

GROUP WELFARE PLAN 2021 - 2026

Wellington Region Civil Defence Emergency Management

Abstract

An outline of how welfare is organised and managed in the region, enabling effective welfare coordination, planning and delivery.

Foreword

He aha te mea nui o te ao?

He Tangata! He Tangata! He Tangata!

What is the most important thing in the world?

It is the people! It is the people! It is the people!

This Māori whakataukī from Te Aupouri wāhine rangatira, Meri Ngaroto, depicts the essence of what the Welfare function in Civil Defence Emergency Management (CDEM) is all about. At the core is the people - the connections shared and the things that are important to them. People's safety and well-being is the heart of the Wellington Region CDEM Group (Group). The vision of a resilient community that is ready, capable and connected grounds us.

The ability for individuals and communities to prepare for emergencies will be different for everyone. The duration and severity of an emergency will likely have an impact on the resilience of those affected. Welfare services need to be in place to provide a 'safety net' to support those who may need help because of an emergency.

The needs of those affected by an emergency, whatever the size, will be complex and, at times, difficult and challenging. These challenges are likely to include;

- sourcing accurate information about the needs of those affected and allocating available resources appropriately;
- coordinating the myriad of agencies responsible for providing welfare services and ensuring effective communication and efficient planning and service delivery;
- understanding the diverse and dynamic nature of communities and effective methods for supporting them; and
- the compounding effects of problems on those affected and their ability to cope and recover following an emergency.

No amount of planning is guaranteed to prepare us for every possible emergency, but it can reduce the effects and minimise the consequences following one. Robust and effective arrangements need to be in place before an emergency occurs to effectively develop resilience and support our region. This plan sets out the Group's welfare priorities, arrangements and work programme. This plan will support the Group's ability to deliver on relevant strategic outcomes in the Wellington CDEM Group Plan 2019 – 2024 and ensure formal assistance is readily available and accessible to impacted communities in an emergency.

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Section 1 – Introduction

About welfare

Emergencies can impact the lives of people in many ways. Ideally, everyone would be prepared and able to manage the consequences of an emergency with their own resources. In some instances, however, people cannot do this. They may not be able to prepare adequately, the emergency is too severe, or it continues for too long for people and communities to look after themselves. Emergency welfare support provides a ‘safety net’ for people and communities when these circumstances occur.

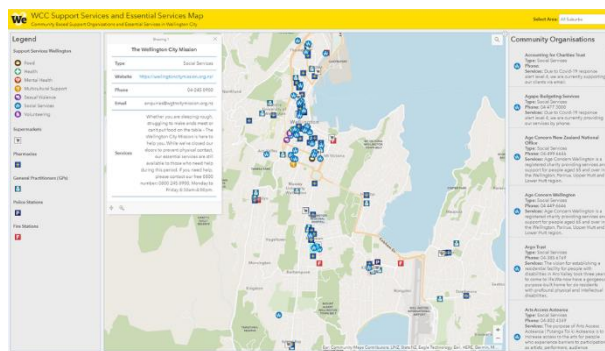
Civil Defence Emergency Management (CDEM), through the Wellington CDEM Group (the Group), has the overall responsibility for coordinating welfare to affected individuals, families, whānau, communities and animals. The requirements for welfare support will vary depending upon the size, scale and impacts of the emergency. From the provision of emergency shelter to a family displaced by a flood through to mass temporary accommodation following an earthquake, CDEM needs to be prepared to step in when people are in need. Losses resulting from an emergency can pose a significant challenge for those affected. It can impact a person’s ability to respond and recover and have long-term physical and psychological effects. Delivery of welfare support requires a sympathetic and flexible approach built around the community and individuals involved.



Red Cross volunteer supports a Plimmerton resident whose property was affected by flooding (November 2020)



Porirua Emergency Operations Centre (EOC) coordinates food parcels for people in need during COVID-19 (April 2020)



Regional arrangements and boundaries

The Group spans nine local authorities with one Emergency Coordination Centre (ECC) and six Emergency Operations Centers (EOC)¹.

Figure 1.1: Regional and Local Authority boundaries map



Some agencies involved in welfare service delivery and coordination may have territorial boundaries that are different from the CDEM Group.

Boundary variations include:

- A small part of the Tararua District located in Mataikona is only accessible from the Masterton District. For CDEM purposes, this area may require support from the Wairarapa EOC, including the Welfare function.
- *The Ministry of Social Development (MSD) and Work and Income:* Both Wellington Work and Income and Central Work and Income offices operate in the region. Kāpiti and the Wairarapa Council areas fall under the Central Region Work and Income Region (based in Palmerston North).
- *District Health Boards (DHBs):* Four DHB's operate in the region. These are: Capital and Coast (Wellington City, Porirua, and the Kāpiti Coast), Hutt Valley DHB, Wairarapa DHB, and Mid-Central DHB (for Otaki). Regional Public Health works across all four DHBs.
- *The Ministry of Education:* The Wellington Region includes the Tararua District and Horowhenua (both outside Group boundaries).
- *Police:* The Wellington Police District covers all of the Wellington Region except Otaki. The Central Police District covers the area North of Peka Peka.

¹ Within the Wairarapa, the three councils have a combined EOC based in Masterton.

- Other agencies involved in welfare services represent areas larger than just the Group. These include the *Ministry of Business, Innovation, and Employment* which has a North Island representative based in Wellington.

Purpose

As part of its mandate, the Group is responsible for leading regional welfare service planning and supporting local welfare arrangements to ensure a consistent and equitable approach to welfare delivery across the region.

The purpose of this plan is to:

- outline how welfare is organised and managed in the region,
- describe welfare activities that contribute to achieving the Groups strategic outcomes, and
- provide direction and clarity for the coordination of welfare service planning and delivery across the region.

Intended audience

This document guides and informs:

- Joint Committee (Mayors)
- Coordinating Executive Group (CEG) and CEG Sub-Committee members, including local authority senior managers
- Wellington Regional Welfare Coordination Group (WCG) members, including agencies that have responsibilities under the National CDEM Plan 2015
- Group Welfare Managers (GWM), Local Welfare Managers (LWM) and welfare personnel
- Emergency Management Advisors
- EOC and ECC response personnel
- Other regional and local Welfare stakeholders
- The community

Wellington Region Welfare Guiding principles

Across the 4Rs of comprehensive emergency management², the following principles apply to welfare planning and delivery:

Tikanga

We understand that customs and cultural practices are central to who we are. We do this by:

- respecting the cultural identity and the diverse and dynamic nature of our communities,
- being flexible in welfare service provision, and
- being accountable and transparent.

Manaakitanga

We respect and care for others. We do this by:

- recognising the importance of kindness, goodwill, and wellbeing across the 4Rs;
- supporting self-reliance for those affected by emergencies; and

² Risk Reduction, Readiness, Response, and Recovery

- ensuring welfare support address the specific needs of those affected.

Whanaungatanga, Kotahitanga

We nurture relationships and partnerships. We do this by:

- acting inclusively and collaborating with all welfare stakeholders, including iwi and our communities, to understand, maintain and increase capability and capacity across the region;
- actively communicating and engaging agencies, and
- taking a coordinated and integrated approach to align welfare practices nationally, regionally and locally as much as possible.

Mātauranga

We value knowledge and understanding. We do this by:

- recognising the importance of always learning to enhance welfare practices,
- taking opportunities to share knowledge and lessons learned, and
- working together for a common understanding of welfare across the region.

Alignment to CDEM plans

This plan supports the Wellington Region CDEM Group Plan 2019-2024. It aligns to national, regional and local arrangements enabling welfare service agencies to collaboratively achieve the best outcomes for communities before, during and after an emergency. *Table 1.1* outlines the relationship between the National CDEM Framework, CDEM Group documents.

Table 1.1. Relationship between National CDEM Framework and Group documents

Framework	CDEM Act 2002
	Guide to CDEM Plan 2015
	National Disaster Resilience Strategy 2019
	Welfare Services in an Emergency Directors Guideline [DGL 11/15]
Strategic	Wellington Region CDEM Group Plan 2019/24
	Wellington Region Group Welfare Plan 2021/26
Operational	Wellington Region Emergency Management Office (WREMO) Annual Plan 2020/21
	Wellington Region Welfare Needs Assessment and Welfare Service Delivery Plans
	Wellington Region Guide to Emergency Assistance Centres
	Local Welfare Plans one per territorial authority (TA)

The CDEM Act 2002 outlines the Welfare function’s response requirements for Groups during an emergency. The National CDEM Plan and Guide to the National CDEM Plan 2015 outline responsibilities specific to welfare services. The Welfare Services in an Emergency *Directors Guideline* provides further guidance to support the coordination and delivery of welfare support in an emergency. The National Disaster Resilience Strategy 2019 outlines the vision and long-term goals for CDEM in New Zealand.

The Wellington Region CDEM Group Plan 2019-24 provides the strategic direction for the Group (including the Welfare function) and a clear vision and framework. It enables the effective and efficient management of significant hazards and risks when a coordinated emergency management approach is needed.

The WREMO Annual Plan sets out the annual work programme at the regional level (including welfare). Welfare service plans are regional plans that are drafted and maintained by responsible welfare agencies outlining welfare service delivery across the 4Rs. Local Welfare Plans detail arrangements for local-level planning and delivery of welfare support in an emergency.

Supporting documents

A range of procedures, policies, plans and other documents support this plan. Each provides detailed information about how the region functions in an emergency. These documents are periodically reviewed and updated by the relevant CDEM partner agencies. Supporting documents to this plan are listed in [Appendix 1](#).

Development of the plan

WCG members, CDEM personnel, responsible and support agencies, and local councils have contributed to the development of this Plan through meetings, workshops and feedback.

Plan duration

This Plan is effective following approval by the Joint Committee for a period of five years. A review of this plan will take place on a three-yearly basis or after significant changes in legislation or national direction. Further amendments may be made following an exercise or emergency at any time, on the recommendation of the WCG.

Available information

This plan has been written using information available at the time of writing. There are a number of changes that may be occurring nationally over the next few years that could have implications on welfare planning. These include:

- Trifecta Programme consisting of a review of the Civil Defence Emergency Management Act 2002, National Civil Defence Emergency Management Plan Order (the Plan) 2015 and the accompanying Guide to the National CDEM Plan (the Guide) 2015, and the National Disaster Resilience Strategy (NDRS) Roadmap.
- A national program of work to provide greater recognition, understanding and integration of Te Aō Māori and tikanga in emergency management – before, during, and after an event. Work will also be done to recognise and support the role of marae who have always looked after people in an emergency.
- Welfare leadership review led by NEMA and MSD.
- Welfare Needs Assessment project led by NEMA.

Section 2 – The Wellington region

About us

This section summarises key information that should be considered during planning for and delivering emergency welfare support. The Group Plan or [Appendix 2](#) provide further detail:

- The region has a growing **population** of approximately 530,000 people.
- Roughly **40 percent** of the population resides in **Wellington City**.
- The region has a **land area of 8,100 Km²** consisting of urban, industrial, rural and conservation areas and contains **497 Km of coastline**.
- The three local authorities within the **Wairarapa comprise** nine percent of the regional population but make up over **78 percent of the total land area**.
- The **median age** in the region is **37.2 years** old (Stats NZ, 2018).
- There are significant differences in the average age between local authorities, making a generic welfare response inappropriate across the region.
- Travel patterns and time of day can have a major impact - an emergency that occurs during the day (when large numbers of residents commute into Wellington City or other parts of the region) will have a significantly different impact from an emergency that occurs at night (when workers return home).
- The region has approximately **82,000 people** who live in **tsunami evacuation zones**.
- The region has over **230,000 companion animals** and primary industries also play a significant role in the region's economy. Potential **animal welfare** implications in an emergency could consist of injury, starvation, thirst, displacement, illness and disease, stress, and death.
- **Tourist numbers** can also have a major impact – even though tourist numbers are lower than would normally be the case due to the travel restrictions put in place for **COVID-19**.

Our hazards

Successfully planning requires an understanding of the hazards, risks and vulnerabilities within the region. These hazards and risks are a mix of natural and man-made events. A list of hazards is available in the Group Plan. In addition to those listed, CDEM may be asked to provide support to other events such as acts of terrorism, however since many of the impacts are very similar we take an impact based approach that focuses on the top five hazards. The top five hazards in the region include:

1. human pandemic,
2. earthquake,
3. tsunami,
4. flooding, and
5. storm.

All welfare agencies need to consider the risks and vulnerabilities associated with these hazards across the 4Rs. The Group Plan 2019-24 outlines the regions hazardscape and analyses the associated risks.

The potential welfare implications of these events would likely include a requirement for the provision of welfare services from all responsible agencies. People could experience displacement, isolation, injury, illness and death, psychological issues, deterioration of community well-being, financial loss,

damage to or loss of property, and other matters involving the welfare of people and animals. [Appendix 3](#) takes a closer look at welfare and some of the region's hazards.

Vulnerabilities in the region

“Vulnerability is the degree to which a population, individual or organization is unable to anticipate, cope with, resist and recover from the impacts of disasters.” (WHO, 2019)

Geographic and transport vulnerabilities may include:

- the fragility of transport routes;
- limited supplies of food, water, medical, fuel and other supplies in the region; and
- isolated communities - either by geography, mobility corridor outages or lifeline failures.

During an emergency, anyone can be vulnerable; however, some may be more vulnerable to the consequences of an emergency. Priority groups or communities could be individuals, groups, or whānau at greater risk of experiencing adverse health, social or economic outcomes due to a hazard and the associated risks. Priority communities may be different from one emergency to another and may include:

- those with disabilities, medical conditions or dependencies;
- older adults;
- socially isolated, or homeless individuals;
- children in schools and early childhood centres;
- young babies;
- people in prisons or those on home detention;
- international residents and non-English speakers;
- low-income households;
- high-needs medical and mental health individuals;
- commuters;
- tourists;
- students (domestic and international);
- new migrants/non-residents/people on work visas;
- people with pets and other animals; and/or
- those who may become vulnerable during an emergency (ie those not immediately apparent or 'vulnerable' before an emergency).

Section 3 – Strategic direction

Welfare plays a vital role in meeting the strategic priorities of the CDEM Group. This section outlines how CDEM Group welfare members will work across the 4Rs to deliver the CDEM Groups strategic priorities. [Appendix 5](#) provides further detail on how key welfare stakeholders contribute to these outcomes.

Reduction

Welfare has no direct responsibilities in reduction. However, wider CDEM Group reduction programmes and activities [DGL 11/15]:

- have the potential to lower the individual and community needs for welfare and thereby lowering the demands placed on welfare agencies during emergencies, and
- help empower individuals and communities to make better choices ahead of and during emergencies, improving their coping abilities and resilience overall.

Readiness

Group Plan Strategic Outcome	Contributing Welfare Outcome
The Capability Development (Skilled People) Strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.	Appropriate welfare personnel are identified, trained and available for CDEM purposes.
Integrated and comprehensive official response plans at the local and regional level are understood and practised on a regular basis.	Welfare relationships, including those with Controllers, Emergency Management Advisors, Welfare Managers, and welfare partners, are identified, built, and maintained.
	Welfare agencies and organisations develop and understand plans at national, regional and local levels that affect welfare service delivery, and planning includes provisions to meet the requirements of these plans.
	A regionally consistent approach for establishing, running, and closing an EAC is in place for the region.
	A nationally consistent framework for the delivery of Needs Assessment is in place for the region.
Increased knowledge of the role of Marae and other community facilities in helping support emergency response and recovery.	Priority communities are identified, networks are established and maintained, and processes for the provision of welfare support are in place.
	The perspectives and interests of local Māori are woven throughout welfare.

Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises.	CDEM Group welfare stakeholders understand the community's role in emergencies and across the 4Rs and empower communities.
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[See Appendix 5 – Section 1](#) for a detailed breakdown of Readiness in the Wellington Region Welfare Work Programme 2021/26.

Response

Group Plan Strategic Outcome	Contributing Welfare 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.	Welfare delivers a coordinated response incorporating welfare plans, frameworks, guides, and other relevant EM documents during the event.
	Welfare planning incorporates recovery in response to allow for a smoother transition.
	Needs identification occurs, and the delivery of welfare services is timely and effective.
Formal assistance is readily available and accessible to impacted communities.	Based on the needs of communities, community-led initiatives, Community Emergency Hubs and Emergency Assistance Centre's are supported or opened and available for those affected to receive welfare services.
	Welfare messaging and information is coordinated, consistent and easy for those affected to find and understand.
	Welfare lessons are collected, analysed, disseminated, and learnings applied. These include activities that should be sustained as well as where growth and improvement should take place.

[See Appendix 5 – Section 2](#) for a detailed breakdown of Response in the Wellington Region Welfare Work Programme 2021/26.

Recovery

Group Plan Strategic Outcome	Contributing Welfare Outcome
Integrated and comprehensive strategic recovery planning at both the local and regional level is embedded and practised on a regular basis.	Support welfare integration into strategic recovery planning across the physical built, economic, natural, social and cultural environments.
Effective implementation of Group recovery plans to ensure recovery efforts are coordinated and meet the needs of communities	Support welfare integration into operational recovery activities across the physical built, economic, natural, social, and cultural environments.

[See Appendix 5 – Section 3](#) for a detailed Recovery breakdown in the Wellington Region Welfare Work Programme 2021/26.

2021-2026 Welfare Work Program

The 2021-2026 Welfare Work Program provides tangible activities the Group will undertake to support our Strategic Outcomes. [Appendix 6](#) outlines Group's Welfare Work Program.

Section 4 – Working together

Relationship building and management

The CDEM Group welfare stakeholders are responsible for identifying, establishing and maintaining effective welfare relationships. *Figure 4.1* depicts relationships for each of the welfare stakeholders.

Figure 4.1 – Wellington Region welfare relationships



Cross CDEM Group boundary relationships

Although there is no formal reporting structure between regions, if a significant emergency occur - such as a large earthquake - our CDEM Group may be asked for or may require support from other regions. The CDEM Group will offer, seek and accept help from other CDEM Groups and central government to enhance response and recovery capabilities and contribute to the development and professionalisation of CDEM welfare personnel.

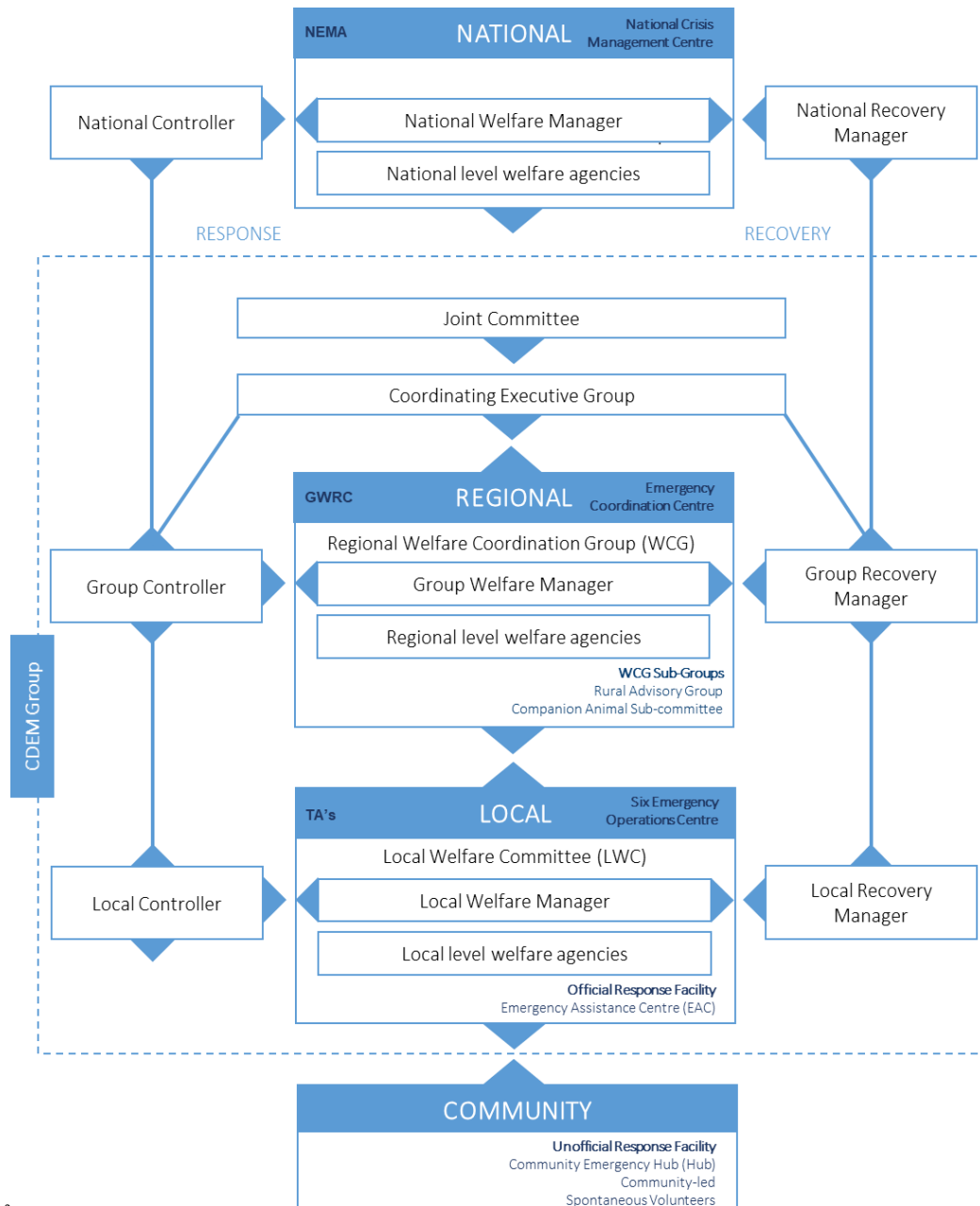
To build and maintain effective working relationships across regional boundaries, the Group will endeavour to work across the 4Rs with our welfare counterparts around the country, including those

bordering the region in the Hawkes Bay, Manawatu-Wanganui, Marlborough and Nelson-Tasman CDEM Group areas.

CDEM Group Structure

CDEM has three levels of coordination: national, regional and local. Those at the national and Group (regional) level support and coordinate welfare services at the local level. *Figure 4.1* depicts the governance and management mechanisms across the three levels. For further information, see the [Group Plan 2019 – 2024](#).

Figure 4.1: Welfare governance and management mechanisms



3

³ Greater Wellington Regional Council is responsible for providing regional welfare personnel for the ECC. TA's are responsible for providing welfare personnel for each of the six EOCs, noting that Wairarapa's three councils work together to operate one EOC. All other councils operate one EOC each.

National Level

National Emergency Management Agency (NEMA)

The role of the NEMA is to lead and coordinate the effective delivery of CDEM actions across Reduction, Readiness, Response and Recovery (the 4Rs) at the national level and includes:

- providing advice, support and coordination of national welfare service agencies, other national welfare stakeholders and the Group;
- managing the National Welfare Coordination Group (NWCG);
- integrating national welfare activities with other CIMS function activities; and
- coordinating welfare in conjunction with the Group Welfare Manager.

Regional Level

Wellington Region Emergency Management Office (WREMO)

WREMO leads and coordinates the effective delivery of CDEM across the 4Rs in the Wellington region. Coordination includes:

- carrying out the Group Office functions, including supporting and guiding local and regional welfare planning and activities, and relationship enhancement;
- overseeing and reporting on the implementation of the Welfare Work Programme on behalf of the Group;
- providing professional welfare advice and services to the CDEM Group and CEG, including advocating for welfare as part of agency planning, exercising and events; and
- carrying out Welfare functions specified in the Group Plan or required by the CDEM Group.

Group Welfare Manager

The CDEM Group has clearly identified personnel to perform the Welfare function across the 4Rs within the region. Regionally, the Group will identify a primary Group Welfare Manager (GWM) and at least one alternate GWM. During risk identification, reduction and readiness, the GWM will liaise and coordinate when appropriate with the regional welfare services agencies. Together the GWM and members of the WCG will:

- identify potential welfare service coordination needs within the Group;
- review the Group Welfare Plan to provide direction and clarity for the coordination of welfare services planning, response and recovery for application in any significant emergency context;
- conduct and participate in WCG meetings;
- assist LWMs;
- identify and work with ECC Welfare function desk personnel; and
- participate in CDEM Group level exercises and training.

Welfare Coordination Group (WCG)

The WCG is a collective of welfare service agencies active at the CDEM Group level and the local level. The WCG meets formally three times per year. The GWM or their representative chairs this meeting. The WCG provides a mechanism for collaboration and coordination between agencies, who work

together to plan for and establish arrangements for the effective delivery of welfare services and develop welfare work programmes.

The WCG provides planning input and coordination at the regional level and supports local level CDEM welfare. The WCG operates under the direction of the CEG in readiness and the CDEM Group Controller during response. In recovery, the WCG will coordinate its activities with those of the CDEM Group Recovery Manager and any related recovery groups or teams.

Regional level support for the Welfare function is activated when an emergency requires regional coordination and support. This support may occur when:

- response requirements, capability or capacity exceeds that available at the local level;
- the complexity of the emergency warrants regional welfare coordination and support; or
- when an emergency impacts more than one TA.

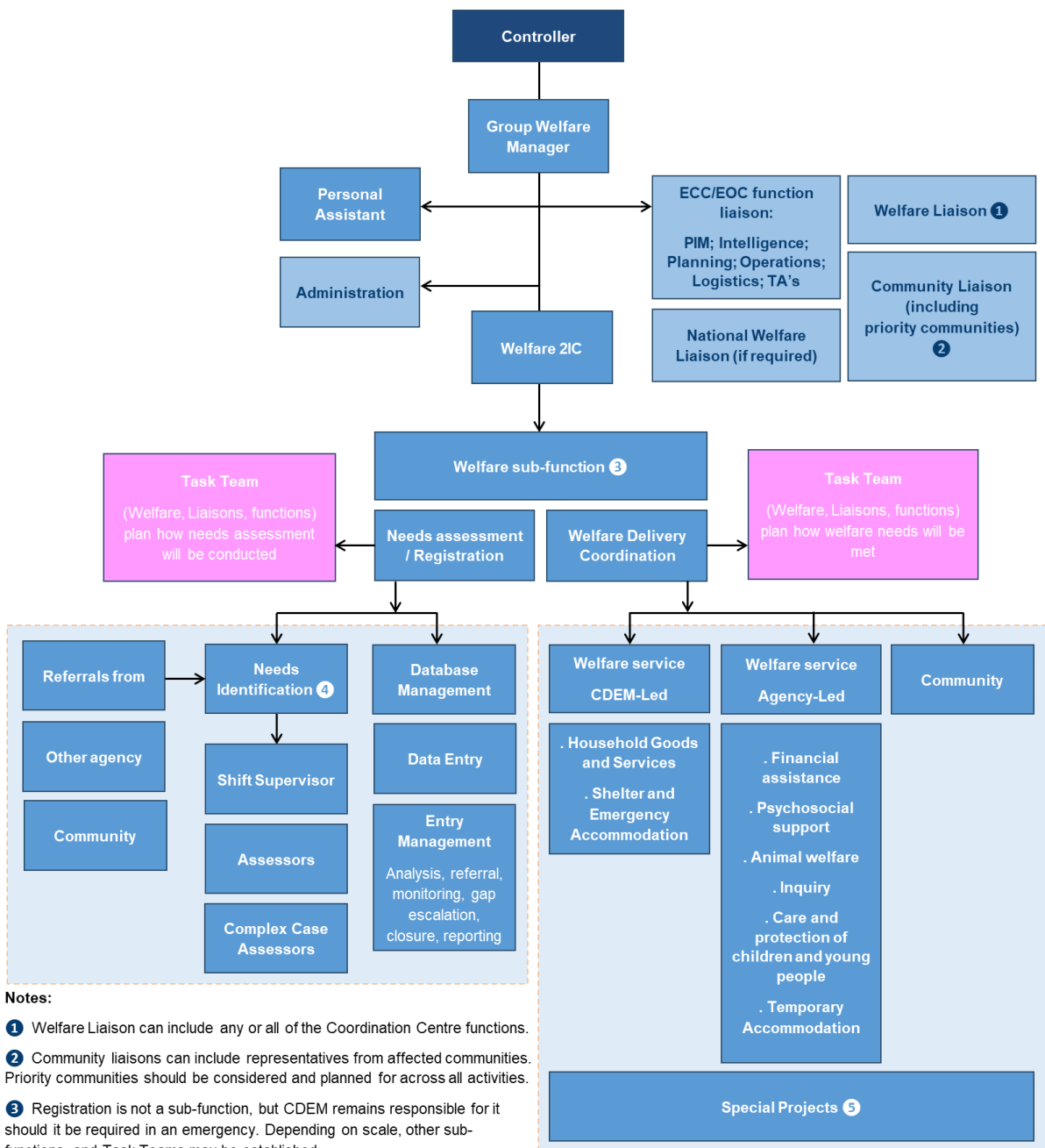
When required during a response, the GWM, in conjunction with the WCG and under direction from the Group Controller, will coordinate support for local welfare responses. Notification to WCG members will occur when a regional or local CDEM response to an emergency is underway. Agencies are identified as key stakeholders or partners and are engaged and briefed during any response to an emergency.

As recovery progresses, the coordination of community support will transition to business as usual. Recovery may revert to coordination by the WCG with support from the GWM or others. The Group Recovery Manager will liaise closely with all agencies involved in response to ensure that service levels in impacted communities are maintained at agreed levels.

Emergency Coordination Centre (ECC) Welfare Personnel

Greater Wellington Regional Council is responsible for providing alternate Group Welfare Managers and additional personnel to staff the ECC Welfare function. The ECC Welfare function structure outlined in *Figure 4.2* is scalable and modular. Roles are established and assigned according to the scale and nature of the response. Each box represents a task. One person may be required to perform one or more of these tasks in their assigned role.

Figure 4.2: ECC Welfare function structure



Notes:

- ❶ Welfare Liaison can include any or all of the Coordination Centre functions.
- ❷ Community liaisons can include representatives from affected communities. Priority communities should be considered and planned for across all activities.
- ❸ Registration is not a sub-function, but CDEM remains responsible for it should it be required in an emergency. Depending on scale, other sub-functions, and Task Teams may be established.
- ❹ Needs identification can occur in an EAC (CDC), via phone, online, door knocking, etc.
- ❺ Projects are issues and/or specific event driven requirements that are embedded within all the service delivery areas including establishing an EAC.

Rural Advisory Group

In conjunction with the region's Local Welfare Committees (LWCs), the Rural Advisory Group (RAG) helps plan, coordinate and deliver welfare services by local authorities and agencies during an emergency. The specific focus of the RAG is the rural community across the region. The Wairarapa LWM chairs the RAG. The RAG plans for and coordinates rural welfare response. Membership in the RAG enables agencies to understand their roles and responsibilities across the 4Rs under the Local and Group Welfare Plan, plan for emergency events and build relationships with other rural stakeholders.

Regional Animal Welfare Coordination Team

The Regional Animal Welfare Coordination Team (RAWC) is responsible for coordinating animal welfare emergency management at the regional and local levels and meets at least three times a year. MPI coordinates this team and includes the Group Welfare Manager, animal welfare agencies and organisations in the region. The responsibilities of the team include:

- maintaining the Regional Animal Welfare plan in association with the National Animal Welfare Coordinator;
- maintaining regional networks of agencies, organisations, entities and businesses that are associated with animals;
- participating in training and exercise activities;
- providing educative material and communications about planning for animals in emergencies;
- providing information to the National Animal Welfare Committee through the Regional Animal Welfare Coordinator about any animal welfare issues arising in an emergency; and
- participating in response and recovery activities.

Other regional welfare-related relationships

The GWM and welfare team must work closely with the Group Controller, Group Recovery Manager, and other desk managers and welfare stakeholders. During a response, the GWM reports to and receives direction from the Group Controller. The GWM will also engage with the Recovery Manager early to ensure the transition of welfare services from response to recovery is as smooth as possible. During recovery, the GWM reports to and receives direction from the Recovery Manager.

Local level

Welfare services are delivered locally under the direction of Local Controllers. Local Welfare Managers are responsible for arranging welfare support facilities and providing welfare services to affected communities as needed.

Local Welfare Manager

Locally, councils will identify one primary Local Welfare Manager (LWM) and at least one alternate LWM for each of the Territorial Authorities⁴ (TA's). Welfare Services in Emergencies, DGL outlines LWM's responsibilities. In summary, these include:

- developing and maintaining effective local and regional welfare partnerships;
- ensuring that there is a capable and confident local welfare workforce in place;

⁴ Given their combined CDEM approach, the three Wairarapa TA's have will identify one primary Local Welfare Manager.

- putting in place appropriate plans, procedures and procedures to guide the delivery of welfare support to communities; and
- identifying and maintaining appropriate platforms (Needs Assessment tools), facilities (EACs) and equipment to enable welfare support in an emergency.

The LWM will liaise closely with the GWM to reach a shared understanding of the local situation and support likely to be required.

During response and recovery, the LWM:

- activates local Welfare arrangements;
- manages the Welfare function;
- liaises with and integrates activities with other functions across the response;
- provides advice to the Local Controller on welfare matters;
- manages the continued delivery of welfare services to affected communities during response and recovery;
- provides advice to the Local Recovery Manager on welfare matters; and
- coordinates with the CDEM GWM.

Local Welfare Committee

The LWM chairs the LWC in each TA. Responsible and supporting welfare agencies make up these committees in the TA area. These may vary within each TA. The Committee aims to build relationships and strengthen understanding of the roles and responsibilities, and capabilities of welfare services agencies in an emergency in the local area. The Committee's focus is to plan for the integration and coordination of welfare services delivery on the ground during any emergency, including:

- ensuring that arrangements for welfare service delivery are in place with local level welfare agencies;
- building relationships with local-level welfare agencies and stakeholders, working closely with community leaders and community-led organisations;
- providing information about capability and capacity to the CDEM GWM and WCG on welfare planning and activities in their local area; and
- chairing the LWC

During a response, the LWC should work together to ensure a timely, consistent, and coordinated response to the people affected.

Community

WREMO has worked with communities in the Wellington Region to pre-identify Community Emergency Hubs (Hub) or locations where members of the public can gather, self-organise and manage as much as possible themselves during an emergency. In conjunction, community response plans for each of these areas are publicly available at www.getprepared.org.nz. These plans enable communities to come together in an emergency and provide community organised support to those within that community. It also promotes readiness and provides a mechanism for communities to respond to an emergency.

Spontaneous responses outside Hubs may also occur following an emergency. In some cases, groups without formal training before an emergency can supply resources, information and insight following an emergency. These groups may require additional support, which CDEM can provide where appropriate.

Both Hub and spontaneous community responses can make a significant contribution to communities during an emergency. Welfare response should support the community rather than taking it over as much as possible. This approach allows for a more resilient community and allows prioritisation of resource deployment for those who need them most.

Iwi

The Group recognises that iwi bring a great deal of capability in relation to emergency management and are a huge source of social capital with significant resources to activate in response. These resources may include shelter and food, communication networks (including Māori media, iwi radio, and social media, and other platforms) and access to existing supplies. Driven by local needs, there is often early activation of marae, Māori wardens and other extended whānau, hapū, and iwi networks during emergencies. A national program of work is about to start to provide greater recognition, understanding and integration of Te Aō Māori and tikanga in emergency management – before, during, and after an event. Work will also be done to recognise and support the role of marae who have always looked after people in an emergency. The Group will be looking to align its work in this area with the new national program.

Mana whenua in the region include Ngāti Kahungunu ki Wairarapa, Taranaki Whanui ki te Upoko o te Ika a Maui, Ngāti Toa Rangitira, Te Atiawa ki Whakarongotai, Ngāti Raukawa ki te Tonga and Rangitane o Wairarapa. With mana whenua partners, and the support of other iwi/Māori who live in the Wellington region, the Group seeks to achieve:

- greater recognition, understanding and integration of iwi/Māori perspectives and tikanga in emergency management; and
- greater recognition, understanding and integration of the capacity and capability of marae to look after people in an emergency.

It is expected that as part of the national program of work in this area, NEMA and the Group will work with iwi and local welfare managers/committees in the following areas:

- The Group will work with marae in the region to identify marae that could, and want to, have a role in emergency responses (noting that marae are one community facility amongst many); and any infrastructure upgrades and training needed to enable those marae to respond effectively.
- The Group will undertake planning, understand tikanga for each marae, and develop protocols with those identified marae that may be required, including to support reimbursement for welfare-related expenses.
- NEMA will be responsible, on an ongoing basis, for providing the Group with support and guidance, and for monitoring progress on engagement with marae, hapū, and iwi.

Welfare capability development

The CDEM Group Capability Development (Skilled People) Strategy sets out the approach towards developing a regional emergency management workforce to ensure that the CDEM Group can deliver a timely and effective response to an emergency. People from within the TA's, partner agencies, non-government organisations, and the community will fill various welfare-related roles within the ECC or an EOC, in an EAC or out in the community, delivering welfare coordination, services and support.

The annual CDEM Group Training and Exercise Plan provides a range of professional development opportunities for welfare personnel across the region. This plan ensures people are competent and confident in performing their roles within welfare. Work will also continue developing and refining appropriate professional development pathways for the range of people supporting welfare delivery. For further information about capability development initiatives occurring in the region, please contact capability.development@wremo.nz

Section 5 – Operational arrangements

Readiness activities and responsibilities

WREMO hosts a series of emergency preparedness workshops around the region to help individuals, early childhood centres, schools, residential care facilities and businesses prepare for emergencies.

Government departments, local government agencies, emergency services and lifeline utilities all have roles to play across the 4Rs. These agencies should undergo business continuity planning to ensure they remain capable of meeting their welfare service expectations, albeit potentially at a reduced level, during and after an emergency and perform critical functions.

Response Arrangements

Welfare may respond to an emergency with or without the ECC or an EOC activating. The Controller will determine the level of response, appropriate structure and response objectives in consultation with an Incident Management Team (IMT) where possible. A Welfare response may be required where CDEM is the lead agency or where there is a request to support another agency leading a response. Coordination and provision of welfare services can occur with or without a declared state of local emergency.

Response costs

Central Government has the provision to reimburse support costs for both declared and non-declared events. Section 33 of the Guide to the National CDEM Plan 2015 and the Wellington CDEM Group Plan 2019 – 2024 provide further details about emergency expenditure.

The early involvement of the Group Welfare Manager (GWM) and Emergency Management Advisor (EMA) are encouraged to ensure a seamless delivery of welfare services to those affected. In addition, the NEMA Regional Emergency Management Advisor (REMA) can support processes by enabling reimbursement. The government will fully reimburse local authorities for costs incurred in caring for displaced people. Costs include those incurred to care directly for affected people, such as accommodation, transporting, feeding and clothing people who are affected by the emergency. Expenses incurred while displaced people are en route to, or in, emergency accommodation such as halls or marae are included.

Most costs associated with animal welfare do not currently qualify for reimbursement. Consequently, those directly affected, or councils, must meet these costs. Mayoral funds can provide support to those incurring costs associated with animal welfare for affected people. Further ineligible costs include: local authority overheads, indirect costs such as local authority staff time, Emergency Operations Centre (EOC) activation costs, office space, and vehicle expenses.

Welfare coordination structure

Welfare is a specific function under the Coordinated Incident Management System (CIMS) responsible for ensuring planned, coordinated, and effective delivery of welfare services to affected individuals, families/whānau and communities, including animals affected by an emergency. Depending on the type, scale and complexity of the emergency, welfare may arrange its sub-functions into dedicated or combined functions, including (but not limited to): Needs Assessment and Welfare Delivery

Coordination. A detailed description of the Welfare function, including responsibilities and sub-functions, are outlined in section 4.11 of the CIMS 3rd Edition.

Welfare services

CIMS identifies two sub-functions of Welfare: Needs Assessment and Welfare Delivery Coordination. The coordination required for welfare is dependent on the scale of the emergency and the needs of those affected. The Welfare Manager and Controller will work together to determine the most appropriate structure for the Welfare function for any given emergency event. One, both or additional sub-functions may be deployed depending on the emergency and the specific coordination required. [Appendix 4](#) provides further detail on the CIMS welfare sub-functions and CDEM welfare services and agencies that are responsible for and support these sub-functions and welfare services in a CDEM context.

Welfare service agencies

The National CDEM Plan Order 2015 articulates welfare service arrangements. Responsible agencies are responsible for coordinating the provision of welfare service. Welfare services include: registration and needs assessment, inquiry, care and protection services for children and young people, psychosocial support, household goods and services, shelter and accommodation, financial assistance and animal welfare. Responsible agencies have legislative requirements to support emergency management in the region. Responsible agencies will work with and coordinate support agencies across the 4Rs.

All agencies involved in welfare service delivery provide representation at a regional level on the WCG and the local level on the LWC. Where appropriate, these agencies also provide representation on specialist groups such as the RAG or RAWC Team. All agencies must have the ability to continue to function, albeit potentially at a reduced level, during and after an emergency and perform key functions. These agencies should coordinate information sharing to avoid different agencies collecting the same information from people multiple times. The National CDEM Plan 2015 outlines the role of welfare service agencies during response and recovery. Each agency with welfare service responsibilities is required to:

Reduction and readiness

- a) develop and review plans to ensure continuity of its essential services and contribution to wider welfare provision;
- b) plan collaboratively with agencies responsible for coordinating relevant welfare services sub-functions to ensure that arrangements are aligned;
- c) develop capacity and capability pertinent to its role in an emergency;
- d) establish regular communication and reporting lines within its local, regional, and national offices; and
- e) establish and maintain inter-agency communications.

Response and recovery

- a) provide timely services and information on those services to affected communities;
- b) identify strategies and actions to support the effective coordination of services;

- c) monitor and report to the agency that is responsible for the relevant welfare services on welfare issues and activities;
- d) establish regular communication and reporting lines within its local, regional, and national offices, and
- e) support welfare service agencies with additional personnel at national, CDEM Group, and local levels when a need is identified, and it is practicable to do so.

Role of agencies

Response in the welfare context involves actions taken immediately before, during, or directly after an emergency to support, coordinate and manage the delivery of welfare services to affected individuals, families/whānau, communities and animals. As the response progresses, identification of immediate, ongoing and emerging needs takes place. Welfare service agencies should meet these needs as soon as possible.

Welfare services may be accessed by or delivered to the public in several ways, including outreach, community-based organisations, at an Emergency Assistance Centre (EAC), agency offices, telephone or online. A flexible approach is required and must aim to support those affected in the safest location possible. The location could include a workplace, holiday accommodation, shelter, emergency accommodation, temporary accommodation, or in their own home.

Responsible agencies

Responsible agencies lead and coordinate their welfare service delivery. These agencies also work collaboratively with support agencies and other welfare service organisations to ensure they are linked and prevent or minimise duplication. These agencies are accountable for welfare service plans which provide detailed arrangements at the regional and local levels. Updates to plans occur following responses, exercises or on a scheduled basis. The National CDEM Plan 2015 also outlines requirements for all agencies who coordinate welfare service across the 4Rs. These responsibilities include:

Reduction and readiness

- a) provide leadership to support agencies to develop arrangements;
- b) develop, maintain, and exercise arrangements for the coordination or delivery of relevant welfare services;
- c) plan co-operatively with all support agencies with a role in delivering the relevant welfare services to ensure that arrangements are aligned;
- d) regularly test and exercises its response and recovery arrangements and participate in the National CDEM Exercise Programme; and
- e) participate as an active member on:
 - I. the WCG at the CDEM Group level; and
 - II. all LWCs at a local level.

Response and recovery

- a) at the CDEM Group level:
 - I. work with relevant support agencies to ensure that community needs are being met and that services and information (for both operational and public information purposes) are integrated;

- II. collaborate with other agencies that are responsible for other welfare services to ensure that services and information are coordinated, integrated, and aligned to meet community needs; and
 - III. report on the coordination and performance of the welfare services for which it is responsible to the CDEM GWM in the ECC during response or the CDEM Group Recovery Office during recovery.
- b) at the local level:
- I. work with relevant support agencies to ensure that community needs are being met and that services and information (for both operational and public information purposes) are integrated;
 - II. collaborate with other agencies that are responsible for other welfare services to ensure that services and information are coordinated, integrated, and aligned to meet community needs; and
 - III. report on the coordination and performance of the welfare services for which it is responsible to the LWM in the EOC during response or the Local Recovery Office during recovery.

Support agencies

Support agencies are any agency that acts under guidance from the responsible agency to provide assistance, services, resources, information, or otherwise contributing to welfare service provision. There are support agencies for each of the welfare services. Agencies may be pre-identified in reduction and readiness or utilised ad hoc during response and recovery.

Support agencies should work with responsible agencies to assist in developing welfare arrangements and plan cooperatively for the welfare service(s) that the agency supports. These agencies should be invited to participate in welfare service meetings and, where possible, WCG or LWC meetings.

Other CIMS links

The Welfare function works with all CIMS functions. Welfare Managers and personnel should liaise regularly via meeting attendance, training and or exercises, participating in task teams to build and understand the Welfare function.

Control

The Welfare Manager is responsible to the Controller during a response. The Controller directs any welfare activities with other function during a response. The Welfare Manager communicates and reports on the provision of welfare services and provides advice to the Controller.

The WCG or LWC operates under the direction of the Controller during response and convenes as frequently as necessary and practicable determined in consultation between the Welfare Manager and Controller. The Welfare Manager provides information on the broader response and objectives of the Controller to the WCG or LWC, setting welfare targets and directing ongoing welfare activities accordingly. The Controller should be aware of Welfare Plans and arrangements and seek assurance that sufficient welfare arrangements are in place. The Welfare Manager should keep the Controller up to date on welfare function activities and deliverables.

Intelligence function

Intelligence is responsible for collecting and analysing response information, especially relating to the status, hazards, and context of the emergency. During the response, intelligence gains awareness of needs in affected communities using both the Operations and Intelligence functions. The Welfare function passes along intelligence from WCG or LWC members to the intelligence desk to contribute to improved situational awareness.

Planning function

Planning is responsible for developing and updating Action Plans and other plans such as long-term or contingency and task plans. The Welfare Manager, in conjunction with the WCG and LWC, lead Welfare planning. The Planning function supports welfare planning. In conjunction with the Planning function, a Welfare Action Plan can be developed and included as an appendix to the Action Plan. Welfare planning cycles need to align with and support the overall coordination centre planning cycle.

Operations function

The Operations function is responsible for the day-to-day coordination of the response, detailed task planning, and implementation of the Action Plan. It is also responsible for volunteer coordination, lifeline utility coordination, and liaising with other agencies. Operations help build initial welfare awareness of needs in affected communities.

Logistics function

Logistics is responsible for providing and tracking resources to support the response and affected communities and providing logistics advice to other CIMS functions. This advice may include procuring welfare resources for WCG or LWC members, including supplies required for those sheltering in place. In conjunction with the Welfare function and Lifelines, the Logistics function is also responsible for planning, procurement and distribution of goods, such as food, nappies, and water, as well as services, such as transport, commercial accommodation, catering and ICT during the Needs Assessment process or in EAC. Logistics also ensures the maintenance of a record of welfare expenditure. The Welfare function is responsible for forecasting resource needs for long-term welfare activities and providing this information to the Logistics function.

Public Information Management function

Public Information Management (PIM) is responsible for informing the public about the emergency and the response (including actions they need to take), media liaison and monitoring, and community liaison. On the Controller's direction, PIM also issues warnings and advisories. PIM is responsible for drafting and issuing consistent public messaging related to welfare services sub-functions through appropriate channels. The PIM function also coordinates public meetings, media releases, press conferences and develops fact sheets in conjunction with the Welfare function. The Welfare function connects welfare service agencies with the PIM function, identifies need trends through information provision, provides information on welfare services available, answers frequently asked questions and provides advice on translation requirements.

Welfare platforms and processes

Emergency Assistance Centre

An Emergency Assistance Centre (EAC) is a facility established and managed by CDEM during an emergency to support individuals, families/whānau, the community and its animals. In Wellington, EACs were formerly called Welfare Centres and are also known as Civil Defence Centres (CDCs) in other parts of New Zealand. EACs are open to the public and used for any purpose, including delivering welfare services to the affected community. The welfare services provided at an EAC must be easy to access,

focus on maintaining human rights and dignity, and be people-focussed not paper-focussed. Lastly, people's comfort, support, and safety are the priority.

The decision to open an EAC could be made when communities require more assistance and welfare support than they can provide by other local means. Opening an EAC is decided at the local level by the Local Controller in conjunction with the LWM.

EACs are operated by CDEM-led teams at the local level (including CDEM-trained volunteers) or by other agencies as defined in CDEM Group Plans or local level arrangements. Wellington CDEM Group members are responsible for:

- identifying appropriate personnel to work in EACs,
- allowing personnel to attend consistent training and exercises,
- ensuring personnel remain proficient at working in an EAC, and
- maintaining appropriate numbers (proportional to the population and ability to operate for an extended period) to work in EACs.

TAs are responsible for identifying potential EAC locations in their areas. An EAC will not be advertised to the public until opened or planned to be open. This approach allows for flexibility in location and purpose.

Relationships and MOUs should be in place before an emergency occurs with any venue selected as a potential EAC site. EACs are generally, but not always, Council owned facilities or venues that have the amenities required to look after people. Further guidance on EACs is in the [Wellington Region Guide to an Emergency Assistance Centre](#).

Community Emergency Hubs and Community-led facilities

A Hub is a place for the community to coordinate efforts to help each other during and after an emergency. There are potential Hub locations identified across the region. A Hub guide is drafted, customised, and maintained for use at potential Hub sites during emergencies within each community. Communities are encouraged to go through a Community Response Planning process to develop plans to help solve local problems with the local resources available. Further details are on the WREMO website at <https://getprepared.nz/my-community/>

Needs Assessment

Needs assessment is the process of understanding the needs of people affected by an emergency. It provides the basis for welfare service delivery. The Group is responsible for:

- collating and analysing identified welfare needs, and
- working with support agencies, including community-based organisations and networks, to identify and deliver appropriately integrated services and information to address welfare needs.

During the 2020 response to COVID-19, needs assessment successfully triaged over 3,500 calls and assessed the welfare needs of over 2,000 people affected by COVID-19 lockdown restrictions in our region. Āwhina, the nationally supported needs assessment tool, was used to do this.

Although the Group was able to understand and provide for the needs of these people, opportunities to improve were identified. Some lessons included:

- the needs assessment process should be straightforward;
- the system must enable priority populations to access support with minimal barriers;
- comprehensive human resource support for frontline staff must be in place;
- sharing capability and capacity across TAs can benefit all councils;
- ICT requires robust systems, testing and training in readiness; and
- needs assessment training and other planning activities should occur in readiness and include all involved in the needs assessment cycle.

The Wellington Region Needs Assessment Framework sets out to ensure these lessons are learned by outlining straightforward, nationally consistent, needs assessment guidance and provides a foundation for consistent understanding and training across the Wellington Region.

Shelter & Accommodation

Supporting people to shelter in place is best practice and the preferred option wherever safe to do so. When this is impractical or unsafe, other arrangements may need to be made. The provision of shelter and accommodation is for people who have to leave their homes due to an emergency. The CDEM Group (including local authorities) is responsible for planning and coordinating the provision of shelter and emergency accommodation during the initial stages of an emergency. The Welfare Services in Emergencies Director Guidelines outline the following CDEM Group responsibilities:

- establish an adaptable and scalable plan that is ready to activate that describes what the Group will do to meet its obligation;
- determine in the plan where accountabilities will reside within the Groups organisational structure, and who the key personnel will be to approve, deliver, and operationalise the plan;
- develop relationships with agencies with responsibilities in the National CDEM Plan 2015, which will allow pre-emergency collaborative planning and forward-thinking partnership development so that prescribed roles are coordinated and delivered cohesively;
- develop shelter and emergency accommodation solutions suitable for deployment under varying scales of emergencies, during an emergency suitable to the region's geography;
- understand the hazards and risks specific to our region that might displace people; and
- establish a communication strategy to prepare advice, information, and education collateral for displaced people and key stakeholders.

Household Goods and Services

Essential household goods and services may be provided to people who have been displaced or who are sheltering in their usual place of residence due to an emergency and are unable to support themselves. This could be because they have been isolated and cannot access everyday goods and serviced or standard payment methods are not functioning. These may include food, water, clothing, bedding, and other items or services necessary for warmth, cleaning, preparing food, and general health and hygiene.

The CDEM Group is responsible for planning and coordinating the provision of household goods and services and other essential items to people who are either displaced or sheltering in place as a result

of an emergency. The Group may collaborate with other agencies and organisations to provide household goods and services at the local and regional level.

Section 6 – Governance and reporting

Governance

The Group Plan outlines the Wellington CDEM Group governance arrangements.

Monitoring and reporting

Monitoring and evaluating welfare arrangements and activities assure stakeholders of legislative compliance and that welfare in the region is achieving its objectives and making progress towards its goals and those of the National CDEM Strategy. Monitoring and evaluation is a continuous process that informs planning and delivery.

Monitoring

The CDEM Group will monitor welfare effectiveness through:

- WCG meetings, including during and following emergency events, ensuring that the objectives of the welfare plan and arrangements are met, and they are current and relevant;
- Welfare Managers Meetings, including during and following emergency events, ensuring that objectives are met, and they are current and relevant;
- delivering against and reporting to governance on the Wellington Region Welfare work program 2021/26; and
- completing and sharing After Action Reviews (AAR) following an emergency where the Welfare function has stood up.

External monitoring and evaluation

Under Section 8 of the CDEM Act, the Director of CDEM has a function to “monitor the performance of CDEM Groups and persons who have responsibilities under this legislation”. This process is undertaken primarily via the NEMA [Capability Assessment Tool](#). This tool aims to create a standard assessment of emergency management capability in New Zealand. It consists of key performance indicators and performance measures against which organisations can assess themselves or organise an externally assessment.

Glossary

4Rs	<p>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.</p> <p>Readiness involves developing operational systems and capabilities before an emergency happens, including self-help and response programmes for the general public and specific programmes for emergency services, lifeline utilities, and other agencies.</p> <p>Response involves actions taken immediately before, during, or directly after an emergency to save lives and property and help communities recover.</p> <p>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.</p>
After-Action Review	An After-Action Review (ARR) is a structured review or de-brief (debriefing) process for analysing what happened, why it happened, and how it can be done better by those involved during an emergency event.
Civil Defence Emergency Management	Civil Defence Emergency Management (CDEM) supports and enables communities to manage emergencies. It involves a diverse range of agencies that comprise the CDEM sector, each with different responsibilities and focus and varying levels of resources and capability. Organisations involved include communities and their local authorities, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.
Community Emergency Hub	Community Emergency Hubs (Hub) are pre-identified places for the community to coordinate their efforts to help each other during and after an emergency. These were formerly called Civil Defence Centres in the region and are also known as Community-Led Centres in other parts of New Zealand. Hubs are opened and managed by the community. They are equipped with an operating guide, map, and small stationery, which allows the Hub to keep in contact with their EOC. They do not contain caches of emergency supplies and are not an EAC.
Coordinated Incident Management System	The Coordinated Incident Management System (CIMS) is the primary reference for incident management in New Zealand. The purpose of CIMS is to achieve effective coordinated incident management across responding agencies for all emergencies regardless of hazard, size and complexity.
Coordinating Executive Group	The Coordinating Executive Group (CEG) is a statutory group under the CDEM Act 2002. Functions of this group include: providing advice to the CDEM Group and any subgroups or committees; implementing, as appropriate, the decisions of the CDEM Group; and overseeing the implementation, development, maintenance, monitoring, and evaluation of the CDEM Group Plan.
District Health Boards	District Health Boards (DHB) are responsible for providing or funding health services in their areas. DHB's are the responsible agency for coordinating psychosocial support. In the Wellington Region, there are four DHB's.
Emergency Assistance Centre	Emergency Assistance Centre (EAC) (formerly known as Welfare centres or could be referred to as a CDC in other parts of New Zealand). The official site of welfare assistance during or after an emergency event.
Emergency Coordination Centre	Emergency Coordination Centre (ECC) is a regional coordination centre that operates at the CDEM Group level to coordinate and support one or more activated EOC's.
Emergency Management Advisor	<p>An Emergency Management Advisor (EMA) supports CDEM across the 4Rs. Responsibilities include:</p> <ul style="list-style-type: none"> • Fostering various agency engagement within the Territorial Authorities (TA) to build and maintain strong stakeholder relationships in emergency management. • Conducting development and delivery of training to enable competent and confident people to respond to an emergency within the TA area of responsibility. • Mentoring local Controllers and Council officials in emergency management procedures • In conjunction with Local Authorities, ensuring assigned EOCs have the capable systems and operative equipment to respond to an emergency within the TA area of responsibility • Acting as Response Manager in the local EOC in an emergency activation.
Emergency Operations Centre	Emergency Operations Centre (EOC) is a coordination centre that operates at a local level to manage a response.
Group Welfare Manager	The Group Welfare Manager (GWM) provides direction and support in welfare planning, chairs the WCG, manages the Welfare function in the ECC during a response to an emergency and continues leading and coordinating the delivery of welfare services in recovery.

Integrated Training Framework	Integrated Training Framework (ITF) is a core training pathway for building skills for Coordination Centre personnel throughout the CDEM sector. The path consists of four levels and connections to other training courses. These include: Foundation, Intermediate, Function Specific and Leadership courses.
Local Earthquake Response Plan	The Local Earthquake Response Plan (LERP) sits under the Wellington Region Earthquake Plan. It directs and coordinates the immediate regional initial response to a large earthquake in each territorial authority until a formal response structure is established. The Wellington Region has six LERPs, one for each territorial authority.
Local Welfare Committee	Local Welfare Committee (LWC) is a collection of welfare agencies that plan for the delivery of local welfare services to communities affected by an emergency. Local welfare committees present an opportunity for local level welfare agencies to plan for emergencies, strengthen networks, and draw on existing networks within communities. The Local Welfare Manager chairs the LWC. The LWC may take a different form from one council area to another.
Local Welfare Manager	The Local Welfare Manager (LWM) ensures arrangements for welfare service delivery are in place with local welfare agencies. They provide direction and support in local welfare planning and chair the LWC. They manage the local welfare response in the EOC during response and continue leading and coordinating local welfare services in recovery.
National Emergency Management Agency	National Emergency Management Agency (NEMA) The central government agency responsible for providing leadership, strategic guidance, national coordination, and the facilitation and promotion of activities across the 4Rs. It is the lead agency at a national level responsible for coordinating the management of the emergencies listed in the National CDEM Plan 2015.
National Coordination Centre	The National Coordination Centre (NCC) is a coordination centre that operates at the national level to manage a response.
National Crisis Management Centre	National Crisis Management Centre (NCMC) facilitates the Central Government crisis management arrangements and offers inter-agency and scalable operability to deal with emergencies. It is managed and maintained in a continued state of readiness by the NEMA.
National Welfare Coordination Group	National Welfare Coordination Group (NWCG) provides strategic oversight for the planning and developing integrated welfare services. The NWCG provides coordination at the national level and support to CDEM Groups at the regional level. Membership is comprised of the agencies responsible for each of the welfare services, as listed in the National CDEM Plan 2015.
Priority Communities	Priority communities can be made up of individuals, groups, whānau or communities who could be at greater risk of experiencing adverse health, social or economic outcomes due to an emergency event.
Responsible agencies	Agencies with responsibility for coordinating one (or more) of the welfare services. These include: <ul style="list-style-type: none"> • Registration and Needs Assessment – CDEM • Inquiry – NZ Police • Care and protection for children and young people – OT • Psychosocial support – DHB • Household goods and services – CDEM • Shelter and accommodation - CDEM (Emergency periods up to two weeks) MBIE (Temporary periods beyond two weeks) • Financial assistance – MSD • Animal welfare – MPI
Regional Emergency Management Advisor (REMA)	The role of a Regional Emergency Management Advisors (REMA) is to: <ul style="list-style-type: none"> • Engage with CDEM Groups, local authorities and other local and regional stakeholders on their statutory responsibility for delivering all aspects of CDEM to their communities. • Provide on-going and timely information, guidance, support, and assurance locally and nationally during response and recovery to Central Government, the CDEM Groups, local authorities and other local and regional stakeholders. • Assist CDEM Groups, local authorities and other local and regional stakeholders with training and development to ensure they have the capability and capacity to respond to and recover from an event.
Support agency	Any agency that assists the responsible agency by providing services, resources, information, or otherwise contributing to the response.
Primary care	Primary care refers to healthcare provided in the community for people making an initial approach to a medical practitioner or clinic for advice or treatment.

Tabletop Exercise	A Tabletop Exercise (TTE) is an exercise to discuss a simulated emergency. Agencies and personnel explain their actions in a particular emergency, testing emergency plans, training personnel, identifying gaps, and working towards a more coordinated response.
Welfare Coordination Group	The Wellington Regional Welfare Coordination Group (WCG) is a collective of welfare services agencies active at CDEM Group and local levels. The WCG provides a mechanism for collaboration and coordination between agencies who work together to plan for and establish arrangements for the effective delivery of welfare services and develop welfare work programmes. It provides planning input and coordination at the CDEM Group level and support to local level CDEM welfare.
Welfare Services	Welfare service agencies support individuals, families and whānau, communities, and animals in being ready for, responding to, and recovering from emergencies. Welfare includes the following welfare services: needs assessment and registration, inquiry, care and protection services for children and young people, psychosocial support, household goods and services, shelter and accommodation, financial assistance, and animal welfare.
Welfare sub-function	The Welfare sub-functions are a component of the Welfare function under CIMS. Needs Assessment and Welfare Delivery Coordination are the Welfare sub-functions. Additional sub-functions may be required depending on the emergency.
Wellington Region CDEM Group	The Wellington Region CDEM Group (Group) is comprised of councils, response and welfare agencies and organisations within the Wellington Region who work together to provide CDEM across the region.
Wellington Region Earthquake Plan	Wellington Region Earthquake Plan (WREP) is a regional level plan outlining the first steps in response to a large earthquake in the region. It provides direction and helps coordinate the initial, immediate response and is in place until a formal response structure and a specific event Action Plan established. It supports the national direction provided in the Wellington Earthquake Initial Response Plan (WINERP).
Wellington Region Emergency Management Office	Wellington Region Emergency Management Office (WREMO) is the regional office where CDEM functions are carried out on behalf of the CDEM Group before an emergency occurs.

Appendices

Appendix 1 - Companion Plans, National Guidelines, and Legislation

National

- [Civil Defence Emergency Management Act 2002](#)
- [Guide to the National Civil Defence Emergency Management Plan, Section 14 Welfare](#)
- [National Disaster Resilience Strategy](#)
- [Welfare in an Emergency: Director's Guideline for CDEM Groups \[DGL 11/10\]](#)
- [Mass Evacuation Planning: Director's Guideline for CDEM Groups \[DGL 07/08\]](#)
- [Recovery Management: Director's Guideline for CDEM Groups \[DGL 4/05\]](#)
- [Strategic Planning for Recovery \[DGL 20/17\]](#)
- [Donated Goods Management Planning Best Practice Guide 2006](#)
- [Volunteer Coordination in CDEM Director's Guideline 2013](#)
- [Including People with Disabilities \(2013\) MCDEM Information Series](#)
- [Health and Safety at Work Act 2015](#)
- [Privacy Act 2020](#)
- [CDEM Capability Assessment Tool](#)
- Practical Tools for Welfare Management Resilience Fund Project - Welfare Structure June 2018

Regional

- [Wellington Region Civil Defence Emergency Management Group Plan 2019-2024](#)
- [Wellington CDEM Group Response Concept of Operations](#)
- Wellington Region Earthquake Plan (WREP)
- Emergency Assistance Centre Guide 2020
- Mass Temporary Accommodation Guide 2012
- Terms of Reference:
 - Welfare Coordination Group
 - Rural Advisory Group
 - Regional Companion Animal Sub-committee
- [Wellington Civil Defence Emergency Management Group Training and Exercising Plan](#)
- [Greater Wellington Regional Council plans, policies and publications](#)
- District Health Board Māori Health Profiles 2015
 - [Capital and Coast DHB](#)
 - [Hutt Valley DHB](#)
 - [Wairarapa DHB](#)
 - [MidCentral DHB](#)

Local

- Wellington City Local Welfare Plan 2013-2018
- Porirua City Local Welfare Plan
- Kapiti Local Welfare Plan
- Wairarapa Local Welfare Plan

- Hutt City Local Welfare Plan 2017-2019
- Upper Hutt City Local Welfare Plan 2009-2012
- Terms of Reference: Hutt City and Upper Hutt City Welfare Committee
- [Community Emergency Hub Response Plans](#)

International

- [Sphere Handbook 2018](#)
- [Sendai Framework for Disaster Risk Reduction 2015 - 2030](#)

Appendix 2 – About the Wellington Region

The region has a growing population of approximately 530,000 people. Roughly 40 percent of the population resides in Wellington City. The region has a land area of 8,100 Km² consisting of urban, industrial, rural and conservation areas and contains 497 kilometres of coastline. The three local authorities within the Wairarapa comprise nine percent of the regional population but makes up over 78 percent of the total land area. *Table 2.1* summarises some general statistics for the region, noting local variations occur across the region.

Table 2.1. Key statistics for the Wellington Region (Statistics NZ, 2018)

Key Statistics	Wellington Region
Median age	37.2 years old
Māori	14.3%
Activity limitation (difficult/cannot do)	6%
Unemployed	4.4%
Children living in households experienced severe material hardship	3.5%
Overseas born	27.1%
Median income	\$36,100
Unemployed	4.4%

Age

Those aged 65 and older people are a resilient population with knowledge and experience. However, age can influence mobility, vision, hearing and endurance in an emergency event. In areas such as Kapiti Coast District, a larger aged population living in the tsunami zone or the impacts from pandemic may require targeted support. *Table 2.2* summarises the age breakdown for each local authority in the region. Porirua City has a high proportion of young people. In contrast, Wellington City has the highest ratio of working-age residents with over 60 percent of the population aged between 20 and 59.

Table 2.2. Age of usually resident population in percent by Local Authority (Statistics NZ, 2018)

	0-19	20-39	40-59	60-79	80+
Wellington City Council	23	35	26	13	2
Hutt City Council	27	28	27	16	3
Upper Hutt City Council	26	25	29	16	4
Porirua City Council	31	26	27	15	2
Kāpiti Coast District Council	23	17	27	25	8
Masterton District Council	26	21	25	22	5
South Wairarapa District Council	23	18	30	25	4
Carterton District Council	25	17	28	26	4
Wellington Region	25	29	27	16	3

Local demographics need to be taken into account when responding to emergencies. Identifying and planning for these factors at the local level and the regional level should help understand their implications.

Health

The health profile of a community, local authority or region is another factor that may strongly influence welfare service requirements and delivery in an emergency. The District Health Boards that cover the Wellington Region – Capital and Coast, Hutt Valley, Wairarapa, and Mid-Central – have significant numbers of people receiving care in the community that may require welfare support in an emergency.

These could include:

- people in their own home with a range of dependencies receiving regular support from health providers and other agencies;
- people receiving palliative care;
- mental health clients living in supported accommodation;
- infants under one year of age (and their mothers) who may be vulnerable if the emergency displaces them;
- homeless; and
- people with disabilities or long term impairment

Travel patterns and time of day

An emergency that occurs during the day will have a significantly different impact from an emergency that occurs at night due to the number of residents who commute into Wellington City (or other areas around the Region). As an example, *Table 2.3* details the number of daily commuters into Wellington City from other local authorities in the region. It also includes the numbers of commuters from the different areas within New Zealand. *Tables 2.4 and 2.5* outline students and their movement across the region for study throughout the school year.

Table 2.3. Breakdown of worker population by origin in Wellington City by Local Authority (Statistics NZ, 2013)

Location of dwelling	No. of residents who work in Wellington City
Wellington City	88,452
Hutt City	15,042
Porirua City	9,612
Kāpiti Coast District	4,698
Upper Hutt City	4,968
South Wairarapa District	648
Masterton District	315
Carterton District	291
Other North Island	2,658
Other South Island	687
TOTAL working in Wellington City	127,431

Table 2.4. Primary Student (Years 1-8) Movement across the region (MoE, 2019)

		Where students attend school								
		Kāpiti	Porirua	Wellington	Lower Hutt	Upper Hutt	Wairarapa	Horowhenua	Tararua	Other
Where students live	Kāpiti	5,174	61	15	7	1	1	36	0	7
	Porirua	24	6,714	618	48	50	0	0	0	10
	Wellington	6	124	18,269	77	10	2	0	0	23
	Lower Hutt	0	21	147	11,152	294	1	0	0	8
	Upper Hutt	1	17	22	361	4253	4	0	0	0
	Wairarapa	0	2	3	3	6	4701	0	11	4

Table 2.5. Secondary Student (Years 9-13) Movement across the region (MoE, 2019)

		Where students attend school								
		Kāpiti	Porirua	Wellington	Lower Hutt	Upper Hutt	Wairarapa	Horowhenua	Tararua	Other
Where students live	Kāpiti	2700	39	73	36	12	6	14	0	64
	Porirua	209	2119	1157	73	128	8	0	0	31
	Wellington	8	55	10476	42	29	22	0	0	78
	Lower Hutt	1	23	437	4956	679	22	2	0	74
	Upper Hutt	0	13	91	360	2083	19	0	0	14
	Wairarapa	2	0	11	4	29	2440	0	1	28

Table 2.6 outlines the night-time populations in tsunami evacuation areas. The population varies dramatically from daytime to night-time due to commute behaviours at different times of the day.

Table 2.6: Wellington Region night-time population located in tsunami evacuation zones. (Statistics NZ, 2013)

Location	Night population in evacuation zones
Wellington City	38605
Lower Hutt	20247
Upper Hutt	0
South Wairarapa	68
Carterton	17
Masterton	34
Porirua	3985
Kāpiti Coast	19142
Total	82098

Time of day influences welfare requirements, including assisting people getting home from work if an emergency occurs during working hours. In some cases, children and young people may be in different cities to their parents or guardians.

Animals

There are over 230,000 companion animals in the region. These include cats, dogs, pet birds, rabbits and other household animals. For many individuals and whānau, animals are an important member of the family and play an important role in people's lives. The Primary Industries also play a significant role in the region's economy and include cattle, sheep, deer, pigs, chickens and other livestock. Potential animal welfare implications following an emergency could consist of injury, starvation, thirst, displacement, illness and disease, stress, and death.

Peoples' attachment to animals also poses a risk during and after emergencies. Owners may risk injury, illness or death due to evacuation and cordon non-compliance to rescue animals. The effects of the emergency on animals will affect peoples' psychologically. Many people are both emotionally connected and economically dependent on animals. The Group will consider animal welfare across the 4Rs to look after the welfare of animals affected and, where possible, minimise the psychological impacts on people.

Tourism

Tourism peaks in the region between November and March as tourists visit or pass through on a journey elsewhere. Many tourist attractions around the region are in areas with known hazards. Tourists may not be familiar with these hazards. Over 40 per cent of visitors to New Zealand are over the age of 70, including those arriving on cruise ships throughout the summer months. Many visitors will stay in the CBD or near high rise buildings close to fault lines and within a tsunami zone. Potential language barriers may also require translation services and consulate assistance.

Appendix 3 – Welfare Vulnerabilities in the Region

Priority communities were identified through the national Caring For Communities (C4C) model during the COVID-19 pandemic in 2020. Agencies and organisations working with these communities provide an important mechanism for understanding needs and providing appropriate support for them in emergencies. The below table outlines COVID-19 Priority Communities.

Priority Community				
Maori aged 50+	People with addictions	Gang families	Recent migrants	People living in rural or physically remote communities
Pacific aged 50+	People with mental health conditions	People affected by family or sexual violence	Refugees	Foreigners trapped in New Zealand
People aged 70+	People living with chronic or underlying conditions	Low socio-economic communities	Unlawful migrants	New Zealanders who are trapped offshore
Children and Youth in need of care and protection	Disabled Persons	Newly unemployed	Maori, Pacific and ethnic communities	People living in high-density housing
		Homeless or displaced people	Ethnic peoples	

Appendix 4 - Welfare services overview

Needs assessment and registration

Needs Assessment is the systematic process of analysing, prioritising, and understanding the interdependencies of the identified needs of affected people and animals. CDEM is responsible for coordinating the Needs Assessment sub-function. Needs assessment identifies and assesses the needs of those affected in a timely and coordinated way. Needs identification involves identifying the immediate and ongoing needs of people and animals affected by an emergency to inform response and recovery activities. The Welfare function must understand the diverse nature and vulnerabilities of individuals, families/whānau and communities, and their animals when assessing the needs of those affected by an emergency event.

Registration is a voluntary activity that involves collecting information from people in order to identify who has been directly affected by an emergency and may require emergency welfare services. It informs the needs assessment sub-function and is used to support the Inquiry sub-function.

Responsible agency	Support agencies	Interdependencies with other welfare services
CDEM	District Health Boards	All
	Ministry of Primary Industries	
	Ministry of Social Development	
	Ministry of Health	
	Regional Public Health	
	Office of Disability Issues	
	Office of Ethnic Communities	
	NZ Police	
	NZ Red Cross	
	The Salvation Army	
	Te Puni Kokiri	
Victim Support		

Welfare service agency responsibilities and clusters

Inquiry

The process of inquiry involves assisting family, whānau, and significant others to make contact and the subsequent inquiries and investigations to ensure they are reunited. It is a cross-agency process of reconnecting people who are out of touch with family or significant others beyond usual means of contact. The privacy and autonomy of affected people should be protected.

Responsible agency	Support agencies	Interdependencies with other welfare services
NZ Police	CDEM	Registration Needs assessment Care and protection of children and young people
	Ministry of Education	
	Ministry of Foreign Affairs and Trade	
	Ministry of Health	

	District Health Boards	
	NZ Red Cross	
	Primary care	
	Ambulance Services	

Care and protection services for children and young people

Care and protection services for children (under 14 years old) and young people (between 14 and 17 years old) deliver and coordinate statutory care and protection to children and young people separated from their parents, legal guardian, or usual caregivers during an emergency. Should this occur, children need to be kept safe while they are cared for and reunited with their parents or legal guardians as soon as possible.

Responsible agency	Support agencies	Interdependencies with other welfare services
Oranga Tamariki - Ministry for Children	Ministry of Education	Needs assessment Inquiry Psychosocial support
	Ministry of Health	
	CDEM	
	NZ Police	
	NZ Red Cross	
	Te Puni Kōkiri	

Psychosocial support

Psychosocial support involves focusing on the psychological and social interventions that will support community recovery. Psychosocial support is about easing the physical, psychological, and social difficulties for individuals, families/whānau and communities, as well as enhancing wellbeing. It is important to recognise that individuals and communities need time to recover.

Responsible agency	Support agencies	Interdependencies with other welfare services
District Health Board(s)	District Health Boards	Needs Assessment Inquiry Care and protection of children and young people
	Primary health organisations	
	Ministry of Education	
	Ministry of Social Development	
	Ministry for Primary Industries	
	Te Puni Kōkiri	
	New Zealand Red Cross	
	The Salvation Army	
	Regional Public Health	
	Victim Support	

Household goods and services

Household goods and services include food, water, clothing, bedding, furniture, medication and hygiene items. Coordinated provision of these things is required when access becomes disrupted because of an emergency. Until normal systems of supply become available again, provision of these supplies may be required.

Responsible Agency	Support agencies	Interdependencies with other welfare services
CDEM	Ministry of Health	Needs Assessment Shelter and accommodation Financial support
	District Health Board	
	Regional Public Health	
	Ministry for Primary Industries	
	Ministry of Social Development	
	New Zealand Defence Force	
	New Zealand Red Cross	
	New Zealand Food & Grocery Council	
The Salvation Army		

Shelter and accommodation

People displaced from their homes because of an emergency may require shelter and accommodation services. Led by both CDEM and MBIE, shelter and accommodation services ensure accommodation needs are understood, accommodation options are considered, and those affected receive appropriate accommodation solution.

CDEM leads emergency shelter and accommodation services. Emergency shelter lasts for only a few days, while emergency accommodation lasts for a few days to two weeks.

People displaced who cannot return to their homes for a prolonged period may require temporary accommodation. Temporary accommodation lasts from two weeks to months to even years. The Ministry of Business Innovation and Development (MBIE) leads temporary accommodation services following an emergency. MBIE's response framework outlines triggers, transition, and recovery activities for temporary accommodation.

Responsible agency	Support agencies	Interdependencies with other welfare services
CDEM Shelter and Emergency Accommodation	Regional Public Health	Needs Assessment Financial Assistance Household Goods and Services Animal welfare
	Ministry of Health	
	Ministry of Social Development	
	Ministry of Education	
MBIE Temporary Accommodation	New Zealand Defence Force	
	Te Puni Kōkiri	
	Kāinga Ora – Homes and Communities	
	The Salvation Army	

Financial assistance

Financial assistance involves immediate or longer-term financial assistance, including tax relief and ACC payments and direct emergency grants from government and non-government agencies and organisations.

Responsible agency	Support agencies	Interdependencies with other welfare services
Ministry of Social Development	Accident Compensation Corporation	Needs Assessment Shelter and accommodation Household goods and services
	Earthquake Commission	
	Inland Revenue Department	
	Ministry of Business, Innovation & Employment	
	Ministry for Primary Industries	
	New Zealand Red Cross (only once an NZRC appeal is launched)	
	The Salvation Army	

Animal welfare

Animal welfare helps coordinate the provision of the needs of animals when their owners or people in charge are not able to do so themselves due to the consequences of an emergency. It includes the provision of animal rescue, animal shelter, food, water, husbandry, and veterinary care and other essentials for all animals.

Responsible agency	Support agencies	Interdependencies with other welfare services
Ministry for Primary Industries	Society for the Prevention of Cruelty to Animals	Needs Assessment Shelter and accommodation Household goods and services Psychosocial support
	Federated Farmers	
	New Zealand Veterinary Association	
	Medical Officers of Health	
	Animal Evac New Zealand	
	Helping You Help Animals	

Appendix 5 – Contributing welfare outcomes and activities to the Group’s Strategic Outcomes across the 4Rs

Appendix 5: Section 1 – Welfare contributing outcomes in Readiness

Levels of priority			
Ongoing	≤ 1 yr Priority 1	2 to 3 yrs Priority 2	4 to 5 yrs Priority 3

READINESS								
Strategic outcome	#	Contributing welfare outcome and activities			Priority			
The Capability Development (Skilled People) Strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.	Readiness 1	Appropriate welfare personnel are identified, trained and available for CDEM purposes.						
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG 1 2-3 4-5		
		<ul style="list-style-type: none"> The Group maintains one primary Group Welfare Manager and at least two alternate Group Welfare Managers. Alternate Group Welfare Managers are mentored and provided with training opportunities. Welfare Managers are allocated adequate time to undertake welfare-related responsibilities. 	<ul style="list-style-type: none"> Welfare agencies have a primary representative and at least one alternate representative to represent that agencies welfare service requirements when the primary contact is off shift or unavailable. 	<ul style="list-style-type: none"> The council appoints one Local Welfare Manager and at least one alternate Local Welfare Manager. Alternate Local Welfare Managers are mentored and provided with training opportunities. Welfare Managers are allocated adequate time to undertake welfare-related responsibilities. 	<ul style="list-style-type: none"> Welfare agencies have a primary representative and at least one alternate representative to represent that agencies welfare service requirements when the primary contact is off shift or unavailable. 			
		<ul style="list-style-type: none"> Adequate staffing levels to run the ECC Welfare function are identified. 	<ul style="list-style-type: none"> Adequate staffing levels to run the agency response are identified. 	<ul style="list-style-type: none"> Adequate staffing levels to run the EOC Welfare function are identified. 	<ul style="list-style-type: none"> Adequate staffing levels to run the agency response are identified. 			
		<ul style="list-style-type: none"> All welfare personnel attend appropriate professional development opportunities such as training and exercises, as well as contributing to any response. 						
		<ul style="list-style-type: none"> Appropriate surge support personnel are identified to support in an EAC, undertake needs assessment and work in a call centre. 		<ul style="list-style-type: none"> Appropriate personnel from within council and from other local organisations and agencies are identified, who will work in an EAC, undertake Needs Assessment, and work in a call centre. 				
		<ul style="list-style-type: none"> CEG is provided with updates on welfare-personnel related risk activities. 	<ul style="list-style-type: none"> WCG share and receives updates on welfare-related personnel activities and status. 	<ul style="list-style-type: none"> GWM is provided with updates on welfare-related personnel activities and status. 	<ul style="list-style-type: none"> LWC members share and receive updates on welfare-related personnel activities and status. 			
		Welfare relationships, including those with the Controller, Emergency Management Advisor, Welfare Manager, and welfare partners, are identified, built, and maintained.						
		Integrated and comprehensive official response plans at the local and regional level are understood and practised on a regular basis.	Readiness 2	Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG 1 2-3 4-5
				<ul style="list-style-type: none"> Convene meetings with the Groups Welfare Managers at least three times yearly. 	<ul style="list-style-type: none"> WCG responsible agencies engage regional welfare service support agencies, including those in rural areas, regularly, build and maintain effective working relationships. 	<ul style="list-style-type: none"> Actively participate in collaborative meetings with the Groups Welfare Managers at least three times yearly. 		
<ul style="list-style-type: none"> Convene the WCG at least three times a year. 	<ul style="list-style-type: none"> Actively participate in the WCG. 			<ul style="list-style-type: none"> Actively engage local welfare service agencies and organisations around their involvement in CDEM, including roles, responsibilities, capacity and gaps that may exist. 	<ul style="list-style-type: none"> LWC members actively engage with new and maintain relationships with existing local social service organisations that can support welfare service provision in an emergency. 			

	Readiness 3	Welfare agencies and organisations develop and understand plans at National, Regional and Local levels that affect welfare service delivery, and planning includes provisions to meet the requirements of these plans.				
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG 1 2-3 4-5
		<ul style="list-style-type: none"> Understand the welfare requirements of existing document, guidelines and plans. 				
		<ul style="list-style-type: none"> Contribute to national, regional and local planning reviews and development as appropriate, including review of the National CDEM Plan. 				
		<ul style="list-style-type: none"> Regional plans are updated regularly and align with national plans, including the Group Welfare Plan. 		<ul style="list-style-type: none"> Local plans are updated regularly and align with national and regional plans, including Local Welfare Plans. 		
		<ul style="list-style-type: none"> Lead the development of regional CDEM welfare plans (GWP, sub-function plans, guidelines, etc.) 	<ul style="list-style-type: none"> Responsible agencies lead the development of regional welfare plans. 	<ul style="list-style-type: none"> Lead the development of local CDEM welfare planning (LWP, sub-function plans, guidelines, etc.) 	<ul style="list-style-type: none"> Responsible agencies lead the development of local welfare plans 	
	<ul style="list-style-type: none"> Welfare plans are used to inform/update other relevant plans such as the Wellington Region Earthquake Plan (WREP), Orange Zone Tsunami Evacuation Plan, etc. 		<ul style="list-style-type: none"> Local welfare plans are used to inform/update other relevant plans such as the Local Earthquake Plan (LERP), Orange Zone Tsunami Evacuation Plan, etc. 			
	Readiness 4	A regionally consistent approach for establishing, running, and closing an EAC is in place for the region.				
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG 1 2-3 4-5
		<ul style="list-style-type: none"> In consultation with local TA's, update the Wellington Region EAC Guide. 		<ul style="list-style-type: none"> Provide input into updating the Wellington Region EAC Guide. 		
			<ul style="list-style-type: none"> Local EAC Plans are developed, including the identification of potential EACs and a database with key information is maintained. 			
	Readiness 5	A nationally consistent framework for the delivery of Needs Assessment is in place for the region.				
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG 1 2-3 4-5
	<ul style="list-style-type: none"> Under guidance from the NEMA, formalise a nationally consistent regional registration and Needs Assessment procedure using the Āwhina NA tool. Include planning mechanisms to reach priority communities and identify needs in a timely manner. Ensure lessons from the COVID19 response are incorporated into planning. 		<ul style="list-style-type: none"> Provide input into the registration and Needs Assessment procedure for the region. Develop plans understanding of how central agencies and regional organisations could support the NA process. 	<ul style="list-style-type: none"> Provide input and contribute to the development of a regionally appropriate registration and Needs Assessment procedure. Develop Local-level planning to carry out Needs Assessment if required. 	<ul style="list-style-type: none"> Provide input into the registration and Needs Assessment procedure for the region. 	

	Readiness 6	Priority communities are identified, networks are established and maintained, and processes for the provision of welfare support are in place.							
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5
		<ul style="list-style-type: none"> The Group Welfare Plan identifies priority communities and plans for the provision of welfare support based on regional risks and potential impacts on these groups. 	<ul style="list-style-type: none"> Priority communities are included in welfare service planning. 	<ul style="list-style-type: none"> Local Welfare Plans identify priority communities and plan for the provision of welfare support based on local risks and potential impacts on these groups. 	<ul style="list-style-type: none"> Priority communities are included in welfare service planning. 				
		<ul style="list-style-type: none"> Risks are understood, and identification and planning for potential consequences that may influence vulnerability occurs. 							
	<ul style="list-style-type: none"> Organisations and agencies that work with these communities are identified and engaged. 								
Increased knowledge of the role of Marae and other community facilities in helping support emergency response and recovery.	Readiness 7	The perspectives and interests of local Māori are woven throughout welfare.							
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5
		<ul style="list-style-type: none"> Ensure Māori tikanga is respected and included in welfare activities. 							
		<ul style="list-style-type: none"> Ensure Iwi and Māori are involved and consulted within planning for welfare across the 4Rs. 							
		<ul style="list-style-type: none"> Māori Liaison's Officers contribute to regional Welfare activities, including plan development. 	<ul style="list-style-type: none"> Ensure Iwi and Māori input in local welfare activities. 						
<ul style="list-style-type: none"> The Marae engagement plan is supported. 	<ul style="list-style-type: none"> Where appropriate, relationships and formalised arrangements with both Iwi and marae are in place. 								
Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises.	Readiness 8	CDEM Group welfare stakeholders understand the community's role in emergencies and across the 4Rs and work towards empowering communities.							
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5
		<ul style="list-style-type: none"> Agencies have a clear understanding of what community-led initiatives such as Hubs are and how they could potentially support such activities. 							
<ul style="list-style-type: none"> Welfare personnel are aware of community-led initiatives such as Hubs and their role to support during the response. 									

Levels of priority			
Ongoing	≤ 1 yr Priority 1	2 to 3 yrs Priority 2	4 to 5 yrs Priority 3

RESPONSE

Strategic outcome	#	Contributing welfare outcome and activities				Priority	
<p>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.</p>	<p>Response 1</p>	<p>Welfare delivers a coordinated response incorporating welfare plans, frameworks, guides, and other relevant EM documents during the event.</p>					
		<p>Group Welfare Manager</p>	<p>Welfare Coordination Group</p>	<p>Local Welfare Manager</p>	<p>Local Welfare Committee</p>	<p>OG 1 2-3 4-5</p>	
		<ul style="list-style-type: none"> Welfare response is managed in accordance with CIMS processes, including status updating, reporting, etc. Welfare activities are integrated appropriately under other CIMS functions. 					
		<ul style="list-style-type: none"> Welfare agencies are activated to respond when required. Regular correspondence and meetings with stakeholders are coordinated as needed throughout response with WCG, LWC, sub-function, welfare services, etc., to ensure that information is shared in a timely manner, to minimise duplication of tasking between levels and to support a regionally consistent approach where appropriate. Support agencies are consulted with, informed, tasked and updated regularly. 					
		<ul style="list-style-type: none"> Administrative procedures are implemented to ensure adequate communication, reporting, record keeping, scheduling, etc. Personnel are inducted and, where required, provided with just in time training and mentored as needed. Roles are established, and personnel are supported. All CIMS functions are actively engaged with throughout response. 	<ul style="list-style-type: none"> Where appropriate, liaisons are embedded as soon as practicable in the Coordination Centre. Central government agencies actively communicate with national and local counterparts to ensure that information is shared in a timely manner and to minimise duplication of tasking between levels. 	<ul style="list-style-type: none"> Administrative procedures are implemented to ensure adequate communication, reporting, record keeping, scheduling, etc. Personnel are inducted and, where required, provided with just in time training and mentored as needed. Roles are established, and personnel are supported. All CIMS functions are actively engaged with throughout response. 	<ul style="list-style-type: none"> Where appropriate, liaisons are to be established with the Welfare function. Appropriate agencies lead and deliver on their respective responsibilities. 		
		<ul style="list-style-type: none"> Contribute to welfare planning and coordinate welfare service delivery accordingly. 					
	<ul style="list-style-type: none"> Status updates and other relevant welfare information is informed by and shared across stakeholders, including Controllers, welfare agencies, desk functions within the coordination centre, Welfare Managers etc. 						
	<p>Response 2</p>	<p>Welfare planning incorporates recovery in response to allow for a smoother transition.</p>					
		<p>Group Welfare Manager</p>	<p>Welfare Coordination Group</p>	<p>Local Welfare Manager</p>	<p>Local Welfare Committee</p>	<p>OG 1 2-3 4-5</p>	
	<ul style="list-style-type: none"> Consult with Group Recovery Manager to incorporate recovery where possible in response, including in the development of a transition plan. 		<ul style="list-style-type: none"> Consider recovery in welfare service planning. 	<ul style="list-style-type: none"> Consult with Local Recovery Manager to incorporate recovery where possible in response, including in the development of a transition plan. 		<ul style="list-style-type: none"> Consider recovery in welfare service planning. 	

Formal assistance is readily available and accessible to impacted communities.	Response 3	Needs identification occurs, and the delivery of welfare services is timely and effective.				OG	1	2-3	4-5
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee				
		<ul style="list-style-type: none"> Communication with LWM's and WCG members is established in a timely manner and maintained throughout the response. 	<ul style="list-style-type: none"> Welfare service agencies provide information where possible around likely needs. 	<ul style="list-style-type: none"> Communication with those affected is established to gain an understanding of potential needs. 	<ul style="list-style-type: none"> Welfare service agencies provide information where possible around likely needs. 				
		<ul style="list-style-type: none"> Additional support is provided when required by LWM. 	<ul style="list-style-type: none"> During a large-scale emergency event, regional welfare agencies provide input into the development of the needs assessment questionnaire and potential delivery methods and personnel resources. 	<ul style="list-style-type: none"> Immediate welfare services are provided for those affected. 	<ul style="list-style-type: none"> During a small-scale emergency event, local welfare agencies provide input into the development of the needs assessment questionnaire and potential delivery methods and personnel resources. 				
		<ul style="list-style-type: none"> During a large-scale emergency, Needs Assessment is coordinated regionally in conjunction with WCG and LWM's. 	<ul style="list-style-type: none"> Responsible welfare agencies analyse needs identified during the needs assessment process and provide welfare services to meet those needs. 	<ul style="list-style-type: none"> During small-scale events, needs are more thoroughly assessed, and a detailed needs assessment is finalised and delivered in conjunction with LWC. 	<ul style="list-style-type: none"> Responsible welfare agencies analyse needs identified during the needs assessment process and provide welfare services to meet those needs. 				
		<ul style="list-style-type: none"> Needs are identified (including hidden needs and emerging needs) and monitored throughout response until all needs have been met or assigned. 	<ul style="list-style-type: none"> Responsible agencies clearly task support agencies as required to meet welfare service needs. 	<ul style="list-style-type: none"> Needs are identified (including hidden needs and emerging needs) and monitored throughout response until all needs have been met or assigned. 	<ul style="list-style-type: none"> Responsible agencies clearly task support agencies as required to meet welfare service needs. 				
		<ul style="list-style-type: none"> In a larger scale emergency event, resources may need to be prioritised and provided according to urgency. 	<ul style="list-style-type: none"> Welfare agencies forward emerging needs as they are identified. 	<ul style="list-style-type: none"> Updates are provided to the intelligence desk and Local Controller. 	<ul style="list-style-type: none"> Welfare agencies forward emerging needs as they are identified. 				
<ul style="list-style-type: none"> Updates are provided to the intelligence desk and Group Controller. 	<ul style="list-style-type: none"> Welfare agencies update and complete reporting on welfare service delivery. 	<ul style="list-style-type: none"> Status updates are completed and provided to the GWM. 	<ul style="list-style-type: none"> Welfare agencies update and complete reporting on welfare service delivery. 						
Formal assistance is readily available and accessible to impacted communities.	Response 4	Based on the needs of communities, community-led initiatives, Community Emergency Hubs and Emergency Assistance Centre's are supported or opened and available for those affected to receive welfare services.				OG	1	2-3	4-5
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee				
		<ul style="list-style-type: none"> Communities are empowered to find solutions and meet their own needs where possible during the response. 							
		<ul style="list-style-type: none"> On request, is available for additional support should requirements exceed what can be sourced/provided locally. 	<ul style="list-style-type: none"> Community-led initiatives are supported where possible by establishing communications, sharing information, identifying gaps and meeting specific needs that cannot be met by the community itself. 						
		<ul style="list-style-type: none"> Surge capacity EAC personnel are available to provide support if required. 	<ul style="list-style-type: none"> Regional responsible agencies may coordinate welfare service provision in the EAC if required. 	<ul style="list-style-type: none"> In conjunction with the Local Controller, decides if an EAC should be established. 	<ul style="list-style-type: none"> Responsible agencies coordinate welfare service provision with supporting partners in the EAC. 				
		<ul style="list-style-type: none"> Works with welfare personnel and LWC to ensure the EAC and the welfare services provided meet the needs of those affected. 							
<ul style="list-style-type: none"> Updates are provided to the intelligence desk and Group Controller. 	<ul style="list-style-type: none"> Updates are provided to the WCG. 	<ul style="list-style-type: none"> Status updates are provided to the GWM. 	<ul style="list-style-type: none"> Updates are provided to the LWC. 						

	Response 5	Welfare messaging and information is coordinated, consistent and easy for those affected to find and understand.				
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG 1 2-3 4-5
		<ul style="list-style-type: none"> • Work with NCMC Welfare, ECC, WCG, LWM's to identify welfare service messaging and actively engage with the ECC PIM team. 	<ul style="list-style-type: none"> • Provide regular and consistent messaging and updates to welfare stakeholders. 	<ul style="list-style-type: none"> • Work with EOC, LWC, GWM and other welfare stakeholders to identify welfare service messaging and actively engage the EOC PIM team. 	<ul style="list-style-type: none"> • Provide regular and consistent messaging and updates to welfare stakeholders. 	
		<ul style="list-style-type: none"> • Ensure welfare messaging and signage is accessible for end-users, including those with disabilities, priority groups etc. 				
		<ul style="list-style-type: none"> • Ensure welfare messaging is national, regionally, and locally consistent. 				
	Response 6	Welfare lessons are collected, analysed, disseminated, and learnings applied. These include activities that should be sustained as well as where growth and improvement should take place.				
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG 1 2-3 4-5
		<ul style="list-style-type: none"> • Foster a just culture that balances demand for accountability regarding failures with an ability to collect enough information to make sense of the situation to contribute to learnings and safety improvements. 				
		<ul style="list-style-type: none"> • Engagement with WCG, GWM, central government and other welfare stakeholders takes place regularly. 	<ul style="list-style-type: none"> • Engagement with LWC, GWM and other welfare stakeholders takes place regularly. 	<ul style="list-style-type: none"> • Engagement with LWC, LWM and other welfare stakeholders takes place regularly. 		
		<ul style="list-style-type: none"> • Coordinates a debrief and other input opportunities and contributed to these in a timely manner. • Ensure stakeholders are actively involved in continuous improvement processes. • Encourage people to share and discuss experiences, both positive and negative, with others. • Maintain transparency, demonstrates consistency and fairness. 				
<ul style="list-style-type: none"> • Personnel are recognised for their work. 						
<ul style="list-style-type: none"> • Implements lessons management framework following response, including collection, analysis, implementation and monitoring and review. 	<ul style="list-style-type: none"> • Participate in lessons management framework following response, including collection, analysis, implementation and monitoring and review. 					
<ul style="list-style-type: none"> • Lessons are integrated into planning, including but not limited to Group Welfare Plan, welfare service plans, and Local Welfare Plans. 						

Levels of priority			
Ongoing	≤ 1 yr Priority 1	2 to 3 yrs Priority 2	4 to 5 yrs Priority 3

RECOVERY						
Strategic outcome	#	Contributing welfare outcome and activities			Priority	
Integrated and comprehensive strategic recovery planning at both the local and regional level is embedded and practised on a regular basis.	Recovery 1	Support welfare integration into strategic recovery planning across the physical built, economic, natural, social, and cultural environments.				
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG 1 2-3 4-5
		<ul style="list-style-type: none"> Liaise with the Group Recovery Manager and provide strategic advice and guidance on welfare during recovery. 	<ul style="list-style-type: none"> In consultation with the Group Recovery Manager and GWM, contribute to welfare service inclusion in recovery planning, including plans for the short, medium, and long term. 	<ul style="list-style-type: none"> Liaise with the Local Recovery Manager and provide strategic advice and guidance on welfare during recovery. 	<ul style="list-style-type: none"> In consultation with the Group Recovery Manager and GWM, contribute to welfare service inclusion in recovery planning, including plans for the short, medium, and long term. 	
		<ul style="list-style-type: none"> Build awareness and capability of recovery in the WCG and with regional welfare stakeholders. 	<ul style="list-style-type: none"> Participate in and contribute to strategic recovery planning and exercises. 	<ul style="list-style-type: none"> Build awareness and capability of recovery in the LWC and with local welfare stakeholders. 	<ul style="list-style-type: none"> Participate in and contribute to strategic recovery planning and exercises. 	
Effective implementation of Group recovery plans to ensure recovery efforts are coordinated and meet the needs of communities.	Recovery 2	Support welfare integration into operational recovery activities across the physical built, economic, natural, social, and cultural environments.				
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG 1 2-3 4-5
		<ul style="list-style-type: none"> Work with the Group Recovery Manager to ensure welfare services are considered and incorporated into Recovery. 	<ul style="list-style-type: none"> Contribute to welfare service inclusion in operational recovery activities. 	<ul style="list-style-type: none"> Work with the Local Recovery Manager to ensure welfare services are considered and incorporated into Recovery. 	<ul style="list-style-type: none"> Contribute to welfare service inclusion in operational recovery activities. 	
		<ul style="list-style-type: none"> Build operational awareness and capability of WCG and regional welfare stakeholders in Recovery. 	<ul style="list-style-type: none"> Participate in and contribute to recovery operational planning and exercises. 	<ul style="list-style-type: none"> Build operational awareness and capability of LWC and local welfare stakeholders in Recovery. 	<ul style="list-style-type: none"> Participate in and contribute to recovery operational planning and exercises. 	

Appendix 6 – 2021 to 2026 Wellington Region Welfare Work Programme

CDEM Welfare Work Programme Summary 2021 - 26		2021 – 22	2022 – 23	2023 – 24	2024 – 25	2025 - 26
Welfare People: <i>Welfare emergency management workforce that is capable and confident</i>	ECC/EOC Staff	Develop	Sustain	Sustain	Plan	Develop
	Needs Assessment Teams			Sustain	Plan	
	Emergency Assistance Centre Teams					
	Welfare Service delivery teams	Plan	Develop	Sustain		
Welfare Partnerships: <i>Connected, coordinated, and trusted welfare partnerships</i>	National Welfare Coordination Group	Sustain	Sustain	Review	Review	
	Welfare Coordination Group/Regional Networks	Sustain	Review	Refine		Sustain
	Local Welfare Partnerships (LWC, RAG....)	Review	Refine	Sustain	Review	Refine
	Network of Networks	Review	Refine	Sustain		
Welfare Plans & Procedures: <i>Plans and procedures that guide and support teams in a response</i>	Group Welfare Plan	Implement	Review	Develop	Implement	Review
	Local Welfare Plans	Develop	Implement	Review	Develop	Implement
	Welfare Response Handbook	Develop	Implement	Review	Develop	
	Needs Assessment Framework	Develop (Local Level)	Implement	Review	Develop	Implement
	Emergency Assistance Centre (EAC) Guidelines	Review	Develop	Implement	Review	
	Household Goods and Services Delivery Plan	Review	Develop	Implement		
	Emergency Shelter and Accommodation Plan					
	Welfare services delivery plans	Develop				
Welfare Platforms: <i>Facilities, tools and equipment needed to deliver a timely and effective Welfare response</i>	ECC/EOC Welfare Function tools and equipment	Implement	Review	Develop	Implement	
	Needs Assessment Tools	Develop	Implement	Review	Develop	
	EAC Tools & Equipment	Implement	Review	Develop	Implement	