the right time. Several interviewees worried about being blamed after the event.

- Interviewees want leadership and unity across the region in CDEM, and clear direction, roles and responsibilities.
- The public needs to understand WREMO’s role and have confidence in CDEM across the region.
- WREMO’s priorities and accountabilities need to be clear to everyone.
- Many want a “step change” with a broader CDEM focus, more professional resourcing and better training.

Interviewees were also asked what changes they would like to see in WREMO in the future.  
A cross-section of quotes is outlined below.



# **SECTION 5: ROLES AND RESPONSIBILITIES**

## Roles and Responsibilities – Recommendations for 2018-2023 Group Plan: REDUCTION

Objective	Councils	WREMO	Lifelines / Welfare
<b>RECOMMENDED OBJECTIVES AND DELIVERABLES FOR INCLUSION IN 2018-2023 GROUP PLAN</b>			
To build an enhanced awareness and focus on Reduction	<ul style="list-style-type: none"> <li>• Ensure participation in CDEM Reduction and Risk Committee</li> <li>• Complete and maintain Reduction plans for every type of major event</li> <li>• Participate in the Wellington Regional Planning Managers' Group in the on-going development of Asset Hazard Reduction Programmes and building more effective long-term Reduction measures</li> <li>• Consider the strengthening of building codes and the introduction of CDEM WOF's for buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Create and manage a multi-organisation CDEM Reduction and Risk Committee to oversee risk management across the region.</li> <li>• Develop GIS / other information systems to record, map and manage hazards and risks</li> <li>• Ensure Reduction plans are maintained for every type of major event, including climate change</li> <li>• Work with the Wellington Regional Planning Managers' Group in the on-going development of Asset Hazard Reduction Programmes and helping build more effective long-term Reduction measures</li> <li>• Work with Councils on strengthening building codes and in considering the introduction of CDEM WOF's for buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure participation in CDEM Reduction and Risk Committee</li> <li>• Complete and maintain Reduction plans for every type of major event</li> </ul>
To maintain a consistent, best practice risk management approach across the region	<ul style="list-style-type: none"> <li>• Maintain local operating area risk registers</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Reduction / risk management capability (new position) to establish best practice risk management systems and processes</li> <li>• Maintain regional risk register (consolidation of local operating areas' risk registers)</li> <li>• Establish and maintain work plan for risk mitigations</li> </ul>	<ul style="list-style-type: none"> <li>• Input to local operating area risk registers</li> </ul>
To ensure all organisations with CDEM responsibilities fulfil their risk management obligations	<ul style="list-style-type: none"> <li>• Take remedial action as identified by the CDEM Reduction and Risk Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Carry out regular audits / assessments of each organisation's risk management actions against plan, and report to CEG</li> <li>• Build awareness of Reduction responsibilities and provide practical assistance (templates, "how to" guides) to businesses and other organisations across the region</li> </ul>	<ul style="list-style-type: none"> <li>• Take remedial action as identified by the CDEM Reduction and Risk Committee</li> </ul>

## Roles and Responsibilities – Recommendations for 2018-2023 Group Plan: READINESS

Objective	Councils	WREMO	Lifelines / Welfare
<b>RECOMMENDED OBJECTIVES AND DELIVERABLES FOR INCLUSION IN 2018-2023 GROUP PLAN</b>			
To build awareness and community ownership of preparedness		<ul style="list-style-type: none"> <li>Develop and deliver a community awareness and education plan, considering initiatives such as CDEM apps, embedding CDEM messages in existing information sources and social media sites, and promoting CDEM messages through other agencies.</li> <li>Grow community engagement, with an emphasis on community-led initiatives such as community emergency groups responsible for developing community response plans and developing local resilience measures before, during and after an emergency event.</li> <li>Lead initiatives to enhance household readiness, with practical measures such as readiness kits in all homes.</li> </ul>	
To make provision for vulnerable communities	<ul style="list-style-type: none"> <li>Local Welfare Managers to develop stronger relationships with local community groups</li> </ul>	<ul style="list-style-type: none"> <li>WREMO lead initiatives to develop closer links with all parts of the community be developed further, including local iwi, Pasifika communities, new immigrants, and people requiring specific assistance in an emergency. Plans should be further developed to better assist vulnerable people in communities during emergency events, including consideration of a database of people with specific needs.</li> </ul>	<ul style="list-style-type: none"> <li>Local Welfare Managers to develop stronger relationships with local community groups</li> </ul>
To assist the community develop capability and capacity		<ul style="list-style-type: none"> <li>Develop and delivery a CDEM education and training plan. Suggested elements include training of community leaders and volunteers (potentially delivered by community emergency groups, supported by a WREMO “train the trainer” programme), region-wide civil defence exercises, and school CDEM programmes.</li> </ul>	
To develop community hubs and physical resources		<ul style="list-style-type: none"> <li>Build on the community hubs concept, with greater collaboration and mentoring between hubs and access to more resources (e.g. supplies, welfare) during emergency events.</li> </ul>	
To develop business engagement and preparedness		<ul style="list-style-type: none"> <li>Increase focus on business sector preparedness. This includes developing and delivering a business engagement plan including actions to assist with awareness building, CDEM capability development and business continuity plans.</li> </ul>	



## Roles and Responsibilities – Recommendations for 2018-2023 Group Plan: RESPONSE

Objective	Councils	WREMO	Lifelines / Welfare
<b>RECOMMENDED OBJECTIVES AND DELIVERABLES FOR INCLUSION IN 2018-2023 GROUP PLAN</b>			
To ensure there is a clear and consistent understanding at all levels of roles and responsibilities during a Response		<ul style="list-style-type: none"> <li>Ensure roles and responsibilities during Response are communicated clearly and included as a core part of training at all levels.</li> </ul>	
To ensure the ECC / EOC's are capable and ready to respond in an emergency	<ul style="list-style-type: none"> <li>Provide sufficient and qualified staffing in the event of a prolonged activation.</li> <li>Ensure all staff with CDEM responsibilities attend training and that CDEM responsibilities are given priority.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure sufficient staffing of EOC's to sustain a prolonged activation. This includes the option of reducing the number of "stand-up" EOC's while also ensuring situational awareness / local knowledge is maintained.</li> <li>Maintain a dedicated ECC facility separate from the EOC in all activations.</li> <li>Investigate the viability of a multi-agency CDEM facility in the Wellington region.</li> </ul>	
To ensure systems and processes are fit for purpose, reliable and secure		<ul style="list-style-type: none"> <li>Review ICT both in terms of Response and internal WREMO requirements. The review should also extend to alert warning systems.</li> <li>SOP's be reviewed and updated and shared between organisations.</li> </ul>	

## Roles and Responsibilities – Recommendations for 2018-2023 Group Plan: RESPONSE

Objective	Councils	WREMO	Lifelines / Welfare
<b>RECOMMENDED OBJECTIVES AND DELIVERABLES FOR INCLUSION IN 2018-2023 GROUP PLAN</b>			
To ensure organisations (with a role in CDEM) have sufficient <b>capability (training)</b> to achieve a desired “step change” in CDEM across the region.	<ul style="list-style-type: none"> <li>Provide sufficient and qualified staffing in the event of a prolonged activation.</li> <li>Ensure all staff with CDEM responsibilities attend training and that CDEM responsibilities are given priority.</li> </ul>	<ul style="list-style-type: none"> <li>Map out training requirements across the CDEM sector and construct a professional development framework that best meets those requirements.</li> <li>Develop CDEM training modules for leaders including mayors CEO’s and managers with CDEM responsibilities, and deliver as soon as practical to new appointees.</li> <li>Assess and develop the effectiveness of training currently offered, including the Controllers’ course.</li> <li>Progress professionalisation of CDEM roles (where appropriate), with recognised certification.</li> <li>Delivery quality training tailored to each role and capability level and via the most effective channels (including online) for each audience.</li> <li>Develop and deliver tailored training / awareness building to non-CDEM professionals / sectors, such as engineers and the building industry.</li> <li>Investigate the viability of a CDEM school, culminating in a business case if viable.</li> </ul>	
To ensure organisations (with a role in CDEM) have sufficient <b>capacity</b> to achieve a desired “step change” in CDEM across the region.	<ul style="list-style-type: none"> <li>Remove duplication of roles / activities between WREMO and Councils, with reference to organisational roles and responsibilities detailed in the review.</li> </ul>	<ul style="list-style-type: none"> <li>Assess all CDEM functions to establish which ones are best served by professional, dedicated CDEM staff and which can be adequately carried out by Council staff with other roles (with appropriate training).</li> <li>Recruit for professional CDEM roles, reporting into WREMO, but embedded within Councils where appropriate.</li> <li>Investigate the viability of a national cadre of professional Controllers, with MCDEM and other regional CDEM managers.</li> <li>Review the WREMO organisational structure and resourcing requirements and address all gaps, including additional expertise in risk management (Reduction), communications, Recovery, and training.</li> <li>Remove duplication of roles / activities between WREMO and Councils, with reference to organisational roles and responsibilities detailed in the review.</li> <li>Explore capability within communities that might be utilised by EOC’s or in other CDEM functions.</li> </ul>	

## Roles and Responsibilities – Recommendations for 2018-2023 Group Plan: RESPONSE

Objective	Councils	WREMO	Lifelines / Welfare
<b>RECOMMENDED OBJECTIVES AND DELIVERABLES FOR INCLUSION IN 2018-2023 GROUP PLAN</b>			
To ensure media and other communications during Response are effective.		<ul style="list-style-type: none"> <li>Developing a communications strategy and plan and providing greater clarity and coordination of communications before, during and after emergency events.</li> <li>Provide greater awareness / training to media around CDEM responsibilities and communications channels and processes during an emergency event.</li> </ul>	
To ensure all miscellaneous Response ideas suggested in workshops across the region are taken forward where appropriate.	<ul style="list-style-type: none"> <li>Consider the miscellaneous Response ideas arising out of the workshops (particularly relating to transport and equipment and supplies) and recommend which ones to take forward.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate consideration of the miscellaneous Response ideas arising out of the workshops (relating to transport and equipment, supplies and health) and incorporate into Response and business plans as appropriate. be considered by WREMO, Lifelines, or Councils as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Consider the miscellaneous Response ideas arising out of the workshops (particularly relating to health) and recommend which ones to take forward.</li> </ul>

## Roles and Responsibilities – Recommendations for 2018-2023 Group Plan: RECOVERY

Objective	Councils	WREMO	Lifelines / Welfare
<b>RECOMMENDED OBJECTIVES AND DELIVERABLES FOR INCLUSION IN 2018-2023 GROUP PLAN</b>			
To develop and maintain a Recovery strategy with supporting plans and accountabilities	<ul style="list-style-type: none"> <li>Input into the Recovery strategy and plans.</li> <li>Participate in Recovery working group.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Recovery strategy and supporting plans, with supporting plans and clear accountabilities.</li> <li>Champion insurance, the establishment of a regional Recovery fund, and other Recovery-related issues and progress with other CDEM Groups, insurers, local and central government.</li> <li>Establish and manage a Recovery working group with responsibility for input into the Recovery strategy and plans and monitoring of progress.</li> </ul>	<ul style="list-style-type: none"> <li>Input into the Recovery strategy and plans.</li> <li>Participate in Recovery working group.</li> </ul>
To involve communities, business and government agencies in planning for Recovery		<ul style="list-style-type: none"> <li>Engage with communities, empowering them to undertake recovery planning in their area.</li> <li>Assist businesses / government agencies with the development of recovery strategies and plans.</li> </ul>	

# **SECTION 6: SUMMARY OF RECOMMENDATIONS**

# Summary of Recommendations

ID	Recommendation
	<b>1. Regional Vision</b>
1.	<i>WREMO to engage a diverse cross-section of community representatives in a discussion to agree a vision statement that resonates with them.</i>
	<b>2. Reduction / Risk Management</b>
2.	<i>WREMO to develop a stronger focus on Reduction, including development of Reduction / risk management capability (new position) to establish best practice risk management systems and processes.</i>
3.	<i>WREMO to develop appropriate GIS / other information systems to record, map and manage hazards and risks in conjunction with Council risk managers.</i>
4.	<i>A regional risk register (consolidation of local operating areas' risk registers) and reduction plans for every type of major event to be established and maintained, together with work plans for risk mitigations.</i>
5.	<i>A multi-organisation CDEM Reduction and Risk Committee to oversee risk management across the region to be set-up and managed by WREMO, reporting into the CEG.</i>
6.	<i>WREMO to carry out regular independent audits / assessments of each organisation's risk management actions against plan, reporting into the CEG.</i>
	<b>3. Resilient Lifelines</b>
7.	<i>WREMO to take more of a leadership role in relation to Lifelines. The desired "step change" will require a rethink of the resilience plans (including a stronger focus on Reduction), with clear accountabilities and timeframes for implementation. Progress against agreed plans should be reported regularly to the CEG and remedial action taken where appropriate.</i>
8.	<i>The next CDEM group plan to incorporate the Lifelines' work plan and accountabilities.</i>
	<b>4. Resilient Buildings</b>
9.	<i>WREMO to take on a greater advocacy role in encouraging local and central government to take measures to enhance the resilience of the region's building stock.</i>

## Summary of Recommendations

ID	Recommendation
	<b>5. Community and Business Engagement</b>
10.	<i>The WREMO focus and resource applied to community engagement to be grown, with an emphasis on community-led initiatives such as community emergency groups responsible for developing community response plans and developing local resilience measures before, during and after an emergency event.</i>
11.	<i>WREMO to increase engagement with iwi across the region in a way that works best for iwi.</i>
12.	<i>WREMO to lead initiatives to develop closer links with all parts of the community, including Pasifika communities, new immigrants and people requiring specific assistance in an emergency. Plans should be further developed to better assist vulnerable people in communities during emergency events, including consideration of a database of people with specific needs.</i>
13.	<i>WREMO to apply more resource to community awareness and education initiatives such as CDEM apps, embedding CDEM messages in existing information sources and social media sites, and promoting CDEM messages through other agencies.</i>
14.	<i>WREMO continue to help develop household readiness, helping to build awareness and practical measures such as readiness kits in all homes.</i>
15.	<i>A CDEM community education and training plan to be drawn up and delivered. Suggested elements include training of community leaders and volunteers (potentially delivered by community emergency groups, supported by a WREMO “train the trainer” programme), region-wide civil defence exercises, and school CDEM programmes.</i>
16.	<i>The community hubs concept to be developed further, with greater collaboration and mentoring between hubs and access to more resources (e.g. supplies, welfare) during emergency events.</i>
17.	<i>WREMO to increase its focus on business sector preparedness. This includes developing and delivering a business engagement plan including actions to assist with awareness building, CDEM capability development and business continuity plans.</i>



## Summary of Recommendations

ID	Recommendation
	<b>6. Clarity of Roles and Decision-Making</b>
18.	<i>The roles and responsibilities outlined in this review to be agreed by WREMO, the Sub-CEG, CEG and Joint Committee. Once agreed, the roles and responsibilities of each organisation should form the foundation for the Group Plan, the Annual Plan, and all CDEM-related workplans arising of each organisation.</i>
19.	<i>Roles and responsibilities in terms of Response as articulated in the 2013-2018 Group Plan (pp 24-34) to be confirmed by WREMO, the Sub-CEG, CEG and Joint Committee.</i>
20.	<i>Roles and responsibilities to be communicated in a way that is clearly understood by all audiences, and form a core part of training at all levels.</i>
	<b>7. ECC / EOC's</b>
21.	<i>Consideration to be given to having a fewer number of "stand up" EOC's with greater capacity (people) to sustain a prolonged emergency event, whilst preserving the current EOC facilities. WREMO should conduct further work to determine the optimal number of EOC's and their primary locations, and also ensure situational awareness is maintained. This includes local knowledge being maintained within each EOC, and the possibility of hubs connected to the EOC's.</i>
22.	<i>A dedicated ECC facility separate from the EOC should be maintained in all activations.</i>
23.	<i>A multi-agency CDEM facility in the Wellington region to be investigated further by WREMO, and a business case developed if the initial investigation supports the idea.</i>

# Summary of Recommendations

ID	Recommendation
	<b>8. Professionalisation and Training</b>
24.	<i>A dedicated training manager to be appointed in WREMO.</i>
25.	<i>The training manager's role to include mapping out training requirements across the CDEM sector and constructing a professional development framework that best meets those requirements. Training should be role-specific, tailored to the requirements of participants.</i>
26.	<i>CDEM training modules to be developed for leaders including mayors CEO's and managers with CDEM responsibilities, and delivered as soon as practical to new appointees.</i>
27.	<i>WREMO to assess and develop the effectiveness of training currently offered, including the Controllers' course.</i>
28.	<i>Professionalisation of CDEM roles (where appropriate), with recognised certification, to be progressed by the training manager.</i>
29.	<i>Training delivery to be improved with a matter of urgency. The training manager should ensure that expert training capability is developed, and supported by subject matter experts.</i>
30.	<i>Delivery channels for training to be developed including, for example, online training modules.</i>
31.	<i>Further investigation of a CDEM school to be carried out, culminating in a business case if required.</i>
32.	<i>Consideration to be given to developing and delivering tailored training / awareness building to non-CDEM professionals / sectors, such as engineers and the building industry.</i>
	<b>9. Systems and Data</b>
33.	<i>A review of ICT to be carried out both in terms of Response and internal WREMO requirements. The review should also extend to alert warning systems.</i>
	<b>10. Communications</b>
34.	<i>A dedicated communications role to be included within the WREMO structure, responsible for developing a communications strategy and plan and providing greater clarity and coordination of communications before, during and after emergency events.</i>
35.	<i>WREMO to provide greater awareness / training to media around CDEM responsibilities and communications channels and processes during an emergency event.</i>

# Summary of Recommendations

ID	Recommendation
	<b>11. Other Response Initiatives</b>
36.	<i>WREMO to ensure that the miscellaneous Response ideas arising out of the workshops (relating to transport and equipment, supplies and health) to be considered by WREMO, Lifelines, or Councils as appropriate.</i>
	<b>12. Recovery Role</b>
37.	<i>WREMO to develop a Recovery strategy and supporting plans, with clear accountabilities.</i>
38.	<i>A WREMO Recovery Manager be appointed to progress the strategy and plans, including championing insurance, the establishment of a regional Recovery fund, and other Recovery-related issues.</i>
39.	<i>Consideration to be given to the formation of a Recovery working group with responsibility for input into the Recovery strategy and plans and monitoring of progress.</i>
40.	<i>WREMO to help build awareness of Recovery responsibilities and provide practical assistance (e.g. templates, “how to” guides) to businesses and other organisations across the region.</i>
	<b>13. Council Planning / Regulation</b>
41.	<i>WREMO to take a lead in raising awareness of the need for long-term planning around natural disaster risks across the region, including working with the Wellington Regional Planning Managers’ Group in the on-going development of Asset Hazard Reduction Programmes and helping build more effective long-term Reduction measures.</i>
42.	<i>WREMO to work with Councils on strengthening building codes and considering the introduction of CDEM WOF’s for buildings.</i>

## Summary of Recommendations

ID	Recommendation
	<b>14. WREMO's Role and Governance Model</b>
43.	<i>The WREMO mission statement be updated to align with the new vision when finalised.</i>
44.	<i>WREMO's role to be broadened take a greater focus across the full spectrum of the 4R's, with more substance and resourcing supporting it. Further work to be carried out to scope the organisational structure and resourcing required to deliver this.</i>
45.	<i>WREMO to be positioned and branded as an independent organisation with a leadership role in CDEM for the Wellington region.</i>
46.	<i>The CEG to give consideration to moving to a Council-Controlled Organisation model to better position WREMO as a more independent organisation providing CDEM leadership.</i>
47.	<i>WREMO to agree with stakeholders an annual service level agreement detailing specific measurable deliverables.</i>
48.	<i>The Joint Committee and CEG to monitor progress of implementation of the agreed recommendations of this report, and regular WREMO updates of progress against the Group Plan / Annual Plan.</i>
49.	<i>The Sub-CEG to consider how to best achieve the outcomes required of its role, and whether this would be better achieved through subject-specific technical working groups.</i>
	<b>15. Resourcing</b>
50.	<i>All CDEM functions to be assessed to establish which ones are best served by professional, dedicated CDEM staff and which can be adequately carried out by Council staff with other roles (with appropriate training).</i>
51.	<i>All professional CDEM roles should report in to WREMO, but be embedded within Councils where appropriate.</i>
52.	<i>The viability of a national cadre of professional Controllers to be explored further, with WREMO taking this up with MCDEM and other regional CDEM managers.</i>
53.	<i>The WREMO organisational structure and resourcing requirements to be assessed and gaps addressed, including additional expertise in risk management (Reduction), communications, Recovery, and training.</i>
54.	<i>Duplication of roles / activities to be reviewed by WREMO and Councils, and agreement reached on who is best placed to carry out those activities with reference to organisational roles and responsibilities detailed in this document.</i>
55.	<i>WREMO to explore capability within communities that might be utilised by EOC's or in other CDEM functions.</i>

## CEG Sub-Committee Recommendations

- On 20 Oct 2017 the Sub-CEG reviewed and endorsed all 55 recommendations except:
  - #7 (WREMO to take more of a leadership role in relation to Lifelines):
    - More investigation of what is being proposed is required
  - #46 (CEG to consider CCO model for WREMO):
    - Continuation of the status quo, with better governance, is preferred
- #49: Sub-CEG believed it should discuss important issues before they go to CEG. Technical working groups should complete work programmes and report to sub-CEG.
- Indicative costs should be identified by February 2018 for budgeting purposes.

# **SECTION 7: KEY THEMES**

# Key Themes

- Things that worked well in the November 2016 earthquake and aftermath:
  - Communication and social media updates
  - The EOC's and everyone knowing their role
  - Community response and cooperation
  - Overall response effort and coordination
- Key CDEM strengths in the Wellington region:
  - Councils' commitment and regional cooperation
  - WREMO's role and profile
  - Community engagement, awareness and volunteers
  - CDEM capability and staff
- CDEM challenges:
  - CDEM staff capability – professional resources, more clout
  - CDEM staff capacity and availability in an event
  - WREMO focus too narrow and under-resourced
  - Clarity of roles and responsibilities



# Key Themes

- CDEM challenges that kept interviewees awake at night:
  - Preparedness and the ability to handle the “big one”, and the capacity and capability of current resources to respond
  - Safety of our people, people being isolated or displaced
  - Making the right decisions at the right time / being blamed afterwards
- The one thing interviewees would like to see from this review:
  - WREMO – clear direction and role, clear priorities and accountabilities, wider focus across 4 R’s, public confidence, recognition, independence
  - CDEM leadership – unity and consensus across the region

# Key Themes

- **Vision 2028:**
  - Better regional leadership and governance – clear roles and responsibilities, common direction, regional cooperation
  - Good WREMO leadership in CDEM – good governance structure, brand, relationships, focus across the 4R's
  - Greater Lifelines' focus, with WREMO leadership
  - EOC's and ECC – more coordination and alignment, clear understanding of roles and responsibilities, separate ECC facility, greater EOC staff capacity
  - Professionalisation of resources and better training
  - Greater focus across the 4R's, particularly on Reduction and Recovery and with enhanced capability in these areas, a risk management framework and work plan, Recovery strategies and plans, and more work around Recovery issues such as insurance and a Recovery fund
  - Improved infrastructure resilience, including longer-term planning and investment in resilience, alternative transport options, more resilient buildings, improved resilience of utilities
  - Communities more involved and prepared, growth of volunteer numbers and capability, community hubs developed further
  - Enhanced Response capability including better systems, data and information; improved communications and warning systems; improved processes; more targeted response to specific community needs; new technologies

# Key Themes

- **WREMO:**
  - Bolder focus and mandate
  - Clear direction and role, clear priorities and accountabilities, wider focus across 4 R's, public confidence, recognition, independence, better resourcing
  - CDEM leadership – unity and consensus across the region
  - Grow WREMO, with wider mandate and resources
  - Improved / simplified governance model
- All stakeholders (except one, who was unsure) were unanimous that WREMO should expand its role and the services it delivers.

# **SECTION 8: KEY RECOMMENDATIONS**

# Key Recommendations

- The Greater Wellington Region should adopt a more comprehensive and integrated approach to CDEM
- The approach should:
  - focus on regional resilience
  - span all of “the 4R’s”
  - place a much stronger emphasis on Reduction and Recovery
  - involve all regional stakeholders, including Lifelines
  - have clear roles and responsibilities, and clarity over who is providing what resources
- WREMO should:
  - assume a more prominent leadership and coordination role for regional resilience
  - assume greater scope and autonomy
  - become a more professional organisation delivering a more professional range of services
  - provide more capability across each of “the 4R’s”