If calling, please ask for Democratic Services

Civil Defence Emergency Management Group

Friday 27 November 2020, 9.00am

Council Chamber, Upper Hutt City Council,
838-842 Fergusson Drive, Upper Hutt

Members

Mayor Baker	Porirua City Council
Mayor Barry	Hutt City Council
Mayor Beijen	South Wairarapa District Council
Mayor Guppy	Upper Hutt City Council
Mayor Gurunathan	Kāpiti Coast District Council
Mayor Foster	Wellington City Council
Mayor Lang	Carterton District Council
Mayor Patterson	Masterton District Council
Councillor Ponter	Greater Wellington Regional Council

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

Civil Defence Emergency Management Group Committee

Friday 27 November 2020, 9.00am

Council Chamber, Upper Hutt City Council,
838-842 Fergusson Drive, Upper Hutt

Public Business

Please note these minutes remain unconfirmed until the Civil Defence Emergency Management Group Joint Committee meeting on 4 December 2020.

Report 20.264

Public minutes of the Civil Defence Emergency Management Group Joint Committee meeting on Friday 7 August 2020

Council Chamber, Upper Hutt City Council
828 Fergusson Driver, Upper Hutt at 9.00am.

Members Present

Mayor Baker (Chair)	Porirua City Council
Mayor Beijen (from 9.08am)	South Wairarapa District Council
Mayor Guppy	Upper Hutt City Council
Mayor Gurunathan	Kāpiti Coast District Council
Mayor Lang	Carterton District Council
Councillor Ponter	Greater Wellington District Council

Public Business

1   Apologies

Moved: Mayor Baker / Mayor Lang

That the Joint Committee accepts the apology for absence from Mayors Barry, Foster and Patterson.

The motion was **carried**.

2   Declarations of conflicts of interest

There were no declarations of conflict of interest.

3   Public participation

There was no public participation.

4   Confirmation of the Public minutes of the Civil Defence Emergency Management Group Joint Committee meeting of 24 April 2020 – Report 20.138

Moved: Mayor Baker / Mayor Guppy

That the Joint Committee confirms the Public minutes of the Civil Defence Emergency Management Group Joint Committee meeting of 24 April 2020 – Report 20.138

The motion was **carried**.

5   Civil Defence Emergency Management Group appointments – August 2020 – Report 20.270

Jeremy Holmes, Regional Manager, Wellington Region Emergency Management Office, spoke to the report.

Moved: Mayor Baker / Cr Ponter

That the Wellingt Region Civil Defence Emergency Management Group:

1   Approves the removal of the following statutory appointees:

a   David Russell as Group Controller (CDEM Group)

b   Andrew Dalziel as Alternate Group Controller (CDEM Group)

c   Mark Duncan as Alternate Group Controller (CDEM Group)

d   Davor Bejakovich as Alternate Group Controller (CDEM Group)

e   Dan Neely as Supplementary Group Controller (CDEM Group)

f   Adrian Glen as Supplementary Group Controller (CDEM Group)

g   David Chick as Alternate Local Controller (Wellington City Council)

h   Michelle Riwai as Alternate Local Controller (Wellington City Council)

i   Karl Maddaford as Alternate Local Controller (Wellington City Council)

j   Adrian Glen as Supplementary Local Controller (Wellington City Council)

k   Kane McCollum as Supplementary Local Controller (Wellington City Council)

l   Brian Anderson as Alternate Local Controller (Porirua City Council)

m   Andrew Dalziel as Alternate Local Controller (Porirua City Council)

n   Trevor Farmer as Alternate Local Controller (Porirua City Council)

o   Karen Stillwell as Alternate Controller (Porirua City Council)

p   Mike Scott as Alternate Local Controller (Porirua City Council)

q   Adrian Glen as Supplementary Local Controller (Kāpiti Coast District Council)

r   Simon Fleisher as Alternate Local Controller (Hutt City Council)

s   Chris Costley as Alternate Local Controller (Upper Hutt City Council)

t   David Chick as Alternate Local Recovery Manager (Wellington City Council)

u   Geoff Stuart as Alternate Local Recovery Manager (Hutt City Council)

v   Andrea Bradshaw as Alternate Local Recovery Manager (Hutt City Council).

2   Approves the addition of the following statutory appointees:

a   Mark Duncan as Group Controller (CDEM Group)

b   Jessica Hare as Alternate Group Controller (CDEM Group)

c   Dan Neely as Alternate Group Controller (CDEM Group)

d   Rick Newton as Alternate Local Controller (Hutt City Council)

e   Andrew Dalziel as Alternate Local Recovery Manager (Porirua City Council)

f   Andrea Bradshaw as Local Recovery Manager (Hutt City Council).

3   Approves the addition of Jennifer Rizzi as Welfare Manager (CDEM Group).

The motion was **carried**.

6   Amendments to the Wellington CDEM Group training and exercise plan 2020/21 – Report 20.273

Jeremy Holmes, Regional Manager, Wellington Region Emergency Management Officer, spoke to the report and tabled a presentation.

Moved: Mayor Baker / Mayor Guppy

That the Joint Committee:

1   Approves the proposed amendments to the Wellington Civil Defence Emergency Management Group's Training and Exercise Plan for 2020/21.

2   Approves the proposed approach to Recognised Prior Learning.

3   Approves the revised Key Performance Indicators for 2020/21 to:

- 12 staff at Foundation Level
- 12 staff at Intermediate Level
- 6 staff at Advanced Level.

The motion was **carried**.

7   Wellington Region Emergency Management Office Annual Report for 2019/20 – Report 20.271

Jeremy Holmes, Regional Manager, Wellington Region Emergency Management Officer, spoke to the report.

Moved: Mayor Baker / Mayor Lang

That the Joint Committee approves the Wellington Region Emergency Management Office's draft Annual Report for 2019/20 (Attachment 1) as an accurate record of the activities occurring during that period.

The motion was **carried**.

Mayor Beijen arrived at the meeting at 9.08am, during the above item.

8   Wellington CDEM Group COVID-19 after-action review – Report 20.272

Jeremy Holmes, Regional Manager, Wellington Region Emergency Management Officer, spoke to the report.

Moved: Mayor Baker / Mayor Gurunathan

That the Joint Committee approves the Wellington Civil Defence Emergency Management Group's COVID-19 After Action Review Executive Summary (Attachment 1) as an accurate record of the event and lessons identified.

The motion was **carried**.

9   COVID-19 regional recovery update – oral report

Dan Neely, Manager, Community Resilience and Recovery, updated the Joint Committee on the regional recovery, and tabled a dashboard of recovery indicators.

Mr Neely acknowledged the support of the data providers and the recovery managers in each of the Wellington Region's councils. Mr Neely also acknowledged the Department of Internal Affairs, Treasury, StatsNZ, Social Wellbeing Agency and Massey University's Environmental Health Indicators programmes, for their contribution to the development of the Recovery Dashboard.

The development of a Recovery Dashboard will enable the WREMO and the Joint Committee to measure the impact of COVID-19 on community wellbeing. The Recovery Dashboard will also inform current and future recovery programmes. The Recovery Dashboard provides a pre-COVID-19 baseline to compare against for the next 18 months.

10   WREMO community survey results – oral report

Jess Hare, Manager, Business and Capbility Development, gave a presentation on the 2020 community survey results.

Ms Hare informed the Joint Committee that the survey was conducted online, with a sample size of 2000 (an increase from 500 in 2019) in the Wellington Region.

There has been a slight increase in preparedness from 2019 to 2020, which may be a result of the COVID-19 pandemic, with more people storing more food, pet supplies and medications.

Ms Hare advised that those aged 18-24 were the least prepared, had the least knowledge of their local emergency hubs, or who their neighbours were. WREMO will specifically target this demographic in future public education campaigns.

11   Local earthquake response plans – oral report

Jeremy Holmes, Regional Manager, Wellington Region Emergency Management Officer, updated the Joint Committee on the Local Earthquake Response Plans. These Local Earthquake Response Plans complement the Wellington Region Earthquake Response Plan, which is linked to the Wellington Earthquake National Initial Response Plan, produced by the National Emergency Management Agency.

Mr Holmes advised the Joint Committee that David Russell, who was formerly the Group Controller for the Wellington Region Civil Defence Emergency Management Group, has been brought in on contract to work with the territorial authorities to develop their Local Earthquake Response Plans.

12   WREMO Annual Plan – the way ahead – oral report

Jeremy Holmes, Regional Manager, Wellington Region Emergency Management Officer, informed the Joint Committee that Wellington Region Emergency Management Office's Annual Plan for 2020/21 is in development. Mr Holmes will report back on the progress of developing the Annual Plan 2020/21 at the December 2020 meeting.

The meeting closed at 9.44am.

Mayor A Baker
Chair

Date:

**Civil Defence and Emergency Management Group
27 November 2020
Report 20.469**

For Decision

CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP APPOINTMENTS – NOVEMBER 2020

**Te take mō te pūrongo
Purpose**

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

**He tūtohu
Recommendations**

That the Wellington Civil Defence Emergency Management Group:

1 **Approves** the removal of the following statutory appointees:

a   Bruce Johnston as Alternate Controller (Kāpiti Coast District Council)

b   Glen O'Connor as Alternate Controller (Kāpiti Coast District Council)

c   Kim Rudman as Alternate Recovery Manager (South Wairarapa District Council).

2 **Approves** the addition of the following statutory appointees:

a   Steve Cody as Alternate Controller (Kāpiti Coast District Council)

b   Glen O'Connor as Supplementary Controller (Kāpiti Coast District Council)

c   Nigel Carter as Recovery Manager (South Wairarapa District Council).

**Te tāhū kōrero
Background**

2. Sections 26 and 29 of the CDEM Act 2002 require a CDEM Group to appoint, either by name or by reference to the holder of an office, a suitably qualified and experienced person to be the:

a   Group Controller for its area

b   Group Recovery Manager for its area.

3. The CDEM Group is also required to appoint, either by name or by reference to the holder of an office, at least one suitably qualified and experienced person to perform

the functions and duties, and exercise the powers of the Group Controller and the Group Recovery Manager respectively if there is a vacancy in office or an absence from duty for any reason.

4. Sections 27 and 30 of the CDEM Act 2002 also states that a CDEM Group may appoint one or more persons to be:

a   A Local Controller

b   A Local Recovery Manager.

Civil Defence Emergency Management Group appointments

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

Bold – New appointee

~~Strikethrough~~ - Removed appointee

Standard – Current appointee

Group Controllers and alternates

6. The following table proposes an updated list of statutory appointees for the Group Controllers (and alternates and supplementaries):

Area to which appointed	Appointee name and designation
CDEM Group	Mark Duncan (Group Controller) Jessica Hare (alternate) Jeremy Holmes (alternate) Dan Neely (alternate) Bruce Pepperell (alternate) Derek Baxter (alternate) Scott Martin (alternate) Richard Harbord (alternate) Lester Piggott (alternate) Phil Becker (alternate)
Wellington City Council	Derek Baxter (primary) Phil Becker (alternate) Sarah Murray (alternate) Stephen McArthur (alternate) Moana Mackey (alternate) Mike Mendonca (alternate)
Porirua City Council	Jerry Wrenn (primary) Scott Martin (alternate) Alison Wiley (alternate) Olivia Dovey (alternate) Ken Bailey (alternate) Bruce Pepperell (alternate)

Area to which appointed	Appointee name and designation
Kāpiti Coast District Council	James Jefferson (primary)
	Janice McDougall (alternate) **Steve Cody (alternate)** ~~Bruce Johnston (alternate)~~ Kevin Currie (alternate) ~~Glen O'Connor (alternate)~~ Rian van Schalkwyk (alternate)
	Glen O'Connor (supplementary) Scott Dray (supplementary)
Hutt City Council	Lester Piggott (primary)
	Geoff Stuart (alternate) Craig Cottrill (alternate) Damon Simmons (alternate) Jay Houpapa (alternate) Rick Newton (alternate)
Upper Hutt City Council	Geoff Swainson (primary)
	Richard Harbord (alternate) Jonnette Adams (alternate) Craig Cottrill (alternate) Vibhuti Chopra (alternate) Liezel Jahnke (alternate) Dirk Botha (alternate)
	Jessica Hare (supplementary)
Combined areas of the district councils in the Wairarapa	David Hopman (primary)
	Jonathan Hooker (alternate) Tim Langley (alternate) Carolyn McKenzie (alternate) Richard Harbord (alternate) Murray Johnson (alternate)
	Darryl McCurdy (supplementary)

Group and Local Recovery Managers and alternates

7. The following table proposes an updated list of statutory appointees for the Group Recovery Managers (and alternates):

Area to which appointed	Appointee name and designation
CDEM Group	Dan Neely (Group Recovery Manager) Nigel Corry (alternate) Luke Troy (alternate)
Wellington City Council	Mike Mendonca (Recovery Manager) Paul Andrews (alternate) Danny McComb (alternate)
Porirua City Council	Steven Perdia (Recovery Manager) Andrew Dalziel (alternate)
Kāpiti Coast District Council	Natasha Tod (Recovery Manager)
Hutt City Council	Andrea Bradshaw (Recovery Manager) Helen Oram (alternate)
Upper Hutt City Council	Liezel Jahnke (Recovery Manager) Geoff Swainson (alternate) Jonnette Adams (alternate)
Combined areas of the district councils in the Wairarapa	Dave Gittings (Carterton) ~~Kim Rudman (South Wairarapa)~~ **Nigel Carter (South Wairarapa)** Kate Conroy (Masterton)

Non statutory appointments

8. The Wellington Region CDEM Group is required to appoint a Group Welfare Manager as part of the Guide to the National Plan. There is no change to the appointment to the Lifelines Co-ordination Manager.

Area to which appointed	Appointee name and designation
CDEM Group	Richard Mowll (Lifelines Co-Ordination Manager) Jennifer Rizzi (Welfare Manager)

Ngā hua ahumoni
Financial implications

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

Ngā tikanga whakatau
Decision-making process

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

Te hiranga
Significance

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

Te whakatūtakitaki
Engagement

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

Ngā tūāoma e whai ake nei
Next steps

13.   No further external communication is required.

Ngā kaiwaitohu
Signatories

Writer	Ainslie Ryder –Advisor, Business and Capability Development, WREMO
Approver	Jess Hare - Manager, Business and Capability Development, WREMO Jeremy Holmes – Regional Manager, WREMO

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

Civil Defence and Emergency Management Group
27 November 2020
Report 20.470

For Decision

WELLINGTON REGION EMERGENCY MANAGEMENT OFFICE ANNUAL BUSINESS PLAN 2020/21

Te take mō te pūrongo
Purpose

1.   To advise the Wellington Civil Defence Emergency Management Group Joint Committee (the Joint Committee) of the draft Wellington Region Emergency Management Office (WREMO) Annual Business Plan 2020/21 (the Annual Business Plan 2020/21).

He tūtohu
Recommendation

That the Joint Committee **approves** the draft Wellington Region Emergency Management Office (WREMO) Annual Business Plan 2020/21 (Attachment 1).

Te tāhū kōrero
Background

2.   The Annual Business Plan 2020/21 (**Attachment 1**) outlines the work programme and additional areas of work identified by the WREMO leadership team against the strategic outcomes identified in the Civil Defence Emergency Management (CDEM) Group Plan 2019-2024.

3.   Under Section 17 of the Civil Defence Emergency Management Act 2002 (CDEM Act), the Joint Committee is responsible for development, approval, implementation, monitoring and review of the CDEM Group Plan 2019-2024.

4.   The Coordinating Executive Group (CEG) and the CEG Subcommittee have approved the Annual Business Plan 2020/21 and recommend that the Joint Committee approve it.

Te tātaritanga
Analysis

Draft WREMO Annual Plan 2020/21

5.   The Annual Business Plan 2020/21 provides the planned work outputs for Community Resilience and Recovery, Operational Readiness and Response, and Business and Capability Development Teams across reduction, readiness, response and recovery (4Rs) as well as an executive overview by the Regional Manager.

6.   The Annual Business Plan 2020/21 provides an indication of priority level and guidance for deferral of work programme outputs to prioritise any resurgence of COVID-19 which requires a coordinated CDEM Group response.

Ngā hua ahumoni
Financial implications

7.   There are no financial implications arising from the matter for decision.

Ngā tikanga whakatau
Decision-making process

8.   The matter requiring decision in this report was considered by officers against the requirements of section 17 of the Civil Defence Emergency Management Act 2002, and the decision making requirements of Part 6 of the Local Government Act 2002

Te hiranga
Significance

9.   Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of these matters, taking into account Greater Wellington Regional Council's *Significance and Engagement Policy* and *Decision-making Guidelines*. Officers recommend that this matter is of low significance, due to its administrative nature.

Te whakatūtakitaki
Engagement

10.   Given the low significance of the matter for decision, no related engagement was required.

Ngā tūāoma e whai ake nei
Next steps

11.   No further action is required.

Ngā āpitihanga
Attachment

Number	Title
1	Wellington Region Emergency Management Office draft Annual Plan 2020/21

Ngā kaiwaitohu
Signatories

Writer	Ainslie Ryder – Advisor, Business and Capability Development
Approvers	Jess Hare – Manager, Business and Capability Development
	Jeremy Holmes – Regional Manager

He whakarāpopoto i ngā huritaonga **Summary of considerations**
Fit with Council's roles or Committee's terms of reference The Joint Committee reviews the work programme identified in the Annual Business Plan 2020/21, which is informed by the Wellington Region CDEM Group Plan (2019-2024). The Joint Committee is responsible for implementing and monitoring the Group Plan.
Implications for Māori There are no direct implications for Māori in the Annual Business Plan, but any implications arising will be reported on in quarterly reporting.
Contribution to Annual Plan / Long term Plan / Other key strategies and policies WREMO's draft Annual Plan for 2020/21 outlines the work programme and additional areas of work identified by the WREMO leadership team against the strategic outcomes identified in the CDEM Group Plan (2019-2024).
Internal consultation The Coordinating Executive Group (CEG) and the CEG Subcommittee have approved the Annual Business Plan 2020/21 and recommend that the Joint Committee approve it.
Risks and impacts: legal / health and safety etc. There are no known risks.

Attachment 1 to Report 20.470

Wellington Region Emergency Management Office

Annual Plan
1 July 2020 – 30 June 2021

Attachment 1 to Report 20.470

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Wellington Region Emergency Management Office (WREMO)
Annual Plan

1 July 2020 | Version 1.0

Authority
This Annual Plan has been developed by the Wellington Region Emergency Management Office, approved by the CEG, and is effective from 1 July 2020.

The document should be read in conjunction with the Wellington Region CDEM Group Plan.

Contents

Attachment 1 to Report 20.470

Foreword

The past year was a very busy period for Civil Defence Emergency Management (CDEM). Shaped by a number of significant events around the country in the first half of the financial year, including droughts, flooding and a volcanic eruption, the whole country then found itself facing a global pandemic in the second half of the year – a one in a 100 year event that continues to have devastating impacts around the world.

While New Zealand was very successful, relatively speaking, in limiting the impacts of COVID-19 in its first wave, the continued impacts of COVID-19 around the world show that the threat for New Zealand has not subsided. Indeed, we need to remain vigilant to detect COVID-19 effectively at our borders, reduce the risk of COVID-19 making its way into the wider population, and be ready to respond to any resurgence that should occur going forward.

While it may appear that the country is now starting to slowly return to business as usual, the reality is that we are actually in a 'new normal', with COVID-19 and its impacts likely to remain for some time. Not only do we need to continue working to recover from the impacts of COVID-19 that have been felt to date, but we also need to remain postured to respond quickly to any future outbreaks when they occur.

To reduce the ongoing impacts of COVID-19, efforts are now being made to improve our national contract tracing capability and reduce the size of areas to be placed at higher alert levels in the event of outbreaks. However, we also know that any future outbreaks will hamper our ability to recover given the health, social and economic impacts that have been felt to date. This means that the timeframe for our recovery, realistically, is likely to be much longer than if we had experienced one wave of COVID-19 alone.

Therefore, while our work on COVID-19 will continue for the coming year, we will also continue working on the other hazards that may impact our region. As we saw with the large sea swell event that struck Wellington's South Coast in April and the earthquake that struck the lower North Island in May, we need to be able to respond to other hazards whilst managing the ongoing effects of COVID-19. This will provide an added level of complexity to any response that is required.

This being the case, for the coming financial year, we have adopted a far more flexible approach to business planning than we have done previously. Not only have we had to clearly prioritise our work, with COVID-19 becoming the organizational priority, but we have also had to accept that there is a strong possibility that we may not be able to do all that has been identified in this year's plan. While we will certainly make every effort to complete the tasks identified in this plan, we will also be making

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Attachment 1 to Report 20.470
Foreword

a concerted effort to look after our staff so they can respond effectively to any future outbreaks of COVID-19 and any other hazard that may affect our region. This is so that we can continue to provide essential support to our communities when they need it most.

Through this approach we will ensure that our focus remains on what is most important:

He aha te mea nui o te ao?
What is the most important thing in the world?
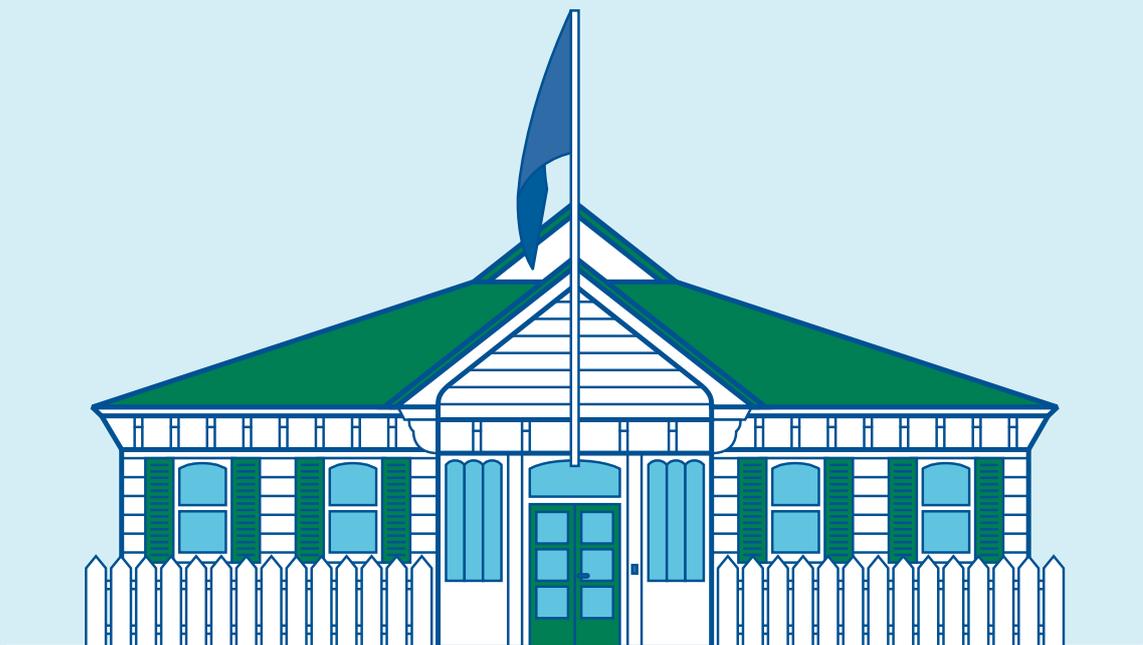He tangata, he tangata, he tangata
It is the people, it is the people, it is the people

Jeremy Holmes
Regional Manager
Wellington Region Emergency Management Office (WREMO)

03

Attachment 1 to Report 20.470

Introduction

05

Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

About the Wellington Region Emergency Management Office

The Wellington Region Emergency Management Office (WREMO) was established in 2012 when Wellington's regional and local authorities amalgamated their Civil Defence Emergency Management (CDEM) departments to form a regional office to achieve more coordinated CDEM service delivery.

In 2018, after a review of its first five years, the role of WREMO was clarified as follows:

- To lead and coordinate the effective delivery of CDEM across the 4Rs of comprehensive emergency management (reduction, readiness, response and recovery) for the Wellington Region:

- To integrate national and local CDEM planning and activity through the alignment of local planning with the national strategy and national planning; and

- To coordinate planning, programmes and activities relating to CDEM across the 4Rs and encourage cooperation and joint action.

WREMO's role is to lead the development and delivery of effective emergency management for the region by working collaboratively with local authorities and partners across the 4Rs.

This will be achieved by:

- **Coordinating –** Leading through alignment and establishing common ground for agreement.

- **Collaborating–** Creating win-win relationships, products and services and working together across the 4Rs.

- **Promoting –** Increasing awareness, generating interest and encouraging joint action within the emergency management sector.

The Annual Plan

The Wellington Region Emergency Management Office (WREMO) Annual Plan (this document) sets out the key outputs, measures and associated budget for WREMO for the 2020/2021 financial year.

This Plan is aligned with the content of the latest 2019-2024 Wellington CDEM Group Plan, as well as all guidance produced by the National Emergency Management Agency (NEMA).

This document has been written from an organisational point of view, acknowledging that all WREMO staff work together to achieve the outputs identified in this Plan. It outlines the following:

- How WREMO's work contributes to the efforts of the wider CDEM Group

- How work will be prioritised should an emergency event occur that requires a coordinated response from the CDEM Group

- Which WREMO team leads the delivery of each output or Key Performance Indicator (KPI).

A breakdown of the WREMO team structure is provided in *Appendix 1: WREMO structure*.

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Core values

The following set of core values provide the motivation, focus and standards required for all WREMO staff to contribute to the achievement of the Wellington Region CDEM Group vision and goals.

Teamwork

- We share our knowledge and skills
- We work together to achieve collective improvement
- We welcome and respect different ideas and perspectives
- We engage regularly with stakeholders
- We are accountable to each other for our actions
- We display a passion which drives our determination to succeed
- We understand that our programmes and pace of work need to be sustainable
- Where possible and appropriate, we look for fun in what we do

Professionalism

- We set challenging goals, plan, and then strive to achieve them
- We lead through innovation
- We possess the agility to change and adapt
- We produce outcomes that meet the needs of our communities
- We take pride in promoting our role in a positive way
- We demonstrate leadership in our sector

Integrity

- We have the courage to do the right thing
- We ensure our actions pass the "mirror test"
- We earn the respect of colleagues and key stakeholders
- We act with honesty and transparency

Community

- We understand that our primary focus is people
- We have a sense of community which underpins our actions and motivations
- We display pride and a sense of affinity for our region
- We promote a sense of belonging
- We achieve synergy that comes with partnership

07

Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

The impact of COVID-19

COVID-19 significantly impacted WREMO's work programme for the 2019/20 financial year, resulting in the deferral of a number of KPIs. As a result, a more agile approach to WREMO's work programme has been adopted for the current Annual Plan. There are two key changes:

Clear identification of KPI priority level

Each KPI in this Annual Plan is assigned one of four priority levels:

- ▉ Organisational Priority - *top priority across all WREMO teams*
- ▉ High Priority
- ▉ Medium Priority
- ▉ Low Priority

Assigning priority levels ensures that we take a measured and agreed approach to decisions around reducing delivery of KPIs in the event of a resurgence of COVID-19.

If a COVID-19 resurgence occurs, it is intended that KPIs will be deferred in order of priority (lowest to highest) as required to prioritise the response.

Note: *Appendix 2 provides a full list of KPIs in order of priority.*

Bringing COVID-19 resurgence and recovery planning to the forefront

Two KPIs have been identified as organisational priorities in this Annual Plan:

- Work with local, regional and national partners on COVID-19 resurgence capability to ensure that appropriate plans, people, equipment and infrastructure are in place to respond to a resurgence of COVID-19.

- Work with local, regional and national partners on COVID-19 recovery to ensure alignment between councils, agencies and social services.

By bringing resurgence planning and recovery to the forefront of our planned work priorities, we expect to carry out an effective response to COVID-19, resulting in improved outcomes for communities in the Wellington Region.

Planned work in COVID-19 readiness and response

The Wellington CDEM Group COVID-19 Resurgence Plan came into effect in September 2020 to ensure a coordinated response to a resurgence of COVID-19 within the Wellington Region. Whilst the structures and processes set up in the first response created an effective response overall, the after-action review process identified opportunities to improve the region's response to COVID-19.

Many of the KPIs in this Annual Plan are set to make these identified improvements, including the development and implementation of a needs assessment system, work to strengthen relationships with partner agencies, and improvements to technical systems for response. These KPIs are generally listed as high priority, and will serve to strengthen the CDEM Group's response to all emergency events going forward.
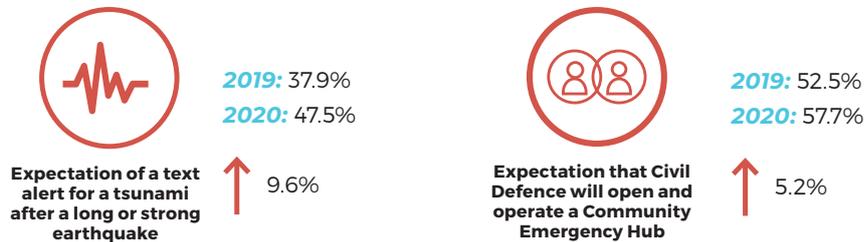
08

COVID-19 and community preparedness

The arrival of COVID-19 in New Zealand has had a profound effect on our community's level of emergency preparedness. In June 2020. WREMO's second annual Community Survey was conducted when New Zealand had moved to Alert Level 1 after the first wave of COVID-19 cases and the introduction of the Alert Level system.

2019: 31.2%
2020: 35.0%

↑ 3.8%

Emergency supply storage

2019: 36.3%
2020: 47.5%

↑ 11.2%

Business continuity plan

2019: 50.1%
2020: 55.0%

↑ 4.9%

Household emergency plan

In comparison with 2019, the 2020 survey showed an increase in the number of respondents who reported having emergency supplies stored at home (including food, water and medication), having a business continuity plan at work and a household emergency plan. This is likely attributable in part to the impact of COVID-19 on people's preparedness behaviours and awareness.

2019: 37.9%
2020: 47.5%

↑ 9.6%

Expectation of a text alert for a tsunami after a long or strong earthquake

2019: 52.5%
2020: 57.7%

↑ 5.2%

Expectation that Civil Defence will open and operate a Community Emergency Hub

The 2020 survey also showed a surge in expectation of official support and information in an emergency. While this shows a promising level of confidence in the relevant agencies, it also causes concern for situations where community members may need to take immediate and decisive protective action, such as self-evacuating from coastal areas following a long or strong earthquake.

The change is likely a consequence of the strong and coordinated government response to COVID-19. Further work is needed to reiterate the importance of a community-led response to a sudden onset emergency event.

Planned work in community resilience and recovery

Given the results above, a key focus for the coming years will be on reshaping the community expectation of immediate and comprehensive support following a sudden onset event like an earthquake. As the country enters its tenth month of living with COVID-19, the Community Resilience team is adapting its engagement tools to meet the requirements of this unique situation, as well as the expectations of our communities. Future work in this area involves exploring online platforms for engagement, strengthening relationships with priority communities and continuing to promote the 'Long or Strong, get Gone' message.

In Recovery, the team will continue to support the Local Recovery Managers to address the impacts of COVID-19. Work will include the provision of regional recovery indicators to provide a snapshot of how the region is tracking over time as COVID-19 progresses.

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Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

Strategic direction

Attachment 1 to Report 20.470

Vision and goal

The vision of the Wellington Region CDEM Group is:

VISION

A resilient[1] community: ready, capable and connected

GOAL

The goal of this Plan is for all individuals and households, businesses and organisations, communities, cities and districts in the region to be **ready, capable and connected** in accordance with the following definitions:

Ready	Capable	Connected
Being well informed of risks and pro-actively taking steps to prevent or mitigate their impacts, enabling us to be **ready** to respond to and recover quickly and effectively from emergencies.	Working together to develop the capability and interoperability to ensure we are **capable** of responding effectively to emergencies and recovering quickly afterwards.	Working with communities to increase **connected**ness, enabling communities to support each other before, during and after emergencies.

This will be achieved through the delivery of WREMO outputs to achieve strategic outcomes in the community. Strategic outcomes are outcomes that are expected to take longer than five years to achieve. To help focus the delivery of the outputs, contributing outcomes have been identified that are expected to be achieved in the next five years.

WREMO staff → DELIVER → Outputs → DELIVER → Contributing outcomes <5 years → DELIVER → Strategic outcomes >5 years

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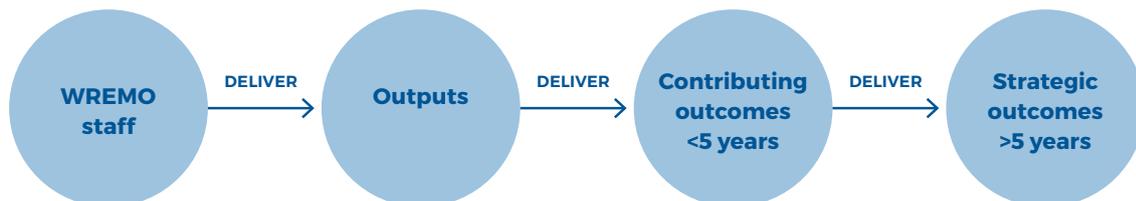
1   Resilience is defined as the ability to adapt well to change, overcome adversity and recover quickly after an event.

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Strategic outcomes

The following section identifies the strategic outcomes for the Wellington CDEM Group across the 4Rs. Each of WREMO's Key Performance Indicators contributes to one of these strategic outcomes, which will be outlined in a subsequent section of this Plan.

Reduction

Ready

- Increased understanding and management of regional risks (including hazards, vulnerability and ways to prevent and mitigate).

Capable

- Increased identification of risks and steps taken to eliminate or reduce them

- Increased investment in buildings taking into account long-term stressors and changes, so they are able to withstand hazards and are safe to occupy post-event according to their level of importance

- Increased investment in infrastructure taking into account long-term stressors and changes, to strengthen and retain functionality post-event, or have viable emergency plans including viable alternate infrastructure.

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Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

Readiness

Capable

- Increased number of household, business and community emergency plans that are understood and practised on a regular basis

- Integrated and comprehensive official response plans at the local and regional level that are understood and practised on a regular basis

- Integrated and comprehensive strategic recovery plans at both the local and regional level that are understood and practised on a regular basis

- Integrated and comprehensive Capability Development Strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.

Connected

- Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises

- Increased knowledge of the role of Marae and other community facilities in helping support emergency response and recovery.

Response

Capable

- Prompt activation of local Emergency Operations Centres (EOCs) and regional Emergency Coordination Centre (ECC) to effectively manage and coordinate response efforts by response agencies to assist communities

- Prompt restoration of lifeline utility infrastructure services to emergency levels of service.

Connected

- Communities self-organise and take appropriate actions, such as evacuating and/or activating their Community Emergency Hubs

- Formal assistance is readily available and accessible to impacted communities.

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Recovery

Ready

• Investment in long-term resilience programmes that benefit future recovery outcomes is adopted by Group, private and community sector partners.

Capable

• Recovery Managers, teams and strategic partners have the capacity and capability to effectively meet the needs of communities throughout a recovery

• Integrated and comprehensive strategic recovery planning at both the local and regional level is embedded and practised on a regular basis

• Central government and the Group effectively and cooperatively manage recovery.

Connected

• Effective implementation of Group recovery plans to ensure recovery efforts are coordinated and meet the needs of communities.

Attachment 1 to Report 20.470

High-level metrics

The following high-level metrics are tracked over time to measure WREMO's level of performance. More detailed Key Performance Indicators (KPIs) for each of WREMO's outputs are included across each of the 4Rs later in this Plan.

	Baseline	2018/19	2019/20	2020/21 Target
Measure One: Households have sufficient provisions (7 days) stored in case of an emergency. *Measure: Annual Survey*	10% (7 Days)	23.4%	31.2%	*35%*
Measure Two: People know the first names of five neighbours in their street. *Measure: Annual Survey*	57% (2016)	25%	25.8%	*26%*
Measure Three: EOCs/ECC are fit for purpose. Response and recovery systems are able to be activated within one hour of any incident or notification of a likely threat. *Measure: Annual activation test for each EOC*	100%	100%	100%	*100%*
Measure Four: Community Response Plans are developed covering the communities of each territorial authority. *Measure: Percentage of published Community Response Plans*	10%	75%	90%	*100%*

The Annual Survey is conducted in June to report on the preceding financial year. The survey was first implemented in the 2018/19 financial year and will be conducted annually for the duration of the Group Plan term (2019-2024).

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Monitoring and evaluation

Progress towards WREMO's outputs and the associated KPIs will be monitored in number of ways:

• Quarterly reporting to the CEG Sub Committee on progress against the outputs and KPIs.

• Regular reporting to the CEG on progress against the strategic outcomes through the Group Project Portfolio Management Office (PPMO) as part of the wider CDEM Group.

• Annual survey of 2000 people in the Wellington Region to determine preparedness levels over time.

• External monitoring and evaluation by the National Emergency Management Agency (NEMA)

Governance

WREMO is funded by the nine councils across the Wellington Region. Oversight and approval of WREMO's annual work programme is delivered by the chief executives of these nine councils and other emergency management partners. The implementation of WREMO's work programme and day-to-day engagement is delivered through the CEG Sub Committee.

Budget 2020/2021

**Operating expenditure
$3.81m**

**Total budget
$3.81m**

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Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021
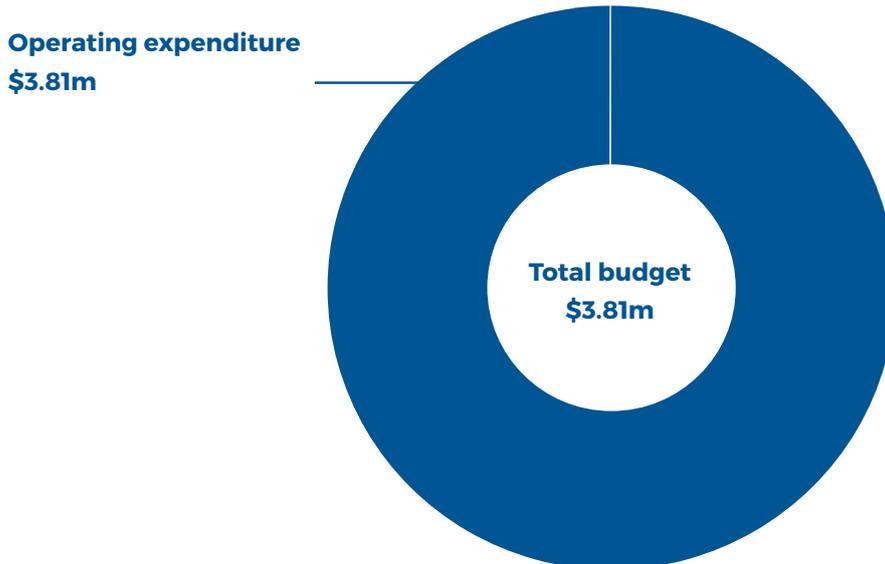
The budget for the 2020/2021 year is as follows:

WREMO Budget 2020/2021	$(000)
Total budget	**3,810.32**
Sources of operational funding	
Rates & levies	3,810.32
Total operating funding	**3,810.32**
Operating expenditure	
Personnel costs	3,063.73
Materials and supplies	476.59
Travel and transport	80.00
Contractor and consultants	80.00
Corporate charges	110.00
Total operating expenditure	**3,810.32**

Net funding surplus/(deficit)	–

Council contributions	% contribution	$(000)
Greater Wellington Regional Council	32.7%	1,246.74
Wellington City Council	27.3%	1,038.65
Hutt City Council	14%	534.34
Porirua City Council	7.4%	281.30
Kāpiti Coast District Council	7%	267.09
Upper Hutt City Council	5.7%	218.55
Masterton District Council	3.3%	127.02
South Wairarapa District Council	1.3%	51.83
Carterton District Council	1.2%	44.80
Total		**3810.32**

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How to interpret the Annual Plan

The following tables in this plan show how the WREMO Annual Plan directly aligns with the Wellington Region CDEM Group Plan and how each of WREMO's teams contribute to the achievement of the long-term outcomes identified in the Group Plan.

Identifies the Group Plan Goal (Ready, Capable, Connected)

Strategic outcome

- The long term (more than 5 years) strategic outcome the Group wants to achieve.

Contributing outcomes	Outputs
The short to medium term (between 1 and 5 years) contributing outcome the Group wants to achieve. The contributing outcome directly influences the achievement of the strategic outcome.	Outputs to be developed against the contributing outcome. *KPIs:* KPI that measures whether the output has been developed to the required standard KPI that measures whether the outputs has been developed to the required standard

HIGH

MEDIUM

Identifies the WREMO team responsible for KPI delivery:

Community Resilience and Recovery

Business and Capability Development

Operational Readiness and Response

Identifies the priority level of the KPI:

Organisational priority
High priority
Medium priority
Low priority

The outputs directly influence the contributing and strategic outcomes, and assist the Group to achieve these outcomes over time.

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Reduction

Reduction involves identifying and analysing risks to life and property from hazards, taking steps to eliminate those risks if practicable and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an acceptable level.

Principles for Reduction

WREMO will utilise the following reduction principles outlined in the Group Plan to guide our activities:

- Organisations and agencies recognise that risk reduction is an essential component of CDEM.

- Organisations and agencies will implement risk-based management of both natural and man-made hazards.

- Organisations and agencies will work together to reduce risks and, where possible, integrate other comprehensive risk management practices.

Priority outcomes for Reduction

The following outcomes have been identified as the priority areas of focus for the Group for the next five years:

- Increased identification of risks and steps taken to eliminate or reduce them.

- Increased understanding and management of regional risks (including hazards, vulnerability and ways to mitigate).

- Increased investment in infrastructure taking into account long-term stressors and changes, to strengthen and retain functionality post-event, or have viable emergency plans including viable alternate infrastructure.

- Increased investment in buildings, taking into account long-term stressors and changes, so they are able to withstand hazards and are safe to occupy post-event according to their level of importance.

The following tables identify how WREMO will contribute to the Group achieving these strategic outcomes.

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Strategic outcome

• Increased identification of risks and steps taken to eliminate or reduce them.

Contributing outcomes	Outputs
Consider hazards and risks when choosing to rent, buy, or build a home.	Ensure up-to-date hazard information is readily available to the public and is included in all community resilience programmes.

KPIs:

	Develop a coastal hazards workshop and deliver one pilot workshop on the South Coast of Wellington City.	HIGH
	Update the hazard information in WREMO's community engagement outputs and communication channels to reflect current research and best practice.	MEDIUM

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Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

Strategic outcome

- Increased understanding and management of regional risks (including hazards, vulnerability and ways to prevent and mitigate).

Contributing outcomes	Outputs	
Advocate and support existing development to be more resilient to the impacts of natural hazards.	Implement the Marketing and Communications Strategy to ensure that hazard information is communicated effectively. *KPIs:*	
	Lead the CDEM Group's contribution to Workstream 1 (Awareness) of GWRC's Flood Risk Management Programme.	LOW
	Develop flood risk management content as the pilot for a one-stop-shop website for all hazard information.	LOW
Hazard specific objectives and policy statements are commonly applied across the region.	Lead the Natural Hazards Steering Group to develop a coordinated approach to natural hazard policy and planning across the region. *KPIs:*	
	Chair the Natural Hazards Steering Group.	LOW
	Develop consistent hazard policies and objectives through the Natural Hazards Steering Group.	LOW

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Readiness

Readiness involves developing operational systems and capabilities before an emergency happens, including self-help response and recovery programmes for the general public and specific programmes for emergency services, lifeline utilities, and other agencies.

Principles for Readiness

WREMO will utilise the following readiness principles outlined in the Group Plan to guide our activities:

- The community is an active partner in CDEM. Activities must recognise this and provide for and encourage community involvement.

- Public education messaging is an essential component in preparing the region's communities.

- The ability to build capability and capacity with enhanced community involvement in CDEM.

- CDEM agencies will coordinate and integrate response and recovery planning.

- Plans will be consequence-based to provide for multiple hazards.

Priority outcomes for Readiness

The following outcomes have been identified as the priority areas of focus for the Group for the next five years:

- Integrated and comprehensive Capability Development Strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.

- Integrated and comprehensive official response plans at the local and regional level that are understood and practised on a regular basis.

- Increased number of households, businesses and community emergency plans that are understood and practised on a regular basis.

- Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises.

- Increased knowledge of the role of marae and other community facilities in helping support emergency response and recovery.

- Integrated and comprehensive strategic recovery plans at both the local and regional level that are understood and practised on a regular basis.

The following tables identify how WREMO will contribute to the Group achieving these strategic outcomes.

Attachment 1 to Report 20.470

Strategic outcome

- Integrated and comprehensive Capability Development Strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.

Contributing outcomes	Outputs	
Organisations are able to support a significant emergency response over a sustained period, while also fulfilling other relevant legislative requirements.	Ensure that the ECC and EOCs across the Wellington Region are functional and have the capability to respond effectively in an emergency. *KPI:*	
	Work with local, regional and national partners on COVID-19 resurgence capability to ensure that appropriate plans, people, equipment and infrastructure are in place to respond to a resurgence of COVID-19.	**ORGANISATIONAL PRIORITY**
A collective and integrated approach to the development of skilled people is rolled out across the region.	Implement the Group Training and Exercises Plan in accordance with the Capability Development (Skilled People) Strategy. *KPI:*	
	Develop and deliver Capability Development initiatives for the Wellington Region CDEM Group teams in accordance with the training schedule, to enable councils to achieve competency targets for EOC/ECC staff.	**HIGH**
	Implement the Marketing and Communications Strategy to support both WREMO and Group readiness activities. *KPI:*	
	Develop a CDEM Group Marketing and Communications Plan for implementation from 1 January 2021.	**LOW**

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Strategic outcome

• Integrated and comprehensive Capability Development Strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.

Contributing outcomes	Outputs
Organisations have the required levels of capability to respond effectively and efficiently.	Improve remote management of EOC/ECC computers by utilising the Active Directory System.

KPIs:

Develop and test technical requirements for implementation and transition to an Active Directory System. **HIGH**

Connect all ECC and EOC computers to WREMO's Active Directory. **HIGH**

Provide ICT support to WREMO business functions, staff, ECC and EOCs as required.

KPIs:

Complete help desk tickets in accordance with the SLA and ensure that equipment upgrades and maintenance are completed as per schedule. **HIGH**

Upgrade the Wi-Fi network across the ECC and EOCs to improve ICT remote access and configuration. **HIGH**

Maintain communication channels to inform the community about actions they can take in readiness and response.

KPI:

Transfer the WREMO websites to a new hosting platform. **HIGH**

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Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

Attachment 1 to Report 20.470

Strategic outcome

- Integrated and comprehensive Capability Development Strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.

Contributing outcomes	Outputs	
Teams identified in the Capability Development (Skilled People) Strategy are able to progress and grow their respective levels of capability. People strive to progress along the developmental pathways and are also recognised for their contribution.	Implement the Group Training and Exercises Plan in accordance with the Capability Development (Skilled People) Strategy. *KPIs:*	
	Develop and deliver Welfare and Operations Coordinated Incident Management System (CIMS) function courses in collaboration with NEMA where available.	MEDIUM
	Support NEMA's development and delivery of the Controller foundation course.	MEDIUM
	Administer the Wellington Region CDEM training fund for volunteers.	MEDIUM
Organisations are able to support a significant emergency response over a sustained period, while also fulfilling other relevant legislative requirements.	Improve the coordination, integration and interoperability of Wellington CDEM Group stakeholders *KPI:*	
	Coordinate Wellington Region Response Teams to provide consistent training, deployment processes and legislative compliance.	MEDIUM

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Strategic outcome

• Integrated and comprehensive Capability Development Strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.

Contributing outcomes	Outputs
Consistent delivery at a national, regional and local level is achieved, ongoing improvement in the region's levels of capability and capacity is confirmed, and ongoing strategic direction and initiatives are informed by credible monitoring and evaluation processes.	Develop and maintain the Group and WREMO's strategic documents and fulfil governance requirements. *KPIs:* Provide quarterly reports to the CEG Sub Committee, reporting on progress against the WREMO Annual Plan (2020–2021) activities. — **HIGH** Develop the WREMO Annual Plan (2021–22). — **HIGH** Perform secretariat duties for CDEM governance groups, including the Coordinating Executive Group, Sub-Committee and Regional Leadership Group (RLG). — **HIGH** Implement the Group Training and Exercises Plan in accordance with the Capability Development (Skilled People) Strategy. *KPIs:* Manage the Group's Learning Management System (takatū) and incorporate national-level enhancements to the system as required. — **MEDIUM** Support national level capability development advisory groups, programmes and initiatives. — **LOW**

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Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

Strategic outcome

- Integrated and comprehensive Capability Development Strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.

Contributing outcomes	Outputs	
A timely and effective response to an emergency, enhanced by previously established relationships, skills, experience and understanding, is delivered by the Wellington CDEM Group.	Coordinate a consistent approach to welfare service delivery across the region. *KPI:*	
	Develop and implement a regional Welfare Needs Assessment Framework for use in any emergency, regardless of type or scale.	HIGH
	Develop and test a regional Emergency Assistance Centre (EAC) framework.	MEDIUM
	Ensure that the ECC and EOCs across the Wellington Region are functional and have the capability to respond effectively in an emergency. *KPI:*	
	Refine the Group's Information Management Systems, processes and procedures (including Emi).	MEDIUM
	Investigate a robust notification process for alerting WREMO staff in response, with consideration of its viability for use as a region wide notification system.	MEDIUM

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Strategic outcome

- Integrated and comprehensive Capability Development Strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.

Contributing outcomes	Outputs	
Consistent delivery at a national, regional and local level is achieved, ongoing improvement in the region's levels of capability and capacity is confirmed, and ongoing strategic direction and initiatives are informed by credible monitoring and evaluation processes.	Ensure that the CDEM Group fulfils the requirements of the national Capability Assessment. *KPI:*	
	Explore the feasibility of completing a national Capability Assessment process for the region.	LOW
	Establish the Project Portfolio Management Office (PPMO). *KPI:*	
	Develop Terms of Reference for the PPMO.	LOW
	Develop reporting systems, tools and processes for the PPMO.	LOW

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Attachment 1 to Report 20.470

Strategic outcome

- Integrated and comprehensive official response plans at the local and regional level that are understood and practised on a regular basis.

Contributing outcomes	Outputs
Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).	Improve the coordination, integration and interoperability of Wellington CDEM Group stakeholders.

KPIs:

Hold 20 Emergency Services Coordination Committee (ESCC) meetings (4 in each of the designated areas).	HIGH
Hold 4 Regional Inter-Agency Planning Committee (RIAPC) meetings.	HIGH
Chair 4 Wellington Region Welfare Coordination Group (WCG) meetings to enhance individual and collective agency capability and planning.	HIGH

Lead the CDEM Group's contribution to the GWRC Flood Risk Management Programme.

KPIs:

Coordinate the CDEM Group's contribution to the GWRC Flood Risk Management Programme to ensure the Group meets its requirements across the three worsktreams: awareness, warning and response.	HIGH
Lead the CDEM Group's contribution to Workstream 2 (Warning) of GWRC's Flood Risk Management Programme.	HIGH
Lead the CDEM Group's contribution to Workstream 3 (Response) of GWRC's Flood Risk Management Programme.	HIGH

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Strategic outcome

- Integrated and comprehensive official response plans at the local and regional level that are understood and practised on a regular basis.

Contributing outcomes	Outputs	
Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).	Coordinate a consistent approach to welfare service delivery across the region. *KPI:* Finalise the CDEM Group Welfare Plan for implementation no later than 30 June 2021.	**HIGH**
	Facilitate emergency management stakeholder engagement opportunities to share information, strengthen relationships and develop capability. *KPIs:* Organise direct engagement opportunities with technical experts like GNS & MetService, emergency services, lifelines, welfare agencies and organisations and NEMA.	**MEDIUM**
	Develop and maintain regional and local Welfare networks to ensure Welfare readiness and response initiatives are coordinated and responsive to community needs.	**MEDIUM**
	Develop and maintain regional and local PIM networks to ensure readiness and response initiatives are coordinated and responsive to community needs.	**MEDIUM**

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Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

Attachment 1 to Report 20.470

Strategic outcome

• Integrated and comprehensive official response plans at the local and regional level that are understood and practised on a regular basis.

Contributing outcomes	Outputs	
Identify vulnerabilities in infrastructure and have robust and tested emergency plans that align with those of key stakeholders and community plans.	Manage the WREMO Duty Officer systems and processes. *KPI:*	
	Hold 4 Duty Officer meetings to review and refine Duty Officer processes and ensure the system is fit for purpose.	**HIGH**
	Maintain communication channels to inform the community about readiness and response actions. *KPI:*	
	Coordinate implementation of swell warnings across the region.	**HIGH**
	Ensure that the ECC and EOCs across the Wellington Region are functional and have the capability to respond effectively in an emergency. *KPIs:*	
	Complete monthly operational equipment and documentation checks and resolve issues as required.	**HIGH**
	Complete monthly operational ICT and technical equipment checks across the region's ECC and EOCs and resolve issues as required.	**HIGH**
	Test the ECC and EOC activation notification process every three months.	**MEDIUM**
	Complete an annual audit of all ECC and EOC operational documentation and resources to ensure they are accurate.	**MEDIUM**

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Strategic outcome

• Integrated and comprehensive official response plans at the local and regional level that are understood and practised on a regular basis.

Contributing outcomes	Outputs	
Identify vulnerabilities in infrastructure and have robust and tested emergency plans that align with those of key stakeholders and community plans.	Address operational capability gaps through the development and enhancement of plans and systems. *KPIs:* Develop and amend Wellington CDEM Group operational readiness processes, plans and Standard Operating Procedures to inform the development of the Regional Response Framework.	MEDIUM
	Develop a Regional Response Framework that clearly articulates the operational doctrine for the region.	MEDIUM
Understand the interdependencies between lifeline utility agencies in the region and the impacts they can have on their own organisation's ability to function effectively.	Improve the coordination, integration and interoperability of Wellington CDEM Group stakeholders. *KPI:* Engage with Lifeline Utilities stakeholders to share information, develop plans and strengthen coordination arrangements.	HIGH
Align expectations between council service requirements and contractor capacity and capability in large scale emergency.	Address operational capability gaps through the development and enhancement of plans and systems *KPIs:* Update the Wellington Region Earthquake Plan (WREP) and local / regional tsunami response plans to ensure accuracy.	MEDIUM
	Develop 6 territorial authority Local Earthquake Response Plans (LERP).	MEDIUM

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Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

Strategic outcome

- Increased number of household, business and community emergency plans that are understood and practised on a regular basis.

Contributing outcomes	Outputs	
Have access to a minimum of seven days of food, water and sanitation supplies stored in the household, and refreshed periodically.	Develop resources and an engagement plan to meet the needs of specific groups within our communities. *KPI:* Implement the CBD engagement plan with the delivery of 5 Earthquake Planning sessions, attend 2 CBD based events and finalise the flyer for inner city residents on emergency toilets.	MEDIUM
	Engage with various community groups through the delivery of classes, workshops and other face-to-face interactions. *KPIs:* Hold 53 Earthquake Planning sessions across the region for members of the community.	MEDIUM
	Attend 7 public events across the region to provide preparedness information and advice to the public.	LOW

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Strategic outcome

• Increased number of household, business and community emergency plans that are understood and practised on a regular basis.

Contributing outcomes	Outputs
Understand the hazards and risks near their place of employment and have planned actions to take in the event of an emergency.	Establish and maintain communication channels in readiness to keep communities informed about hazards and their impacts.

KPI:

	Output	Priority
	Ensure WREMO and Get Prepared website content is up-to-date and accurate.	HIGH
	Review the function of the WREMO and Get Prepared websites and make structural and content changes as required.	MEDIUM
	Carry out a targeted media campaign based on areas of improvement identified in the annual Community Survey.	MEDIUM
	Support the development and promotion of the Alphero tsunami app.	LOW

Engage with various community groups through the delivery of classes, workshops and other face-to-face interactions.

KPI:

	Output	Priority
	Encourage councils to roll out the Blue Lines, and assist with the implementation process and community engagement.	LOW

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Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

Strategic outcome

- Increased number of household, business and community emergency plans that are understood and practised on a regular basis.

Contributing outcomes	Outputs	
Develop and practice emergency plans, including planning for animals (e.g. where members of the household would meet if an event happens during work or school hours).	Implement the Marketing and Communications Strategy to support both WREMO and Group readiness activities. *KPI:* Develop and implement radio advertisements that support community resilience campaigns and general preparedness.	HIGH
	Develop resources and an engagement plan to meet the needs of specific groups within our communities. *KPIs:* Develop and pilot an engagement plan for youth and young people, including a youth-led multimedia campaign.	MEDIUM
	Implement an engagement plan for people with disabilities, including the delivery of a pilot train-the-trainer workshop with service providers.	MEDIUM
	Engage with various community groups through the delivery of classes, workshops and other interactions. *KPI:* Deliver 3 Early Learning Service Workshops across the region.	MEDIUM
	Support national level readiness initiatives. *KPI:* Support national preparedness initiatives like ShakeOut and Tsunami Hīkoi through public messaging and event attendance.	MEDIUM

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Strategic outcome

• Increased number of household, business and community emergency plans that are understood and practised on a regular basis.

Contributing outcomes	Outputs	
Enable and improve social connectedness.	Engage with various community groups through the delivery of classes, workshops and other face-to-face interactions. **KPI:** Distribute 4 quarterly email newsletters to the WREMO mailing list.	MEDIUM
Develop robust Business Continuity Plans (BCP) that are understood and practised across the organisation.	Develop resources and an engagement plan to meet the needs of specific groups within our communities. **KPI:** Deliver 2 Business Continuity Planning (BCP) workshops for marae.	MEDIUM
Emergency preparedness items, such as 'Grab'n'Go' bags, emergency water tanks and emergency toilets are available for use in relevant places (work/ school, car, at home).	Investigate and implement a partnership arrangement for the provision of an emergency toilet for purchase in our communities. **KPI:** Investigate an emergency toilet product and commence a formal partnership process with the preferred supplier.	MEDIUM

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Strategic outcome

- Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises.

Contributing outcomes	Outputs
Are aware of and contribute to local Community Response Planning.	Conduct Community Response Planning to raise the awareness of Hubs and participation in Hub exercises. **KPIs:** Audit 127 hubs across the region to ensure an understanding of their role and ability to function effectively in an emergency. **HIGH** Complete 7 Community Response Planning workshops. **MEDIUM** Engage with various community groups through the delivery of classes, workshops and other interactions. **KPIs:** Deliver 14 Community Emergency Hub Awareness activities. **MEDIUM**
Know where their Community Emergency Hubs are located and participate in Hub exercises.	Conduct Community Response Planning to raise the awareness of Hubs and participation in Hub exercises. **KPIs:** Complete 12 Earthquake Drills. **LOW** Review and develop preparedness information in a variety of formats that is accessible to our communities. **KPIs:** Review and update the Community Emergency Hub Guide template as required. **LOW**

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Response

Response involves actions taken immediately before, during or directly after an emergency, to save lives and property, and to help communities recover.

Principles for Response

WREMO will utilise the following response principles outlined in the Group Plan to guide our activities:

- Emergency management response activities can, and often will, be undertaken without a state of emergency being declared.

- All CDEM Group agencies are expected to be able to function and meet their responsibilities at all times to ensure an effective response.

- The level of response will escalate as required to manage the emergency.

- The local Emergency Operation Centres (EOCs) and regional Emergency Coordination Centre (ECC) will manage and coordinate resources and support. These will operate according to their Standard Operating Procedures (SOPs) and are able to be established, as appropriate, for each emergency.

- EOCs will seek ways to support and integrate the community response.

Priority outcomes for Response

The following outcomes have been identified as the priority areas of focus for WREMO and the Group for the next five years:

- Prompt activation of local Emergency Operations Centres (EOCs) and regional Emergency Coordination Centre (ECC) to effectively manage and coordinate response efforts by response agencies to assist communities.

- Prompt restoration of lifeline utility infrastructure services to emergency levels of service.

- Communities self-organise and take appropriate actions, such as evacuating and/or activating their Community Emergency Hubs.

- Formal assistance is readily available and accessible to impacted communities.

The following tables identify how WREMO will contribute to the Group achieving these strategic outcomes.

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Strategic outcome

- Prompt activation of local Emergency Operations Centres (EOCs) and regional Emergency Coordination Centre (ECC) to effectively manage and coordinate response efforts by response agencies to assist communities.

Contributing outcomes	Outputs	
Quickly establish EOCs and an ECC to coordinate response efforts effectively within and across councils, and with partner agencies and communities.	Ensure Network Attached Storage is available across the region and easily accessible to EOC and ECC staff. *KPIs:*	
	Install Network Attached Storage across the region with data syncing to WREMO SharePoint.	HIGH
	Develop documentation for Network Attached Storage to assist users with connection and trouble shooting.	HIGH
	Provide support and advice to the ECC and EOCs during a response. *KPIs:*	
	Provide media coordination, management and support to the Regional Manager and the ECC in an emergency.	HIGH
	Provide ICT advice to the EOCs/ECC using WREMO supported hardware and networks in an emergency.	HIGH
	Provide Response Managers to EOCs and the ECC during an activation.	HIGH
	Manage staff rostering, health and wellbeing in an emergency.	HIGH

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Strategic outcome

- Prompt activation of local Emergency Operations Centres (EOCs) and regional Emergency Coordination Centre (ECC) to effectively manage and coordinate response efforts by response agencies to assist communities.

Contributing outcomes	Outputs	
Quickly establish EOCs and an ECC to coordinate response efforts effectively within and across councils, and with partner agencies and communities.	Make just-in-time training available to staff to provide surge capacity for utilisation in a response.	
	KPI:	
	Deliver just-in-time training to staff as required.	HIGH
	Capture and implement solutions for lessons identified in a response.	
	KPIs:	
	Facilitate an after action review process following an EOC/ECC activation or as required.	HIGH
	Carry out a corrective actions process to implement relevant actions to address lessons identified in response.	HIGH
Receive Emergency Management alerts in a timely fashion and know what actions to take after receiving alert.	Send Emergency Mobile Alerts to keep inform people about protective actions they need to take in response.	
	KPI:	
	Strengthen the Group's Emergency Mobile Alert capability and capacity by expanding the group of trained personnel and developing pre-prepared messages for hazards.	HIGH
	Strengthen the CDEM Group's social media capability and capacity.	
	KPIs:	
	Expand the group of trained social media personnel in response and refine documentation and procedures.	MEDIUM

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Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

Recovery

Recovery involves the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.

Recovery involves minimising the escalation of the consequences of an emergency, rehabilitation of the emotional, social, physical and economic wellbeing of communities, taking opportunities to meet future community needs and reducing future exposure to hazards and risks.

Principles for Recovery

WREMO will utilise the following recovery principles outlined in the Group Plan to guide our activities:

- Acknowledge that post-event recovery planning starts immediately (during the response phase) as key decisions during the response phase are likely to directly influence and shape recovery operations and the ability of the community to recover after an event.

- Seek opportunities to reduce vulnerability to future hazard events, and position society for changing economic, social and climate trends.

- Address and support the social, built, natural, economic and cultural needs and opportunities presented of the community.

- Plan how to transition to 'business as usual', with the acknowledgement that post-event business as usual may have different priorities to pre-event.

- Ensure that decision-making is transparent and supported by research, best practice and community engagement.

- Ensure that communities are able to participate in recovery planning, with extra consideration for the involvement of those with access, language, and functional needs, and those displaced by an emergency.

- Maintain effective coordination and integration of recovery planning, decisions, actions and resources at all levels: local, regional and national.

- Lead locally throughout recovery, with councils acting as the convener for the broad range of partners who have roles in recovery, including iwi, central government, NGOs, businesses and community groups.

- Acknowledge both the opportunities and risks inherent in recovery, and ensure balanced consideration throughout the different phases.

- Create communication channels to enable community input into the recovery process, and ensure that priorities and direction is clearly communicated to stakeholders.

- Provide services and assistance to allow impacted people to safely stay as close as possible to their communities and, if they are displaced, ensure means to connect people with their respective community.

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Priority outcomes for Recovery

The following outcomes have been identified as the priority areas of focus for WREMO and the Group for the next five years:

- Effective implementation of Group recovery plans to ensure recovery efforts are coordinated and meet the needs of communities.

- Integrated and comprehensive strategic recovery planning at both the local and regional level is embedded and practised on a regular basis.

- Recovery Managers, teams and strategic partners have the capacity and capability to effectively meet the needs of communities throughout a recovery.

- Investment in long-term resilience programmes that benefit future recovery outcomes is adopted by Group, private and community sector partners.

- Central government and the Group effectively and cooperatively manage the recovery.

The following tables identify how WREMO will contribute to the Group achieving these strategic outcomes.

Strategic outcome
- Effective implementation of Group recovery plans to ensure recovery efforts are coordinated and meet the needs of communities.

Contributing outcomes	Outputs
Implement the Group Recovery Framework and Local Recovery Plan to ensure recovery efforts are coordinated and aligned.	Lead and coordinate the region's recovery from an emergency. *KPIs:* Work with local, regional and national partners on COVID-19 recovery to ensure alignment between councils, agencies and social services. **ORGANISATIONAL PRIORITY** Develop the region's Strategic Recovery Framework and resources to enhance the region's ability to recover effectively after an event. *KPI:* Distribute 2 recovery newsletters to partners to communicate recovery updates and ideas. **HIGH**

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Strategic outcome

• Integrated and comprehensive strategic recovery planning at both the local and regional level is embedded in and practised on a regular basis.

Contributing outcomes	Outputs	
The Regional Recovery Framework establishes a recovery vision, concept of operations and roles and responsibilities to coordinate recovery efforts.	Develop the region's Strategic Recovery Framework and resources to enhance the region's ability to recover effectively after an event. *KPI:* Develop a recovery planning process and supporting guidance that accounts for impact assessment, leadership and governance, strategy, implementation and monitoring.	HIGH
The Temporary Housing Plan is developed to guide housing programmes during recovery.	Develop the region's Strategic Recovery Framework and resources to enhance the region's ability to recover effectively after an event. *KPI:* Create guidance for temporary housing after an earthquake.	LOW

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Strategic outcome

- Recovery Managers, teams and strategic partners have the capacity and capability to effectively meet the needs of communities throughout a recovery.

Contributing outcomes	Outputs	
A common set of resources are adopted and applied in recovery planning and operation.	Develop a set of indicators to measure the impacts of an emergency and recovery interventions over time. *KPI:* Develop a set of recovery indicators for each of the five environments.	**HIGH**
	Develop a set of resources and tools for Recovery Managers. *KPI:* Establish a resource library for Recovery Managers.	**MEDIUM**
Capability Development Strategy initiatives are implemented for Recovery Managers and other strategic recovery partners that build knowledge, skills and personal attributes required for recovery leadership and management.	Develop a set of resources and tools for Recovery Managers. *KPI:* Deliver a Recovery Round-up to provide a forum to build capability, share information and strengthen relationships.	**LOW**

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Appendix 1: WREMO structure

WREMO team responsibilities:

Community Resilience and Recovery	**Operational Readiness and Response**	**Business and Capability Development**
• Community empowerment • Preparedness enablers • Community networks • Public education • Vulnerable communities • Business continuity planning • Volunteer management • Community based response • Recovery planning and coordination • Social media • Reduction coordination	• EOC and ECC systems and processes • Welfare planning and coordination • Lifelines coordination • Response planning and operations • Response Team coordination • EOC training and exercises	• CDEM marketing • Risk and consequence management • EOC asset management • Information management systems • Strategy, planning and policy • Reporting, monitoring and evaluation • Organisational philosophy • Organisational capability development • Hazard research • Human resources • IT and communications • Project Management Office • Organisational marketing • Finance • Administration • Organisational asset management

The above responsibilities are listed according to the team with the overall portfolio responsibility, recognising that all WREMO staff work together to achieve outputs within these portfolios.

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Appendix 2: Summary of KPIs by priority

Organisational Priority

	KPI	Team	Page
READINESS	Work with local, regional and national partners on COVID-19 resurgence capability to ensure that appropriate plans, people, equipment and infrastructure are in place to respond to a resurgence of COVID-19.		24
RECOVERY	Work with local, regional and national partners on COVID-19 recovery to ensure alignment between councils, agencies and social services.		43

High Priority

	KPI	Team	Page
REDUCTION	Develop a coastal hazards workshop and deliver one pilot workshop on the South Coast of Wellington City.		21
READINESS	Develop and deliver Capability Development initiatives for the Wellington Region CDEM Group teams in accordance with the training schedule, to enable councils to achieve competency targets for EOC/ECC staff.		24
READINESS	Develop and test technical requirements for implementation and transition to an Active Directory System.		25
READINESS	Connect all ECC and EOC computers to WREMO's Active Directory.		25

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High Priority *(continued)*

	KPI	Team	Page
READINESS	Complete help desk tickets in accordance with the SLA and ensure that equipment upgrades and maintenance are completed as per schedule.		**25**
	Upgrade the Wi-Fi network across the ECC and EOCs to improve ICT remote access and configuration.		**25**
	Transfer the WREMO websites to a new hosting platform.		**25**
	Provide quarterly reports to the CEG Sub Committee, reporting on progress against the WREMO Annual Plan (2020–2021) activities.		**27**
	Develop the WREMO Annual Plan (2021–22).		**27**
	Perform secretariat duties for CDEM governance groups, including the Coordinating Executive Group, Sub-Committee and Regional Leadership Group (RLG).		**27**
	Develop and implement a regional Welfare Needs Assessment Framework for use in any emergency, regardless of type or scale.		**28**
	Hold 20 Emergency Services Coordination Committee (ESCC) meetings (4 in each of the designated areas).		**30**
	Hold 4 Regional Inter-Agency Planning Committee (RIAPC) meetings.		**30**
	Chair 4 Wellington Region Welfare Coordination Group meetings to enhance individual and collective agency capability and planning.		**30**

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High Priority *(continued)*

	KPI	Team	Page
READINESS	Coordinate the CDEM Group's contribution to the GWRC Flood Risk Management Programme to ensure the Group meets its requirements across the three worsktreams: awareness, warning and response.		**30**
	Lead the CDEM Group's contribution to Workstream 3 (Response) of GWRC's Flood Risk Management Programme.		**30**
	Lead the CDEM Group's contribution to Workstream 3 (Response) of GWRC's Flood Risk Management Programme.		**30**
	Finalise the CDEM Group Welfare Plan for implementation no later than 30 June 2021.		**31**
	Hold 4 Duty Officer meetings to review and refine Duty Officer processes and ensure the system is fit for purpose.		**32**
	Coordinate implementation of swell warnings across the region.		**32**
	Complete monthly operational equipment and documentation checks and resolve issues as required.		**32**
	Complete monthly operational ICT and technical equipment checks across the region's ECC and EOCs and resolve issues as required.		**32**
	Engage with Lifeline Utilities stakeholders to share information, develop plans and strengthen coordination arrangements.		**33**

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High Priority *(continued)*

	KPI	Team	Page
READINESS	Ensure that WREMO and Get Prepared website content is up-to-date and accurate.		**35**
	Develop and implement radio advertisements that support community resilience campaigns and general preparedness.		**36**
	Audit 127 hubs across the region to ensure an understanding of their role and ability to function effectively in an emergency.		**38**
RESPONSE	Install Network Attached Storage across the region with data syncing to WREMO SharePoint.		**40**
	Develop documentation for Network Attached Storage to assist users with connection and trouble shooting.		**40**
	Provide media coordination, management and support to the Regional Manager and the ECC in an emergency.		**40**
	Provide ICT advice to the EOCs/ECC using WREMO supported hardware and networks in an emergency.		**40**
	Provide Response Managers to EOCs and the ECC during an activation.		**40**
	Manage staff rostering, health and wellbeing in an emergency.		**40**

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High Priority *(continued)*

KPI	Team	Page
RESPONSE		
Deliver just-in-time training to staff as required.		**41**
Facilitate an after action review process following an EOC/ECC activation or as required.		**41**
Carry out a corrective actions process to implement relevant actions to address lessons identified in response.		**41**
Strengthen the Group's Emergency Mobile Alert capability and capacity by expanding the group of trained personnel and developing pre-prepared messages for hazards.		**41**
RECOVERY		
Distribute 2 recovery newsletters to partners to communicate recovery updates and ideas.		**43**
Develop a recovery planning process and supporting guidance that accounts for impact assessment, leadership and governance, strategy, implementation and monitoring.		**44**
Develop a set of recovery indicators for each of the five environments.		**45**

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Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

Medium Priority

	KPI	Team	Page
REDUCTION	Update the hazard information in WREMO's community engagement outputs and communication channels to reflect current research and best practice.		**21**
READINESS	Develop and deliver Welfare and Operations Coordinated Incident Management System (CIMS) function courses in collaboration with NEMA where available.		**26**
	Support NEMA's development and delivery of the Controller foundation course.		**26**
	Administer the Wellington Region CDEM training fund for volunteers.		**26**
	Coordinate Wellington Region Response Teams to provide consistent training, deployment processes and legislative compliance.		**26**
	Manage the Group's Learning Management System (takatū) and incorporate national-level enhancements to the system as required.		**27**
	Develop and test a regional Emergency Assistance Centre (EAC) framework.		**28**
	Refine the Group's Information Management Systems, processes and procedures (including Emi).		**28**
	Investigate a robust notification process for alerting WREMO staff in response, with consideration of its viability for use as a region wide notification system.		**28**

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Medium Priority *(continued)*

KPI	Team	Page
Organise direct engagement opportunities with technical experts like GNS & MetService, emergency services, lifelines, welfare agencies and organisations and NEMA.		**31**
Develop and maintain regional and local Welfare networks to ensure Welfare readiness and response initiatives are coordinated and responsive to community needs.		**31**
Develop and maintain regional and local PIM networks to ensure readiness and response initiatives are coordinated and responsive to community needs.		**31**
Test the ECC and EOC activation notification process every three months.		**32**
Complete an annual audit of all ECC and EOC operational documentation and resources to ensure they are accurate.		**32**
Develop and amend Wellington CDEM Group operational readiness processes, plans and Standard Operating Procedures to inform the development of the Regional Response Framework.		**33**
Develop a Regional Response Framework that clearly articulates the operational doctrine for the region.		**33**
Update the Wellington Region Earthquake Plan (WREP) and local / regional tsunami response plans to ensure accuracy.		**33**
Develop 6 territorial authority Local Earthquake Response Plans.		**33**

READINESS

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Medium Priority *(continued)*

KPI	Team	Page
Implement the CBD engagement plan with the delivery of 5 Earthquake Planning sessions, attend 2 CBD based events and finalise the flyer for inner city residents on emergency toilets.		**34**
Hold 53 Earthquake Planning sessions across the region for members of the community.		**34**
Review the function of the WREMO and Get Prepared websites and make structural and content changes as required.		**35**
Carry out a targeted media campaign based on areas of improvement identified in the annual Community Survey.		**35**
Develop and pilot an engagement plan for youth and young people, including a youth-led multimedia campaign.		**36**
Implement an engagement plan for people with disabilities, including the delivery of a pilot train-the-trainer workshop with service providers.		**36**
Deliver 3 Early Learning Service Workshops across the region.		**36**
Support national preparedness initiatives like ShakeOut and Tsunami Hīkoi by attending an event related to this campaign during the week.		**36**
Distribute 4 quarterly email newsletters to the WREMO mailing list.		**37**

READINESS

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Medium Priority *(continued)*

	KPI	Team	Page
READINESS	Deliver 2 Business Continuity Planning (BCP) workshops for marae.		**37**
	Investigate an emergency toilet product and commence a formal partnership process with the preferred supplier.		**37**
	Complete 7 Community Response Planning workshops.		**38**
	Deliver 14 Community Emergency Hub Awareness activities.		**38**
RESPONSE	Expand the group of trained social media personnel in response and refine documentation and procedures as required.		**41**
RECOVERY	Establish a resource library for Recovery Managers.		**45**

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Wellington Region Emergency Management Office Annual Plan 1 July 2020 – 30 June 2021

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Low Priority

	KPI	Team	Page
REDUCTION	Lead the CDEM Group's contribution to Workstream 1 (Awareness) of GWRC's Flood Risk Management Programme.		22
	Develop flood risk management content as the pilot for a one-stop-shop website for all hazard information.		22
	Chair the Natural Hazards Steering Group.		22
	Develop consistent hazard policies and objectives through the Natural Hazards Steering Group.		22
READINESS	Develop a CDEM Group Marketing and Communications Plan for implementation from 1 January 2021.		24
	Support national level capability development advisory groups, programmes and initiatives.		27
	Attend 7 public events across the region to provide preparedness information and advice to the public.		34
	Support the development and promotion of the Alphero tsunami app.		35
	Encourage councils to roll out the Blue Lines, and assist with the implementation process and community engagement.		35

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Low Priority *(continued)*

	KPI	Team	Page
READINESS	Explore the feasibility of completing a national Capability Assessment process for the region.		29
	Develop Terms of Reference for the PPMO.		29
	Develop reporting systems, tools and processes for the PPMO.		29
	Complete 12 Earthquake Drills.		38
	Review and update the Community Emergency Hub Guide template as required.		38
RECOVERY	Create guidance for temporary housing after an earthquake.		44
	Deliver a Recovery Round-up to provide a forum to build capability, share information and strengthen relationships.		45

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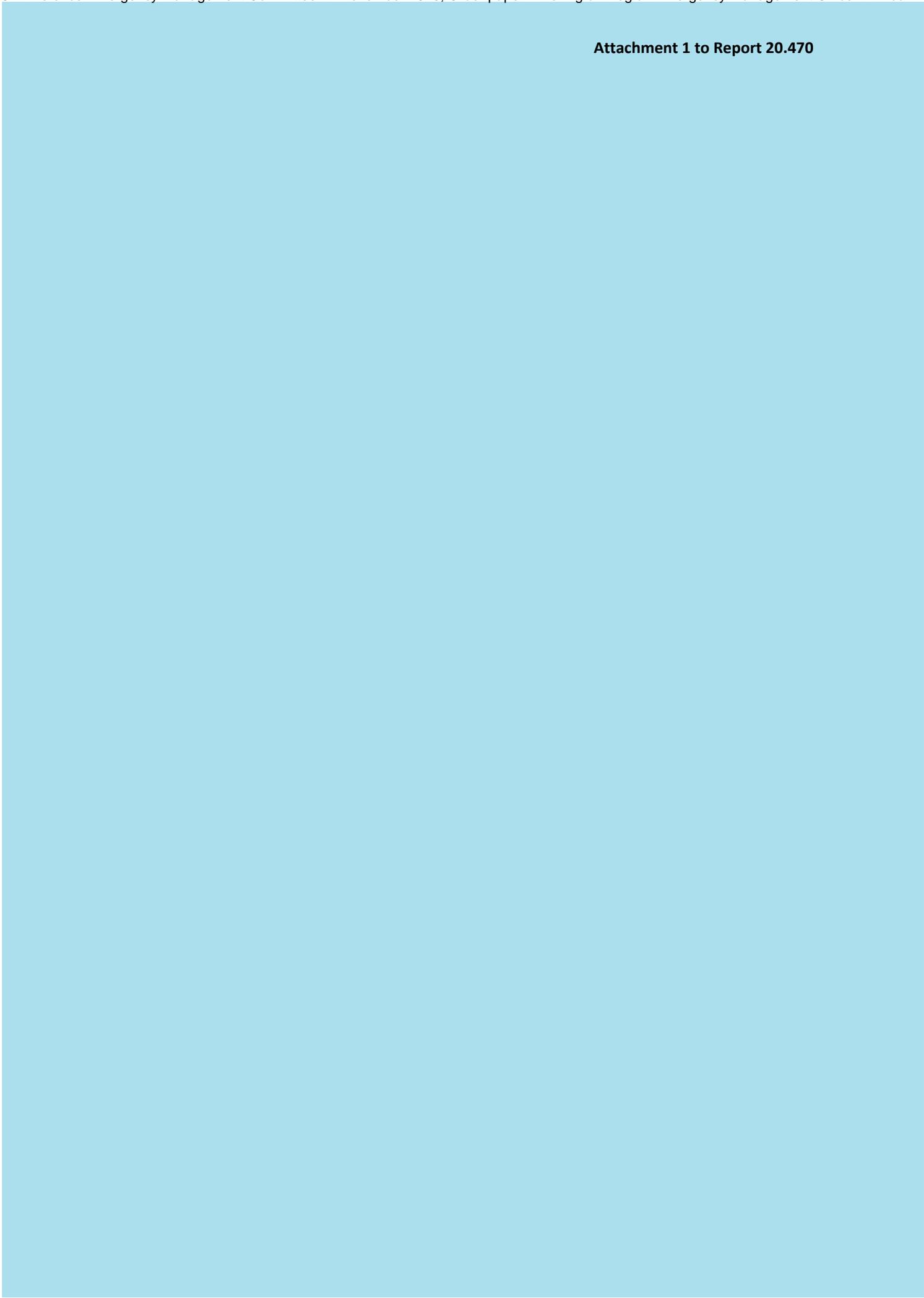
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Civil Defence and Emergency Management Group
27 November 2020
Report 20.468

For Decision

WELLINGTON REGION EMERGENCY MANAGEMENT OFFICE QUARTERLY REPORT – 30 SEPTEMBER 2020

Te take mō te pūrongo
Purpose

1.   To advise the Wellington Civil Defence Emergency Management Group Joint Committee (the Joint Committee) of progress against the draft Wellington Region Emergency Management Office (WREMO) Annual Business Plan 2020/21 (Annual Business Plan 2020/21).

He tūtohu
Recommendation

That the Joint Committee **approves** the Wellington Region Emergency Management Office's Quarterly Report 1 July to 30 September 2020 (Attachment 1) against the outputs identified in the draft WREMO Annual Business Plan 2020/21.

Te tāhū kōrero
Background

2.   The WREMO Quarterly Report 1 July – 30 September 2020 (Attachment 1) provides information on achievements and progress against the activities set out in the draft Annual Business Plan 2020/21 work programme as well as additional areas of work identified by the WREMO leadership team.

3.   The Coordinating Executive Group (CEG) and the CEG Sub Committee have approved the WREMO Quarterly Report 1 July – 30 September 2020   (**Attachment** 1) and recommend that the Joint Committee approve it.

Te tātaritanga
Analysis

Quarter One Summary of Activities

4.   WREMO's Quarterly Report 1 July – 30 September 2020 (**Attachment 1**) details progress made in the first quarter against the Key Performance Indicators (KPIs) identified in the

draft WREMO Annual Plan 2020/21 under the 4Rs of reduction, readiness, response and recovery.

5. Of the 90 KPIs identified in the WREMO Annual Business Plan, 56 were progressed in the first quarter. Significant progress was made on the organisational priority of COVID-19 resurgence planning across several workstreams, including cordon management, welfare and needs assessment, volunteer coordination and partnering with Māori and Pasifika communities.

Ngā hua ahumoni
Financial implications

6. There are no financial implications arising from the matter for decision.

Ngā tikanga whakatau
Decision-making process

7. The matter requiring decision in this report was considered by officers against the requirements of section 17 of the Civil Defence Emergency Management Act 2002 and the decision-making requirements of Part 6 of the Local Government Act 2002.

Te hiranga
Significance

8. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of these matters, taking into account Greater Wellington Regional Council's *Significance and Engagement Policy* and *Decision-making Guidelines*. Officers recommend that this matter is of low significance, due to its administrative nature.

Te whakatūtakitaki
Engagement

9. Given the low significance of the matter for decision, no related engagement was required.

Ngā tūāoma e whai ake nei
Next steps

10. No further action is required.

Ngā āpitihanga
Attachment

Number	Title
1	Wellington Region Emergency Management Office's draft Quarterly Report 1 July to 30 September 2020

Ngā kaiwaitohu
Signatories

Writer	Ainslie Ryder – Advisor, Business and Capability Development, WREMO
Approver	Jess Hare – Manager, Business and Capability Development, WREMO, Jeremy Holmes – Regional Manager, WREMO

He whakarāpopoto i ngā huritaonga   **Summary of considerations**
Fit with Council's roles or Committee's terms of reference
The Joint Committee reviews the work programme identified in the draft WREMO Annual Business Plan 2020/21, which is informed by the Wellington Region CDEM Group Plan. The Joint Committee is responsible for implementing and monitoring the Group Plan.
Implications for Māori
Engagement with Māori and Pasifika communities is a key workstream in WREMO's COVID-19 resurgence planning, identified as an organisational priority for 2020/21 in the draft Annual Business Plan 2020/21.
Contribution to Annual Plan / Long term Plan / Other key strategies and policies
WREMO's draft Quarter One Summary of Activities details progress in the first quarter against the priorities identified in the draft Annual Business Plan 2020/21.
Internal consultation
See paragraph 3.
Risks and impacts: legal / health and safety etc.
There are no known risks.

Attachment 1 to Report 20.468

WELLINGTON REGION
EMERGENCY MANAGEMENT
OFFICE
CIVIL DEFENCE

Wellington Region
Emergency Management Office

Quarterly
Report
1 July – 30 September 2020

Contents

Introduction

Attachment 1 to Report 20.468

Wellington Region Emergency Management Office Quarterly Report (1 July 2020 – 30 September 2020)

Executive Summary

This report provides information on the work completed by the Wellington Region Emergency Management Office (WREMO) over the first quarter of the 2020/21 financial year.

While this report would normally be submitted against the year's approved annual plan, WREMO's heavy involvement in coordinating the region's response to COVID-19 during the second half of the 2019/20 financial year has meant that the annual plan for this financial has not yet been approved by governance. Indeed, this year's annual plan is being submitted for approval at the same time that this quarterly report is being submitted. This is a reflection of the times we now find ourselves in as we emerge from an unprecedented period of national lockdown to stop the spread of COVID-19 and start living in a world where the existence of COVID-19 is the new normal.

While New Zealand has been very successful, relatively speaking, in limiting the impacts of COVID-19 in its first wave, the continued impacts of COVID-19 around the world show that the threat for New Zealand has not subsided. Indeed, we need to remain vigilant to detect COVID-19 effectively at our borders, reduce the risk of COVID-19 making its way into the wider population, and be ready to respond to any resurgence that should occur going forward.

This being the case, WREMO's approach to business planning and implementation over the past quarter has had to be very flexible, with work on COVID-19 remaining our organisational priority. Not only have we continued played a leading role in coordinating the region's recovery efforts from the first wave, but we have also been reviewing the lessons learned from our initial response, making a number of improvements and working closely with partners to prepare for and manage any possible resurgence.

All other work that WREMO would normally do has then been grouped into one of three categories: high, medium or low priority. This report shows the work that has been done by WREMO staff against each of the categories over the past quarter.

Jeremy Holmes
Regional Manager
Wellington Region Emergency Management Office (WREMO)

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Risk matrix

Risk matrix as at 30 September 2020.

1 Waning community motivation for resilience initiatives

2 Recovery Framework (Developing)

3 Impact of COVID-19, NEMA-led initiatives and emergency management sector review (EMSR)

4 Numbers of council staff attending EOC/ECC Training

5 Health, safety and wellbeing of staff

Wellington Region Emergency Management Office Quarterly Report (1 July 2020 – 30 September 2020)

Activities

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Wellington Region Emergency Management Office Quarterly Report (1 July 2020 – 30 September 2020)
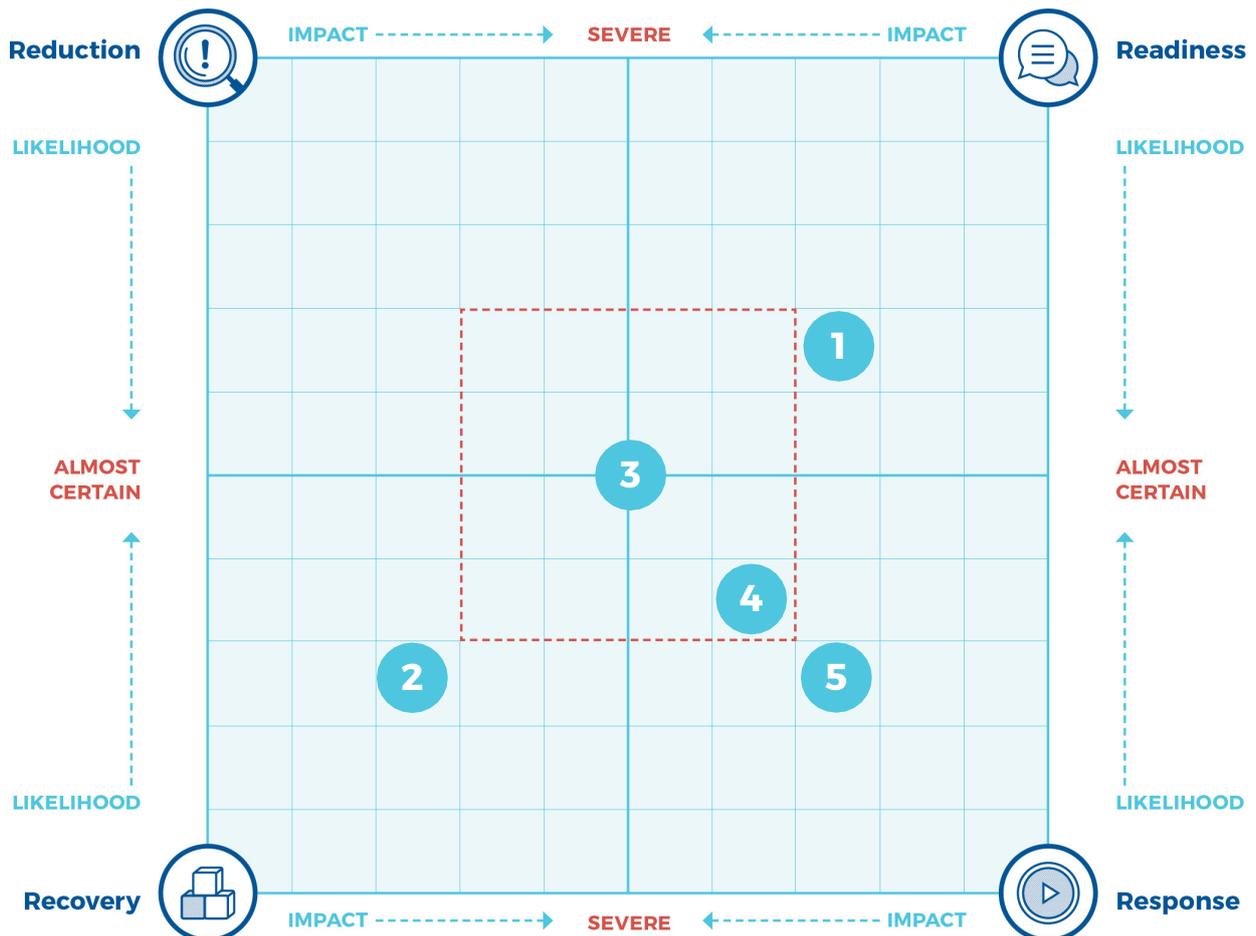
How to interpret the report

The following tables in this plan show how to interpret the Quarterly Report. The summary includes only work activities which were progressed in the first quarter of 2020/21.

Identifies the 4Rs goal component

Reduction, Readiness, Response, Recovery

Team	KPI	
	KPI: Work activity identified in the draft 2020/21 Annual Plan. **Comments:** Progress against the work activity during the first quarter.	HIGH PRIORITY

Identifies the WREMO team responsible for KPI delivery:

Community Resilience and Recovery

Business and Capability Development

Operational Readiness and Response

Identifies the priority level of the KPI:*

Organisational priority
High priority
Medium priority
Low priority

*As assigned in the draft WREMO Annual Plan 2020/21.

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Attachment 1 to Report 20.468

Activities

Reduction

Team	KPI	
	KPI: Develop a coastal hazards workshop and deliver one pilot workshop on the South Coast of Wellington City. **Comments:** A working group has been set up to finalise the content, with delivery of the pilot workshop scheduled for Sunday 15 November.	**HIGH PRIORITY**
	KPI: Lead the CDEM Group's contribution to Workstream 1 (Awareness) of GWRC's Flood Risk Management Programme. **Comments:** In September, WREMO took part in a workshop with GWRC to develop key messages for flood awareness. A workshop is scheduled for the second quarter to scope methods for effective delivery of flood preparedness messaging.	**LOW PRIORITY**

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Wellington Region Emergency Management Office Quarterly Report (1 July 2020 – 30 September 2020)

Readiness

Team	KPI
	KPI: Work with local, regional and national partners on COVID-19 resurgence capability to ensure that appropriate plans, people, equipment and infrastructure are in place to respond to a resurgence of COVID-19. **Comments:** The draft Wellington Region Resurgence Action Plan (WRRAP) for COVID-19 was completed in the first quarter, with ongoing refinements. The draft version aligns with national planning and direction and sets out the Group's objectives, roles and responsibilities as well as the coordination arrangements required to deliver a timely and effective response to any resurgence of COVID-19.	**ORGANISATIONAL PRIORITY**
	KPI: Develop and deliver Capability Development initiatives for the Wellington Region CDEM Group teams in accordance with the training schedule, to enable councils to achieve competency targets for EOC/ECC staff. **Comments:** An ITF Intermediate course and two function specific courses (ITF PIM and Logistics) were delivered in the first quarter. Foundation Modules 1 and 2 were delivered across the region, with Module 2 adapted to an online module for situations where face-to-face training is not possible (for example, at higher alert levels). These courses have enabled the progression of a number of staff along the CDEM Professional Development Pathway.	**HIGH PRIORITY**
	KPI: Upgrade the WIFI network across the ECC and EOCs to improve ICT remote access and configuration. **Comments:** The WIFI network upgrade has been completed for one of six sites (Kāpiti Emergency Operations Centre).	**HIGH PRIORITY**
	KPI: Transfer the WREMO websites to a new hosting platform. **Comments:** Initial meetings were held with the new site host and MSO Design, where technical requirements for the server were outlined. Complete site backups have been obtained from the current provider in preparation for transfer.	**HIGH PRIORITY**

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Attachment 1 to Report 20.468

Activities

| EVENT | **Household Earthquake Planning** |

| WHEN | 9 September 2020 |

| WHERE | St Oran's College, Lower Hutt |

ABOUT

WREMO ran three interactive sessions with Year 7 and 8 students in partnership with St Oran's College, discussing how households can prepare for an earthquake.

As a group, students learned about the Wellington Region's hazards and discussed the potential impacts of a large earthquake and the steps families and communities can take to be more resilient.

These sessions provided a fun way for young people to engage with emergency planning and understand our region's hazards.

St Oran's College students take part in a challenge to design a new Emergency Operations Centre.

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Wellington Region Emergency Management Office Quarterly Report (1 July 2020 – 30 September 2020)

Readiness *(continued)*

Team	KPI	
	KPI: Provide quarterly reports to the CEG Sub Committee reporting on progress against the WREMO Annual Plan (2020–2021) activities. **Comments:** This short format report tracks the progress in the first quarter on WREMO's work activities in line with the draft Annual Plan (2020-2021).	HIGH PRIORITY
	KPI: Perform secretariat duties for CDEM governance groups, including the Coordinating Executive Group, Sub-Committee and Regional Leadership Group (RLG). **Comments:** Governance meetings have been scheduled for 2021. The first Regional Leadership Group (RLG) meeting was held on 4 September 2020.	HIGH PRIORITY
	KPI: Develop and implement a regional Welfare Needs Assessment Framework for use in any emergency, regardless of type or scale. **Comments:** Key content for a needs assessment framework for COVID-19 has been developed, with further work planned to ensure it is fit for purpose for other emergency events as well as a COVID-19 resurgence. Needs assessment training based on the Āwhina system is being developed to ensure that the region can implement the needs assessment process and provide welfare support in a timely manner.	HIGH PRIORITY
	KPI: Hold 20 Emergency Services Coordination Committee (ESCC) meetings (4 in each of the designated areas). **Comments:** Kāpiti, Wellington, Wairarapa, Porirua and the Hutt Valley held ESCC meetings in the first quarter. The meetings were used as an opportunity to conduct a debrief of the COVID-19 response and plan for a possible resurgence.	HIGH PRIORITY

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Activities

Readiness *(continued)*

Team	KPI	
	KPI: Hold 4 Regional Inter-Agency Planning Committee (RIAPC) meetings. **Comments:** The first RIAPC Meeting was held on 24 September with a focus on COVID-19 resurgence planning. It included updates on rapid identification and containment of cases, managed isolation facilities, movement restriction planning and community wellbeing.	HIGH PRIORITY
	KPI: Chair 4 Wellington Region Welfare Coordination Group (WCG) meetings to enhance individual and collective agency capability and planning. **Comments:** The WCG met on 15 September, with discussions focusing on COVID-19 and priorities for the coming year's work programme.	HIGH PRIORITY
	KPI: Coordinate the CDEM Group's contribution to the GWRC Flood Risk Management Programme to ensure the Group meets its requirements across the three worsktreams: awareness, warning and response. **Comments:** Coordination of the programme was assigned to the Business and Capability Development team to ensure alignment across the three workstreams. Awareness and response project work commenced in late September.	HIGH PRIORITY
	KPI: Lead the CDEM Group's contribution to Workstream 3 (Response) of GWRC's Flood Risk Management Programme. **Comments:** WREMO representatives met with the GWRC project team to discuss the Flood Response Workstream of the Flood Risk Management Programme, with a workshop scheduled for the second quarter.	HIGH PRIORITY

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Wellington Region Emergency Management Office Quarterly Report (1 July 2020 – 30 September 2020)

Readiness *(continued)*

Team	KPI	
	KPI: Finalise the CDEM Group Welfare Plan for implementation no later than 30 June 2021. **Comments:** The draft Group Welfare Plan is being reviewed to include lessons identified from the COVID-19 response.	**HIGH PRIORITY**
	KPI: Complete monthly operational equipment and documentation checks and resolve issues as required. **Comments:** Stock takes were completed for the EOCs and ECC facilities which partially or fully activated during the COVID-19 response as they were demobilised. Monthly equipment checks have now resumed.	**HIGH PRIORITY**
	KPI: Complete monthly operational ICT and technical equipment checks across the region's ECC and EOCs and resolve issues as required. **Comments:** ICT and technical equipment was tested during COVID-19 activations. Monthly equipment checks have recommenced at each of the EOCs and ECC, with new equipment acquired during the COVID-19 response added to the schedule.	**HIGH PRIORITY**
	KPI: Ensure that WREMO and Get Prepared website content is up-to-date and accurate. **Comments:** The WREMO website continues to be updated with current COVID-19 messaging. The Get Prepared website has also been updated with new information and scheduled community engagements.	**HIGH PRIORITY**

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Activities

Readiness *(continued)*

Team	KPI	
	KPI: Develop and implement radio advertisements that support community resilience campaigns and general preparedness. **Comments:** WREMO's radio advertising contract has been changed to a single provider, The Digital Cafe. This change enables us to effectively work across both radio and digital advertising platforms. Three new radio ads are under development.	**HIGH PRIORITY**
	KPI: Audit 127 hubs across the region to ensure an understanding of their role and ability to function effectively in an emergency. **Comments:** Audits were completed for 30 Community Emergency Hubs during the first quarter across the Wairarapa, Upper Hutt, Lower Hutt and Porirua.	**HIGH PRIORITY**
	KPI: Develop and test technical requirements for implementation and transition to an Active Directory System. **Comments:** Initial development of technical requirements is underway.	**HIGH PRIORITY**
	KPI: Complete help desk tickets in accordance with the SLA and ensure that equipment upgrades and maintenance are completed as per schedule. **Comments:** Help desk tickets continue to be resolved in accordance with the SLA.	**HIGH PRIORITY**

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Wellington Region Emergency Management Office Quarterly Report (1 July 2020 – 30 September 2020)

EVENT	**Integrated Training Framework (ITF) Courses**

WHEN	July to September

WHERE	Wellington Region

ABOUT	The CDEM Training Fund was used to provide Integrated Training Framework (ITF) training to response teams and staff in the ECC and EOCs. ITF courses are highly interactive, with participants gaining an understanding of how the Coordinated Incident Management System (CIMS) can be applied in an EOC or ECC. More than 50 learners took part in ITF Intermediate, ITF PIM and ITF Logistics courses during the first quarter.

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Readiness *(continued)*

Team	KPI	
	KPI: Administer the Wellington Region CDEM training fund for volunteers. **Comments:** The CDEM Training Fund was utilised to deliver training to Response Team volunteers in Cordons and Movement Control, Storm Response, Chainsaw Operations and Swift Water Rescue. A total of 134 learners completed funded training in the first quarter.	MEDIUM PRIORITY
	KPI: Coordinate Wellington Region Response Teams to provide consistent training, deployment processes and legislative compliance. **Comments:** In September the six regional Response Team training coordinators met to plan training courses for the following quarter. The Wellington CDEM Group issued certificates of appreciation to the four response teams which assisted during the COVID-19 response.	MEDIUM PRIORITY
	KPI: Manage the Group's Learning Management System (takatū) and incorporate national-level enhancements to the system as required. **Comments:** The CDEM Learning Management System takatū was upgraded in April 2020, providing more flexibility for how learners engage online. The Wellington CDEM Group landing page has been modified to be more user friendly, with further improvements planned.	MEDIUM PRIORITY
	KPI: Refine the Group's Information Management Systems, processes and procedures (including Emi). **Comments:** Scoping of the project has commenced.	MEDIUM PRIORITY

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Readiness *(continued)*

Team	KPI	
	KPI: Develop and maintain regional and local Welfare networks to ensure Welfare readiness and response initiatives are coordinated and responsive to community needs. **Comments:** Local Welfare teams from councils and partner agencies have been involved throughout the development of the Welfare component of the Wellington Region Resurgence Action Plan for COVID-19 Workshops are planned for November with Welfare partners to further refine and test the plan.	MEDIUM PRIORITY
	KPI: Develop and maintain regional and local PIM networks to ensure readiness and response initiatives are coordinated and responsive to community needs. **Comments:** Ongoing engagement with the regional PIM network continues. A meeting was held in July to review the PIM response to COVID-19, and relevant All of Government COVID-19 messaging continues to be distributed to regional networks as required.	MEDIUM PRIORITY
	KPI: Test the ECC and EOC activation notification process every three months. **Comments:** Activation processes were used during the COVID-19 response. Some councils have tested their notification system since the response, using the notifications as reminders for upcoming training sessions.	MEDIUM PRIORITY
	KPI: Develop 6 territorial authority Local Earthquake Response Plans (LERPs). **Comments:** The LERPs are well underway, with drafts being prepared for further input from local stakeholders in the second quarter.	MEDIUM PRIORITY

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Activities

Readiness *(continued)*

Team	KPI	
	KPI: Implement the CBD engagement plan with the delivery of 5 Earthquake Planning sessions, attend 2 CBD based events and finalise the flyer for inner city residents on emergency toilets. **Comments:** Connections are being made with CBD communities, with targeted events planned for the second quarter.	MEDIUM PRIORITY
	KPI: Hold 53 Earthquake Planning sessions across the region for members of the community. **Comments:** 14 Earthquake Planning sessions were held in the first quarter, a combination of sessions which were postponed during the COVID-19 response and new engagements. The Community Resilience team hosted the first online Earthquake Planning session via Zoom, involving around 20 participants.	MEDIUM PRIORITY
	KPI: Develop and pilot an engagement plan for youth and young people, including a youth-led multimedia campaign. **Comments:** The working group has begun scoping the project, with a draft project plan to be submitted for consideration in the second quarter.	MEDIUM PRIORITY
	KPI: Implement an engagement plan for people with disabilities, including the delivery of a pilot train-the-trainer workshop with service providers. **Comments:** A meeting was held with Wellington City Council's Accessibility Advisory Group to finalise the strategy for engagement. Subsequent meetings are scheduled for the second quarter in preparation for a workshop for service providers on Wednesday 18 November.	MEDIUM PRIORITY

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Wellington Region Emergency Management Office Quarterly Report (1 July 2020 – 30 September 2020)

Readiness *(continued)*

Team	KPI	
	KPI: Deliver 3 Early Learning Service Workshops across the region. **Comments:** Resources have been finalised, and the team is working with the Ministry of Education to schedule workshop dates for delivery.	MEDIUM PRIORITY
	KPI: Support national preparedness initiatives like ShakeOut and Tsunami Hīkoi by attending an event related to this campaign during the week. **Comments:** Ongoing support is being provided to promote New Zealand's ShakeOut and Tsunami Hīkoi among the Wellington Region's partner agencies and communities.	MEDIUM PRIORITY
	KPI: Distribute 4 quarterly email newsletters to the WREMO mailing list. **Comments:** The first quarterly newsletter was sent on 2 September and was used to reiterate key messaging for Alert Level 2, promote the upcoming ShakeOut and Tsunami Hīkoi and advertise the online Household Earthquake Planning sessions which launched in September.	MEDIUM PRIORITY
	KPI: Deliver 2 Business Continuity Planning (BCP) workshops for marae. **Comments:** Development of the resources for these workshops has commenced. The workshop will combine business continuity principles with community response planning, with a marae emergency plan as the expected output.	MEDIUM PRIORITY

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| EVENT | **Manor Park Earthquake Planning** |

| WHEN | 23 August 2020 |

| WHERE | Manor Park Golf Sanctuary |

| ABOUT | In August, 13 members of the Manor Park community met at the Manor Park Golf Sanctuary to take part in an earthquake preparedness session. Participants worked together to develop their local community response plan.

The session was a positive start for the Manor Park community, with the next step in the process a public launch of the Manor Park Community Emergency Hub. |

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Readiness *(continued)*

Team	KPI	
	KPI: Investigate an emergency toilet product and commence a formal partnership process with the preferred supplier. **Comments:** Steady progress is being made on developing the product specifications and tender process for an emergency toilet solution.	**MEDIUM PRIORITY**
	KPI: Deliver 14 Community Emergency Hub Awareness activities. **Comments:** The resources for this activity have been finalised, trialled and tested. Delivery is set to commence during the spring and summer months.	**MEDIUM PRIORITY**
	KPI: Attend 7 public events across the region to provide preparedness information and advice to the public. **Comments:** The Community Resilience team attended and conducted a workshop for local community members at the No. 8 Wire Week event in Kāpiti.	**LOW PRIORITY**
	KPI: Support national level capability development advisory groups, programmes and initiatives. **Comments:** Representatives of the Wellington CDEM Group are actively contributing to the development of CIMS function unit standards and function role cards, which are set to be rolled out nationally.	**LOW PRIORITY**

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Attachment 1 to Report 20.468

Activities

Readiness *(continued)*

Team	KPI	
	KPI: Complete 21 Earthquake Drills. **Comments:** Seven Earthquake Drills were completed across Wairarapa and the Hutt Valley.	**LOW PRIORITY**

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Wellington Region Emergency Management Office Quarterly Report (1 July 2020 – 30 September 2020)

EVENT	**Storm Response Training**

WHEN	19-20 September 2020

WHERE	Porirua

| ABOUT | Response Teams made a significant contribution to the Wellington Region's COVID-19 response, including providing support staff in the ECC/EOCs, answering phone calls to the COVID-19 helpline, assisting at managed isolation facilities and food parcel delivery, They resumed their regular training and activities in the first quarter.

The Response Team members pictured above recently participated in a storm response training session, aimed at increasing the capability of our region to assist communities affected by storm events and flooding. |
|---|---|

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Activities

Response

Team	KPI	
	KPI: Provide media coordination, management and support to the Regional Manager and the ECC in an emergency. **Comments:** The WREMO team supported the staffing of the ECC PIM function in response to the COVID-19 resurgence in August, providing timely public information to keep the community and partner agencies informed.	**HIGH PRIORITY**
	KPI: Provide ICT advice to the EOCs/ECC using WREMO supported hardware and networks in an emergency. **Comments:** ICT support was provided to the regional response (ECC) during the COVID-19 resurgence activation in August.	**HIGH PRIORITY**
	KPI: Provide Response Managers to EOCs and the ECC during an activation. **Comments:** WREMO Emergency Management Advisors supported the regional response to the COVID-19 resurgence in August and continue to be available to all councils should local EOCs be required to activate.	**HIGH PRIORITY**
	KPI: Manage staff rostering, health and wellbeing in an emergency. **Comments:** WREMO is supporting a GWRC project to review the ECC deployment process, drawing on lessons identified from the first COVID-19 response through staff surveys and the After-Action Review (AAR) process. It is expected that the outcomes of this project will also be applicable to rostering, health and wellbeing practices across all EOCs.	**HIGH PRIORITY**

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Wellington Region Emergency Management Office Quarterly Report (1 July 2020 – 30 September 2020)
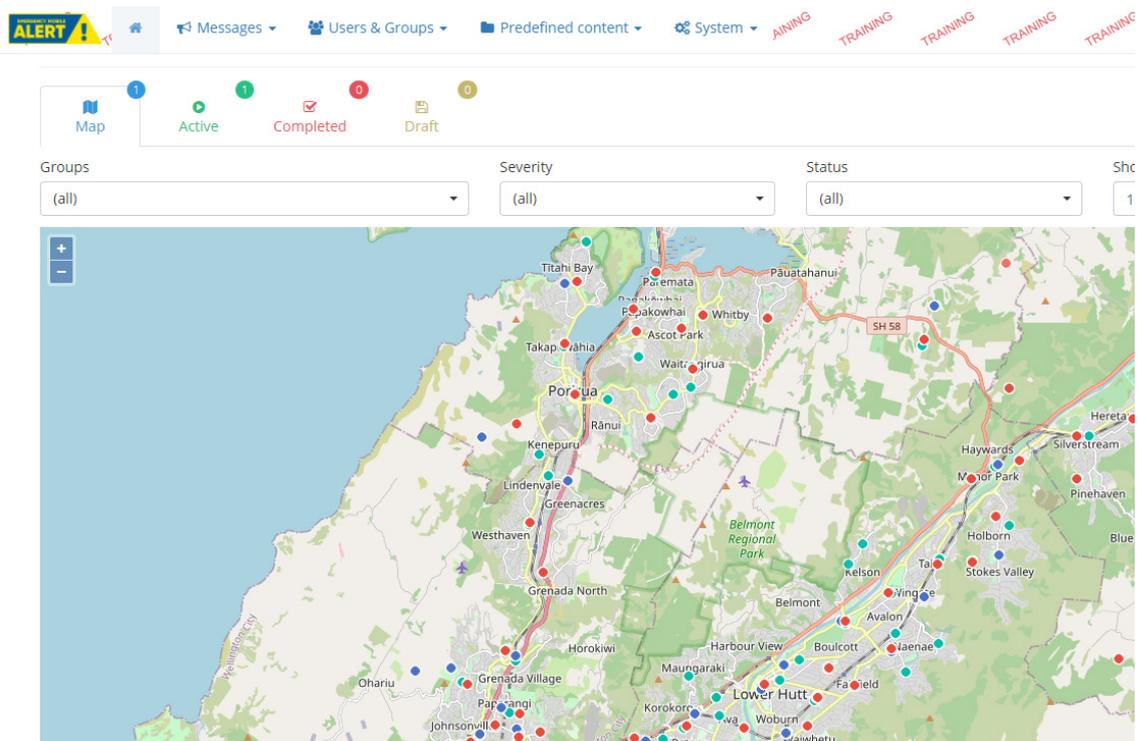
| EVENT | **Emergency Mobile Alert Training** |

| WHEN | 5 August 2020 |

| WHERE | Wellington Region |

| ABOUT | A key focus of the first quarter was on training a new cohort of WREMO staff to draft and send Emergency Mobile Alerts.

The Group PIM Manager guided staff through a training session to learn about the Emergency Mobile Alerting system, setting alert areas and creating predefined messages to ensure that the public are alerted in a timely manner about a significant emergency affecting the Wellington Region. |

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Activities

Response *(continued)*

Team	KPI	
	KPI: Deliver just-in-time training to staff as required. **Comments:** The event-specific induction package developed during the first wave of the COVID-19 response was further refined during the resurgence in August. It is now hosted in takatū for staff who assist in future COVID-19 responses.	HIGH PRIORITY
	KPI: Facilitate an after action review process following an EOC/ECC activation or as required. **Comments:** A draft of the COVID-19 Resurgence After Action Review is in the final stages of development.	HIGH PRIORITY
	KPI: Carry out a corrective actions process to implement relevant actions to address lessons identified in response. **Comments:** A corrective actions process is underway to address lessons identified in the April 2020 South Coast sea swell event.	HIGH PRIORITY
	KPI: Strengthen the Group's Emergency Mobile Alert capability and capacity by expanding the group of trained personnel and developing pre-prepared messages for hazards. **Comments:** A new cohort of staff are being trained to draft and send Emergency Mobile Alerts. Regular meetings have been scheduled to develop and review predefined regional message templates for hazard events.	HIGH PRIORITY

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Attachment 1 to Report 20.468

Wellington Region Emergency Management Office Quarterly Report (1 July 2020 – 30 September 2020)

Response *(continued)*

Team	KPI	
	KPI: Expand the group of trained social media personnel in response and refine documentation and procedures as required. **Comments:** Initial meetings have been held to review social media response guidelines. It is intended that all Duty Officers will receive social media training,	MEDIUM PRIORITY

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Attachment 1 to Report 20.468

Activities

Recovery

Team	KPI	
	KPI: Work with local, regional and national partners on COVID-19 recovery to ensure alignment between councils, agencies and social services. **Comments:** Ongoing collaboration is taking place with local, regional and national partners to support recovery plans and projects. Key highlights include regular meetings with regional recovery managers, surveys conducted with community service providers and participation in a national data sharing working group.	**ORGANISATIONAL PRIORITY**
	KPI: Develop a recovery planning process and supporting guidance that accounts for impact assessment, leadership and governance, strategy, implementation and monitoring. **Comments:** The Recovery Planning Framework is under development based on lessons identified from COVID-19 and other emergency events. This planning aligns with the Director's Guidelines for Recovery.	**HIGH PRIORITY**
	KPI: Develop a set of recovery indicators for each of the five environments (social, cultural, natural, economic and built environments). **Comments:** Steady progress is being made on developing a series of recovery indicators for each of the five environments. WREMO participated in an informal national working group of data providers and users to identify better datasets for local government agencies, CDEM Groups and NGOs to use.	**HIGH PRIORITY**
	KPI: Establish a resource library for Recovery Managers. **Comments:** A wide range of recovery resources and examples are being documented, and further work is planned to develop a shared online library for Local Recovery Managers.	**MEDIUM PRIORITY**

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Civil Defence and Emergency Management Group
27 November 2020
Report 20.467

For Decision

WELLINGTON REGION EMERGENCY MANAGEMENT OFFICE PROPOSED BUDGET FOR 2022 – 2024 FINANCIAL YEARS

Te take mō te pūrongo
Purpose

1. To advise the Wellington Civil Defence Emergency Management Group Joint Committee (the Joint Committee) of the propsoed Wellington Region Emergency Management Office (WREMO) budget for the 2022-2024 financial years.

He tūtohu
Recommendation

> That the Joint Committee **approves** the proposed Wellington Region Emergency Management Office budget for inclusion in budget planning.

Te tāhū kōrero
Background

2. Under the terms of reference, the Joint Committee is responsible for the determination of funding for implementing the Civil Defence Emergency Management (CDEM) Group Plan.

3. The Coordinating Executive Group (CEG) approved a two per cent increase each year at the meeting on 2 February 2018 to cover inflation costs.

4. CEG and the CEG Subcommittee have approved the proposed budget and recommend that the Joint Committee approve it.

Te tātaritanga
Analysis

Proposed WREMO Budget

5. The proposed budget provides the resourcing for WREMO to implement the work programme identified in its Annual Business Plan and to build towards the medium- to long-term objectives identified in the CDEM Group Plan (2019-2024).

6.   The proposed budget covers the agreed increase of two per cent for each financial year for the next three financial years.

7.   Funding is allocated to each territorial authority based on the agreed funding apportionment which was reviewed at the Coordinating Executive Group (CEG) meeting on 2 February 2018.

Ngā hua ahumoni
Financial implications

8.   The proposed WREMO budget (**Attachment 1**) is intended for inclusion in budget planning for the next three financial years.

Ngā tikanga whakatau
Decision-making process

9.   The matter requiring decision in this report was considered by officers against the requirements of section 17 of the Civil Defence Emergency Management Act 2002, and the decision making requirements of Part 6 of the Local Government Act 2002

Te hiranga
Significance

10. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of these matters, taking into account Greater Wellington Regional Council's *Significance and Engagement Policy* and *Decision-making Guidelines*. Officers recommend that this matter is of low significance, due to its administrative nature.

Te whakatūtakitaki
Engagement

11. Given the low significance of the matter for decision, no related engagement was required.

Ngā tūāoma e whai ake nei
Next steps

12. No further action is required.

Ngā āpitihanga
Attachment

Number	Title
1	Wellington Region Emergency Management Office proposed budget (2021-2024)

Ngā kaiwaitohu
Signatories

Writer	Ainslie Ryder – Advisor, Business and Capability Development
Approvers	Jess Hare – Manager, Business and Capability Development
	Jeremy Holmes – Regional Manager

He whakarāpopoto i ngā huritaonga **Summary of considerations**
Fit with Council's roles or Committee's terms of reference Under the terms of reference, the Joint Committee is to ensure an effective and efficient region-wide civil defence emergency management capability to respond to and recover from emergencies, including appropriate resourcing.
Implications for Māori There are no known implications for Māori.
Contribution to Annual Plan / Long term Plan / Other key strategies and policies The proposed budget is intended for inclusion in budget planning for the next three financial years. It provides the resourcing for WREMO to implement its work programme and to build towards the medium- to long-term objectives identified in the CDEM Group Plan (2019-2024).
Internal consultation The Coordinating Executive Group (CEG) and the CEG Subcommittee have approved the proposed budget and recommend that the Joint Committee approve it.
Risks and impacts: legal / health and safety etc. There are no known risks.

Attachment 1 to Report 20.467

Funding apportionment		Annual Plan 2020-2021		Next LTP cycle 2021 – 2024					
Council	Funding apportionment	2020/2021 excl GST	Invoice amount per quarter excl GST	2021/2022 excl GST	Invoice amount per quarter excl GST	2022/2023 excl GST	Invoice amount per quarter excl GST	2023/2024 excl GST	Invoice amount per quarter excl GST
Greater Wellington Regional	32.72%	$1,246,742	$311,686	$1,271,677	$317,919	$1,297,111	$324,278	$1,323,053	$330,763.20
Wellington City Council	27.26%	$1,038,662	$259,666	$1,059,435	$264,859	$1,080,624	$270,156	$1,102,237	$275,559.16
Hutt City Council	14.02%	$534,343	$133,586	$545,030	$136,258	$555,931	$138,983	$567,050	$141,762.40
Porirua City Council	7.38%	$281,303	$70,326	$286,929	$71,732	$292,668	$73,167	$298,521	$74,630.24
Kapiti Coast District Council	7.01%	$267,090	$66,773	$272,432	$68,108	$277,881	$69,470	$283,438	$70,859.55
Upper Hutt City Council	5.74%	$218,545	$54,636	$222,916	$55,729	$227,374	$56,843	$231,921	$57,980.33
Masterton District Council	3.33%	$127,018	$31,754	$129,558	$32,390	$132,149	$33,037	$134,792	$33,698.12
South Wairarapa District Council	1.36%	$51,825	$12,956	$52,862	$13,215	$53,919	$13,480	$54,998	$13,749.39
Carterton District Council	1.18%	$44,792	$11,198	$45,688	$11,422	$46,602	$11,651	$47,534	$11,883.52
Total	100.00%	$3,810,321	$952,580	$3,886,528	$971,632	$3,964,258	$991,065	$4,043,544	$1,010,886
Change		2%		2%		2%		2%	