



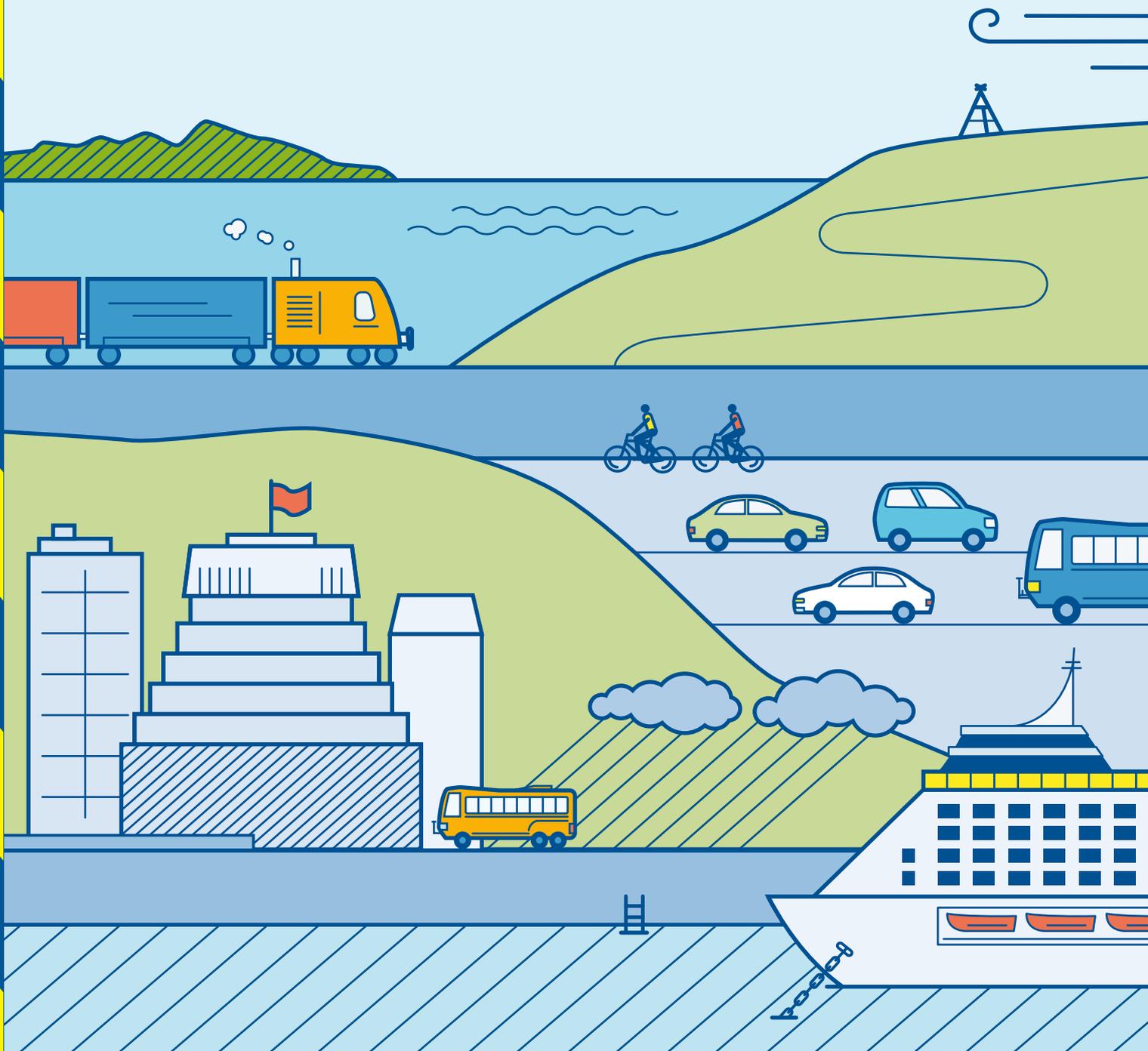
WELLINGTON REGION
EMERGENCY MANAGEMENT

OFFICE

Wellington Region
Emergency Management Office

Annual Plan

1 July 2022 – 30 June 2023



Wellington Region Emergency Management Office (WREMO)
Annual Plan

1 July 2022 | Version 1.0

Authority

This Annual Plan has been developed by the Wellington Region Emergency Management Office, approved by the CEG, and is effective from 1 July 2022.

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

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Foreword



The past year has been another busy year for Civil Defence Emergency Management (CDEM) as we first adjusted to the arrival of the Delta variant of COVID-19 and then to the arrival of Omicron. Whilst we were largely able to keep the Delta variant under control, the increased level of infectiousness of Omicron meant that this was no longer going to be possible going forward and we needed to change the way in which we responded as both a country and a region.

What this led to in the Wellington region was the re-activation of the Regional Leadership Group (the entity formed after the first outbreak of COVID-19 in 2020) and the standing up of the Regional Covid-19 Coordination Centre (RCCC) with dedicated staff to oversee the region's response to COVID for the next 12-18 months as we adjust to living with COVID-19 in our community on an enduring basis. This is so that we are also able to respond effectively to the increasing number of other emergency events that we are experiencing concurrently due to the impacts of climate change.

Whilst this transition to living with COVID-19 has not been without its challenges, such as the need to adjust the way in which we live and work with COVID-19 on a more enduring basis (as opposed to a temporary one) and the need to do more work to address those areas where the impacts of COVID-19 has been more strongly felt (in our more deprived parts of society in particular), a lot of positives have also come out of the experience. These include: the increased resilience of people and businesses to live and work remotely, the increased ability of businesses to prioritise work and manage business continuity interruptions, the increased willingness and connectedness of CDEM Group members to collaboratively tackle more urgent and complex issues that require a more integrated and coordinated response, and the increased awareness of the importance of mental health and the need to address less visible areas of impact in emergency response and recovery too.

What this means for WREMO and the wider CDEM Group is that we now have an enhanced network of Group partners with knowledge and experience of how we can all work together in a more integrated manner to prepare for, manage and recover from emergencies. To capitalise on this and ensure that we continue to build on the lessons and experiences of the past year, we now need to consolidate the roles and functions that we have stood up over the past year, look critically at what additional capabilities are going to be needed to meet the needs and expectations of our communities and central government going forward, and ensure our staff have the necessary tools (including mental health skills) to be able to operate effectively in this future operating environment.

In some cases, this will involve reviewing the way in which we deliver training and other CDEM services to Group members. In others, it will require having tough conversations around resourcing and task prioritisation. All of this will be done over the next 12 months as we review the content of our

current services agreement with councils which is due for renewal at the start of the 2023/24 financial year.

Over the next 12 months we expect COVID-19 to continue to be present in our region and to continue to make its presence felt from time to time as new variants or outbreaks occur. What this means is that we will also need to continue to be agile (to adapt to whatever new challenges it presents) and flexible (to be able to adjust work programs according to staff availability and other higher priority tasks), all the while remaining mindful of the need to continue to serve our communities to the best of our collective ability and look after the wellbeing of our staff when doing so. After all, looking after the wellbeing of our staff continues to be fundamental to being able to perform the functions our communities and government expected of us.

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

He aha te mea nui o te ao?

What is the most important thing in the world?

He tangata, he tangata, he tangata

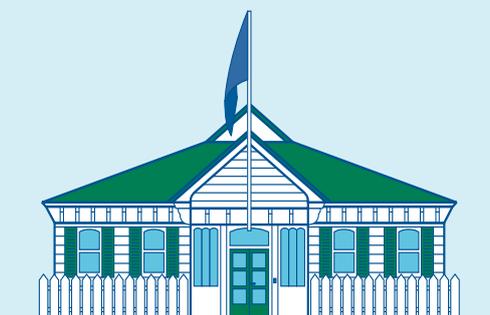
It is the people, it is the people, it is the people



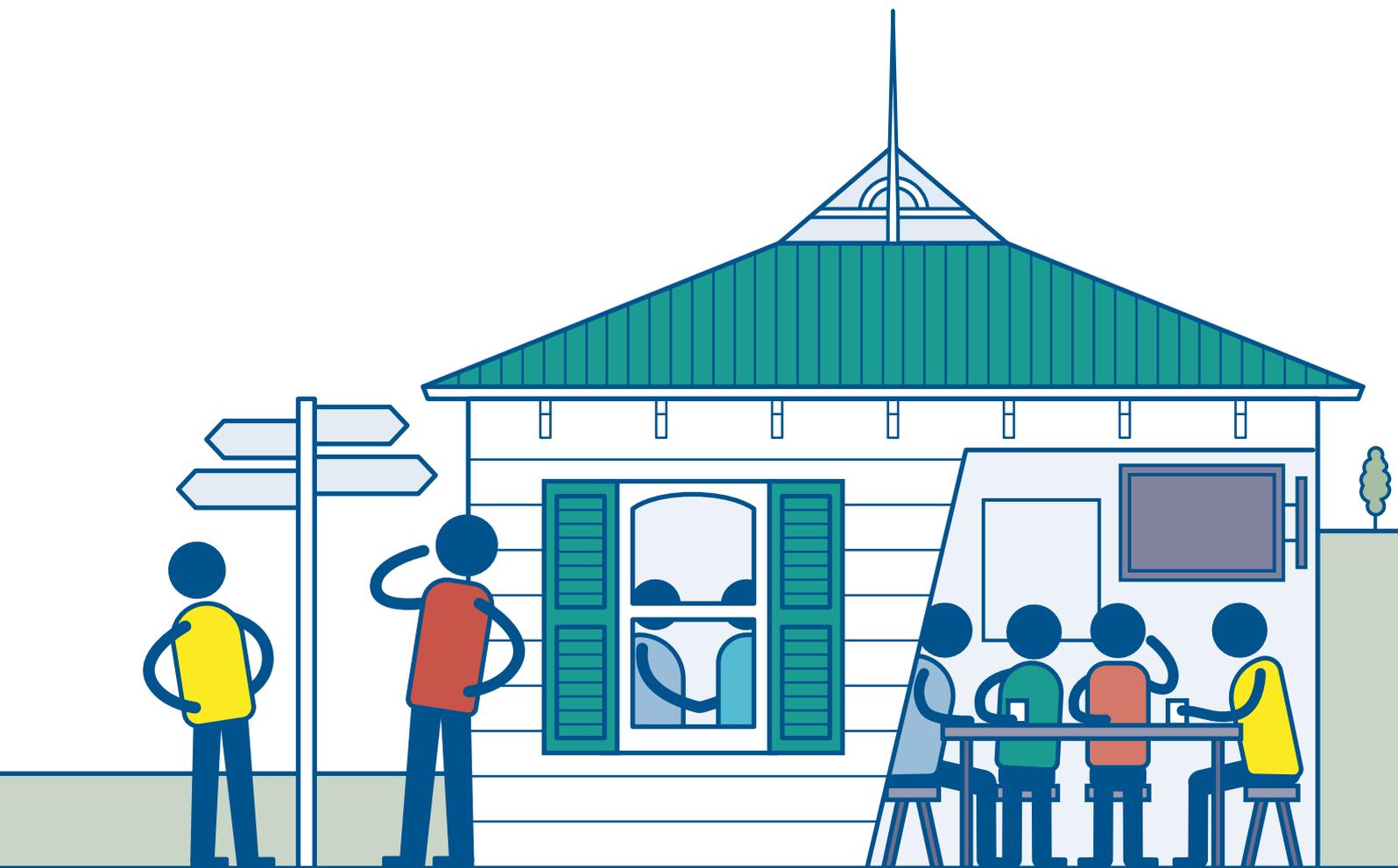
Jeremy Holmes

Regional Manager

Wellington Region Emergency Management Office (WREMO)



Our values



Tika

We have the courage to **do the right thing.**

We act with integrity.

We build trust through honesty, authenticity and transparency.

We are accountable for our actions.

Whanaungatanga

We work together to create a sense of **family and belonging.**

We are one team working together for a common purpose.

We build relationships and collaborate to get the best out of each other.

We partner with mana whenua and Māori, to honour our obligations under Te Tiriti o Waitangi.



Manaakitanga

We show **respect and care for others** and ourselves.

We actively listen and respect the views and opinions of others.

We are inclusive and embrace diversity.

We work to make a positive difference for people and communities.

Pūkenga

We are professional and **strive for excellence.**

We set ambitious and meaningful goals and work hard to achieve them.

We are proactive, agile and responsive to change.

We learn, and reflect, to continually improve what we do.



Introduction



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About the Wellington Region Emergency Management Office

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

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

- To lead and coordinate the effective delivery of CDEM across the 4Rs of comprehensive emergency management (reduction, readiness, response and recovery) for the Wellington Region;
- To integrate national and local CDEM planning and activity through the alignment of local planning with the national strategy and national planning; and
- To coordinate planning, programmes and activities relating to CDEM across the 4Rs and encourage cooperation and joint action.

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

This will be achieved by:

- **Coordinating** – Leading through alignment and establishing common ground for agreement.
- **Collaborating**– Creating win-win relationships, products and services and working together across the 4Rs.
- **Promoting** – Increasing awareness, generating interest and encouraging joint action within the emergency management sector.

The Annual Plan

The Wellington Region Emergency Management Office (WREMO) Annual Plan (this document) sets out the key outputs, measures and associated budget for WREMO for the 2022/2023 financial year.

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

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

- How WREMO's deliverables contribute to the wider CDEM Group outcomes
- Which WREMO team leads the delivery of each Key Performance Indicator (KPI) and how it will be prioritised should an emergency event occur that requires a coordinated response from the CDEM Group

A breakdown of the WREMO team structure is provided in *Appendix 1: WREMO structure*, and a breakdown of KPIs is provided in *Appendix 2*.



To achieve a higher level of clarity in WREMO's reporting processes, this 2022/2023 Annual Plan identifies WREMO's core deliverables, developed from the following sources:

- The agreed role of WREMO following the 2018 review of its first five years.
- The strategic outcomes identified in the current CDEM Group Plan (2019-2024).
- The core areas of work for each of WREMO's teams.

In addition to the considerations above, WREMO's deliverables represent the outcome of a continual feedback loop from CDEM Governance groups and response partners on how WREMO can continue to add value to the Wellington CDEM Group across the 4Rs of emergency management.

Prioritisation of the Work Programme

Taking into account the past 18 months where COVID and the increased number of responses has meant the tempo and workload has been significant, the following three areas will be our priority areas of work :

1. To safeguard the health and wellbeing of staff.
2. Ensure readiness to be able to effectively respond to an event.
3. Develop and enhance relationships with partners and stakeholders.

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

-  **High Priority** - Critical to being able to respond effectively. Related to the three priority areas of work.
-  **Medium Priority** - Will likely further enhance the ability to respond to events or an identified area for further development.
-  **Low Priority** - Identified an area for future development and part of a general work programme.

Assigning priority levels ensures that we take a measured and agreed approach to decisions around reducing delivery of KPIs to respond to emergency events that affect our region.

If a response to an emergency event is required, it is intended that KPIs will be deferred in order of priority (lowest to highest) as required to prioritise the response.

Note: Appendix 2 provides a full list of KPIs under each WREMO deliverable, in order of priority.

Long-term impacts of COVID-19

In the 21/22 financial year the Wellington CDEM Group remained focused on COVID-19 while managing other emergency events and starting to get back to its core business of helping to build community preparedness. Response planning for COVID-19 was improved through a series of workshops, and resources were also committed to identify and track emerging themes during the recovery process. Common themes that emerged were: high levels of pressure on emergency housing, large numbers of people requiring job seeker support, people struggling to put food on the table and increased pressure on mental health services.

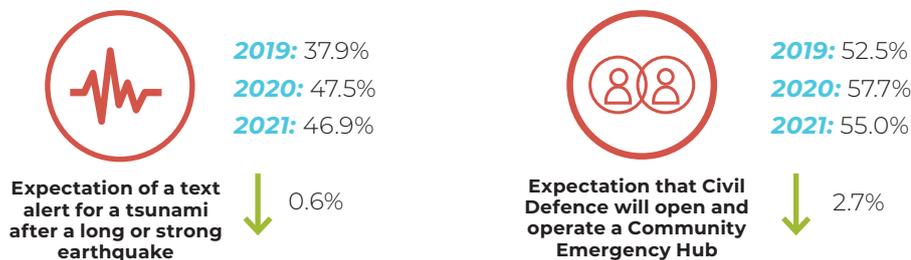
These circumstances illustrate the pressure that many CDEM Group members now face: having to help the region recover from the impacts of COVID-19 whilst also working to improve their level of response if there should be another outbreak; and having to do this additional work on COVID-19 as well as their normal (business as usual) function.

Community preparedness

The arrival of COVID-19 in New Zealand had a profound effect on our region's level of emergency preparedness. In June 2020, a number of significant changes were seen, such as increased emergency supply storage, business continuity plans and household emergency plans. The survey was conducted again in June 2021 after the community had been at Alert Level 1 for a period of time, and was living with COVID in their daily lives.



In comparison with 2020, the 2021 survey showed small decreases in the number of respondents who reported having emergency supplies stored at home (including food, water and medication), and having a business continuity plan. There was a significant decrease in those that had a household emergency plan.



The survey also showed a small decrease (not statistically significant) in expectation of official support and information in an emergency. While this reflects a high level of confidence in the relevant government agencies from the community, it also provides cause for concern in situations where people may need to take immediate and decisive protective action, such as self-evacuating from coastal areas following a long or strong earthquake. The results also reinforce the trend that people tend to take more preparedness actions when emergencies are imminent or just occurred - like after the first COVID lockdown in 2020 - and then the level of preparedness drops over time.



Working to address priorities identified in the Community Survey

Planned areas of work to advance preparedness outcomes which are expected to continue into the 22/23 financial year include:

- Raising awareness of the risk to wastewater disruption after an earthquake and the need to have an Emergency Toilet.
- Reinforcing the Long, Strong, Get Gone message for tsunامي.
- Promoting Community Emergency Hubs as a form of local support in your community after a large earthquake.



Strategic direction



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Vision and goal

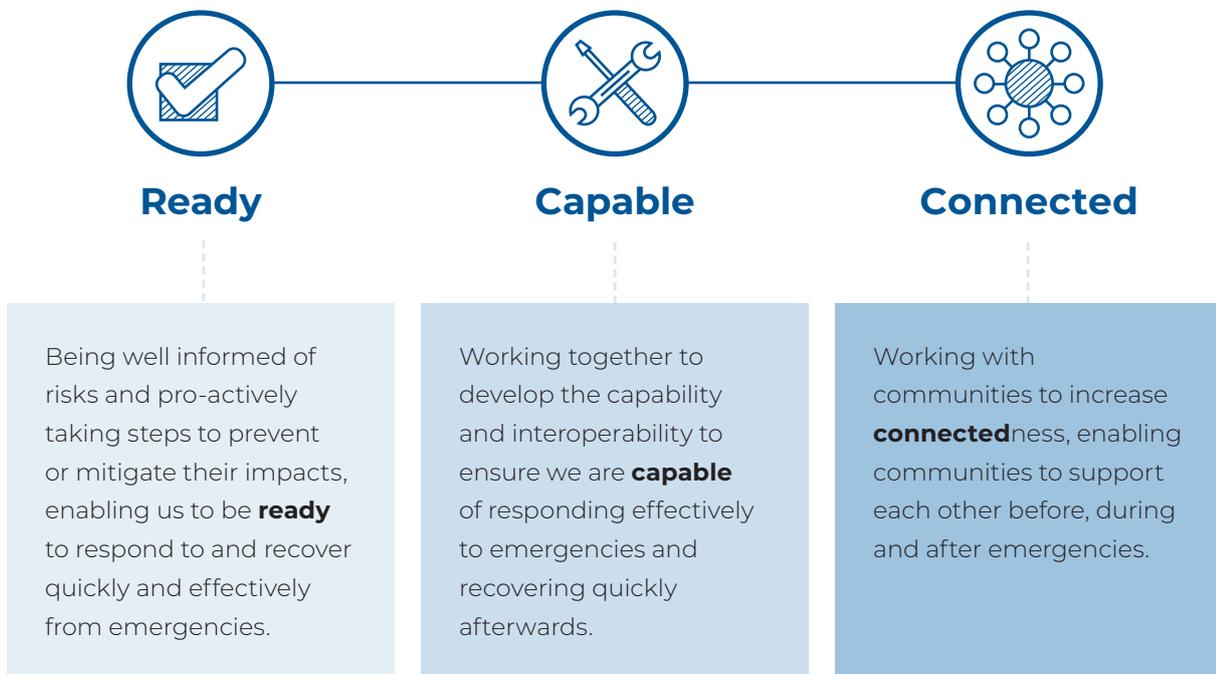
The vision of the Wellington Region CDEM Group is:

VISION

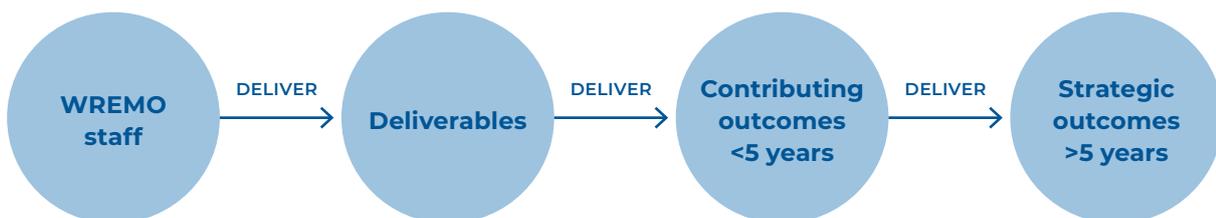
A resilient¹ community: ready, capable and connected

GOAL

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



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



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

Strategic outcomes

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



Reduction



Ready

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



Capable

- Increased identification of risks and steps taken to eliminate or reduce them
- Increased investment in buildings taking into account long-term stressors and changes, so they are able to withstand hazards and are safe to occupy post-event according to their level of importance
- Increased investment in infrastructure taking into account long-term stressors and changes, to strengthen and retain functionality post-event, or have viable emergency plans including viable alternate infrastructure.



Readiness



Capable

- Increased number of household, business and community emergency plans that are understood and practised on a regular basis
- Integrated and comprehensive official response plans at the local and regional level that are understood and practised on a regular basis
- Integrated and comprehensive strategic recovery plans at both the local and regional level that are understood and practised on a regular basis
- Integrated and comprehensive capability development strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.



Connected

- Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises
- Increased knowledge of the role of Marae and other community facilities in helping support emergency response and recovery.



Response



Capable

- Prompt activation of local Emergency Operations Centres (EOCs) and regional Emergency Coordination Centre (ECC) to effectively manage and coordinate response efforts by response agencies to assist communities
- Prompt restoration of lifeline utility infrastructure services to emergency levels of service.



Connected

- Communities self-organise and take appropriate actions, such as evacuating and/or activating their Community Emergency Hubs
- Formal assistance is readily available and accessible to impacted communities.



Recovery



Ready

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



Capable

- Recovery Managers, teams and strategic partners have the capacity and capability to effectively meet the needs of communities throughout a recovery
- Integrated and comprehensive strategic recovery planning at both the local and regional level is embedded and practised on a regular basis
- Central government and the Group effectively and cooperatively manage recovery.



Connected

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

High-level metrics

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



Store emergency supplies

2019: 23.4%

2020: 31.2%

2021: 29.2%

↓ 2.0%

Measure One: Households have sufficient provisions (7 days) stored in case of an emergency.

Measure: Annual Community Survey

WREMO Deliverables which support this outcome:

- Lead the development and delivery of community engagement initiatives for specific groups to increase preparedness.
- Establish and maintain communication channels to keep communities informed about hazards, impacts and preparedness actions.

TARGET 2022/23: 30.0%*



Know your neighbours

2019: 25%

2020: 25.8%

2021: 26.5%

↑ 0.7%

Measure Two: People know the first names of five neighbours in their street.

Measure: Annual Community Survey

WREMO Deliverables which support this outcome:

- Support community and CDEM Group partner initiatives to increase social connectedness and preparedness.

TARGET 2022/23: 27.0%*



ECC/EOC Activation Tests

19/20: 100%

20/21: 100%

21/22: 100%

Measure Three: EOCs/ECC are fit for purpose. Response and recovery systems are able to be activated within one hour of any incident or notification of a likely threat.

Measure: EOC/ECC activation tests and exercises

WREMO Deliverables which support this outcome:

- Lead the development and maintenance of equipment, systems and tools for WREMO, the ECC and EOCs.
- Lead the development, implementation and review of CDEM Group and public alerting functions, including systems, tools, processes and personnel.

TARGET 2022/23: 100.0%



Community Response Plans

19/20: 90%

20/21: 100%

21/22: 100%

Measure Four: Community Response Plans are developed covering the communities of each territorial authority.

Measure: Percentage of published Community Response Plans

WREMO Deliverables which support this outcome:

- Lead planning efforts for a timely and effective community response to an emergency.

TARGET 2022/23: 100.0%

*Results of the 2022 survey are expected in July 2022.

Monitoring and evaluation

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

- Quarterly reporting to the Coordinating Executive Group (CEG) Sub Committee on progress against the deliverables.
- Regular reporting to the CEG on progress against the strategic outcomes through the Group Programme Portfolio Management Office (PPMO) as part of the wider CDEM Group.
- Annual survey of 2000 people in the Wellington Region to determine preparedness levels over time.*
- External monitoring and evaluation by the National Emergency Management Agency (NEMA).

*Results from the 2021/22 survey are expected in July 2022. This section of the Annual Plan will be updated with the final results once available, and a report of the findings provided to CEG and CEG Sub Committee.

Governance

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

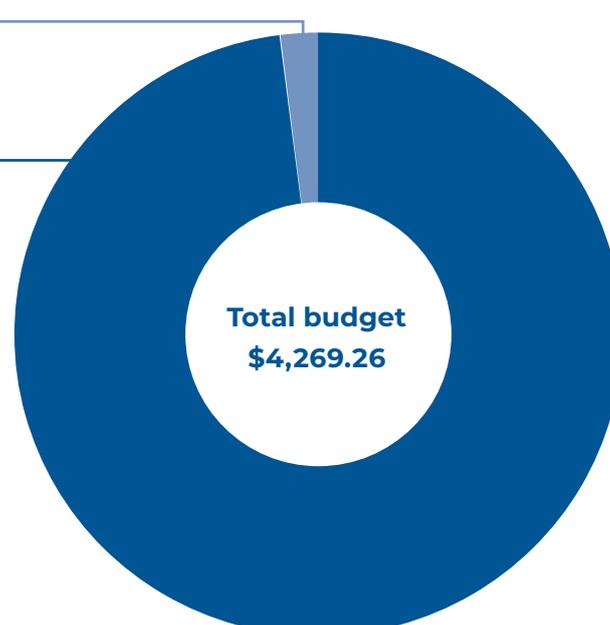
The CDEM Joint Committee is the governing authority for the Wellington CDEM Group. As part of its role to lead and coordinate the effective delivery of CDEM across the 4Rs of comprehensive emergency management for the CDEM Group, WREMO provides reports to the Joint Committee on progress against the Group Plan (2019-2024).

Budget 2022/2023

Budget contributions (\$000)

Capital expenditure
\$60.00

Operating expenditure
\$4,131.26



The budget for the 2022/23 year is as follows:

WREMO Budget 2022/2023		\$(000)
Total budget		4269.26
Sources of operational funding		
Rates & levies		3964.26
Reserve		305.00
Total operating funding		4269.26
Operating expenditure		
Personnel costs		3,370.00
Materials and supplies		529.26
Travel and transport		100.00
Contractor and consultants		120.00
Corporate charges		110.00
Total operating expenditure		4229.26
Capital expenditure		
Vehicle purchases		40.00
Total capital expenditure		40.00
Net funding surplus/(deficit)		-
Council contributions		
	% contribution	\$(000)
Greater Wellington Regional Council	32.7%	1,297.105
Wellington City Council	27.3%	1,080.657
Hutt City Council	14%	555.789
Porirua City Council	7.4%	292.562
Kāpiti Coast District Council	7%	277.894
Upper Hutt City Council	5.7%	227.548
Masterton District Council	3.3%	132.009
South Wairarapa District Council	1.3%	53.913
Carterton District Council	1.2%	46.778
Total		3964.26



How to interpret the Annual Plan

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

At the operational level, each deliverable is contributed to by a number of Key Performance Indicators (KPIs) delivered by each of WREMO's teams (see Appendix 2 for a full list of KPIs).



4Rs goal component *(Reduction, Readiness, Response or Recovery)*

Description of the 4Rs goal component

The following table outlines WREMO's role in improving outcomes on behalf of the Wellington CDEM Group.

Deliverables	Success indicator(s)	Strategic Outcome
 <p>Identifies the WREMO deliverable.</p>	Identifies what success of the deliverable looks like for the CDEM Group and the wider community.	Identifies the CDEM Group Plan strategic outcome the deliverable contributes to.

The WREMO team responsible for the deliverable



Community Resilience and Recovery



Business Development



Operational Readiness and Response



All three of WREMO's teams contribute directly to this deliverable

The deliverables outline WREMO's direct contribution to the CDEM Group Plan (2019-2024) strategic outcomes, and how WREMO assists the Group to achieve these outcomes over time.



Reduction

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

The following table outlines WREMO's role in improving Reduction outcomes on behalf of the Wellington CDEM Group.

Deliverables	Success indicator(s)	Strategic Outcome
 <p>Lead the development and implementation of the CDEM Group Plan, and report on progress against the strategic outcomes identified in the Plan.</p>	<p>Priorities identified in the Group Plan are consistently applied across Civil Defence Emergency Management (CDEM) Group partners.</p>	<p>Increased understanding and management of regional risks (including hazards, vulnerability and ways to prevent and mitigate).</p>
 <p>Coordinate the efforts of councils and other CDEM Group partners to align and enhance approaches to natural hazard risk reduction practices.</p>	<p>Hazard-specific objectives and policy statements are commonly applied across the region.</p> <p>The built environment is resilient to the impacts of natural hazards.</p>	
 <p>Provide administrative support, guidance and advice to CDEM governance groups.</p>	<p>Governance groups understand the risks to the region and actively participate in Civil Defence Emergency Management (CDEM) to reduce the impacts of hazards on the community.</p>	



Readiness

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

The following table outlines WREMO's role in improving Readiness outcomes on behalf of the Wellington CDEM Group.

Deliverables	Success indicator(s)	Strategic Outcome
 <p>Lead and coordinate the delivery of professional development initiatives for the region's emergency management workforce to enhance capability and capacity.</p>	<p>The CDEM Group has a sufficient number of staff trained to respond effectively to an emergency.</p>	<p>Integrated and comprehensive capability development strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.</p>
 <p>Lead and coordinate a consistent approach to Public Information Management (PIM) across the region.</p>	<p>There is a high level of coordination, integration and interoperability between Wellington CDEM Group stakeholders.</p>	
 <p>Lead and coordinate initiatives to enhance welfare capability and capacity across the region.</p>		
 <p>Lead the development and maintenance of equipment, systems and tools for WREMO, the ECC and EOCs.</p>	<p>Operational facilities, equipment, systems and tools are fit for purpose to ensure that the CDEM Group is able to respond effectively to an emergency.</p>	



Readiness (continued)

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

The following table (continued) outlines WREMO's role in improving Readiness outcomes on behalf of the Wellington CDEM Group.

Deliverables	Success indicator(s)	Strategic Outcome
 <p>Lead and coordinate the development, implementation and review of CDEM Group operational response plans and processes.</p>	<p>Operational response plans and procedures are up to date, fit for purpose and understood by response partners to guide a timely and effective response to an emergency.</p>	<p>Integrated and comprehensive official response plans at the local and regional level that are understood and practised on a regular basis.</p>
 <p>Lead the development, implementation and review of CDEM Group and public alerting functions, including systems, tools, processes and personnel.</p>	<p>The CDEM Group alerting system is robust, with 24/7 coverage, to ensure a timely and effective initial response to an emergency.</p>	
 <p>Develop and maintain effective relationships with CDEM Group partners, including the community, to ensure a timely and effective response to an emergency.</p>	<p>CDEM Group partners have a comprehensive shared understanding of the Group's ability to respond in an emergency.</p> <p>WREMO staff are competent and confident to engage with iwi partners.</p>	



Readiness *(continued)*

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

The following table (continued) outlines WREMO's role in improving Readiness outcomes on behalf of the Wellington CDEM Group.

Deliverables	Success indicator(s)	Strategic Outcome
 <p>Lead the development and delivery of community engagement initiatives for specific groups to increase preparedness.</p>  <p>Support community and CDEM Group partner initiatives to increase social connectedness and preparedness.</p>  <p>Establish and maintain communication channels to keep communities informed about hazards, impacts and preparedness actions.</p>	<p>Individuals and households report increased levels of preparedness for an emergency.</p> <p>The Annual Community Survey shows improvement in preparedness outcomes for the areas and audiences which have been targeted with direct engagement.</p>	<p>Increased number of household, business and community emergency plans that are understood and practised on a regular basis.</p>
 <p>Lead planning efforts for a timely and effective community response to an emergency.</p>	<p>Communities are aware of and contribute to local Community Response Planning.</p>	<p>Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises.</p>



Response

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

The following table outlines WREMO's role in improving Response outcomes on behalf of the Wellington CDEM Group.

Deliverables	Success indicator(s)	Strategic Outcome
 <p>Provide leadership, support and advice to councils, EOCs, the ECC and other CDEM Group partners in an emergency.</p>	<p>Professional, timely and effective emergency management leadership, support and advice is provided to members of the Wellington CDEM Group in a CDEM emergency.</p>	<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>Manage WREMO staff health and wellbeing in a response.</p>	<p>Formal assistance is readily available and accessible to impacted communities.</p>	
 <p>Provide a 24/7 CDEM Group and public alerting function.</p>	<p>The CDEM Group and community are provided with initial public information and alerts about any CDEM emergencies in our region.</p>	
 <p>Lead the implementation of a CDEM Group Lessons Learned framework.</p>	<p>Response capability undergoes continuous improvement based on lessons learned from previous events.</p>	



Recovery

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

The following table outlines WREMO's role in improving Recovery outcomes on behalf of the Wellington CDEM Group.

Deliverables	Success indicator(s)	Strategic Outcome
 <p>Provide leadership, support and advice to councils and other CDEM Group partners in recovery.</p>	<p>Recovery is coordinated regionally to meet the needs of the community.</p>	<p>Effective implementation of Group recovery plans to ensure recovery efforts are coordinated and meet the needs of communities.</p>
 <p>Lead and coordinate recovery engagement opportunities to develop capability, share information and strengthen relationships.</p>	<p>Recovery partners have the capacity and capability to effectively carry out recovery activities.</p> <p>Recovery partners have a comprehensive shared understanding of the Group's ability to recover from an emergency.</p>	<p>Recovery Managers, teams and strategic partners have the capacity and capability to effectively meet the needs of communities throughout a recovery.</p>
 <p>Lead the development, implementation and review of regional recovery plans, resources and indicators.</p>	<p>Recovery resources are fit for purpose and meet the needs of councils and communities.</p>	<p>Integrated and comprehensive strategic recovery planning at both the local and regional level is embedded in and practised on a regular basis.</p>



Appendices



Appendix 1: WREMO structure



WREMO team responsibilities:

 Community Resilience and Recovery	 Operational Readiness and Response	 Business and Development
<ul style="list-style-type: none"> • Community empowerment • Preparedness enablers • Community networks • Public education • Vulnerable communities • Business continuity planning • Volunteer management • Community based response • Recovery planning and coordination • Social media • Reduction coordination 	<ul style="list-style-type: none"> • People – emergency management workforce • Partnerships – official response networks • Response planning and procedures • Response platforms – facilities and equipment • Welfare planning and coordination • Lifelines planning and coordination • Response Team coordination • Duty Officer system management • Learning Management System (takatū) management and administration 	<ul style="list-style-type: none"> • CDEM marketing • Risk and consequence management • EOC asset management • Information management systems • Strategy, planning and policy • Reporting, monitoring and evaluation • Organisational philosophy • Organisational capability development • Hazard research • Human resources • IT and communications • Project Management Office • Project Portfolio Management Office • Organisational marketing • Administration and finance • Organisational asset management

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



Appendix 2: List of WREMO KPIs by core deliverable



Reduction

Team	KPI	Priority
Lead the development and implementation of the CDEM Group Plan, and report on progress against the strategic outcomes identified in the Plan.		
	 Develop the WREMO Service Agreement for approval by CEG for implementation 1 July 2023.	HIGH
	 Develop the WREMO Annual Plan (2023–24) in alignment with council annual plan development time lines.	HIGH
	 Establish the Project Portfolio Management Office (PPMO) and provide an initial report to the CEG and Joint Committee to test the format and information requirements.	MEDIUM
	 Conduct the annual WREMO Regional Community Survey to identify trends and opportunities to increase resilience.	MEDIUM
	 Provide quarterly reports to the CEG Sub Committee, reporting on progress against the WREMO Annual Plan (2022-2023) activities.	MEDIUM
Coordinate the efforts of councils and other CDEM Group partners to align and enhance approaches to natural hazard risk reduction practices.		
	 Lead the Emergency Levels of Service project to ensure hazard risks to Lifeline Utility services are reduced.	LOW
Provide administrative support, guidance and advice to CDEM governance groups.		
	 Perform the required secretariat duties for CDEM governance groups, including the Coordinating Executive Group (CEG) and Sub-Committee.	HIGH
	 Respond to relevant Local Government Official Information and Meetings Act (LGOIMA) requests in accordance with legislated time frames and procedures.	HIGH



Readiness

Team	KPI	Priority
Lead and coordinate the delivery of professional development opportunities for the region's emergency management workforce to enhance capability and capacity.		
	Develop and deliver professional development opportunities for the region's emergency management workforce in accordance with the Group Training and Exercise Plan 2022/23.	HIGH
	Administer the Wellington Region's portion of the national CDEM training fund.	
	Coordinate and enhance the Wellington Region's Response Teams capability and capacity..	LOW
	Manage the Group's Learning Management System (takatū) and incorporate national-level enhancements to the system as required.	
	Support national level capability development advisory groups, programmes and initiatives.	
Lead the development and maintenance of equipment, systems and tools for WREMO, the ECC and EOCs.		
	Complete monthly operational ICT and technical equipment checks across the region's ECC and EOCs and resolve issues as required.	
	Complete six readiness checks of the region's ECC and EOCs to ensure they are ready to respond to an emergency.	
	Maintain IT security and platforms and explore opportunities for further development.	HIGH
	Provide ICT guidance and advice to the EOCs/ECC using WREMO supported hardware and networks in preparation for an emergency.	
	Maintain the regional radio network as an alternate communications system.	



Readiness *(continued)*

Team	KPI	Priority
Lead and coordinate a consistent approach to Public Information Management (PIM) across the region.		
	Develop and refine Public Information Management (PIM) components of regional plans and processes.	MEDIUM
	Hold two meetings annually for Public Information Managers in the Wellington CDEM Group to develop relationships and share information.	
Lead and coordinate initiatives to enhance welfare capability across the region.		
	Chair four Wellington Region Welfare Coordination Group meetings to enhance individual and collective agency capability and planning.	HIGH
	Strengthen Needs Assessment capability and capacity in the region.	
	Implement the CDEM Group Welfare Plan work programme guided by the Welfare Capability Maturity Model.	
	Strengthen Emergency Assistance Centre (EAC) capability and capacity in the region.	MEDIUM
	Develop regional guidance to support the provision of Emergency Shelter and Accommodation and Household Goods and Services in an emergency.	



Readiness *(continued)*

Team	KPI	Priority
Lead and coordinate the development, implementation and review of CDEM Group operational response plans and processes.		
	Develop a Health, Safety and Wellbeing Plan to support WREMO staff both in preparation for and in response to an emergency.	HIGH
	Work with GWRC and territorial authorities to refine EOC and ECC flood response plans.	MEDIUM
	Work with CDEM Group partners to make further improvements to the Wellington Region Emergency Response Plan.	LOW
	Develop Regional Response Guidelines to support the primary CIMS functions in an emergency.	LOW
Lead the development, implementation and review of CDEM Group and public alerting functions, including systems, tools, processes and personnel.		
	Maintain Alert Media platform as an alerting and notification tool and contribute to the national (alerting) work group.	HIGH
	Manage and refine the Duty Officer system to ensure that a CDEM Group Duty Officer is available 24/7 to alert CDEM Group partners to an emergency.	
	Conduct monthly Emergency Mobile Alert training to strengthen the Group's capability and capacity.	
	Develop and refine Emergency Mobile Alert predefined messaging.	
	Conduct social media training for Duty Officers.	



Readiness *(continued)*

Team	KPI	Priority
Develop and maintain effective relationships with CDEM Group partners, including the community, to ensure a timely and effective response to an emergency.		
	Develop and maintain partnerships with iwi and marae to strengthen response capability.	HIGH
	Establish a regional group to coordinate Community Resilience initiatives and share information across the region.	
	Provide business as usual (BAU) media coordination, management and support to the Regional Manager, and the wider WREMO team as required.	
	Facilitate 15 local Emergency Services Coordination Committee (ESCC) meetings.	MEDIUM
	Facilitate three Regional Inter-Agency Planning Committee (RIAPC) meetings.	
	Arrange direct engagement opportunities with key response partners such as technical experts and critical infrastructure providers to share information, develop plans and strengthen coordination arrangements.	



Readiness *(continued)*

Team	KPI	Priority
Lead the development and delivery of community engagement initiatives for specific groups to increase preparedness.		
	Partner with local iwi, hapū, and Māori organisations to co-design preparedness messaging and initiatives for whānau.	HIGH
	Lead and promote the Wellington Region's involvement in the Shakeout and Tsunami Hīkoi campaign to increase CDEM Group partner and community awareness and participation.	
	Deliver Household Earthquake Planning sessions to community groups, workplaces and households.	
	Deliver Business Continuity Planning workshops for businesses, not-for-profit organisations and government agencies.	MEDIUM
	Deliver Emergency Planning sessions to schools and early childhood centres.	
	Deliver Youth Leadership in Emergency Management programme at universities.	
	Implement the next phase of the Central Business District (CBD) Engagement Plan, with a focus on tertiary students and apartment dwellers.	
	Partner with people with disabilities and organisations that support them to co-design inclusive and accessible preparedness messaging and initiatives.	
	Produce a Quarterly Newsletter, sharing preparedness messaging and opportunities to engage the community.	
	Promote preparedness messaging with the community at regional or local events.	LOW



Readiness (continued)

Team	KPI	Priority
Lead the development and delivery of community engagement initiatives for specific groups to increase preparedness. (continued)		
	Promote preparedness messaging and community connectedness through social media platforms.	MEDIUM
	Deliver customised services or products depending on the community or council need (Blue Lines Coastal Preparedness, CALD communities, Water Tanks, Decision Making Under Pressure, etc.)	
Support community and CDEM Group partner initiatives to increase social connectedness and preparedness.		
	Support and promote opportunities with partners that increase social capital and preparedness.	MEDIUM
Establish and maintain communication channels to keep communities informed about hazards, impacts and preparedness actions.		
	Integrate the WREMO and Get Prepared websites.	HIGH
	Develop and schedule radio and digital advertising that supports community resilience campaigns and general preparedness.	
	Carry out a targeted media campaign based on areas of improvement identified in the annual Community Survey.	
	Develop a Social Media Strategy and Plan.	



Readiness *(continued)*

Team	KPI	Priority
Establish and maintain communication channels to keep communities informed about hazards, impacts and preparedness actions. (continued)		
	 Review existing social media capability and develop a strategy to grow engagement and maintain consistency across all WREMO social media platforms.	HIGH
	 Ensure that WREMO and Get Prepared website content is up-to-date.	MEDIUM
Lead planning efforts for a timely and effective community response to an emergency.		
	 Carry out annual audits for 128 Community Emergency Hubs.	HIGH
	 Deliver 28 Earthquake Drills and work with participants to make updates to the relevant Community Emergency Hub Guides.	MEDIUM
	 Coordinate and deliver 12 Community Emergency Hub awareness activities.	



Response

Team	KPI	Priority
Provide a 24/7 CDEM Group and public alerting function.		
	Use the CDEM Group Duty System to notify response partners about emergency events.	HIGH
	Send Emergency Mobile Alerts to the public at the regional or local level for emergency events which reach the threshold for an alert.	
Provide leadership, support and advice to councils, EOCs, the ECC and other CDEM Group partners in an emergency.		
	Provide professional emergency management staff to support any response to a CDEM emergency in our region.	HIGH
	Provide the primary and alternate Regional Manager and Group Controller roles to the CDEM Group.	
	Provide hazard advice on the potential regional impacts of a National Tsunami Advisory/Warning to supplement advice from the National Tsunami Expert Panel.	
	Provide the primary Group Public Information Manager (PIM) to manage and coordinate regional PIM in a CDEM response.	
	Provide the primary Group Welfare Manager to manage and coordinate Welfare in a CDEM response.	



Response *(continued)*

Team	KPI	Priority
Provide leadership, support and advice to councils, EOCs, the ECC and other CDEM Group partners in an emergency. (continued)		
	Provide guidance and advice to assist council ICT personnel with CDEM systems and tools in an emergency.	HIGH
	Provide professional emergency management staff to support other CDEM Groups, NEMA and partner agencies in a response.	MEDIUM
Manage WREMO staff health and wellbeing in a response.		
	Ensure that the Health, Safety and Wellbeing of WREMO staff is supported to sustain an effective response.	HIGH
Lead the development and implementation of a CDEM Group Lessons Learned framework.		
	Facilitate an after action review process following a CDEM response.	MEDIUM



Recovery

Team	KPI	Priority
Provide leadership, support and advice to councils and other CDEM Group partners in recovery.		
	Provide professional emergency management staff to support any recovery from a CDEM emergency in the Wellington Region.	HIGH
	Provide the primary Recovery Manager role to the CDEM Group.	
Lead and coordinate recovery engagement opportunities to develop capability, share information and strengthen relationships.		
	Commence the establishment of Sector Groups for each Recovery environment.	MEDIUM
	Host a forum for Recovery Managers to develop knowledge and capability.	



Recovery *(continued)*

Team	KPI	Priority
Lead the development, implementation and review of regional recovery guidance and resources.		
	Refine the Recovery Framework and develop operational documents and supporting templates.	MEDIUM
	Develop and Introduction to Recovery video for use in an activation.	
	Begin developing short recovery training modules.	
	Commence Strategic Recovery Planning based on NEMA guidance	LOW

