



WELLINGTON REGION  
EMERGENCY MANAGEMENT

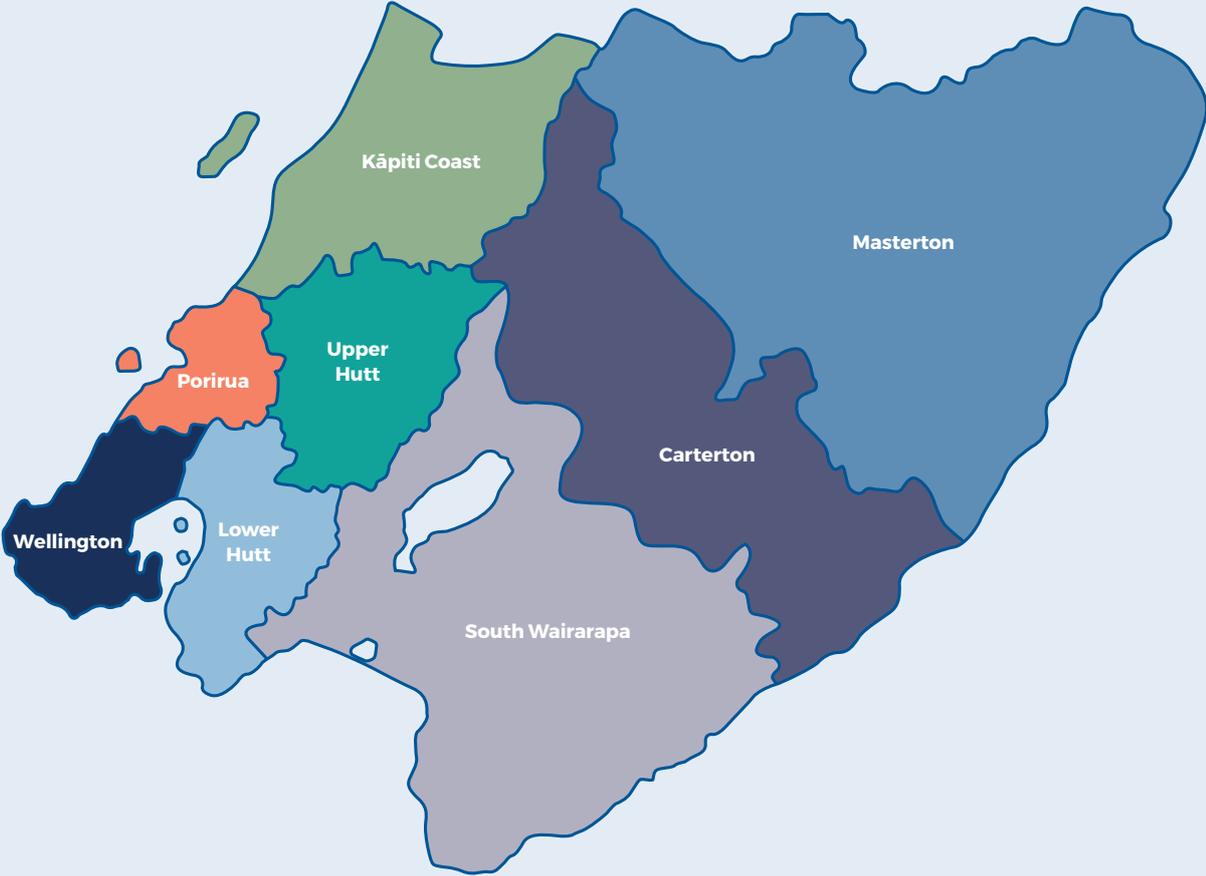
GROUP

Wellington Region  
Civil Defence Emergency  
Management

# Group Plan 2019-2024



# Wellington CDEM Group Operational Boundaries



**Authority**

This Group Plan has been developed by the Wellington Region Civil Defence Emergency Management Group and was approved by the Wellington Region Civil Defence Emergency Management Joint Committee on 21st June 2019.

01 July 2019 – FINAL v1.0

Published by the Wellington Region Civil Defence Emergency Management Group

# Quick access



## Introduction

**Page 08**

Introduces the Wellington Region CDEM Group and outlines the purpose of the Plan, the intended audience and the process for developing the Plan.



## The Wellington Region and its hazardscape

**Page 14**

Provides a high-level description of the region and the hazards that can impact it.



## Strategic direction

**Page 30**

Identifies the strategic direction of the Group over the next five years across the 4Rs – Reduction, Readiness, Response and Recovery.



## Operational arrangements

**Page 68**

Outlines the operational arrangements in place for both response and recovery within the Group, including roles and responsibilities and operating structures.



## Governance

**Page 98**

Identifies the Group-wide governance arrangement for the various committees, delegations, key appointments and financial arrangements.



## Appendices

**Page 112**

Additional information including the planned outputs and the roles of the partner groups in the delivery of each output that contributes to community outcomes.

# Contents

**Foreword ..... 05**



**Introduction ..... 08**



About the Wellington Region CDEM Group.....10  
 Purpose of the CDEM Group Plan .....10  
 Audience of the Group Plan.....11  
 Alignment of the Group Plan.....11  
 Group Plan development and consultation process.....12  
 Period for which the Group Plan remains in force.....13



**The Wellington Region and its hazardscape ..... 14**



Risk profile.....16  
 Hazards.....22  
 Risk analysis.....22  
 Risk management approach .....24



**Strategic direction ..... 30**



Vision and goals of the CDEM Group Plan.....32  
 Strategic priorities .....34  
 Relationship to national CDEM documents.....37  
 The role of the Wellington Region Emergency Management Office .....38  
 Reduction.....41  
     Principles for Reduction within the Group.....41  
     Current local risk reduction practices .....42  
     Priority Outcomes for Reduction .....43  
 Readiness.....47  
     Principles for Readiness within the Group .....47  
     Priority outcomes for Readiness.....48

Response.....	53
Principles for Response within the Group .....	53
Priority outcomes for Response.....	54
Recovery .....	57
Principles for Recovery within the Group.....	58
Recovery Planning.....	58
Priority outcomes for Recovery .....	59
Monitoring and Evaluation.....	63
Coordinating Executive Group.....	63
Resilience indicators .....	63
External Monitoring and Evaluation.....	65
Legislation compliance.....	66



**Operational arrangements..... 68**



Functions, roles and responsibilities.....	70
Working together to respond to an emergency.....	75
Arrangements during response .....	77
Activation of local Emergency Operation Centres and the Emergency Coordination Centre .....	79
Declaring a state of local emergency.....	84
External support.....	85
Debriefing.....	86
CDEM in recovery .....	86
Transitional arrangements.....	86
Group Recovery Structure .....	91
Roles and responsibilities in recovery.....	93
Regional Recovery Coordination Office.....	95



**Governance ..... 98**



Wellington CDEM Group Governance.....100  
Adminstrating Authority.....102  
Wellington Region Emergency Management Office .....102  
CDEM Group Governance Structure.....103  
Delegated authorities .....105  
Key Appointments.....107  
Financial Arrangements.....107



**Appendices ..... 112**



Appendix 1: Strategic Partners .....114  
Appendix 2: Glossary.....116  
Appendix 3: Reduction outcomes .....121  
Appendix 4: Readiness outcomes .....125  
Appendix 5: Response outcomes .....129  
Appendix 6: Recovery outcomes .....132  
Appendix 7: Resilience indicators .....138

# Foreword



*"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change"* – Charles Darwin, 1809

This Group Plan reflects a significant shift in thinking by the Wellington Region Civil Defence Emergency Management (CDEM) Group to the content of the previous Plan. Written eighteen months after the Kaikōura earthquake – which had a significant psychological, structural and economic impact on the Wellington Region – this Plan reflects the Group's desire for a 'step change' in the region's emergency management approach<sup>1</sup>.

This Plan is the strategic level document that determines the region's approach to CDEM. It outlines the ways in which the region's desired resilience outcomes will be achieved with the resources that are expected to be available over the next five years. It does this noting that a number of significant changes that have occurred over the past five years:

- the national shift away from emergency management (waiting for an event to happen and managing it) to disaster risk management (identifying potential hazards and making a concerted effort to reduce their impact and/or likelihood before they occur)<sup>2</sup>;
- the findings of the 2017 Ministerial Review (Delivering Better Responses to Natural Disasters and Other Emergencies) and the Government's response to its recommendations<sup>3</sup>; and
- the Ministry of Civil Defence & Emergency Management's recently released National Disaster Resilience Strategy<sup>4</sup>.

The Plan acknowledges that the Kaikōura earthquake was a timely reminder for everyone living in the Wellington Region that:

- it is not a matter of 'if', but 'when' a significant event occurs in the region we must be ready;
- the region needs to be proactive in taking concrete steps to increase its level of preparedness for such an event; and
- while some good work has been done since the Kaikōura earthquake, the region has to do a lot more.

1 In May 2017 the Group's Joint Committee requested its Regional Manager to deliver "a step change in vision and strategy for the region's emergency management approach". In August 2017 a new Regional Manager was appointed. A review of the region's CDEM function was carried out, during which the required "step change" was defined as "a more comprehensive and integrated approach to CDEM, improved resilience outcomes and an improved capability to manage large scale events".

2 In 2015 New Zealand became a signatory to the Sendai Framework for Disaster Risk Reduction 2015–2030 (the 'Sendai Framework').

3 <https://dpmc.govt.nz/sites/default/files/2018-08/natural-disasters-emergencies-government-response-tag-report.pdf>

4 <https://www.civildefence.govt.nz/assets/Uploads/publications/National-Disaster-Resilience-Strategy/National-Disaster-Resilience-Strategy-10-April-2019.pdf>

Through the implementation of this Group Plan it is expected that the Wellington region will be better informed about what is going on around us and able to make better decisions. All Wellingtonians will feel more connected to each other and better able to help each other in times of need. All residents will also be able to take practical steps to reduce their level of risk, to be ready for change and adversity, to respond effectively to change and adversity as and when it occurs, and to recover quickly afterwards. These are all traits of a truly resilient community.

The way this change will be achieved is by members of the Group working collaboratively with individuals and households, businesses and organisations, communities, cities, districts and the wider region – including providers of lifeline utilities and critical infrastructure – to make Wellington one of the world’s most resilient regions.

On behalf of the Group, we look forward to working with you all to help make this vision a reality.



**Mayor Ray Wallace**

Hutt City Council

Chair, Wellington Region CDEM Group



**Mayor Lyn Patterson**

Masterton

District Council



**Mayor John Booth**

Carterton

District Council



**Mayor Viv Napier**

South Wairarapa

District Council



**Mayor Wayne Guppy**

Upper Hutt

City Council



**Mayor Justin Lester**

Wellington

City Council



**Mayor Mike Tana**

Porirua

City Council



**Mayor K Gurunathan**

Kāpiti Coast

District Council



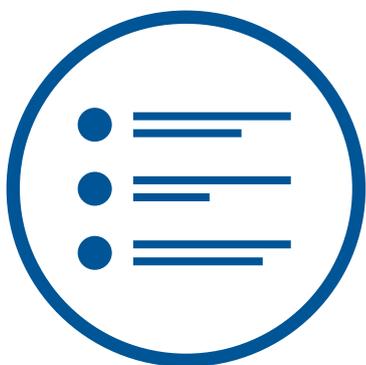
**Chairperson**

**Chris Laidlaw**

Greater Wellington

Regional Council





# Introduction



About the Wellington Region CDEM Group	<b>10</b>
Purpose of the CDEM Group Plan	<b>10</b>
Audience of the Group Plan	<b>11</b>
Alignment of the Group Plan	<b>11</b>
Group Plan development and consultation process	<b>12</b>
Period for which the Group Plan remains in force	<b>13</b>

## About the Wellington Region CDEM Group

The Wellington Region Civil Defence Emergency Management Group (CDEM Group) is made up of a number of agencies who work together to provide civil defence and emergency management to the region. This includes the nine councils, emergency services, lifeline utilities, the Wellington Region Emergency Management Office (WREMO) and any other agency with civil defence and emergency management responsibility.

Governance of the Wellington Region Civil Defence Emergency Management Group and its activities is provided by the Joint Committee. The Coordinating Executive Group (CEG) provides advice to the CDEM Joint Committee and implements their decisions.

WREMO is a semi-autonomous organisation that co-ordinates Civil Defence Emergency Management services on behalf of the nine councils in the Wellington Region.

## Purpose of the CDEM Group Plan

The Civil Defence Emergency Management Act 2002 (CDEM Act) requires every regional council and every territorial authority within the region to establish a Civil Defence Emergency Management Group (CDEM Group). Section 48 of the CDEM Act requires every CDEM Group to prepare and approve a CDEM Group Plan.

On 15 May 2003, the local authorities of the Wellington Region formed the Wellington Region CDEM Group and the first Group Plan was approved in 2005. This is the third Group Plan for the region. It has been prepared to meet the requirements of Sections 49 – 57 of the CDEM Act.

The broad purpose of the Group Plan is to enable the effective and efficient management of significant hazards and risks for which a coordinated emergency management approach will be required. This Plan provides the strategic direction and a clear vision and framework to achieve what is required.

In summary, the Group Plan seeks to:

- **Provide information** on the hazards and risks in the Wellington Region;
- **Strengthen relationships** between agencies and partners involved in Civil Defence Emergency Management;
- **Encourage collaborative planning and joint action** between councils, the emergency services, other emergency management agencies, central government, iwi, lifeline utilities and the community;
- Show commitment from agencies and partners to the **delivery of more effective Civil Defence Emergency Management**; and
- Outline the **principles of operation** within which agencies involved in Civil Defence Emergency Management agree to cooperate.



This Plan has been developed through a series of workshops with partner agencies (emergency services, local government, welfare services agencies, lifeline utilities and non-government agencies) and the general public. It sets the context, identifies the region's hazards and risks and the region's current and future risk reduction practices. The residual risks are then used to inform the Group's readiness, response and recovery actions for the next five years. This Plan has seen a shift from output to outcomes, and from hazard management to risk management and resilience. This change is to ensure the Group is addressing the actual risks to the region, prioritises and plans accordingly.

A list of Wellington Region CDEM Group's strategic partners is provided at [Appendix 1](#).

## Audience of the Group Plan

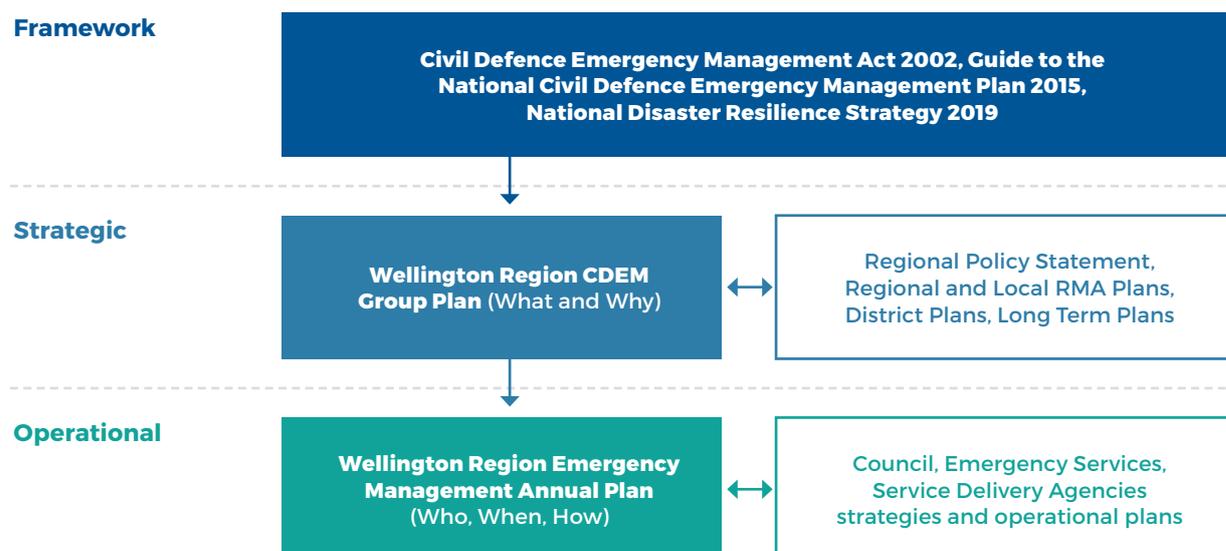
The Wellington Region CDEM Group Plan is written for two main audiences:

- all agencies involved in CDEM (emergency services, local government, welfare services agencies, lifeline utilities and non-government agencies); and
- the general public (including local Māori).

Throughout this Plan 'strategic partners' are often referenced. Strategic partners are those key partner groups (councils, emergency services, WREMO, lifeline utility agencies and welfare agencies) that have responsibilities outlined in the CDEM Act and which must work together to ensure the collective Group meets the strategic outcomes included in this Plan.

## Alignment of the Group Plan

National CDEM legislation, strategy and planning provide the overarching direction of the Group Plan. The Group Plan is consistent with the strategic direction set in these documents. The relationship between the National CDEM Framework and Group documents is shown below.



## Supporting documents

The Group Plan is supported by a range of procedures, policies, plans and other documents that provide detailed information about how the region functions in an emergency. These documents are periodically reviewed and updated by the relevant CDEM partner agencies.

## Group Plan development and consultation process

Local authorities, emergency services, welfare services agencies, lifeline utility agencies, iwi and community groups and other organisations with a role in CDEM in the Wellington Region participated in the development of this Plan.

The key steps were:

### **Wellington Region CDEM Group review** *(September 2017 – March 2018)*

- 51 interviews with a cross-section of CDEM leaders across the region
- 13 workshops with a cross-section of other stakeholders across the region (including members of the public)
- Consolidation and dissemination of findings
- Consolidation of feedback
- Council Chief Executive Direction
- Coordinating Executive Group (CEG) Direction

### **Development of the draft Group Resilience Framework** *(February – March 2018)*

- Developed by WREMO and members of the CEG Sub-Committee
- Endorsed by CEG and Joint Committee

### **Development of the draft Group Plan** *(April – June 2018)*

- Workshops with six key stakeholder groups (emergency services, welfare services, lifeline utility agencies, local authority emergency management and local authority planners)
- Development of draft Group Plan document

### **CDEM sector consultation and adjustment** *(July 2018 – February 2019)*

### **Public consultation and adjustment** *(March – April 2019)*

### **Ministerial review** *(May – June 2019)*

### **Joint Committee approval** *(21 June 2019)*



## Period for which the Group Plan remains in force

This Group Plan will remain in effect for five years from the date of approval by the Joint Committee until reviewed by the Group and either amended, revoked, replaced or endorsed for a further period of time<sup>5</sup>. The Group Plan can be reviewed within the five years pursuant to the Act.

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<sup>5</sup> Sections 56 and 57 of the CDEM Act set out the process for amending the Plan, with all changes – other than those deemed to be minor – requiring the public to be notified to allow public submissions.



# The Wellington Region and its hazardscape



Risk profile	<b>16</b>
Hazards	<b>22</b>
Risk analysis	<b>22</b>
Risk management approach	<b>24</b>

## Risk profile

### Key characteristics of the Wellington Region

The Wellington Region has approximately 521,500 people<sup>6</sup>. The main population centres are Wellington (41%), Lower Hutt (21%), Porirua (11%), Kāpiti (10%), Upper Hutt (9%) and the Wairarapa districts of Masterton, South Wairarapa and Carterton (8%).

Wellington Region's physical geography and topography, with mountain ranges running north-south and dynamic river systems, has both created and restricted human settlement over the centuries. The risks facing people in the region reflect choices that have been made historically about where to live and work, as well as how to travel (e.g. living and working on floodplains and, as a consequence, being at risk of flooding).

The Wellington Region produces 15% of the New Zealand's GDP and is the home of central government.

### Wellington City

Wellington City is New Zealand's capital city and the seat of government. Wellington City has a population of approximately 213,815 and is nationally important as the main port link between the North and South Islands, the nexus of State Highways (SH) 1 and 2 and national railway lines, and the home of the country's third largest airport, processing around six million passengers a year. Approximately 80,000 people commute into Wellington City during the business week (Monday to Friday), although high-density inner-city living is increasing with recent and planned development. Wellington City is threatened by various natural hazards including earthquakes, tsunamis and landslides. Active fault lines pass through and near Wellington City, which makes it exposed to local source tsunamis. A major hazard event could damage vulnerable national assets and disrupt government, businesses and infrastructure, including isolating the city.

Evidence from the Kaikōura earthquake in November 2016 strongly suggests that a major earthquake in the South Island could have a major impact upon Wellington City.

### Hutt Valley

The Hutt Valley is home to approximately 156,450 people and several thousand businesses. Most have premises on the Hutt River floodplain. The western edge of the Hutt Valley runs along the same fault line that passes through Wellington city, posing a major threat of earthquake-related damage, including landslides. There is also a significant tsunami threat to a large section of the Hutt Valley population residing in the Eastbourne and Petone areas.

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<sup>6</sup> As at 30 June 2018. Compiled and presented in profile.id by id, the population experts.

# Snapshot of the Wellington Region

as at March 2019

Median age

**37.2** years

New Zealand 38.0

Average household size

**2.60** people

New Zealand 2.66

Couples with children

**42%**

New Zealand 41%

Households with a mortgage

**33%**

New Zealand 32%

Medium and high density housing

**23%**

New Zealand 17%

Households renting

**31%**

New Zealand 29%

Public transport (to work)

**14%**

New Zealand 4%

Walked, jogged, cycled to work

**12%**

New Zealand 8%

Higher degree

**9%**

New Zealand 6%

Māori descent

**14%**

New Zealand 16%

Overseas born

**24%**

New Zealand 24%

Low income households

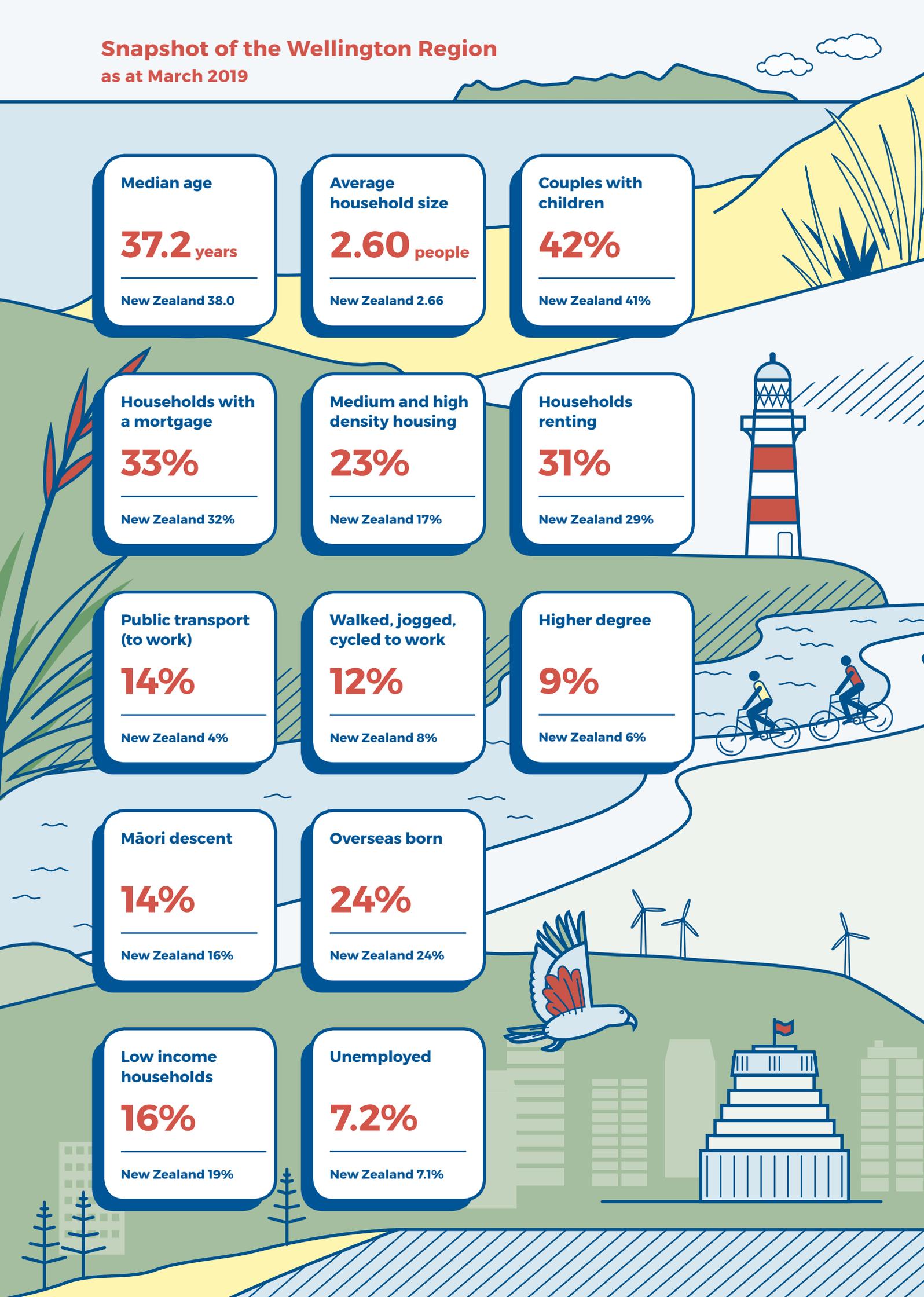
**16%**

New Zealand 19%

Unemployed

**7.2%**

New Zealand 7.1%



## **Wairarapa**

Although the Wairarapa represents the largest area of land in the Wellington Region (78%), it is home to only 8% of the region's population (population approximately 41,720). The area is very important to the regional economy from an agricultural perspective in particular. The Wairarapa Plains are bisected by several major river systems and fault lines, and Lake Wairarapa stores large volumes of water that flows through the area. The risk of flooding across the Wairarapa Plains is an important consideration because of the threat to life in major settlements and the consequences on the rural economy.

## **Kāpiti Coast and Porirua**

Much of the growth along the Kāpiti Coast (population approximately 52,150) is on coastal dunes and river plains systems that stretch from Paekakariki to the Manawatu. The hazards facing the Kāpiti communities range from earthquakes, tsunami and landslides through to floods from both fast-flowing rivers that flow down from the Tararua Ranges and smaller streams that have not yet had significant mitigation works completed. Kāpiti is connected to Wellington by one major road and two railway lines. Both transport links pass over fault lines and alongside steep coastal cliffs. As a result, the area's communication connections with the capital, and the region's most direct transport links with the rest of the North Island, are especially vulnerable.

The Porirua area (population approximately 57,365) and Pauatahanui Inlet are also growing in population numbers. They are exposed to a similar range of hazards as the Kāpiti coastal communities. Porirua has limited communication links to adjoining areas because of steep hills defining the edge of the Porirua basin.

## Implications for CDEM

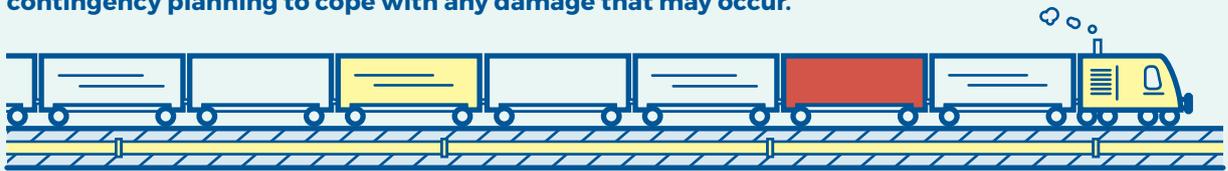
The Wellington Region is divided by mountain ranges which separate the western urban part of the region from the eastern Wairarapa area. Weather patterns, fault lines and land-use differences mean that it is likely that a major event would affect areas of the region in different ways.

**This means that to meet the needs of local communities, the region's CDEM response capability needs to be local to these areas, with a centralised Group Emergency Coordination Centre in Wellington city, as well as the option of a fully functioning alternate location.**



The region's transport links with the rest of the country (North and South Island) are very vulnerable. The region has a 'Y' shaped transport network with the main road and rail network traversing two main valleys. One runs north-east, while the other runs north-west – both culminating in Wellington city's central business district (CBD). There are limited cross-corridor transport links between these valleys. Key components of the transport network face a high risk of disruption from hazards. For example, around 85,000 vehicles a day use the Ngauranga to Aotea Quay section of the motorway. These transport links are also used by utility services (e.g. bulk water supply systems).

**This means that protecting these transport links must be a high priority for CDEM with a focus on contingency planning to cope with any damage that may occur.**



It is likely that the region will face multiple hazards in any major event. For example, an earthquake could trigger landslides and tsunamis. Similarly, high rainfall may cause flooding, landslides and transport accidents.

**This means CDEM planning must address the potential consequences of multiple hazards rather than focus on any one single hazard.**



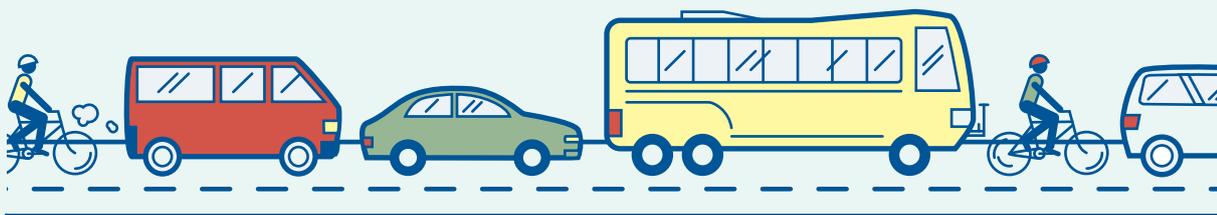
Global warming and the associated challenges of climate change, such as the increasing frequency and strength of weather events, will likely lead to more emergencies and more people being affected by such events.

**To manage these risks effectively, the region needs to understand the likely impact of global warming and climate change (such as increased sea and water table levels) and take steps to effectively mitigate the types of risks that are expected.**



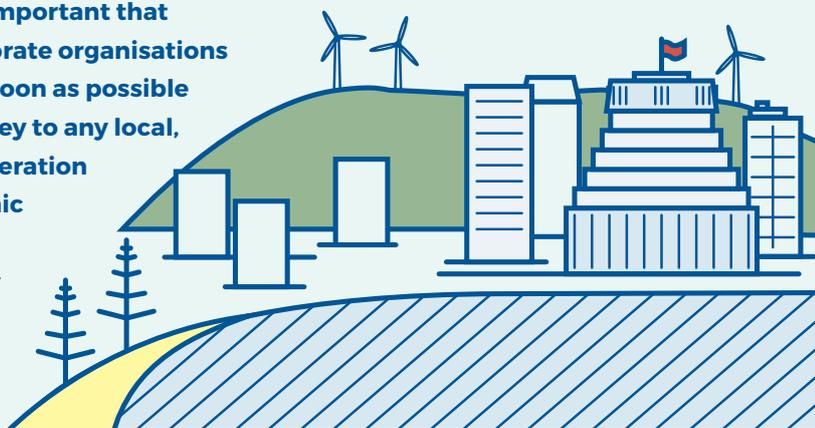
Many people commute to the region's cities and districts for work. This means that population densities vary across the region by area depending on the time of day or night. During the day, the population of the Wellington city's CBD is significantly higher than at night with approximately 80,000 commuters travelling into Wellington city each day for work. However, the increasing trend of inner city living and the growth of recreational activities in the CBD means that a growing number of people are in the CBD for 24 hours a day. The timing of an emergency event will affect the nature of the response (for example, at 5pm it is likely that many people will be in cars on SH1 and SH2 or in commuter trains along both transport corridors).

**This means that the region's CDEM capabilities need to be flexible and able to respond to a range of different scenarios that could potentially be caused by a major event.**



As the home of central government, the region has a key role to play in the effective running of the country. The public sector is also key to the running of the regional economy, along with the business services sector that interacts with the various government departments based in the region. Wellington city is home to many government departments and head offices of large corporate organisations, many of which are located in high rise buildings close to fault lines (e.g. Lambton Quay).

**This being the case, it is vitally important that government agencies and corporate organisations are able to resume business as soon as possible after any event, as they will be key to any local, regional or national recovery operation that is required and the economic implications of them not being able to resume business is likely to have significant economic impacts on the region.**



During the summer months (particularly during the cruise ship season), the region's population swells due to the thousands of tourists who either visit the Wellington Region as a destination or pass through on their journey elsewhere. These individuals may not be familiar with the region's hazards or how to mitigate them, as well as potential language barriers.

**This means that the region's CDEM efforts need to focus on the increasing number of tourists who visit the region.**

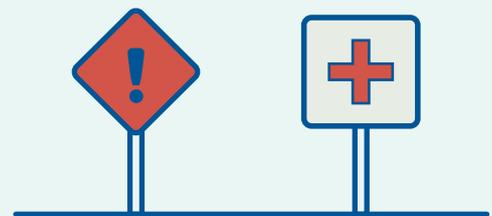


There are different levels of deprivation across the region, with higher levels in parts of Porirua city, Lower Hutt, the Wairarapa and within pockets of Wellington City. As a general rule, those in lower socio-economic communities tend to have less available resources – which means they are less prepared for an emergency. Increasing population numbers and high property prices are forcing some to take risks they might not otherwise take (e.g. accommodating people in garages or other structures close to hazards). Growth in the number of migrants to the region increases the risk that some are not aware of the hazards in the region or how to effectively mitigate them, as well as the potential for language to be a barrier to effective communication.

**This means that the region's CDEM efforts need to focus on vulnerable communities as a matter of priority.**



The region (particularly Wellington City) has a large transitory population. Both highly skilled members of the workforce and a large number of students who are from outside the region. As with tourists, they may not be familiar with the region's hazards or local response requirements (such as tsunami evacuation).



**This means that the region's CDEM efforts and information needs to be clear for those who are unfamiliar with the region.**



While the whole region is vulnerable to flooding, the Wairarapa is particularly vulnerable. This poses a threat to both the rural economy and to the wider regional economy.

**This being the case, CDEM planning should focus on mitigation measures to reduce the risks of flooding in the region, and the Wairarapa in particular, both in terms of preventative measures to reduce the likelihood of flooding and minimising the potential impact it could have when it occurs.**





### WHAT ARE THE TOP FIVE HAZARDS WE WILL PLAN FOR?



Pandemic



Earthquakes



Flooding



Tsunami



Storms

**» Planning will look to reduce the likelihood of hazards occurring as well as managing the consequences of hazards as and when they occur.**

## Hazards

While incidents occur every day, the occurrence and/or impact of a hazard can cause an emergency if the consequences have a significant negative effect on people, property or the environment. Hazards can be either natural or man-made. Natural hazards are naturally occurring processes such as flooding and earthquakes. Man-made hazards are the result of human activities such as infrastructure failures and hazardous substances.

## Risk analysis

Risk is the combination of the likelihood of a hazard occurring and the degree of impact (consequence) on the community if it should occur. For example, the level of risk posed by flooding depends on how likely it is for a river to flood (the hazard event) and the nature of the development on the floodplain that will be impacted by the flood. The more likely the event is, and/or the higher the potential impact, the higher the risk.

Risk identification and assessment has been carried out for the Wellington Region to determine the level of risk to communities for each of the major hazards for which the CDEM Group is responsible<sup>7</sup>. CDEM would lead an emergency response to events caused by the majority of the hazards listed. However, pandemic, fire and hazardous substances have also been included in the list as they could require significant support from CDEM.

The results are based on the level of risk to the region as a whole. There are likely to be some variations for each individual territorial authority.

<sup>7</sup> The risk analysis looked at the Annual Exceedance Probability – the likelihood of each type of event occurring during any given twelve-month period – and the potential consequences for each hazard. The combination of these resulted in a risk rating. A more detailed breakdown of the risk assessment process is available from the Wellington Region Emergency Management Office (WREMO).



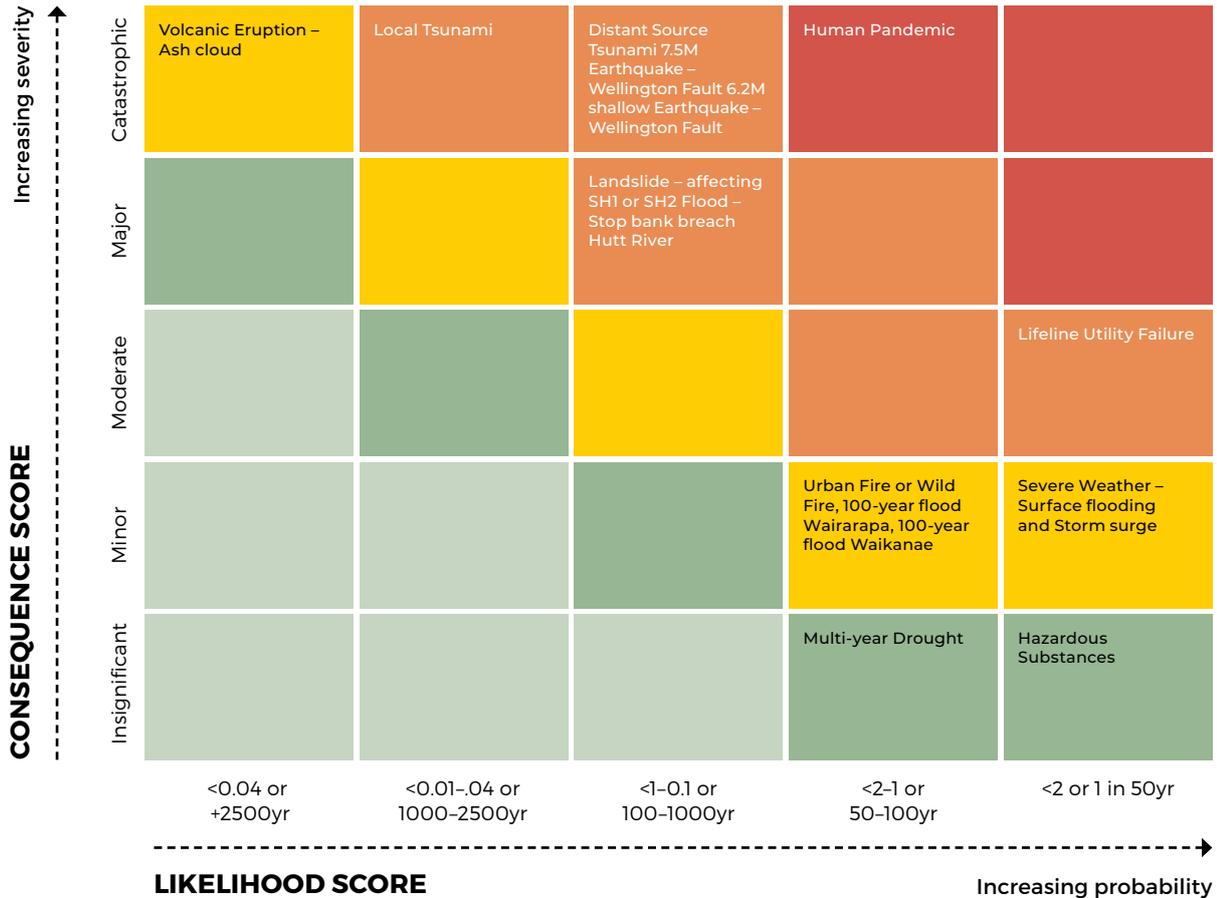
### Summary of risk analysis

Hazard	Likelihood - based on Annual Exceedance Probability (AEP) %	Impact - largest predicted consequence across built, lifeline, health and safety environments	Resulting Risk Rating
Human pandemic	<2-1	Catastrophic	High
6.2 magnitude shallow earthquake on the Wellington Fault	<1-.01	Catastrophic	
7.5 magnitude earthquake on the Wellington Fault	<1-.01	Catastrophic	
Distant source tsunami	<1-.01	Catastrophic	
Local tsunami - Hikurangi Subduction Zone	<0.1-0.04	Catastrophic	
Flooding - stopbank breach along the Hutt River	<1-.01	Major	
Landslide - affecting State Highway 1 or 2	<1-.01	Major	
Lifeline utility failure - power for a sustained period (e.g. a week or more)	>2	Moderate	
Severe weather - surface flooding and storm surge	>2	Minor	Medium
Volcanic eruption - ash cloud	<0.04	Catastrophic	
Flooding - Waikanae River (100-year event)	<2-1	Minor	
Flooding - Wairarapa (Ruamahanga River - 100-year event)	<2-1	Minor	
Urban fire or wild fire	<2-1	Minor	
Multi-year drought	<2-1	Insignificant	Low
Hazardous substances	>2	Insignificant	

## Risk evaluation

As part of the risk analysis process, the Annual Exceedance Probability (AEP) and the potential consequences across the built, lifeline utility and health and safety environments were identified and a risk rating assigned. Since many of the hazards have similar consequences, the planning approach taken by the Group is 'consequence-based' rather than 'hazard specific', as the former allows the Group to address multiple hazards at the same time.

### Risk assessment - Wellington Region CDEM Group hazards



## Risk management approach

The way in which the region's risks will be managed is through the CDEM 4Rs framework: Reduction, Readiness, Response and Recovery. While traditional definitions of these terms have been used as the basis for the Group Plan (see the **Appendix 2: Glossary** for more details), they have been used in the knowledge that in 2015 the New Zealand Government signed up the United Nations Sendai Framework for Disaster Risk Reduction. The Sendai Framework and the Group seek to achieve a substantial reduction in disaster risk and losses by 2030.



This will be achieved by more concerted effort in the following areas:

1. Understanding disaster risk;
2. Strengthening disaster risk governance to manage disaster risk;
3. Investing in disaster risk reduction for resilience;
4. Enhancing disaster preparedness for effective response; and
5. 'Build Back Better' in recovery, rehabilitation and reconstruction.

### **Risk assessment influence on strategic priorities**

The risk assessment directly influenced the following strategic priorities across all hazards and consequences:

- Increased understanding and management of regional risks (including hazards, vulnerability and ways to prevent and mitigate)
- Increased identification of risks and steps taken to eliminate or reduce them
- Increased number of household, business<sup>8</sup> 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 are understood and practised on a regular basis
- Integrated and comprehensive strategic recovery planning at both the local and regional level is embedded 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
- Prompt activation of local Emergency Operations Centres (EOCs) and regional Emergency Coordination Centre (ECC) to effectively manage and coordinate response efforts by Group members to assist communities
- Recovery Managers, teams and strategic partners have the capacity and capability to effectively meet the needs of communities throughout a recovery
- Investment in long-term resilience programmes that benefit future recovery outcomes is adopted by Group, private and community sector partners
- Effective implementation of the Group recovery plans to ensure recovery efforts are coordinated and meet the needs of communities
- Central government and the Group effectively and cooperatively manage recovery

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<sup>8</sup> Business includes Community Service Organisations.

The following tables outline how the above risk assessment has directly influenced the Group's strategic priorities for the region for specific hazards:

<b>Risk rating: Extreme</b>	
Hazards: <ul style="list-style-type: none"> <li>• Human pandemic</li> </ul>	
<b>Potential consequences</b>	<b>Relationship with strategic priorities</b>
Displaced, isolated, injured, ill, and deceased persons, psychosocial concerns, deterioration of community wellbeing, and other matters involving the welfare of people and animals	<i>See strategic priorities relating to all hazards and consequences listed on page 25.</i>
Loss of lifeline utility services (for example, telecommunications, transport, energy, water and wastewater networks)	
Direct and indirect economic losses, restrictions on commerce, migration and trade, and the impairment of financial systems	



**Risk rating: High**

<p>Hazards:</p> <ul style="list-style-type: none"> <li>• Local tsunami</li> <li>• Distant source tsunami</li> <li>• 7.5 magnitude earthquake</li> <li>• 6.2 magnitude shallow earthquake</li> <li>• Landslide</li> <li>• Lifeline utility failure</li> </ul>	
Potential consequences	Relationship with strategic priorities*
<p>Displaced, isolated, injured, ill, and deceased persons, psychosocial concerns, deterioration of community wellbeing, and other matters involving the welfare of people and animals</p>	<ul style="list-style-type: none"> <li>• Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises</li> <li>• Increased knowledge of the role of Marae and other community facilities in helping support emergency response and recovery</li> <li>• Communities self-organise and activate their Community Emergency Hubs, solving problems locally and interface with local EOCs as required</li> <li>• Emergency Assistance Centres (EACs) are accessible and located close to impacted areas in order to enable people to stay connected with their communities</li> </ul>
<p>Loss of lifeline utility services (for example, telecommunications, transport, energy, water and wastewater networks)</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<p>Damage to buildings and structures</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<p>Direct and indirect economic losses, restrictions on commerce, migration and trade, and the impairment of financial systems</p>	
<p>Degradation of the ecological, physical, amenity, and heritage values of areas and resources</p>	

\* Also see strategic priorities relating to all hazards and consequences listed on page 25.

<b>Risk rating: Medium</b>	
<p>Hazards:</p> <ul style="list-style-type: none"> <li>• Urban fire</li> <li>• Wild fire</li> <li>• Flood – Wairarapa</li> <li>• Flood – Waikanae</li> <li>• Severe weather</li> <li>• Volcanic eruption – ash cloud</li> </ul>	
<b>Potential consequences</b>	<b>Relationship with strategic priorities*</b>
Displaced, isolated, injured, ill, and deceased persons, psychosocial concerns, deterioration of community wellbeing, and other matters involving the welfare of people and animals	<ul style="list-style-type: none"> <li>• Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises</li> <li>• Increased knowledge of the role of Marae and other community facilities in helping support emergency response and recovery</li> <li>• Communities self-organise and activate their Community Emergency Hubs, solving problems locally and interface with local EOCs as required</li> <li>• Emergency Assistance Centres (EAC's) are accessible and located close to impacted areas in order to enable people to stay connected with their communities</li> </ul>
Loss of lifeline utility services (for example, telecommunications, transport, energy, water and wastewater networks)	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Damage to buildings and structures	<ul style="list-style-type: none"> <li>• 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</li> </ul>
Direct and indirect economic losses, restrictions on commerce, migration and trade, and the impairment of financial systems	
Degradation of the ecological, physical, amenity, and heritage values of areas and resources	

\* Also see strategic priorities relating to all hazards and consequences listed on page 25.



**Risk rating: Low**

Hazards:

- Multi-year drought
- Hazardous substances

**Potential consequences**

**Relationship with strategic priorities\***

Displaced, isolated, injured, ill, and deceased persons, psychosocial concerns, deterioration of community wellbeing, and other matters involving the welfare of people and animals

- 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
- Communities self-organise and activate their Community Emergency Hubs, solving problems locally and interface with local EOCs as required
- Emergency Assistance Centres (EACs) are accessible and located close to impacted areas in order to enable people to stay connected with their communities

Loss of lifeline utility services (for example, telecommunications, transport, energy, water and wastewater networks)

- 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

Damage to buildings and structures

Direct and indirect economic losses, restrictions on commerce, migration and trade, and the impairment of financial systems

Degradation of the ecological, physical, amenity, and heritage values of areas and resources

\* Also see strategic priorities relating to all hazards and consequences listed on page 25.



# Strategic direction



Vision and goals of the CDEM Group Plan	<b>32</b>
Strategic priorities	<b>34</b>
Relationship to national CDEM documents	<b>37</b>
The role of the Wellington Region Emergency Management Office	<b>38</b>
Reduction	<b>41</b>
Principles for Reduction within the Group	<b>41</b>
Current local risk reduction practices	<b>42</b>
Priority Outcomes for Reduction	<b>43</b>
Readiness	<b>47</b>
Principles for Readiness within the Group	<b>47</b>
Priority outcomes for Readiness	<b>48</b>
Response	<b>53</b>
Principles for Response within the Group	<b>53</b>
Priority outcomes for Response	<b>54</b>
Recovery	<b>57</b>
Principles for Recovery within the Group	<b>58</b>
Recovery Planning	<b>58</b>
Priority outcomes for Recovery	<b>59</b>
Monitoring and Evaluation	<b>63</b>
Coordinating Executive Group	<b>63</b>
Resilience indicators	<b>63</b>
External Monitoring and Evaluation	<b>65</b>
Legislation compliance	<b>66</b>

## Vision and goals of the CDEM Group Plan

The vision of the Wellington Region CDEM Group is:

**GROUP VISION**

**A resilient community: ready, capable and connected**

For the purposes of this Group Plan, Resilience is defined as the ability to adapt well to change, overcome adversity and recover quickly after an event.

### GOAL

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



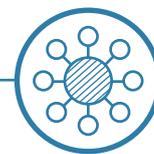
#### Ready

Being well informed of risks and proactively taking steps to prevent or mitigate their impacts, enabling us to be **ready** to respond to and recover quickly and effectively from emergencies.



#### Capable

Working together to develop the capability and interoperability to ensure we are **capable** of responding effectively to emergencies and recovering quickly afterwards.



#### Connected

Working with communities to increase **connectedness**, enabling communities to support each other before, during and after emergencies.



## WHAT HAVE WE DONE TO DATE?

Below are some of the key developments that have occurred over the last five years:

- **Significant improvement in National Capability Assessment.** The Group's level of emergency management capability has improved significantly according to the last National Capability Assessment carried out by MCDEM. The region's score has moved from 44.2% (developing) in 2011 to 68.6% (advancing) in 2015. Another assessment is due to be carried out shortly.
- **Regional resilience projects.** Since the Kaikōura earthquake in 2016, Group members have started a number of significant projects to significantly increase the region's level of resilience. Examples include:
  - Wellington Water's Community Infrastructure Resilience Project, which is providing an above-ground emergency water supply network, multimillion-dollar stormwater upgrades and a new Prince of Wales/Omāroro Reservoir (35 million litres);
  - Wellington Electricity's Earthquake Readiness Programme to reduce the risk and improve earthquake readiness across their network; and
  - the Unreinforced Masonry Project to secure unreinforced masonry on buildings in the Wellington CBD.
- **Wellington Region CDEM Review.** In 2017, a review was carried out of the region's CDEM function. The review highlighted the need for a more comprehensive and integrated approach to CDEM, with clear roles and responsibilities, involving all stakeholders. The findings from this review have helped inform the development of this Group Plan.
- **Capability Development (Skilled People) Strategy.** In response to the above review, in 2018 the region developed a strategy to improve the capability and capacity of CDEM staff across the region. In January 2019 the region started implementing the strategy.
- **Group Recovery Framework.** A draft recovery framework has been developed in collaboration with over 150 organisations from the private sector, communities, local and central government. The framework defines the concept of operations, roles and responsibilities, organisational structures and potential partner organisations for recovery.

## Strategic priorities

The way the above goals will be achieved is through the development and maintenance of an increased level of capability across the 4Rs of comprehensive emergency management (Reduction, Readiness, Response and Recovery) as required by the CDEM Act.

The table below identifies the priority areas of work. These priority areas cross each of the 4Rs link directly to the overarching goals of this Group Plan. These strategic priorities are written as strategic outcome statements as these are how success will be measured. Achieving these outcomes will enhance the Group's ability to achieve its goals and ensure the Wellington Region is **Ready, Connected and Capable** of responding to and recovering from an emergency.

The strategic outcomes the Group will work to achieve over the next five years will be as follows:



### 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.

## Relationship to national CDEM documents

The strategic goals for the region align with the goals listed in the National Disaster Resilience Strategy<sup>9</sup> (see diagram below) and the guidelines, codes and technical standards issued by the Director of the Ministry of Civil Defence & Emergency Management.

### Alignment of the goals of the National Disaster Resilience Strategy and the goals of the Wellington Region CDEM Group Plan.



<sup>9</sup> The National Resilience Strategy came into effect on 10 April 2019.

## The role of the Wellington Region Emergency Management Office

The Wellington Region Emergency Management Office (WREMO) was established in 2012 when the region's regional and local authorities amalgamated their respective CDEM departments to form a regional office to achieve better CDEM service delivery through improved coordination of efforts. In 2018, the role of WREMO was reviewed and clarified as:

To lead and coordinate the effective delivery of CDEM across the 4Rs 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 plan; and
- to coordinate planning, programmes and activities related to CDEM across the 4Rs and encourage cooperation and joint action.

For the purposes of this Plan, 'leadership' is defined as *the successful achievement of the Group's mission and tasks through the willing and cooperative effort of others*. WREMO's role is to collaboratively work with local authorities and partners to develop and deliver effective emergency management to the region in a manner that is consistent with national direction<sup>10</sup>.

The way this will be achieved is by:

- Collaborating – Leading through alignment; establishing common ground for agreement; creating a shared vision; and creating win-win relationships, products and services.
- Coordinating – Effectively and harmoniously completing activities across the 4Rs.
- Promoting – Increasing awareness, creating interest and encouraging joint action in the emergency management sector.

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<sup>10</sup> The language used in this section is consistent with that in the National Emergency Management Development Group (NEMDG) Terms of Reference which outlines how MCDEM and CDEM Groups will collaboratively develop and delivery emergency management in a nationally consistent manner.

## How to interpret the outcomes in the Group Plan

Strategic outcomes  (long-term – more than 5 years)	Contributing outcomes  (short to medium-term – 1 to 5 years)	Targeted stakeholder group				
<p><b>These are outcomes that will extend beyond the life of this Plan. The Group expects progress to be made towards achieving these outcomes but does not expect to achieve them in the five years of this Plan.</b></p>	<p>These are the outcomes the Group is focusing on during the term of this Plan. Accomplishing these outcomes will contribute to the achievement of the strategic (long-term) outcomes.</p>	Individuals and households	Businesses and organisations	Communities	Cities, districts and the region	Lifelines and critical infrastructure
				<p>The above section identifies which stakeholder group(s) the outcome is targeted at and will see progress in. For example, “Consider hazards and risks when choosing to rent, buy, or build a home” would be targeted at the individuals and households, businesses and organisations and cities, districts and the region stakeholder groups.</p>		

### Targeted stakeholder groups

The stakeholder groups listed in this Plan are those listed in the National Disaster Resilience Strategy as the lenses used to view and develop national resilience. The definitions of these groups are as follows:

- Individuals and households**  
Focuses on benefiting the individual and households.
- Businesses and organisations**  
Focuses on benefiting businesses and organisations.
- Communities**  
Focuses on benefiting a group of people that identify as a community. A community can be based on location or interest.
- Cities, districts and the region**  
Focuses on cities, districts and regionally beneficial outcomes.
- Lifelines and critical infrastructure**  
Focuses on benefiting lifeline utilities and critical infrastructure.

## Outcomes and the development of outputs

This Group Plan has been developed with a focus on desired outcomes that should be achieved over both the lifespan of this Plan (next 5 years) and the long-term (more than 5 years). These outcomes guide the overall direction and shape of the outputs that will contribute to these outcomes. The development of the outputs and associated priorities will be determined by the strategic partners outlined in the governance section on an annual basis.

Specifically,

- **Inputs** are the resources invested that allow us to achieve the desired outputs.
- **Outputs** are activities conducted or products created that reach targeted participants/populations. Outputs contribute to the achievement of outcomes.
- **Outcomes** are changes or benefits for our targeted stakeholder groups. Outcomes occur along a timeline from short-term to long-term. Outcomes help us to answer:

***“So what? What difference are we making?”***



## Reduction

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

### Principles for Reduction within the Group

The Group's risk reduction principles are as follows:

- Organisations and agencies recognise that risk reduction is an essential component of CDEM.
- Organisations and agencies will implement risk-based management of both natural and man-made hazards.
- Organisations and agencies will work together to reduce risks and, where possible, integrate risk management practices.



#### **WHAT WE HAVE BEEN DOING:**

- Development of the Natural Hazards Management Strategy for the region.
- Lifeline utility agencies have been investing in infrastructure to increase their level of resilience. Examples include Wellington Electricity's 'Earthquake Readiness Programme' and Wellington City Council's Unreinforced Masonry Project.
- Councils across the region have been working with Wellington Water on the Community Infrastructure Resilience Project which involves setting up community water stations across the region to ensure communities have access to water in an emergency.

## Current local risk reduction practices

Risk reduction is undertaken under numerous statutory and non-statutory instruments including:

- The Resource Management Act 1991 and its hierarchy of documents including the Regional Policy Statement (RPS) and Territorial Authority District Plans. (Note: risk reduction is predominantly managed under these plans).
- The Building Act 2004, guidance and supporting regulations and standards promulgated by the Ministry of Building, Innovation and Employment (MBIE).
- The CDEM Act 2002 and its hierarchy of instruments, with this Group Plan as an important component.
- Other non-statutory instruments generated by the above statutory documents (e.g. guidelines, structure plans, asset management plans).
- Wellington Lifelines Group (WeLG) and Wairarapa Engineering Lifeline Association (WELA) projects.
- Business continuity management plans of organisations and agencies operating in the Wellington Region.
- Wellington City Council's *Wellington Resilience Strategy*.

### Specifically, the CDEM Group will:

- Work closely with academic institutions around the country to ensure practice across the 4Rs is informed by evidence and that the practitioners are determining what future evidence is required. Some of the leading academic programmes that the Wellington CDEM Group is partnering with includes:
  - **GNS Science It's Our Fault Project** – Position Wellington City to become a more resilient city through a comprehensive study of the likelihood of large Wellington earthquakes, the effects of these earthquakes, and their impacts on human and the built environments.
  - **QuakeCoRE** – Place Aotearoa New Zealand at the forefront of earthquake disaster resilience worldwide by utilising our environment as a natural earthquake laboratory, producing new knowledge on the seismic response of the built environment, developing models to understand vulnerabilities within this environment, and designing innovative technologies and decision-support tools enabling rapid recovery of our communities.
  - **Resilience to Nature's Challenges** – Partnering with multiple stakeholders to generate new co-created research solutions to inform "how" New Zealand builds a transformative pathway toward resilience to nature's challenges.
  - **Integrated Research for Disaster Risk** – Promote the Wellington Region as an international living laboratory for Community Resilience based on the IRDR's designation of Wellington as an International Centre of Excellence in Community Resilience. The IRDR is a United Nations Office for Disaster Risk Reduction (UNISDR) and International Science Council (ISC) funded programme.
- Continually educate the community about hazards and risks
- Take into account hazards and risks in land-use planning practices and ensure relevant risk reduction policies are consistent with the Regional Policy Statement (RPS).



## Priority Outcomes for Reduction

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

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

The following table identifies contributing outcomes that the Group will develop and implement to achieve our strategic goals in the reduction environment for each of the targeted stakeholder groups. The contributing outcomes will be achieved by members of the Group through the delivery of specific products or services (outputs) which will deliver outcomes in the region. Existing and potential initiatives and assigned responsibility for each of the outcomes are included in **Appendix 3**.

### Wellington Region CDEM Group reduction outcomes

Strategic outcomes (long-term)	Contributing outcomes (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>Increased identification of risks and steps taken to eliminate or reduce them</b>	Consider hazards and risks when choosing to rent, buy, or build a home.					
	Consider hazards and risks when choosing to lease/construct a facility.					
	Streets and open spaces are safe <sup>11</sup> from building and infrastructure failures.					

<sup>11</sup> While it is impossible to make open space and streets 100% safe, the term *safe* in this instance means Councils and other businesses and organisations have taken steps to reduce the potential hazards. Examples include the Wellington City Council Reinforced Masonry Programme.

Strategic outcomes (long-term)	Contributing outcomes (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>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</b>	Have a clear understanding of current infrastructure resilience levels across the region in an emergency.					
	Reinforce designated heritage buildings to withstand hazards or make arrangements to rebuild to required specifications post-event.					
	Proactively manage the risks of long-term stressors and changes using an all hazards approach.					

Strategic outcomes (long-term)	Contributing outcomes (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>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<sup>12</sup></b>	Buildings are able to withstand hazards and are safe to occupy post-event according to their level of importance.					
	Community spaces are available that are robust, able to withstand hazards and are safe to occupy post-event according to their level of importance.					
	Buildings are occupiable if infrastructure services fail (such as potable water storage, grey water usage, passive heating/cooling) according to their level of importance.					

<sup>12</sup> The level of investment will depend on the importance level of the building. It is expected that all buildings IL2 and above are able to withstand hazards. All building IL4 and above are expected to be able to be occupiable immediately following a seismic event, with ongoing work to bring IL3 and IL2 buildings up to this level (safe to occupy post-event) overtime. *Safe* in this instance, is the building are able to contain people and are considered to be structurally sound in preparation for another seismic event.

Strategic outcomes (long-term)	Contributing outcomes (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>Increased understanding and management of regional risks (including hazards, vulnerability and ways to prevent and mitigate)</b>	New development is located in lower hazard areas, where possible.					
	Advocate and support existing development to be more resilient to the impacts of natural hazards.					
	Hazard specific objectives and policy statements are commonly applied across the region.					
	The <i>Assessment and Planning for Vertical Evacuation</i> DGL <sup>13</sup> is applied to the Wellington Region.					

13 Assessment and Planning for Tsunami Vertical Evacuation Director’s Guideline for Civil Defence Emergency Management Groups [DGL 21/18]



## Readiness

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

### Principles for Readiness within the Group

The following principles should be used to guide the activities of the Wellington Region CDEM Group:

- The community is an active partner in CDEM, and activities must recognise this and provide for and encourage community involvement.
- Public education messaging is an essential component in preparing the region's communities.
- The ability to build capability and capacity with enhanced community involvement in CDEM.
- CDEM agencies will coordinate and integrate response and recovery planning.
- Plans will be consequence-based to provide for multiple hazards.



#### **WHAT WE HAVE BEEN DOING:**

- Development and approval of the Wellington Region Earthquake Plan (WREP).
- Development and implementation of the Community Response Plan process, where local communities get to plan for their response to an emergency.
- Development and implementation of the Community Emergency Hub concept. Communities have run exercises to test their Hub activations to see how they can respond to an emergency.
- Refocus of the Emergency Services Coordination Committees (ESCCs) to improve communication and coordination of planning for an emergency.

## Priority outcomes for Readiness

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

- Increased number of households, businesses and community emergency plans that are understood and practised on a regular basis.
- Increased knowledge of the role of Marae and other community facilities in helping support emergency response and recovery.
- Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises.
- 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.
- 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.

The following table identifies the contributing outcomes that the Group will develop and implement to achieve our strategic goals in the Readiness environment for each of the targeted stakeholder groups. The contributing outcomes will be achieved by members of the Group through the delivery of specific products or services (outputs) which will deliver outcomes in the region. Existing and potential initiatives and assigned responsibility for each of the outcomes are included in [Appendix 4](#).

### Wellington Region CDEM Group Readiness Outcomes

Strategic outcomes (long-term)	Contributing outcomes (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>Increased number of households, businesses and community emergency plans that are understood and practised on a regular basis.</b>	Have access to a minimum of seven days of food, water and sanitation supplies stored in the household, and refreshed periodically.					
	Understand the hazards and risks near their place of employment and have planned actions to take in the event of an emergency.					
	Enable and improve social connectedness.					
	Develop and practice emergency plans, including planning for animals (e.g. where members of the household would meet if an event happens during work or school hours).					
	Develop robust Business Continuity Plans (BCP) that are understood and practised across the organisation.					
	Emergency preparedness items, such as 'Grab'n'Go' bags, emergency water tanks and emergency toilets are available for use in relevant places (work/school, car, at home).					

Strategic outcomes  (long-term)	Contributing outcomes  (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>Integrated and comprehensive official response plans at the local and regional level are understood and practised on a regular basis.</b>	Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).					
	Identify vulnerabilities in infrastructure and have robust and tested emergency plans that align with those of key stakeholders and community plans.					
	Align expectations between council service requirements and contractor capacity and capability in large scale emergency.					
	Understand the interdependencies between lifeline utility agencies in the region and the impacts they can have on their own organisation's ability to function effectively.					

Strategic outcomes (long-term)	Contributing outcomes (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>Increased knowledge of the role of Marae and other community facilities in helping support emergency response and recovery.</b>	Iwi are recognised for the capability they bring to emergency management and integrated into planning for response and recovery.					
	Are aware and contribute to local Community Response Planning.					
<b>Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises.</b>	Know where their Community Emergency Hubs are located and participate in Hub exercises.					
<b>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</b>	A collective and integrated approach to the development of skilled people is rolled out across the region.					
	Organisations are able to support a significant emergency response over a sustained period, while also fulfilling other relevant legislative requirements.					
	Organisations have the required levels of capability to respond effectively and efficiently.					

Strategic outcomes  (long-term)	Contributing outcomes  (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>The Capability Development (Skilled People) Strategy is implemented to increase both the capacity and capability of the Group to respond to emergency events</b>	Teams identified in the Capability Development (Skilled People) Strategy are able to progress and grow their respective levels of capability. People strive to progress along the developmental pathways and are also recognised for their contribution.				 	
	Consistent delivery at a national, regional and local level is achieved, ongoing improvement in the region's levels of capability and capacity is confirmed, and ongoing strategic direction and initiatives are informed by credible monitoring and evaluation processes.				 	
	A timely and effective response to an emergency, enhanced by previously established relationships, skills, experience and understanding, is delivered by the Wellington CDEM Group.				 	



## Response

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

### Principles for Response within the Group

The following principles will be used to guide the activities of the Wellington Region CDEM Group:

- Emergency management response activities can, and often will, be undertaken without a state of emergency being declared. Consideration to declaring a state of emergency will be undertaken using the MCDEM factsheets and quick guide to support decisions. These are available on the MCDEM website.
- All CDEM Group agencies are expected to be able to function and meet their responsibilities at all times to ensure an effective response.
- The level of response will escalate as required to manage the emergency.
- The local Emergency Operation Centres (EOCs) and regional Emergency Coordination Centre (ECC) will manage and coordinate resources and support. These will operate according to their standard operating procedures and are able to be established, as appropriate, for each emergency.
- EOCs will seek ways to support and integrate the community response.



#### **WHAT WE HAVE BEEN DOING:**

- Development of the Wellington Region CDEM Group Capability Development (Skilled People) Strategy and the Wellington CDEM Group Training and Exercises Plan.
- Improved marketing and communications with the appointment of a full-time marketing/communications advisor and Group Public Information Manager at WREMO.
- Increasing the capability of all the EOCs and the ECC in the region, with the identification of minimum operating standards.

## Priority outcomes for Response

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

- Prompt activation of local Emergency Operations Centres (EOCs) and regional Emergency Coordination Centre (ECC) to effectively manage and coordinate response efforts by response agencies to assist communities.
- Prompt restoration of lifeline utility infrastructure services to emergency levels of service.
- Communities self-organise and take appropriate actions, such as evacuating and/or activating their Community Emergency Hubs.
- Formal assistance is readily available and accessible to impacted communities.

The following table identifies the contributing outcomes that the Group will develop and implement to achieve our strategic goals in the Response environment for each of the targeted stakeholder groups. The contributing outcomes will be achieved by members of the Group through the delivery of specific products or services (outputs) which will deliver outcomes in the region. Existing and potential initiatives and assigned responsibility for each of the outcomes are included in **Appendix 5**.

## Wellington Region CDEM Group Response Outcomes

Strategic outcomes (long-term)	Contributing outcomes (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>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</b>	Receive Emergency Management alerts in a timely fashion and know what actions to take after receiving alert.					
	Quickly establish EOCs and an ECC to coordinate response efforts effectively within and across councils, and with partner agencies and communities.					
	Liaise with the ECC to ensure timely and accurate information is provided on infrastructure impacts and their ability to restore to emergency levels of service within agreed timeframes.					
<b>Prompt restoration of lifeline utility infrastructure services to emergency levels of service</b>	Restore services to at least agreed minimum levels, post-event, in accordance with timeframes agreed before an event.					

Strategic outcomes  (long-term)	Contributing outcomes  (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>Communities self-organise and take appropriate actions, such as evacuating and/or activating their Community Emergency Hubs</b>	Implement their business continuity plan and make short-term decisions that enable long-term benefit.					
	Self-organise to match community needs with resources sourced from within their networks.					
	Evacuate quickly and safely when needed or shelter in place if evacuation is not required (including planning and provisions for any pets/animals).					
	Self-organise and activate their Community Emergency Hubs, solving problems locally, and linking with EOCs as required.					
<b>Formal assistance is readily available and accessible to impacted communities.</b>	Ensure Emergency Assistance Centres (EACs) are accessible and located close to impacted areas in order to enable people to stay connected with their communities.					



## Recovery

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

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

This section of the Group Plan outlines how the Wellington CDEM Group will undertake the two key functions:

- work collaboratively to plan and prepare for the coordination of recovery activities following an emergency; and
- conduct strategic recovery planning to determine what the Group and each member need to do to ensure their communities are well placed and supported to recover from an emergency.



### WHAT WE HAVE BEEN DOING:

- Development of the draft Strategic Regional Recovery Framework to define roles and responsibilities, and provide a clear concept of operations for the region and a robust series of prompts to consider when developing a Recovery Action Plan.
- More than 180 organisations, involving more than 250 people representing local and central government, the community and private sector, have contributed to a series of five workshops, each representing one of the recovery environments.
- Collaboration with QuakeCoRE to develop a decision-making framework for the Wellington CDEM Group and central government to guide future governance arrangements and levels of intervention in recovery.
- Developing temporary housing guidance to enable residents to remain as close to their homes as possible during recovery.

## Principles for Recovery within the Group

The following principles will be used to guide the activities of the Wellington Region CDEM Group:

- Acknowledge that post-event recovery planning starts immediately (during the response phase) as key decisions during the response phase are likely to directly influence and shape recovery operations and the ability of the community to recover after an event.
- Seek opportunities to reduce vulnerability to future hazard events, and position society for changing economic, social and climate trends.
- Address and support the social, built, natural, economic and cultural needs and opportunities presented of the community.
- Plan how to transition to 'business as usual', with the acknowledgement that post-event business as usual may have different priorities to pre-event.
- Ensure that decision-making is transparent and supported by research, best practice and community engagement.
- Ensure that communities are able to participate in recovery planning, with extra consideration for the involvement of those with access, language, and functional needs, and those displaced by an emergency.
- Maintain effective coordination and integration of recovery planning, decisions, actions and resources at all levels: local, regional and national.
- Lead locally throughout recovery, with councils acting as the convener for the broad range of partners who have roles in recovery, including iwi, central government, NGOs, businesses and community groups.
- Acknowledge both the opportunities and risks inherent in recovery, and ensure balanced consideration throughout the different phases.
- Create communication channels to enable community input into the recovery process, and ensure that priorities and direction is clearly communicated to stakeholders.
- Provide services and assistance to allow impacted people to safely stay as close as possible to their communities and, if they are displaced, ensure means to connect people with their respective community.

## Recovery Planning

### Strategic planning for Recovery

The 2016 amendments to the CDEM Act 2002 provide an increased focus for CDEM Groups to strengthen recovery planning to ensure that measures are in place to minimise the consequences of emergencies on communities and help them recover more efficiently and effectively. This was reinforced with the 2017 Director's Guideline for Strategic Planning for Recovery that requires CDEM Groups to state and provide for this type of planning.

## **Group Recovery framework**

The Strategic Recovery Framework provides a structure to guide pre-event recovery planning and post-event activation and operations. It outlines the concept of operations, roles and responsibilities for members of the Group, and provides a series of prompts to guide the development of a Recovery Action Plan at both the local and regional level. Externally, the Strategic Recovery Framework provides guidance for engaging those who should or need to be involved in recovery.

The framework helps prepare key stakeholders from government agencies, iwi, businesses, non-profit organisations, and community groups to integrate their efforts into the recovery organisation structure. In addition to this, it helps recovery managers to build consensus on recovery goals and objectives, gather and share critical information to inform recovery decisions, improve collaboration, manage planning and implementation of key recovery activities, and develop the necessary capacity to either manage recovery operations or empower others in the community to do so.

## **Local planning for Recovery**

Local Recovery Plans guide the initial activities of territorial authorities from a transition period through short-term recovery and align with the Group Recovery Framework. Local Recovery Plans identify initial recovery objectives across the five environments and provide guidance for establishing a Recovery unit or office within their organisation.

## **Priority outcomes for Recovery**

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

- 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.
- Investment in long-term resilience programmes that benefit future recovery outcomes is adopted by Group, private and community sector partners.
- Effective implementation of Group recovery plans to ensure recovery efforts are coordinated and meet the needs of communities.
- Central government and the Group effectively and cooperatively manage the recovery.

The following table identifies the contributing outcomes that the Group will develop and implement to achieve our strategic goals in the recovery environment for each of the key targeted stakeholder groups. The contributing outcomes will be achieved by members of the Group through the delivery of specific products or services (outputs) which will deliver outcomes in the region. Existing and potential initiatives and assigned responsibility for each of the outcomes are included in **Appendix 6**.

**Wellington Region CDEM Group Recovery outcomes**

Strategic outcomes (long-term)	Contributing outcomes (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>Recovery Managers, teams and strategic partners have the capacity and capability to effectively meet the needs of communities throughout a recovery</b>	A common set of resources are adopted and applied in recovery planning and operation.					
	Capability Development Strategy initiatives are implemented for Recovery Managers and other strategic recovery partners that build knowledge, skills and personal attributes required for recovery leadership and management.					



Strategic outcomes (long-term)	Contributing outcomes (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>Integrated and comprehensive strategic recovery planning at both the local and regional level is embedded and practised on a regular basis.</b>	The Regional Recovery Framework establishes a recovery vision, concept of operations and roles and responsibilities to coordinate recovery efforts.					
	Local Recovery Plans are developed and reviewed by territorial authorities that are consistent with the Group Recovery Framework.					
	Draft by-laws are developed and available to address a range of recovery challenges in advance of an emergency.					
	Temporary Housing Plan is developed to guide housing programmes during recovery.					
<b>Investment in long-term resilience programmes that benefit future recovery outcomes is adopted by Group, private and community sector partners.</b>	Councils' long-term plans include long-term resilience programmes across all five recovery environments with appropriate funding levels.					

Strategic outcomes (long-term)	Contributing outcomes (short-medium-term)	Targeted stakeholder group				
		Individuals and households	Businesses and organisations	Communities	Cities, districts and the Region	Lifelines and critical infrastructure
<b>Effective implementation of Group recovery plans to ensure recovery efforts are coordinated and meet the needs of communities.</b>	Implement the Group Recovery Framework and Local Recovery Plan to ensure recovery efforts are coordinated and aligned.					
	Lifeline utility services are restored within agreed timeframes to emergency levels of service to enable community and economic recovery.					
	Communities can easily access post-event recovery resources (funding, information, support).					
	Communities contribute to decision-making across all Recovery Environments throughout recovery.					
	Households and communities are able to remain as close to their homes as practicable during recovery.					
<b>Central government and the Group effectively and cooperatively manage the recovery</b>	Pre-event Recovery Governance Framework is established between Central Government and the Group that guides cooperation and decision-making during recovery.					

## Monitoring and Evaluation

This section of the Group Plan outlines how the Wellington CDEM Group will carry out monitoring and evaluation to ensure that the Group is meeting its obligations, achieving its outcomes which contribute towards the Group achieving its strategic goals and vision. In addition, it provides the opportunity to identify any emerging issues and allows for these to be addressed during the life of the Group Plan rather than waiting until the next iteration.

To ensure that progress is being made towards the Group Plan vision and goals it is essential that the effectiveness of the implementation of the Group Plan be evaluated. The Group will do this through a number of ways:

- Regular reporting to the CEG on progress against the strategic outcomes through the Group Project Portfolio Management Office (PPMO) (undertaken by WREMO).
- Biennial monitoring of the Group Plan Resilience Indicators.
- External monitoring and evaluation by the Ministry of Civil Defence & Emergency Management.

## Coordinating Executive Group

The Coordinating Executive Group (CEG) will oversee the implementation of the Group Plan and will be accountable to the Joint Committee. This will be carried out by:

- Having oversight with regular reporting to the CEG via the PPMO on the progress of the Group Plan work programme and other relevant information; and
- Following an activation, a debrief will be conducted and a report will be provided, assessing the effectiveness of recent work and identifying areas for improvement.

## Resilience indicators

The New Zealand Resilience Indicators (NZRI) project aims to develop a series of indicators to assess and compare the resilience of place-based communities in New Zealand over time. The NZRI intends to provide a consistent and comparable baseline that encourages communication and learning between different places in New Zealand. It is not intended to be a definitive measure of place-based resilience. Rather it is intended to be a monitoring tool and starting point for discussion where additional perspectives and knowledge can be added.

WREMO has been working with Resilient Organisations to determine how the NZRI could be developed and applied to measure the Wellington Region CDEM Group's progress towards achieving not only its vision but also its strategic priorities. The diagram below shows an example of the connections between the NZRI and measuring progress towards the Group's strategic outcomes.

**Connections between NZRI and the Group Plan**

Group strategic outcomes	Group contributing outcomes	Metric	NZRI resilience concept
<p>Increased investment in buildings taking into account long-term stressors and changes, to ensure they are able to withstand hazards and are safe to occupy post-event according to their level of importance.</p>	<p>Can withstand hazards and are safe to occupy post-event.</p>	 <p>% housing units built after 1192 (or most recent building code update)</p>	<p>Building stock robustness/ responsiveness/ adaptability <i>Built capital</i></p>
		 <p>% commercial buildings that meet at least 34% of new building standard (NBS)</p>	
	<p>Have community spaces available that are robust, able to withstand hazard and are safe to occupy post-event according to their level of importance.</p>	 <p>% publicly owned buildings that meet at least 34% of new buildings standard (NBS)</p>	<p>Hazard exposure <i>Environmental capital</i></p>
	<p>Ensure buildings are occupiable if infrastructure services fail (such as potable water storage, grey water usage, passive heating/cooling) according to their level of importance</p>	 <p>% of critical/important buildings with backup infrastructure resources</p>	
	<p>Increased understanding of regional risks (including hazards, vulnerability and ways to mitigate)</p>	<p>Prefer new development is located in lower hazard areas</p>	 <p>Proportion of (new development) in high hazard area</p>
 <p>Proportion of high hazard areas that are underdeveloped public lands, such as parks, forests or preserves</p>			<p>Environmental management practices for sustainability/ disaster or climate resilience/ mitigation <i>Environmental capital</i></p>

The above figure demonstrates that metrics used to measure the NZRI should be able to be used to measure outcomes associated with the Group Plan. This will enable the Group to track the progress of the Plan over time.

The NZRI project is a national project that still in development. It is expected to be available for use within the first two years of the Group Plan.

## External Monitoring and Evaluation

Under Section 8 of the CDEM Act, the Director of Civil Defence Emergency Management has a function to 'monitor the performance of CDEM Groups and persons who have responsibilities under this legislation'. This will be undertaken primarily via the MCDEM Capability Assessment Tool which aims to create a standard assessment of emergency management capability in New Zealand. It consists of a set of key performance indicators and performance measures against which organisations can assess themselves or be externally assessed.

The CDEM National Capability Assessment Tool will also be used to track the progress of the Group Plan. While the tool does not directly align with the Group's strategic outcomes, it does provide a measure for progress against the 4Rs.

Specifically, the tool measures the following four goals and two enablers using the maturity matrix shown in the table below:

**Goal One:** Increasing community awareness, understanding, preparedness and participation in CDEM

**Goal Two:** Reducing the risks from hazards

**Goal Three:** Enhancing capability to manage emergencies

**Goal Four:** Enhancing capability to recover from emergencies

**Enabler One:** Governance and management arrangements

**Enabler Two:** Organisational resilience

### Maturity matrix scoring from the CDEM National Capability Assessment Report

Unsatisfactory	Developing		Advancing	Mature	
0-20%	21-40%	41-59%	60-80%	81-90%	91-100%

The most recent CDEM National CDEM Capability Assessment Reports have been completed on the Wellington Region CDEM Group in 2011 and 2015. The following shows the results of these reports and the goals for the Wellington Region CDEM Group's next two assessments due for completion in 2019 and 2023:

	2011	2015	2019	2023
<b>Goal One:</b> Increasing community awareness, understanding, preparedness and participation in CDEM	63.4%	85.5%	88%	91%
<b>Goal Two:</b> Reducing the risks from hazards	43.0%	66.3%	75%	81%
<b>Goal Three:</b> Enhancing capability to manage emergencies	54.8%	62.8%	70%	81%
<b>Goal Four:</b> Enhancing capability to recover from emergencies	21.2%	36.5%	60%	81%
<b>Enabler One:</b> Governance and management arrangements	35.5%	86.1%	91%	91%
<b>Enabler Two:</b> Organisational resilience	N/A	71.7%	81%	91%
<b>Overall Score</b>	44.2%	68.6%	75%	81%

## Legislation compliance

The Wellington CDEM Group Plan complies with the CDEM Act (2002), the National Disaster Resilience Strategy 2019, National CDEM Strategy and the National CDEM Plan Order 2015 and all other relevant legislation. WREMO is responsible for monitoring the ongoing legislative compliance of the Group Plan.





# Operational arrangements



Functions, roles and responsibilities	<b>70</b>
Working together to respond to an emergency	<b>75</b>
Arrangements during response	<b>77</b>
Activation of local Emergency Operation Centres and the Emergency Coordination Centre	<b>79</b>
Declaring a state of local emergency	<b>84</b>
External support	<b>85</b>
Debriefing	<b>86</b>
CDEM in recovery	<b>86</b>
Transitional arrangements	<b>86</b>
Group Recovery Structure	<b>91</b>
Roles and responsibilities in recovery	<b>93</b>
Regional Recovery Coordination Office	<b>95</b>

The operational arrangements section covers; the roles and responsibilities of the Group under the National CDEM Plan Order 2015, processes and systems for responding to emergencies, the delegations and authorisations of the Wellington Region CDEM Group, the process for declarations and notice of transition periods, the process for transitioning from response to recovery, and processes and structure that apply in recovery.

## Functions, roles and responsibilities

### CDEM as the lead agency

In an emergency, the lead agency is responsible for directing the response. The lead agency is determined by legislative responsibility or by agreement of all the agencies involved. It is expected that all CDEM agencies will conform to the roles and responsibilities outlined in the National CDEM Plan Order 2015 and the Guide to the National CDEM Plan 2015.

### CDEM as the support agency

A support agency means any agency, other than the lead agency, that has a role or responsibilities during the response to an emergency (National CDEM Plan Order, 2015). The Wellington CDEM Group will provide support (where possible) to assist the lead agency achieve their objectives. Examples of support may include the delivery of welfare services, provision of operation centre staff and public information management.

The table below identifies the lead agencies as outlined in the National CDEM Plan Order 2015. The table outlines the agencies roles and responsibilities in a response.



## Lead Agencies in an emergency

Hazard	Lead Agency (Regional)	Legislative Powers
<b>Natural</b>		
<b>Geological (e.g. earthquakes, landslide, tsunami)</b>	Wellington Region CDEM Group	CDEM Act 2002
<b>Meteorological (e.g. floods, storms, severe weather)</b>	Wellington Region CDEM Group	CDEM Act 2002
<b>Drought (rural)</b>	Ministry for Primary Industries	Government Policy
<b>Animal and plant pests and diseases</b>	Ministry for Primary Industries	Biosecurity Act 1993, Hazardous Substances and New Organisms Act 1996
<b>Infectious human diseases (pandemic)</b>	District Health Boards	Epidemic Preparedness Act 2006 Health Act 1956
<b>Rural fire</b>	Fire and Emergency New Zealand  Department of Conservation (for conservation estate)  New Zealand Defence Force (on defence force land)	Fire and Emergency New Zealand Act 2017  Conservation Act 1987  Defence Act 1990
<b>Urban fire</b>	Fire and Emergency New Zealand	Fire and Emergency New Zealand Act 2017

<b>Hazard</b>	<b>Lead Agency (Regional)</b>	<b>Legislative Powers</b>
<b>Man-made</b>		
<b>Infrastructure failure</b>	Wellington Region CDEM Group	CDEM Act 2002
<b>Food safety</b>	Ministry for Primary Industries	Food Act 2014
<b>Hazardous substance incidents</b>	Fire and Emergency New Zealand	Fire and Emergency New Zealand Act 2017 Hazardous Substances and New Organisms Act 1996
<b>Major transport accident</b>	At the regional level, the lead agency may depend on the type and nature of the transport accident.	Various
<b>Terrorism</b>	New Zealand Police	Crimes Act 1961 International Terrorism (Emergency Powers) Act 1987 Terrorism Suppression Act 2002
<b>Marine oil spill</b>	Wellington Regional Council	Maritime Transport Act 1994
<b>Radiation incident</b>	Fire and Emergency New Zealand	Radiation Protection Act 1965 Fire and Emergency New Zealand Act 2017



## CDEM agencies roles in response

Agency	Function
<b>Local authorities</b>	<p>Leads and coordinates the response at local level for CDEM Lead emergencies.</p> <p>Support agency, coordinating the CDEM response to any emergency managed by another lead agency.</p>
<b>Wellington Region Emergency Management Office (WREMO)</b>	Supports the Group ECC and local EOCs in effectively responding to emergency events.
<b>Ministry of Civil Defence &amp; Emergency Management</b>	Supports the Group ECC in effectively responding to emergency events.
<b>NZ Police</b>	<p>Maintenance of law and order during an emergency. Protect life and property and assist the movement of rescue, medical, fire and other essential services, assist with disseminating public warnings, conduct search and rescue activities, carry out disaster victim identification, control access to affected areas, assist with evacuation, and coordinate inquiries to assist family/whānau to make contact and to trace missing persons.</p> <p>NZ Police often accept the initial responsibility for coordination of an emergency and will hand over to the appropriate lead agency once that agency is ready.</p> <p>Depending on the nature of the event, NZ Police may also carry out investigation activities during a response.</p> <p>NZ Police are responsible for the welfare services 'Inquiry' sub-function.</p>
<b>Te Puni Kōkiri</b>	The principal role is working with local iwi and iwi providers regarding welfare support and services and engaging with Māori communities to ensure that their needs are met.
<b>Fire and Emergency New Zealand</b>	Providing fire prevention, response and suppression services, stabilising and rendering safe incidents that involve hazardous substances, rescuing trapped persons, providing urban search and rescue services, performing technical rescues. FENZ may also be tasked with responding to severe weather-related events, natural hazard events and disasters. Investigation of the cause of a fire may also be carried out.
<b>District Health Boards – Hutt Valley DHB, Capital and Coast DHB and Wairarapa DHB</b>	<p>Provide services to minimise the consequences of the emergency for the health of individuals and the community.</p> <p>Coordinate the local health sector response to emergencies, ensuring appropriate coordination and liaison with CDEM Group and local authorities.</p> <p>Utilise the powers of the Medical Officer of Health.</p>

Agency	Function
<b>Lifeline utilities</b>	Continue to deliver the infrastructure services to the community they normally provide to the fullest possible extent through using business continuity, response and recovery plans.
<b>Welfare services agencies</b>	<p>Support individuals, family and whānau through the delivery of welfare services, sub-functions of registration, needs assessment, inquiry, care and protection services for children and young persons, psychosocial support, household goods and services, shelter and accommodation, financial assistance and animal welfare.</p> <p>Operational arrangements for each of the welfare services sub-functions are set out in the Wellington Region CDEM Group Welfare Plan.</p>
<b>Building consenting authorities (local authorities)</b>	Lead management of buildings during a response, including leading rapid impact assessments and managing the safety of people in or near a building through cordoning, stabilisation and barricading work, carrying out demolitions and setting up partial demolition cordoning. Regional authorities are responsible for the above aspects in relation to dams.
<b>Wellington Free Ambulance</b>	Maintaining services and managing increased demand and responding to emergencies involving risk to public health.
<b>NZ Defence Force</b>	Provide appropriate support to local authorities and agencies during an emergency (support agency). NZDF assets are coordinated by National level response and can be tasked to support the local response.
<b>Government departments and other agencies</b>	Manage their response to emergencies. Plan for, and be able to ensure continuity of service, particularly in support of critical CDEM activities.
<b>Science and research organisations</b>	Provide evidence-based advice to support lead agencies, including scientific advice or to communicate risk.
<b>Maritime New Zealand</b>	<p>Provide a national land, sea and air search and rescue coordination service.</p> <p>Manage New Zealand's national maritime incident and oil spill response capability.</p> <p>Lead responses to significant maritime incidents and emergencies (including oil spills).</p>
<b>Coastguard New Zealand</b>	Provides the primary maritime search and rescue service for New Zealand.



## Working together to respond to an emergency

There are several groups and committees that support coordination and communication across the CDEM sector. These groups are either led by the Wellington Region CDEM Group or operate with support from the Group. Many exist due to the existence of National CDEM Plan Order 2015.

The Welfare Coordination Group (WCG) is a specific requirement of the Guide to the National CDEM Plan 2015. The Wellington Region CDEM Group is required to establish a WCG, to be chaired by the Group Welfare Manager.

There are also a number of volunteer groups that have the capacity and capability to support a response. The Wellington Region CDEM Group works with these groups as appropriate.

The development of collective capability occurs through professional development and by carrying out training exercises to ensure these relationships are built and tested in advance of an emergency.

### Welfare Coordination Group

The Welfare Coordination Group (WCG) is responsible for collaborating and coordinating the agencies at the regional level who deliver welfare services at the local level during an emergency event. The WCG is chaired by the Group Welfare Manager<sup>14</sup> and members work together and facilitate planning with the agencies (including CDEM, government and non-government agencies) at the regional level in support of local arrangements as outlined in the Wellington Region CDEM Group Welfare Plan.

*Guide to the National CDEM Plan 2015 – Section 14 – Welfare Services*

### Local Welfare Committees

Local Welfare Committees (LWCs) are responsible for ensuring that each agency represented is able to meet their obligations in an emergency. In addition, the LWCs are responsible for looking at capacity and capability of the **local area** to deliver welfare services to their communities, identify and mitigate (where possible) any areas that may be an issue, and to ensure coordinated local welfare services planning arrangements are in place as outlined in local welfare plans, standard operating procedures and other agreements (such as a Memorandum of Understanding). During an emergency, LWCs coordinate the delivery of welfare services to their local communities. The LWCs are supported by the WCG and will escalate any issues they are unable to resolve for further assistance.

*Guide to the National CDEM Plan 2015 – Section 14 – Welfare Services*

### Wellington Lifelines Group/ Wairarapa Engineering Lifelines Association

Wellington Lifelines Group enables lifeline utilities to collectively plan for the continuation of their services in an emergency. Such plans require coordination in order to understand the interdependencies each utility may potentially have on the other, as well as on the CDEM sector.

Wairarapa Engineering Lifelines Association is predominately involved in risk reduction and projects that help to inform the readiness activities of their member organisations.

*Guide to the National CDEM Plan 2015 – Section 13 – Lifeline Utilities*

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<sup>14</sup> The Wellington Region CDEM Group is required to appoint a Group Welfare Manager and an alternative as per the National CDEM Plan Order 2015.

## Emergency Services Coordination Committee

Emergency Services Coordination Committees (ESCCs) have been established in Wellington city, Hutt Valley, Porirua, Kāpiti Coast and the Wairarapa. The ESCCs provide the opportunity for local emergency services to get together to discuss and plan for local operational arrangements, as well as building and strengthening relationships. Emergency services also meet at the regional level (Regional Inter-Agency Planning Committee) to discuss regional operational arrangements and strengthen regional relationships.

*Guide to the National CDEM Plan 2015 – Section 8 – Emergency Services*

## Response Teams

Four nationally registered New Zealand Response Teams (NZRT) serve the Wellington Region. Teams are responsible for ensuring they are trained to national standards and have the procedures and capability to respond to incidents in support of a lead agency. Currently NZRT's are located in Wellington, Lower Hutt and Upper Hutt, with a community response team located in Porirua.

In addition to the NZRT's there is also the SPCA National Rescue Unit (NRU) which has the capability to respond to technical animal rescues and evacuation from high risk areas.

The response teams located in the Wellington Region have all signed a service level agreement with the Wellington Region CDEM Group outlining their operational capabilities, how they meet legislative requirements and process for deployment. (Currently under action)

## Working with Local Māori

In the Wellington region around 14% of the population identify themselves as being of Māori descent. In early 2019 the Wellington CDEM Group appointed local Māori representatives to its Coordinating Executive Group (page 101 refers) to provide local Māori input into the Group's governance and planning processes. Feedback was sought from local Māori on the content of the Group Plan and an iwi engagement plan has been developed to start identifying marae that could, and want to, have a role in emergency responses (noting that marae are one community facility among many) and any infrastructure upgrades and training needed to enable those marae to respond effectively.

Over the next five years the Group will give effect to the content of the iwi engagement plan and undertake planning, understand tikanga and develop protocols with those identified marae that may be required, including to support reimbursement for welfare-related expenses.

## Other stakeholder groups

Examples of other groups include the Regional Rescue Forum, Wellington International Airport Limited First Impact Committee and Hazardous Substances Technical Liaison Committee.



## Professional development

Professional development is an integral part of preparing for an emergency. A Capability Development (Skilled People) Strategy has been developed for: Emergency Operation Centre (EOC)/Emergency Coordination Centre (ECC) Staff, CDEM Controllers, WREMO Staff, Emergency Assistance Centre Staff, Supporting Agencies and Council Elected Members and Executive Leadership teams (ELT). All agencies are encouraged to offer professional development to all CDEM staff and participate in the programmes identified by the Wellington CDEM Training and Exercises Group.

## Exercises

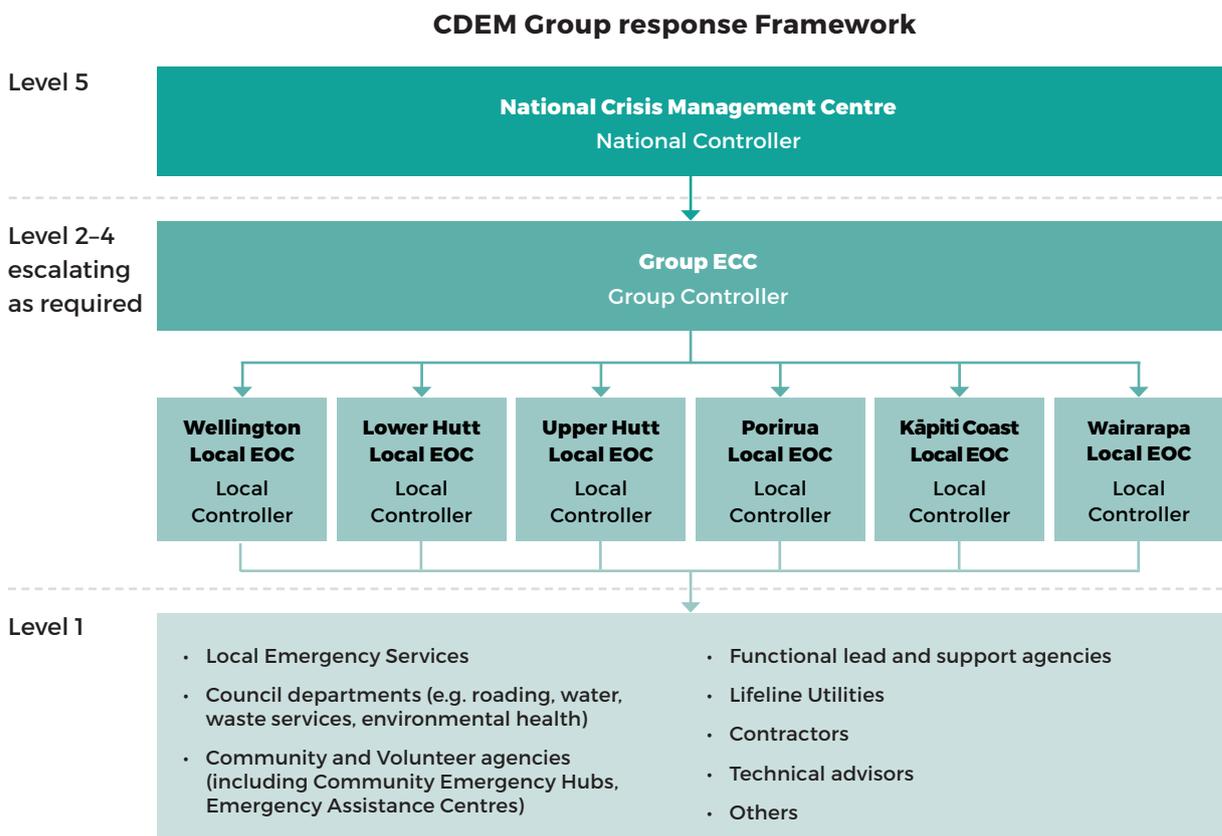
Training exercises contribute to the development and understanding by staff in response activities by allowing standard operating procedures (SOPs) and plans to be tested and evaluated to help identify areas for further improvement. This being the case, exercises will be run regularly. Small exercises will be coordinated by the lead agency, with larger exercises likely to be coordinated by the WREMO Capability Development team.

## Arrangements during response

### Levels of response in an emergency

The following diagram describes how the Wellington CDEM Group will respond to an emergency across the different levels when CDEM coordination is required or a lead agency requests CDEM support. The diagram below shows the Group's operational framework across the five levels of emergency response.

#### Level of emergency response



## Warning procedures

Many response actions are initiated by the receipt of a warning. The following outlines the Wellington Region CDEM Group’s processes upon receipt of a warning:

### National Warning System

Ministry of Civil Defence & Emergency Management (MCDEM) is responsible for issuing nationally significant emergency warnings for some natural hazards through the National Warning System, such as a distant and regional source tsunami. The Wellington Region CDEM Group must respond to MCDEM within 30 minutes of receiving a warning and have appropriate procedures in place to ensure an effective response<sup>15</sup>.

### Other sources for warnings

In addition to the National Warning System, the Wellington Region CDEM Group will also receive warnings from other credible sources like those shown in the table below.

#### Agencies responsible for warnings

<p><b>Flood warnings</b></p> <p>Greater Wellington Regional Council</p>	<p><b>Severe weather</b></p> <p>MetService</p>	<p><b>Regional and distant source tsunami</b></p> <p>MCDEM</p>	<p><b>Volcanic</b></p> <p>GNS</p>
<p><b>Public health warnings</b></p> <p>Ministry of Health (MoH), District Health Boards</p>	<p><b>Fire</b></p> <p>Fire and Emergency NZ</p>	<p><b>Animal and plant diseases, outbreaks and pest invasions</b></p> <p>Ministry for Primary Industries (MPI)</p>	<p><b>Terrorism</b></p> <p>NZ Police</p>

<sup>15</sup> These procedures are provided for in a range of response SOPs available from WREMO.



## Wellington Region CDEM Group Duty Officer

Within the Wellington Region, warnings are initially coordinated through the WREMO Duty Officer. The Duty Officer is responsible for notifying appropriate partners and agencies. The Duty Officer is the first response of the Wellington CDEM Group to any warnings.

If the warning warrants the public to be alerted, the following mechanisms can be used:



- WREMO and local authority websites



- Alerts through Emergency Mobile Alert (national platform) and Red Cross Hazard App



- Facebook posts



- Twitter posts



- Radio and media releases



- Other localised warning systems, such as sirens and telephone trees

## Activation of local Emergency Operation Centres and the Emergency Coordination Centre

An Emergency Operation Centre (EOC) and the Emergency Coordination Centre (ECC) may be partially or fully activated as the circumstances of a developing incident dictate. For each emergency response, the Group Controller and Local Controllers will determine the number and location of the EOCs to be activated and whether the ECC will be activated.

The following may result in a local EOC being activated:

- An alert or warning has been received that requires action within a localised area
- Local emergency agency notifies emergency management staff of a developing incident
- Local emergency agency requests EOC to coordinate response to an incident
- Local emergency agency requests the use of CDEM facilities
- CDEM personnel determine that CDEM assistance is required
- A declaration is made that affects the territorial area

The following may result in the Group ECC being activated:

- One or more local EOCs have been activated
- Group CDEM personnel are notified of a developing incident that may require regional monitoring and/or coordination
- Lifeline utilities information is required by one or more local EOCs
- A declaration of a state of local emergency is made in one or more territorial authority areas

## Summary of the levels of response

Level	Description	Declaration status	EOC/ECC role	Control
<b>Level 1</b> <b>National Crisis Management Centre (NCMC) Mode: Monitor</b>	Day-to-day emergency events are managed on site by emergency services and specialist agencies.	No declaration.	No EOC involvement. Some monitoring by local CDEM staff possible.	Lead agency using the Coordinated Incident Management System (CIMS).
<b>Level 2-3</b> <b>NCMC Mode: Engage</b>	Multiple agencies – coordination by local EOC in the affected area or CDEM assistance required by lead agency.  CDEM powers may be required.	Possible declaration for one territorial authority.	Local EOC's may be partially or fully activated. This includes EOC's operating as both lead agency and in support of the lead agency.  Group ECC will monitor and may be active in support.	Lead agency or response coordination by CDEM Local Controller with Group Controller in support.
<b>Level 4</b> <b>NCMC Mode: Assist</b>	Multiple agencies – coordination by Group ECC, with local EOC activated in the affected areas.  CDEM powers may be required.	Possible Group-wide declaration.	Group ECC fully active and affected local EOCs fully active.  NCMC may activate in support.	Group Controller, with Local Controllers in support.  National Controller in support of the Group Controller.
<b>Level 5</b> <b>NCMC Mode: Direct</b>	This is a national emergency or a localised emergency that is of national significance.	Possible national declaration.	NCMC fully active Group ECC fully* active and local EOCs fully* active.  *may be partially active if emergency is outside the Wellington Region.	National Controller in place.  Group Controller in support of the National Controller.  Local Controllers in support of the Group Controller.



## Group Controller

The Wellington CDEM Group has appointed a Group Controller and Alternate Group Controllers in accordance with Section 26 of the CDEM Act. The people currently appointed in these positions are deemed to be suitably qualified and have been formally appointed to these roles.

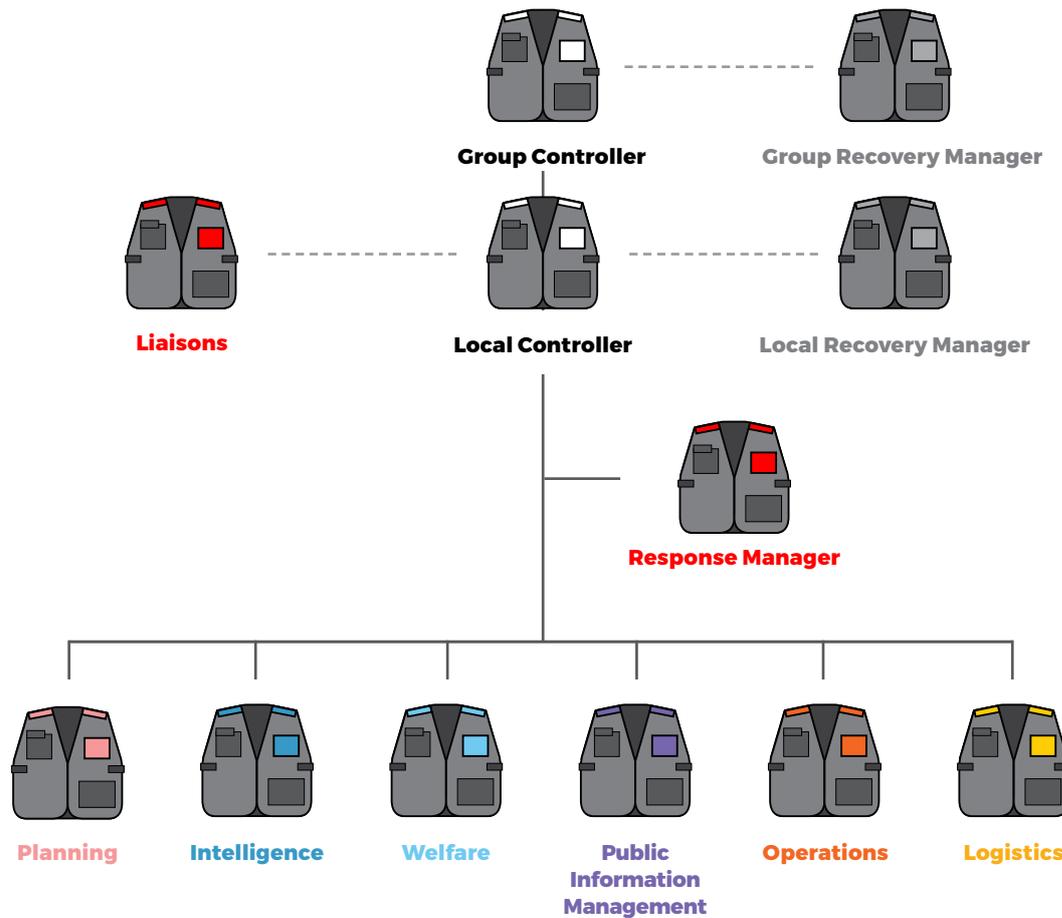
In addition, Local Controllers have been appointed and directed to carry out the functions and duties of, or delegated to, the Group Controller and to exercise the powers of the Controller in the area for which the Controller is appointed. The Local Controller will at all times support and implement the directives of the Group Controller as per the CDEM Act 2002 s27(2), noting that the Group Controller may not activate for a small response operation, although the Group Controller maintains overall responsibility.

## Role of local Emergency Operations Centres

Under the direction of the **Local Controller**, the local Emergency Operations Centres (EOCs) will *manage and coordinate* the *local* CDEM response by:

- Operating according to the Coordinated Incident Management System (CIMS) framework
- Monitoring events and escalate response as required
- Ensuring local emergency response agencies are involved in the local response, and emergency services liaison officers available in the EOC
- Ensuring communications are in place with key local response agencies
- Arranging for community welfare and support facilities and services
- Managing the delivery of welfare services to affected communities as needed
- Receiving, assessing and disseminating information for local emergency response agencies
- Providing information to the media about the event and the local response
- Escalating requests/issues and reporting to the ECC (as required)
- Community response coordination and volunteer management (as required).

## Local EOC Structure



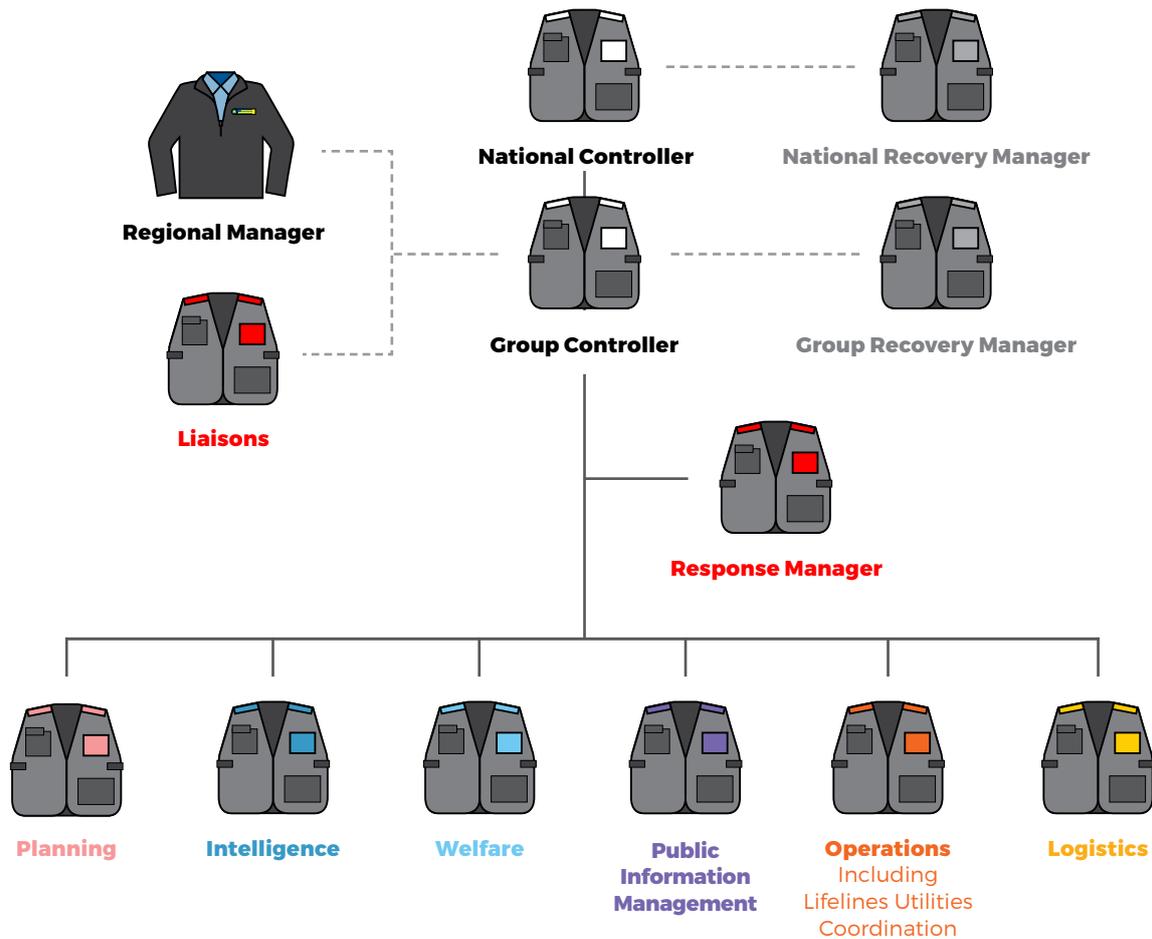
## Role of the Group Emergency Coordination Centre

Under the direction of the **Group Controller**, the Emergency Coordination Centre (ECC) will coordinate the regional CDEM response by:

- Operating according to the Coordinated Incident Management System (CIMS) framework
- Coordinating and/or supporting activated local EOCs
- Receiving, assessing and disseminating information for emergency response agencies
- Where possible, providing logistical support when requested by a local EOC
- Ensuring major emergency response agencies are involved in the Group response, and major support agencies have liaison officers available
- Ensuring communications are in place with key regional response agencies
- Receiving, assessing and disseminating information about lifeline utility services through a Lifeline Utilities Coordinator (LUC) within the ECC
- Providing information to the media about the event and the Group response
- Escalating requests/issues and reporting to the NCMC (as required)



## ECC Structure



## Integrating with CDEM partners

The primary function of an ECC is to 'coordinate' emergency response activities. The primary function of an EOC is to 'manage' emergency response activities. An important component of this is the integration of the response with other CDEM agencies. This is achieved by ensuring communication is established and maintained throughout the response. In addition, the role of liaison enhances the ability of other CDEM agencies to integrate into the operation of the EOCs/ECC who are not connected directly to the EOC/ECC via a CIMS function desk.

## Wellington Region CDEM Group Regional Manager

The primary role of the Regional Manager in response is to work with the Group Controller to coordinate the Group's response to the emergency. Specific responsibilities include engaging with the media as a spokesperson, ensuring the governance groups are kept informed, and ensuring that the overall operation (including the inclusion and transition to recovery) is implemented effectively.

## Public information management

The Local/Group Controller, with assistance from the Public Information Manager, is responsible for providing accurate and timely information to the public. This will be achieved by utilising all suitable media that is available for use at the time of the response and the Regional Manager as a spokesperson of the Group ECC.

## Volunteer management

Volunteers have a significant role in an emergency. The coordination and management of these volunteers in an emergency will be done through the EOCs and/or ECC.

Spontaneous volunteers will be managed according to the MCDEM's Volunteer Coordination Director's Guideline [DGL 15/13].

## Welfare services

In an emergency, welfare is a significant part of the response as it provides support directly to our communities. Welfare services are delivered locally under the management of the Local Welfare Manager and coordinated and supported at the regional level (ECC) by the Group Welfare Manager in liaison with the Local Welfare Managers and Local Welfare Committees, the Welfare Coordination Group and the Wellington Rural Advisory Group.

The Welfare Coordination Group (WCG), chaired by the Group Welfare Manager provides a forum for planning for longer-term welfare responses. The members of the WCG provide support and advice, to ensure the welfare services response for communities is supported throughout the duration of the emergency.

## Lifeline utility coordination

Lifeline utility coordination is provided by the Lifeline Utility Coordinator (LUC) based in the ECC. The LUC is appointed by the Wellington Region CDEM Group Joint Committee and has the following role:

- Coordinate the information between the ECC and lifeline utilities
- Provide advice to the Group Controller about lifeline utilities
- Ensure lifeline utility agencies are aware, and acting on, the Group Controllers priorities in relation to lifeline utilities
- Provide early identification of a lifeline utility issue to the Local/Group Controller

## Declaring a state of local emergency

A declaration means instituting a 'state of emergency' in one particular territorial area or across the entire Wellington Region. During a declared emergency, the Local and Group Controller gains a range of legal powers outlined in the CDEM Act.

Consistent with the Director's Guidelines for Declarations, some of the reasons for declaring may include the fact there is an emergency as defined in the CDEM Act 2002. Specifically, the event:

- is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and



- causes or may cause loss of life or injury or illness or distress or in a way endangers the safety of the public or property in New Zealand or any part of New Zealand; and
- cannot be dealt with by emergency services, or otherwise requires a significant and coordinated response under this Act.

## Procedure for declaring a state of local emergency<sup>16</sup>

Under Section 68 of the Act, a state of local emergency may be declared by those persons authorised under Section 25 of the Act.

- Local Authorities will consult with their Local Controller and Group Controller and Regional Manager and emergency services before making a declaration.
- If a single district declaration is required, the Local Controller following consultation with the Group Controller, the Regional Manager and emergency services will contact the local Mayor for that district to declare.
- If a multiple district or regional declaration is required, the Group Controller following consultation with the Regional Manager and emergency services will contact the chairperson of the CDEM Group Joint Committee or another delegated elected representative as outlined in this Plan to declare.
- As soon as possible, the public will be notified that there has been a declaration.

The state of local emergency will stay in place for seven days from signing unless it is extended or terminated within that time. People authorised to make the declaration of a state of local emergency are also able to extend or terminate the state of local emergency.

## External support

In a large-scale emergency, the Wellington Region CDEM Group will require resources and support from outside of its regional boundaries.

## Neighbouring CDEM Groups

It is expected that, where possible, other CDEM Groups will provide support and assistance during an emergency. This assistance will be coordinated by the ECC.

Where other CDEM Groups require support from the Wellington Region CDEM Group, the Wellington Region CDEM Group will support other Groups as much as possible whilst still maintaining the ability to respond effectively should an emergency occur within the Wellington region.

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<sup>16</sup> For more detailed information on the declaration process, refer to the Director's Guidelines for the CDEM sector: Declaring states of local emergency [DGL13/12] and fact sheet Feb 2008.

## National assistance

In a large emergency in Wellington, resourcing for the Wellington Region CDEM Group will be heavily supported by the National Crisis Management Centre (NCMC). This support will be provided through the NCMC following national assistance protocols. Representation in the ECC from MCDEM, will be through the MCDEM Regional Emergency Management Advisor (REMA), who will provide the liaison link between the NCMC and the ECC. In addition, the Group Controller will work with the National Controller to ensure an effective response operating in accordance with the National Controller's directives.

## International assistance

In the event that international assistance is required, this will be coordinated via the NCMC. Any offers of international assistance offered directly to the Wellington CDEM Group will be forwarded to the NCMC to coordinate.

## Debriefing

A debrief will take place following any activation of an EOC or the ECC. This is an essential process to ensure that areas of excellence, improvement and remedial actions are identified. The results of any debrief and associated areas for further planning and development will be collated into a report for the Joint Committee and relevant agencies.

## CDEM in recovery

The Wellington Region CDEM Group has a statutory function to plan and carry out recovery activities (s.17(1)(e) CDEM Act 2002). This includes the facilitation, coordination and monitoring of recovery activities to ensure the recovery is effective and provides the best outcomes for the community.

## Transitional arrangements

The CDEM Act 2002 allows for certain authorised persons to give notice of a local transition period. This will generally follow the end of a state of emergency. However, notice of a local transition period can be given without there being an initial state of emergency, providing the Minister's approval is obtained first.

Powers during a transition period include the ability to enter, examine and mark buildings, close roads, require assessments of buildings, carry out works and keep areas clear of the public.

The move from response to recovery is led by the Group Controller in consultation with the Group Recovery Manager. It is overseen by the Regional Manager.



Some of the reasons why the decision to move to recovery may include:

- immediate threat to people and property has passed;
- focus shifted to restoration;
- Declaration powers no longer required;
- recovery agencies are able to meet their requirements in their business as usual roles; and
- Controllers and Recovery Managers agree that it is time for the transition.

Some factors that may inhibit the transition are:

- re-escalation of response issues (for example continuing large aftershocks);
- recovery agencies do not have the capacity to meet their responsibilities;
- significant social wellbeing issues – loss of services (power, water) and displacement of people;
- the CDEM Act powers are still required; and
- Recovery Manager is not in a position to accept transition to recovery.

## Notice of transition period

The purpose of the transition period is to aid recovery by providing powers to manage, coordinate, or direct recovery activities. Local transition periods have a maximum duration of 28 days. They may be extended (for up to another 28 days) or terminated at any time. The Civil Defence Emergency Management Act 2002 provides statutory requirement to allow for either a national or local transition period:

1. Notice of national transition period – Under Section 94A of the Act, the Minister of Civil Defence may, after a state of emergency has been declared for any area or after a state of emergency arises for any area, give notice of a national transition period for the whole of New Zealand or any areas if it appears that a national transition period is required. This will invoke powers to manage, control and direct recovery in the public interests and as necessary to ensure a timely and effective recovery.
2. Notice of local transition period – Under Section 94B of the Act, a person who is authorised to give notice of a local transition period by being appointed under Section 25(1)(b) or otherwise authorised under Section 25 (4) or (5) may, after a state of emergency has been declared (or after an emergency arises for which a state of emergency has not been declared with permission from the Minister) for the area of the Civil Defence Emergency Management Group concerned, give notice of a local transition period for the area of the Civil Defence Management Group concerned, or for 1 or more districts or wards within the area, if it appears to the person that a local transition period is required.

A notice of local transition period must not be given unless the person authorised to give notice is satisfied that the following legal tests are met:

- It must appear to the person giving the notice that a local transition period is required (94B(1));
- Invoking the powers to manage, coordinate, or direct recovery activities is:
  - In the public interest; and
  - Necessary or desirable to ensure a timely and effective recovery (s94B (4)).

The person authorised must also have regard to the areas, districts, or wards affected by the emergency and whether the focus is moving from response to recovery, including if the state of emergency is about to expire or be terminated (s94B (5))

## Controller handover to Recovery Manager

After any emergency response where a recovery phase is required, the Controller and Recovery Manager will follow the process outlined below:

### Transition report

- Transition briefing,
- Initial Group Recovery Action Plan, and
- Communication of the transition.

If there is a declaration in place, the declaration will need to be terminated before the official transition to recovery can take place.

## Delegated authorities, functions and powers during recovery

The Joint Committee has the legislative responsibility to appoint a Group Recovery Manager and powers to appoint Local Recovery Managers to lead a CDEM recovery. The appointment process, authorities, functions and powers associated with these roles are stated in Sections 29, 30 and 30A of the CDEM Act 2002.

## Group Recovery Manager

The Joint Committee must appoint a Group Recovery Manager, who is a suitably qualified and experienced person to perform the functions and duties and exercise the powers of the Group Recovery Manager and at least one other person, also suitably qualified and experienced, to carry out the role if the Group Recovery Manager is absent (CDEM Act 2002, Section 29). The Joint Committee authorises the following functions of the Group Recovery Manager (CDEM Act 2002 Section 30A):

A Group Recovery Manager must, during a local transition period for the area for which the Group Recovery Manager is appointed, direct and coordinate the use of the personnel, material, information, services, and other resources made available by departments, Civil Defence Emergency Management Groups, and other persons for the purpose of carrying out recovery activities.

The Group Recovery Manager must also perform any functions or duties delegated to the Group Recovery Manager by the Civil Defence Emergency Management Group or conferred on Group Recovery Managers by the Act, and may exercise any power conferred on the Group Recovery Manager by delegation under the Act.

A Group Recovery Manager may request an Authorised Person appointed under Section 25(1)(b) to give notice of a local transition period if the criteria in Part 5B, Section 94G(3) (i) to (iii) inclusive, are fully met.



## Local Recovery Managers

The Joint Committee may appoint local Recovery Managers who are responsible for recovery preparation and work for territorial authorities, and direct them to perform any of the functions and duties of, or delegated to, the Group Recovery Manager of the Group and to exercise the powers of the Group Recovery Manager in the area for which the Group Recovery Manager is appointed, including, but not limited to, the powers in sections 94H, 94I, and 94K to 94N.

These sections describe the powers during transition periods including the ability to enter, examine and mark buildings, close roads, require assessment of buildings or types of buildings, carry out works and keep areas clear of the public. A Local Recovery Manager must follow any directions given by the Group Recovery Manager during a transition period. A Group or Local Recovery Manager has authority to perform the following functions (CDEM Act, 2002, section 30A):

- A Group Recovery Manager or a Local Recovery Manager may authorise any suitably qualified and experienced person to perform any function or duty or exercise any power of that Group Recovery Manager or Local Recovery Manager, except the power to authorise another person to perform those functions and duties or to exercise those powers.
- A Group Recovery Manager or Local Recovery Manager who authorises a person under subsection (3) to perform a function or duty or to exercise a power remains responsible and accountable under this Act for the performance of the function or duty or the exercise of the power.
- No Group Recovery Manager or Local Recovery Manager, and no person performing the functions or duties or exercising the powers of a Group Recovery Manager or Local Recovery Manager, may exercise any power conferred on Group Recovery Managers by this Act during any national transition period in any manner contrary to any priorities for the use of resources and services that have been determined by the Director or National Recovery Manager.

Powers conferred to Recovery Managers during a transition period are as follows:

Powers conferred by the CDEM Act 2002	Description
Section 94H – General Transition Powers	Carry out or require to be carried out: <ul style="list-style-type: none"> <li>• Works</li> <li>• Clearing of roads and other public spaces</li> <li>• Examining and marking any property</li> <li>• Removing or disposing of dangerous structures and materials</li> <li>• Provide for the conservation and supply of food, fuel and other essential services</li> <li>• Disseminate information and advice to the public</li> </ul>
Section 94I – power to require information	Require any person to provide information in accordance with s76.  The provisions of Section 76, 77, 82 and 83 apply in relation to information requested or supplied to Recovery Managers.
Section 94K – evacuation of premises and places	For the preservation of life, require evacuation of premises or place, including public places and exclude persons or vehicles from the premises or place.
Section 94L – entry on premises and places	May enter and if necessary, break into any premises or places if it is believed on reasonable grounds the action is necessary for saving life, preventing injury or rescuing and removing injured persons, or permitting or facilitating the carrying out of any urgent measures for the relief of suffering or stress.
Section 94M – closing roads and public places	May, in order to prevent, limit, or reduce the consequences of an emergency, totally or partially prohibit or restrict access to any road or public place.
Section 94N – power to give directions	May direct any person to stop an activity that may cause or substantially contribute to the consequences of or prevent or substantially hinder the recovery.
Section 94P – reporting	If exercising a power under Part 5A of the CDEM Amendment Bill, the Recovery Manager must give a written report to the Director, and a copy of that report to the CDEM Group within 7 days of the transition period ending.



## Group Recovery Structure

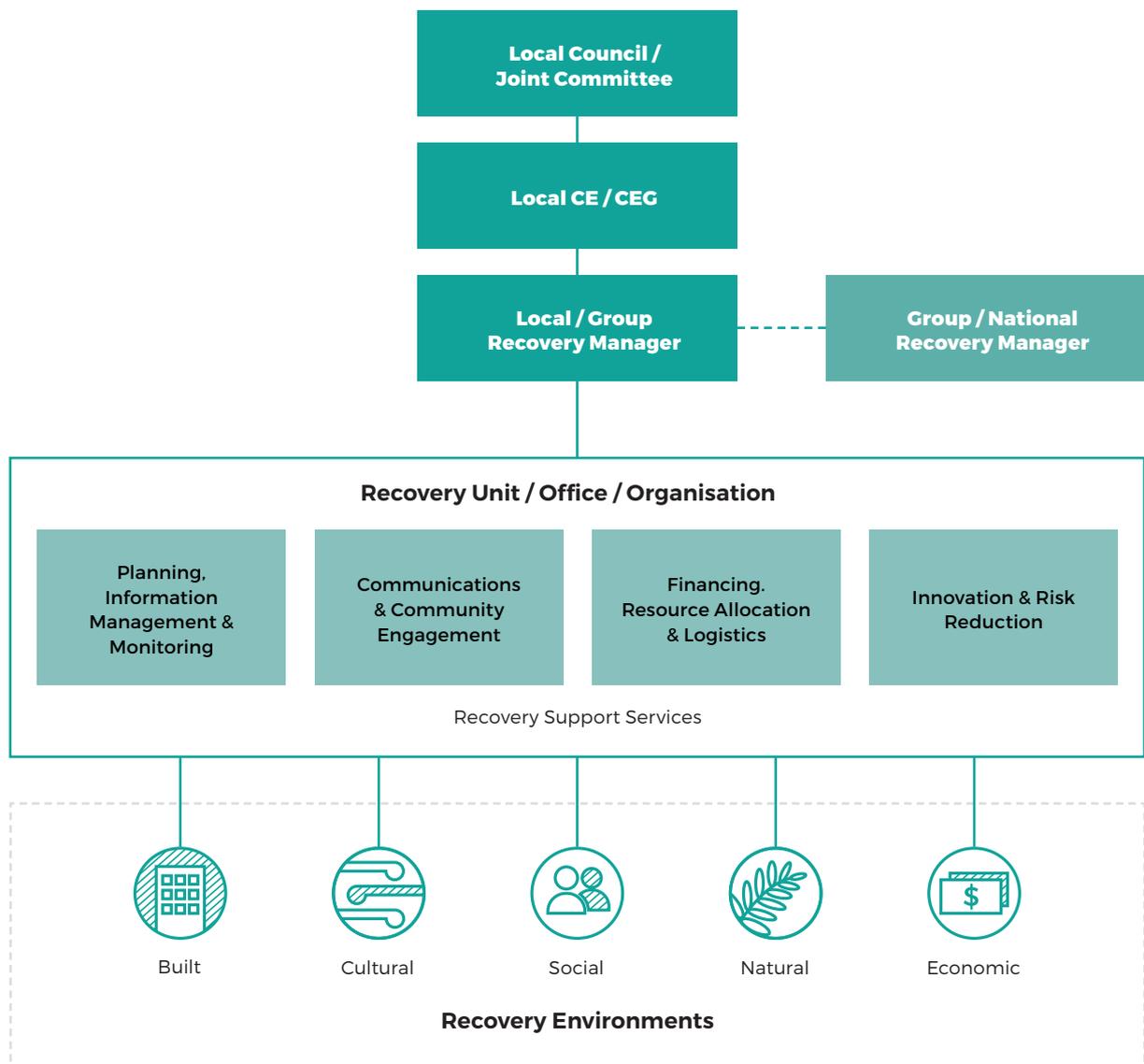
### CDEM Group's role in recovery

Recovery is led by the Joint Committee, who determines the priorities and policy. This is supported at the operational level by the Coordinating Executive Group (CEG), who supports and assists the Joint Committee in the determining the priorities and allocating resources.

Operationally the Group Recovery Manager coordinates the recovery efforts between agencies and local authorities and ensures the directives and priorities set by the Joint Committee and CEG are implemented accordingly.

The diagram below shows the CDEM Group recovery structure at the operational level.

### CDEM Group recovery structure



Recovery Environments are about the work programs and dealing with the broader impacts on physical assets and the services and systems that collectively make up society. The five Recovery Environments in the regional framework are:



**Built:** the physical setting for human activity, including buildings and their supporting infrastructure such as lifeline utilities.



**Social:** incorporates individuals, whānau, common-interest groups, and the relationships, communication and networks between them.



**Natural:** ecosystems and their parts including natural and physical resources, the qualities and characteristics of areas and features, and their amenity values.



**Economic:** production, distribution and consumption of goods and services including individuals and businesses.



**Cultural:** recreation, arts, spiritual affiliation, heritage, collective and individual identity.

**The perspectives and interests of local Māori are woven throughout all five recovery environments.**

**Recovery Support Services** are about the people, information and technology needed to enable the Recovery Environments' programmes. Recovery Support Services include:

1. **Planning, information management and monitoring:** information tools and staff to provide greater situational awareness and enable a solid information base for decision making.
2. **Finance, resource allocation and logistics:** systems for sourcing, paying for, and tracking the assets or staff needed for Recovery Environments and other Support Services.
3. **Innovation and risk reduction:** using best practices and scientific studies to enable ways to resolve problems that existed prior to recovery as well as enable recovery planning that mitigates the effects of future disasters.
4. **Communication and community engagement:** supporting communities with good messaging and information, and engaging people to be involved in recovery in meaningful ways.



## Roles and responsibilities in recovery

### Group Recovery Manager

The Group Recovery Manager is responsible for coordinating the recovery activities for the CDEM Group area. The Group Recovery Manager role will commence during the response and will most likely cease upon completion of the exit strategy. The Group Recovery Manager may establish workgroups to assist with implementing the Recovery Action Plan.

To ensure an effective recovery, the Group Recovery Manager must be engaged before an emergency to ensure relationships are developed, enhanced and maintained and to contribute to and participate in Group recovery planning.

### Local Recovery Manager

Local Recovery Managers are responsible for leading the coordination of recovery activities within their local area. Local Recovery Managers are usually appointed from a territorial authority's senior management team. The Local Recovery Manager will work very closely with the Group Recovery Manager to ensure that the appropriate priorities are implemented as required at the local level. In addition, the Local Recovery Manager has the responsibility to raise any significant local issues that have the potential to become regionally significant or require regional support.

As with the Group Recovery Manager, Local Recovery Managers must be engaged before an emergency to ensure relationships and capability are developed, enhanced and maintained and contribute to and participate in local recovery planning.

### Levels of recovery

The following levels of recovery describe the overall level of coordination required post-event. The intent is to provide a formal degree of definition to the scope of a given event, to signal initial Group actions and support needs, and to communicate within the Group and to external partners what is being done to coordinate recovery actions.

Recovery Level	Description	Coordination
<b>Level 1 - Single council incident</b>	A single council incident may require activation of one or more Recovery Environment at the local level, managed by the Local Recovery Manager.	The Local Recovery Manager will work with the Group Recovery Manager to give notice of a local transition period (if applicable), and Local Recovery Support Services may be activated to support or coordinate the local recovery activities and operations. Regional recovery support and coordination will be limited and overseen by the Group Recovery Manager.
<b>Level 2 - Multi-council incident</b>	A multi-council incident may require activation of one or more Recovery Environment in each council which is managed by the Local Recovery Managers.	Local Recovery Managers will work with the Group Recovery Manager to give notice of local transition periods (if applicable), and Local Recovery Support Services may be activated to support or coordinate the local recovery activities and operations. Regional recovery support and coordination will be limited and overseen by the Group Recovery Manager.
<b>Level 3 - Single or Multi-council incident with Regional Recovery Support Services</b>	A multi-council incident requires activation of one or more Recovery Environment and one or more Recovery Support Service in each territory, all of which are managed by the Local Recovery Manager and housed within a Local Recovery Office.	Local Recovery Managers will work with the Group Recovery Manager to give notice of a local transition period (if applicable). One or more regional Recovery Support Service may also be activated to help provide capacity and support to the local recovery efforts. The regional Recovery Support Service(s) are managed by the Group Recovery Manager.
<b>Level 4 - Single or Multi-council incident with Regional Recovery Coordination Centre</b>	A multi-council incident requires activation of one or more Recovery Environment and one or more Recovery Support Service at both the local and regional levels.	<p>These are managed by the Local and Group Recovery Managers, respectively, and housed within Local Recovery Offices and a Regional Recovery Coordination Centre. A National Recovery Manager may be appointed with national monitoring and national support available.</p> <p>A Long-Term Recovery Organisation may be needed with new legislation defining the organisation structure and necessary authorities and powers for the organisation to effectively manage long-term recovery beyond the transitional period.</p>



Recovery Level	Description	Coordination
<b>Level 5 - State of national emergency</b>	A state of national emergency exists, or the civil defence emergency is of national significance and there will be coordination by the National Recovery Manager.	<p>Full activation of the Local Recovery Offices and Regional Recovery Coordination Centre is required, managed by the Local and Group Recovery Managers.</p> <p>A Long-Term Recovery Organisation may be needed with new legislation defining the organisation structure and necessary authorities and powers for the organisation to effectively manage long-term recovery beyond the transitional period.</p>

The Group Recovery Manager is responsible for making a recommendation on the level of recovery, in consultation with Local Recovery Managers. The Group Recovery Manager's Recovery Level recommendation will ultimately be reviewed and approved by the Coordinating Executive Group (CEG).

The levels are defined by the activation of a Recovery Unit, Office or Organisation, not necessarily by regional impacts.

## Regional Recovery Coordination Office

The Regional Recovery Coordination Office is the responsibility of Greater Wellington Regional Council. The Council will be responsible for the provision of a suitable place to operate and the necessary responses, including staff, to operate the centre in support of local councils.

## Reporting requirements

The Group Recovery Action Plan provides the details of what, when, who and how recovery activities will be carried out. Local Recovery Managers will provide Local Recovery Action Plans to the Group Recovery Manager when the recovery process is activated.

The Group Recovery Manager provides, at regular intervals, formal Group Recovery Reports to maintain accountability, transparency and provide consolidated recovery reporting to CEG and the Director of MCDEM.

Recovery reports are used to enable clear and transparent reporting to partner agencies and the public.

## Financial arrangements

An expenditure management system is set up during the response phase. This must be closed off at the transition from response to recovery and the details submitted to the Group Recovery Manager and Wellington Region CDEM Group.

Where the Regional Recovery Coordination Office is operating, the Greater Wellington Regional Council finance system and staff will be used for managing all Group recovery financial transactions. Territorial authorities' finance systems and staff will be used for all local recovery financial transactions.

Financial arrangements for relief funds, donated goods and services, monetary donations and financial assistance from central government are outlined in the CDEM Group Recovery Plan.

If recovery operations reach sufficient scope, the Group Recovery Manager in consultation with Local Recovery Managers may integrate the above financial arrangements into the 'Finance, resource allocation and logistics' Recovery Support Service in order to provide transparency and oversight over the length of recovery operations.

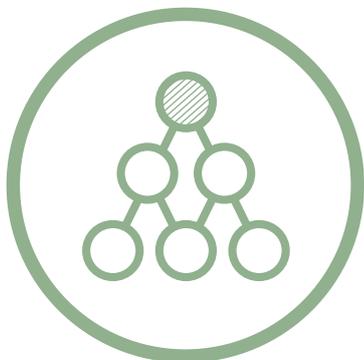
## Exit Strategy

The point at which recovery operations cease and 'business-as-usual' processes resume, rarely occurs at a distinct point in time. Recovery operations can take many years but, eventually, recovery issues do begin to look more like pre-disaster day-to-day operations.

The Group Recovery Manager, through the Regional Manager, is responsible for recommending the deactivation of the regional recovery organisation to the Coordinating Executive Committee and the Joint Committee. Similarly, Local Recovery Managers in consultation with the Group Recovery Manager are responsible for recommending the deactivation the local recovery unit or office to local Chief Executives and councils.

The formal dissolution of the Local Recovery Offices and Regional Recovery Coordination Centre will need to be made by the local councils and the Joint Committee, respectively. Considerations for deactivating the local and regional recovery offices include; whether the major activities and operations identified in the Recovery Action Plan and other Post-Disaster Recovery Plans have largely been achieved, where affected communities have reached an acceptable level of wellbeing, and there is no longer a need for the Local Recovery Offices and Regional Recovery Coordination Centre.





# Governance



Wellington CDEM Group Governance	<b>100</b>
Administrating Authority	<b>102</b>
Wellington Region Emergency Management Office	<b>102</b>
CDEM Group Governance Structure	<b>103</b>
Delegated authorities	<b>105</b>
Key Appointments	<b>107</b>
Financial Arrangements	<b>107</b>

## Wellington CDEM Group Governance

### CDEM Group Joint Committee membership and functions

Each local authority in the Wellington Region is a member of the CDEM Group. The Group's functions, duties and powers are those of a Civil Defence Emergency Management Group as described in the CDEM Act. The CDEM Group is also a joint standing committee under clause 30(1)(b) of Schedule 7 of the Local Government Act 2002. CDEM Group Joint Committee members are represented by their Mayor or Chairperson, or an alternate elected representative who has been given delegated authority to act on their behalf.

The CDEM Group Joint Committee meets at least four times a year. The Joint Committee's Terms of Reference which provides further details on the roles and responsibilities of the Joint Committee is available from WREMO.

### Coordinating Executive Group membership and functions

The Coordinating Executive Group (CEG) is a statutory group under the CDEM Act 2002 s.20 with prescribed functions. These 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.

The CEG meets at least four times a year. The CEG's Terms of Reference provides further details on the roles and responsibilities of the CEG and is available from WREMO.

### CEG membership

The following organisations are members of the CEG:

- Carterton District Council
- Greater Wellington Regional Council
- Hutt City Council
- Kāpiti Coast District Council
- Masterton District Council
- Porirua City Council
- South Wairarapa District Council
- Upper Hutt City Council
- Wellington City Council
- Capital & Coast District Health Board
- Hutt Valley District Health Board



- Wairarapa District Health Board
- Fire and Emergency New Zealand
- New Zealand Police
- St John Ambulance (co-opted)
- Wellington Free Ambulance (co-opted)
- Wellington Region Lifelines (co-opted)
- Regional Welfare Coordination Group (co-opted)
- Regional Iwi Māori Representatives (co-opted)

This membership is in accordance with Section 20 of the CDEM Act 2002. Since the Wellington region has two ambulance services, St John and Wellington Free Ambulance, both are represented.

In 2017 the Minister for Civil Defence initiated a review of the New Zealand's responses to natural disasters and other emergencies. The review recommended a stronger emphasis be placed on recognising the capability that local Māori bring to emergency management. In 2018 Cabinet agreed with this recommendation, directing that:

- there be greater recognition, understanding and integration of local Māori perspectives and tikanga in emergency management; and
- there be greater recognition, understanding of integration of the capacity and capability of marae (or similar facilities) to look after people in an emergency.

The way this is to be done is through the following:

- providing local Māori input into CDEM Group governance and planning;
- the Group consulting with local Māori on emergency management planning (the development of the Group Plan in particular);
- the Group identifying marae that could, and want to, have a role in emergency responses (noting that marae are one community facility among many) and any infrastructure upgrades and training needed to enable those marae to respond effectively; and
- the Group undertaking planning, understanding tikanga and developing protocols with those identified marae that may be required, including to support reimbursement for welfare-related expenses.

To help bring about these changes, region iwi representatives have been co-opted to the CEG.

Each member of the CDEM Group is represented on the CEG by an appropriate representative who has been given delegated authority to act for the Chief Executive (where it applies).

All CEG members, whether from local authorities or other organisations, are senior representatives of their organisation. This is to ensure a strategic overview and an ability to commit resources.

## Administrating Authority

The administrating authority of the Wellington CDEM Group is the Greater Wellington Regional Council in accordance with s.23(1) of the CDEM Act 2002.

As the Group Emergency Management Office, WREMO has the following responsibilities:

- serves as the CDEM Group and CEG secretariat, including developing meeting agendas, preparing order papers, arranging meeting venues and taking and disseminating minutes of meetings; and
- provides financial management for the CDEM Group, including budgeting and reporting.

## Wellington Region Emergency Management Office

From a governance perspective, the role of Wellington Region Emergency Management Office (WREMO) is to:

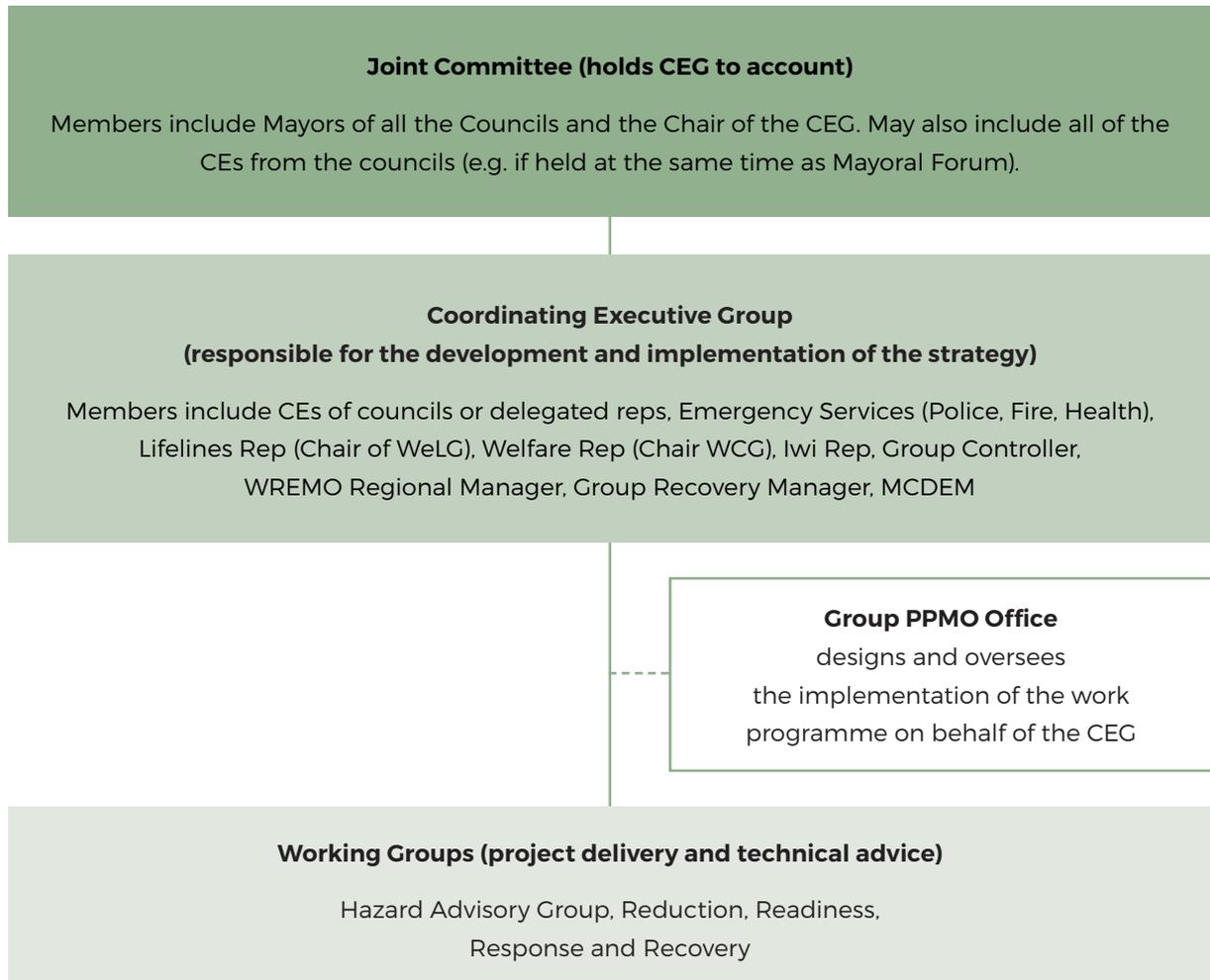
- carry out the Group Emergency Management Office functions;
- perform the contracted CDEM responsibilities of local authorities;
- oversee and coordinate the implementation of the Group work programme on behalf of the Group;
- provide professional advice and services to the CDEM Group and CEG;
- carry out functions specified in the Group Plan or by the CDEM Group; and
- report on the CDEM Group work programmes to the CEG and CDEM Group.



## CDEM Group Governance Structure

The diagram below shows the CDEM Group governance structure. There are four key parts to this structure: the Joint Committee, CEG, PPMO and working groups.

### CDEM Group Governance Structure



The roles and responsibilities for each is as follows:

<p><b>Joint Committee</b></p>	<p><i>Holds the Coordinating Executive Group (CEG) to account for the development and implementation of the Group Plan.</i></p> <p>The Joint Committee sets the overall priorities and direction of the Group. This prioritisation and direction is implemented through the CEG.</p>
<p><b>Coordinating Executive Group (CEG)</b></p>	<p>Oversees the development and implementation of the Group Plan.</p> <p>The CEG is responsible for the implementation of the Group Plan. This involves having oversight of what the working groups are doing and ensuring the projects are delivering the required outputs and outcomes.</p> <p>The CEG is responsible for allocating resources and for ensuring that the prioritisation from the Joint Committee is implemented accordingly.</p>
<p><b>Project Portfolio Management Office (PPMO)<sup>17</sup></b></p>	<p>Coordinates and reports on the implementation of the Group Plan.</p> <p>Collates reports from the individual working groups for the CEG.</p> <p>Provides the CEG with oversight of projects and programmes to enable informed decisions to be made. Formulates the draft Group work programme for the CEG and Joint Committee to approve and allocate resource to.</p>
<p><b>Working Groups</b></p>	<p><i>Implements the Group Plan through a series of working groups.</i></p> <p>Formed to meet the requirements of a specific project. Report directly to the PPMO on progress and report any issues for Group guidance or decision making.</p>

<sup>17</sup> For the CDEM Group, a Project Portfolio Management Office oversees the delivery of all programmes and stand-alone projects being undertaken by the members of the Group to deliver the Group Plan.



## Delegated authorities

The CDEM Group is able to delegate its functions under the CDEM Act to members of the Group, the Group Controller or other persons. These delegations are made by a resolution passed at a CDEM Group meeting.

The CDEM Group has made the following delegations:

Authority delegated to:	Description of Delegation	CDEM Act Refs
<b>Group Controller</b>	<p>In accordance with Section 18 (1) of The CDEM Act 2002, the Wellington Region CDEM Group authorises the Group Controller to carry out the powers conferred by Section 76 of the CDEM Act 2002. That is, the power to require information that in their opinion is necessary for the exercise of civil defence emergency management.</p>	<p>Section 18</p>
	<p>In accordance with Section 18 (1) of the CDEM Act 2002, the Wellington Region CDEM Group delegates its functions under Section 85 of the CDEM Act 2002 to the Group Controller. That is, the Emergency Powers of Civil Defence Emergency Management Groups while a state of emergency is in force, carry out or require to be carried out works, clearing roads and other public places, removing or disposing of dangerous structures and materials, provide for the rescue of endangered people, set up first aid posts and provide for first aid, provide for the relief of distress including emergency food, shelter and clothing, provide for the conservation of food, fuel and other essential supplies, prohibit or regulate land air and water traffic, undertake measures for the disposal of dead persons or animals, disseminate information and advice to the public, enter into arrangements with any person for the purpose of carrying out civil defence emergency management, and provide equipment, accommodation and facilities for the exercise of any of the power conferred by the emergency powers.</p>	<p>Section 85</p>
	<p>The Group Controller also has specific powers conferred on them by the CDEM Act 2002 during a state of emergency that do not require a delegation by the Wellington Region CDEM Group. These include evacuation of premises and places, entry on premises, closing roads and public places, removal of aircraft, vessels, vehicles etc., requisitioning powers, power to give directions to stop activities or to take actions to prevent or limit the extent of the emergency, the power to carry out inspections, the power to enter into contracts.</p>	<p>Sections 78, 86–92 and 94</p>

<b>Authority delegated to:</b>	<b>Description of Delegation</b>	<b>CDEM Act Refs</b>
<b>Local Controller</b>	Wellington Region CDEM Group may appoint 1 or more persons to be a Local Controller, and direct that person or persons to carry out any of the functions and duties of, or delegated to, the Group Controller of the Group and to exercise the powers of Controllers in the area for which the Group Controller is appointed (note: all Controllers are appointed and authorised to act as a Local Controller in any district or city within the Wellington Region CDEM Group).	Section 27 (1)
	Despite anything in Subsection (1), a Local Controller must follow any directions given by the Group Controller during an emergency.	Section 27 (2)
	In accordance with Section 18 (1) of The CDEM Act 2002, the Wellington Region CDEM Group authorises the Local Controller to carry out the powers conferred by Section 76 of the CDEM Act. That is, the power to require information that in their opinion is necessary for the exercise of civil defence emergency management.	Section 18
	In accordance with Section 88 of the CDEM Act 2002, the Wellington Region CDEM Group authorises Local Controllers to close roads and public places in areas where a state of emergency is in force.	Section 88
<b>Group Recovery Manager</b>	In accordance with Section 30A (2) of the CDEM Act 2002, the Wellington Region CDEM Group authorises the Group Recovery Manager to carry out the powers conferred by Section 30A, 94H, 94I and 94K to 94N of The CDEM Act 2002.	Section 30A
<b>Local Recovery Manager</b>	Wellington Region CDEM Group may appoint one or more persons to be a Local Recovery Manager, and direct that person or persons to carry out any of the functions and duties of, or delegated to, the Group Recovery Manager of the Group and to exercise the powers of Group Recovery Manager in the area for which the Group Recovery Manager is appointed (note: all Recovery Managers are appointed and authorised to act as a Local Recovery Manager in any district or city within the Wellington Region CDEM Group).	Section 30(1) 30A
	In accordance with Section 30A (2) of The CDEM Act 2002, the Wellington Region CDEM Group authorises the Local Recovery Managers to carry out the powers conferred by Section 30A, 94H, 94I and 94K to 94N of the CDEM Act 2002.	



Authority delegated to:	Description of Delegation	CDEM Act Refs
<b>Joint Committee Chairperson or Deputy Chairperson</b>	The Wellington Region CDEM Group authorises the Wellington Region CDEM Group CDEM Group Joint Committee Chairperson (or Deputy Chairperson in the Chairperson's absence) in consultation with two or more members of the Wellington Region CDEM Group Joint Committee, to replace the Group Controller if they consider, on reasonable grounds, that the Group Controller is not adequately discharging their duties.	Section 26 (4)
<b>Wellington Region Emergency Management Office</b>	In accordance with Section 18(1) of The CDEM Act 2002, the Wellington Region CDEM Group authorises the Wellington Region Emergency Management Office to exercise any of the powers, duties and functions in Section 18 (2).	Section 18(2)

## Key Appointments

The Wellington Region CDEM Group statutory and non-statutory appointments associated with this Plan to meet the requirements of the CDEM Act. Such appointments include:

- Group and Alternate Group Controllers
- Local and Alternate Local Controllers
- Group and Alternate Group Recovery Manager
- Local and Alternate Local Recovery Managers
- Group and Alternate Group Welfare Managers
- Local and Alternate Local Welfare Managers
- Lifelines Utilities Coordinator

A list of current statutory and non-statutory appointments for the Wellington CDEM Group are available from WREMO.

## Financial Arrangements

The activities of the CDEM Group incur costs that can be broken into two main areas:

- Programmed expenditure:
  - Administrative and related services under s.24 of the CDEM Act 2002.
  - Annual CDEM Group work programme to implement components of the Group Plan.
- Emergency expenditure:
  - Expenditure incurred by the Group in the lead up to, during and after an emergency event.

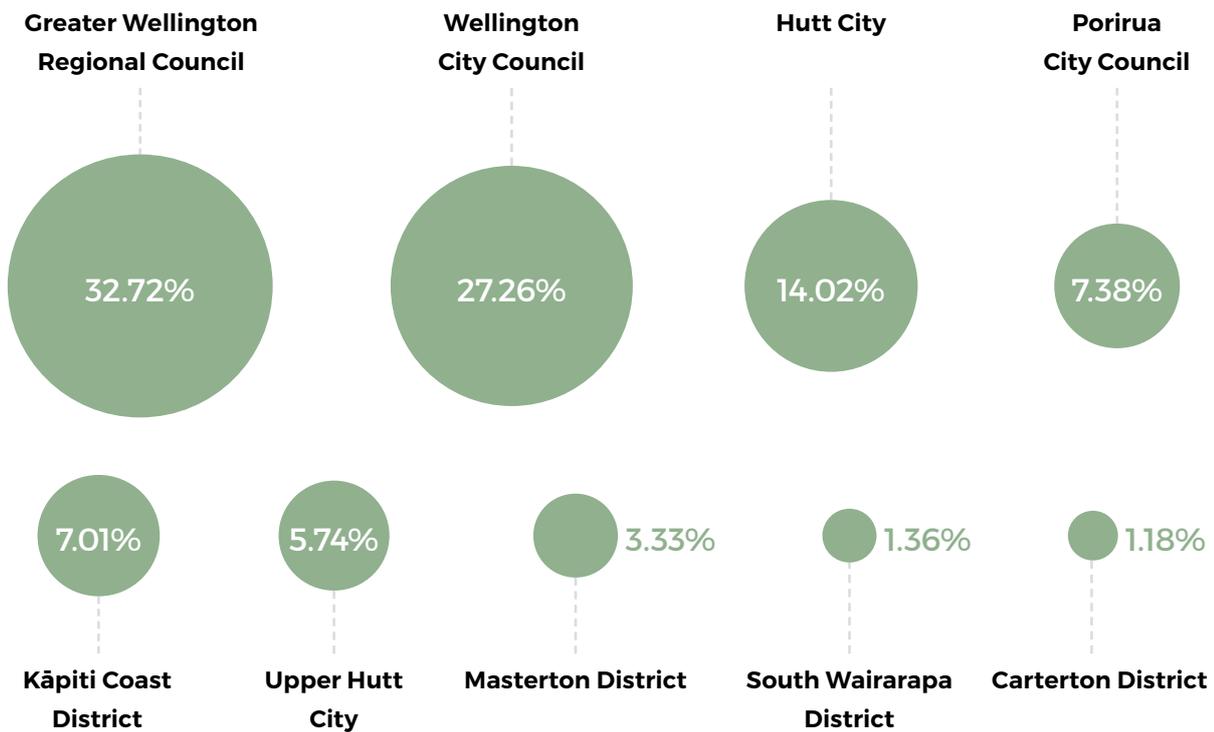
Each individual organisation’s budget is developed annually to meet the organisations requirements as prescribed in this Plan.

### Programmed expenditure

The territorial authorities in the Wellington Region shall fund the operational and capital costs of WREMO on a *pro rata* basis using population (based on the latest statistics published by Statistics NZ).

Greater Wellington Regional Council will contribute at a rate of 33% of the total WREMO budget as shown in the diagram below.

#### Funding apportionment for WREMO contributions



The agreement for Joint Civil Defence Emergency Management Services (service agreement) outlines what is included in this funding. Generally, the purpose and function of WREMO will be to carry out the functions, powers, and duties of the Joint Committee and the councils under the Act (except to the extent that any function, power, or duty is specifically excluded by the agreement) and to provide such other emergency management services as the councils may agree from time to time.

All CDEM partners are expected to cover their own organisation’s costs associated with the implementation of the Group Plan and associated work programmes.



## External costs of CDEM Group work programmes

If additional costs emerge for projects associated with the Group work programme that are not included in the Group budget, these will be discussed and allocated appropriately by the CEG.

All costs to be shared will be pre-approved by the CEG. Exceptions are to be brought before the CEG for a decision.

## Emergency expenditure

All councils will ensure that appropriate delegations are made to enable Local and Group Controllers to meet start-up costs to respond to an emergency. WREMO shall also work with and assist the councils to develop cost recovery rules in the event one or more councils support another council in responding to an emergency within its jurisdiction.

It is essential that for all emergency expenses there are clear authorisations and details for the expenditure.

More specifically:

### During the lead up to an emergency

Greater Wellington Regional Council is responsible for funding:

- All costs associated with the resourcing, activation and operation of the Group ECC.
- All reasonable direct expenses incurred by the Group Controller.
- All reasonable direct expenses (e.g. travel, meals, and accommodation) incurred by requested technical advisors.

Territorial authorities are responsible for meeting all costs associated with the local CDEM response, personnel, facilities and resources.

### During an emergency

Greater Wellington Regional Council is responsible for funding:

- All costs associated with the resourcing, activation and operation of the Group ECC.
- All reasonable direct expenses incurred by the Group Controller.
- All reasonable direct expenses (e.g. travel, meals, and accommodation) incurred by requested technical advisors.
- Costs associated with the use of resources and services under the direction of the Group Controller.

Territorial authorities are responsible for meeting emergency expenditure incurred within their districts and arising out of the use of resources under the direction of the Local Controller.

Territorial authorities take full first line responsibility for dealing with the impact of the disaster in their geographic and functional areas of responsibility.

A clear record of who authorises any expenditure and its purpose must be kept.

## During recovery

Upon the cessation of an emergency, the expenditure regime established for the response phase must be closed off and recommenced for the recovery phase under the direction of the Group Recovery Manager. A clear record of who authorises any expenditure and its purpose must be kept.

## Cost recovery

Following an emergency response, claims may be prepared for government assistance in accordance with The Guide to the National CDEM Plan 2015, Section 33. Claims for government assistance may be made by the local authority who incurred the expenditure.

### Categories of emergency expenditure:

#### 1. Caring for the displaced

Government will fully reimburse local authorities for costs incurred in caring for displaced people as described below.

Eligible costs may include the full direct costs of accommodating, transporting, feeding and clothing people who cannot continue to live in their usual place of residence as a result of an emergency. See the Guide to the National CDEM Plan, Section 33 for further details.

Costs which will not be eligible include but are not limited to:

- local authority overheads;
- indirect costs such as local authority staff time, Emergency Operations Centre (EOC)
- activation costs, office space and the use of vehicles

#### 2. Other response costs

Other eligible response costs may be partially reimbursed by government.

The eligibility of a cost is not determined by the nature of the good or service purchased but by whether it contributed to the precautions or preventive actions described in clause 89(1) of the National CDEM Plan Order 2015.

There is a threshold for possible reimbursement of costs. Government policy is to reimburse 60 percent of other eligible response costs, combined with essential infrastructure recovery repair costs, above a threshold of:

- 0.0075 percent of the net capital value of the city council, district council or unitary authority involved;
- 0.002 percent of the net capital value of unitary authorities where the assets in question are of a type that ordinarily are managed by regional councils; or
- 0.002 percent of net capital value in the case of regional councils.



### 3. Essential infrastructure recovery repairs (CDEM expense claim)

Essential infrastructure recovery repairs should be claimed for at the same time, and through the same process, as other eligible response costs.

The following may be eligible for government assistance:

- Repair or recovery of essential infrastructure assets. These include water, storm water, electrical, sewerage and gas facilities and other structures, such as retaining walls and tunnels upon which essential services depend. These assets must be local authority assets, which are not the property of trading utilities.
- Repair or recovery of river management systems (including drainage schemes which are part of integrated river systems) where there is major community disruption or continuing risk to life.
- Repair or recovery of other community assets that were damaged as a consequence of the failure of flood protection schemes.

If an emergency involved more than one district, the CDEM Group may coordinate and check the respective local authority claims, independently prepare a claim for Group costs through the Regional Council or the appropriate territorial authority and submit a consolidated application. If there is a delay in councils preparing their claim for a coordinated claim, each council may make an expenditure claim independently.

Any reimbursement from central government will be distributed back to the local authority which incurred the expenditure.

For further information contact the MCDEM Regional Emergency Management Advisor or see The Guide to the National CDEM Plan 2015, Section 26.

### Relationship to local government financial planning requirements

The CDEM Group is unable to bind members in terms of funding Group activities.

Decisions on funding CDEM activities will be subject to scrutiny through CDEM Group member authorities' long-term council community plans, and annual plan budgeting processes, which go through community consultation.

If any member of the Group is unable to carry out its responsibilities under the Group Plan, the matter should be brought back to the CEG and the CDEM Group for a decision.



# Appendices



Appendix 1: Strategic Partners	<b>114</b>
Appendix 2: Glossary	<b>116</b>
Appendix 3: Reduction outcomes	<b>121</b>
Appendix 4: Readiness outcomes	<b>125</b>
Appendix 5: Response outcomes	<b>129</b>
Appendix 6: Recovery outcomes	<b>132</b>
Appendix 7: Resilience indicators	<b>138</b>

## Appendix 1: Strategic Partners

### Local Authorities

Carterton District Council  
 Greater Wellington Regional Council  
 Hutt City Council  
 Kāpiti Coast District Council  
 Masterton District Council  
 Porirua City Council  
 South Wairarapa District Council  
 Upper Hutt City Council  
 Wellington City Council

### Emergency Services

Fire and Emergency New Zealand  
 New Zealand Police  
 Wellington Free Ambulance  
 Capital and Coast District Health Board  
 Hutt Valley District Health Board  
 Wairarapa District Health Board  
 Regional Public Health Service

### Lifeline Utilities and Lifeline Groups

BP Oil NZ Ltd  
 Mobil Oil New Zealand Ltd  
 Caltex New Zealand Ltd  
 Bulk Water – GW  
 Electra Ltd  
 Nova Energy  
 Vector Gas  
 Powerco Ltd  
 Wellington Electricity  
 Spark New Zealand Ltd  
 Vodafone  
 Kordia  
 Radio NZ  
 NZTA  
 Transpower  
 KiwiRail  
 CentrePort  
 Wairarapa Engineering Lifelines Association (WELA)  
 Wellington International Airport Ltd  
 Wellington Lifelines Group (WeLG)  
 Meridian Energy  
 Wellington Water  
 Chorus  
 2degrees  
 Z Energy  
 Cull Petroleum



<b>National Agencies</b>
Ministry for Children – Oranga Tamariki
Ministry of Social Development (MSD)
Maritime Safety Authority (MSA)
NZ Defence Force (NZDF)
Civil Aviation Authority (CAA)
Department of Conservation (DoC)
Insurance Council of New Zealand Inc
MetService
Ministry for Primary Industries (MPI)
Ministry of Business, Innovation and Employment (MBIE)
Ministry of Civil Defence & Emergency Management (MCDEM)
Department of Internal Affairs (DIA)
Ministry of Health (MoH)
Earthquake Commission (EQC)
Department of the Prime Minister and Cabinet (DPMC)
National Institute of Water and Atmospheric Research (NIWA)
Institute of Geological and Nuclear Sciences (GNS Science)
Rescue Coordination Centre New Zealand (RCCNZ)
New Zealand Transport Agency (NZTA)

<b>Welfare Services Organisations</b>
New Zealand Red Cross
Salvation Army
Royal Society for the Prevention of Cruelty to Animals (SPCA)
Order of St John Ambulance Central Region
Victim Support

<b>Other</b>
Victoria University Rescue Team (formerly NZRT7)
NZRT 8 – Wellington Emergency Response Team
NZRT 9 – Upper Hutt Community Rescue Team
NZRT 18 – Hutt City Emergency Response Team
Porirua Emergency Response Team
SPCA National Rescue Unit
Amateur Radio Emergency Communication
Chambers of Commerce
Regional Economic Development Agencies
Federated Farmers
Media organisations
Coastguard Central Region
Local Māori
Massey University/ Joint Centre for Disaster Research

## Appendix 2: Glossary

<b>Civil Defence Emergency Management (CDEM)</b>	The application of knowledge, measures and practices that are necessary or desirable for the safety of the public or property and are designed to guard against, prevent, reduce or overcome hazards, harm or loss associated with an emergency.
<b>Civil Defence Emergency Management Group Joint Committee (Joint Committee)</b>	A joint committee of the local authorities in the Wellington Region based on region council boundaries. The functions of the Group are to ensure that hazards and risks are identified and managed, ensure there is a region-wide civil defence emergency management capability to respond to and recover from emergencies, work with other emergency management agencies, and to promote appropriate mitigation of the risks the Region faces.
<b>Community Emergency Hub</b>	A pre-identified location, determined by the community in collaboration with their CDEM Group, that serves as a common gathering point for communities to coordinate their response.
<b>Controller</b>	A person appointed as a Controller under section 26 of the CDEM Act 2002. The controller can be a Local Controller (responsible for a given area with the Wellington Region), or the Group Controller (responsible for the entire region). Controllers' functions are outlined in section 28 and Controllers' powers are outlines in sections 76 and 85 of the CDEM Act 2002.
<b>Coordinated Incident Management System (CIMS)</b>	A structure agreed by most New Zealand emergency management agencies to systematically manage incidents.
<b>Coordinating Executive Group (CEG)</b>	A committee made up of the executive officers of local authorities, Police, Fire and Emergency NZ, District Health Boards and any co-opted members as necessary. The CEG provides advice to the CDEM Group, implements decisions of the CDEM Group, oversees the Group Plan, oversees the work programme of the Group, and ensures appropriate structures are in place for the effective delivery of Civil Defence Emergency Management.
<b>Coordination</b>	The bringing together of agencies and resources to ensure an effective response to an incident.
<b>Debrief</b>	A critical examination of an operation carried out to evaluate actions for future improvements.
<b>Declaration</b>	The process undertaken to make, extend or terminate a state of emergency under the CDEM Act 2002.



<b>Emergency</b>	A situation that causes or may cause loss of life, injury, illness, distress, or endangers the safety of the public and property that cannot be dealt with by the emergency services or requires a significant and coordinated response under the CDEM Act 2002.
<b>Emergency Coordination Centre (ECC)</b>	An established and equipped facility where response to an incident may be coordinated or supported. In the Wellington Region WREMO will activate the ECC in an emergency to coordinate and support one or more local EOC's.
<b>Emergency Management Agency</b>	Any organisation with a role and responsibility in Civil Defence Emergency Management in the Wellington Region.
<b>Emergency Management Office (EMO)</b>	An office of CDEM personnel to coordinate reduction, readiness and recovery activities (response is managed from an EOC) for one or more territorial authority areas, or for the CDEM Group (GEMO).
<b>Emergency Operations Centre (EOC)</b>	An established and equipped facility where response to an incident may be supported. Each of the territorial authorities in the Wellington Region has an EOC.
<b>Emergency services</b>	The NZ Police, Fire and Emergency New Zealand, hospital and providers of health and disability services.
<b>Hazard</b>	Something that may cause, or contribute substantially to, an emergency. Typically defined as either natural or human-made.
<b>GNS Science</b>	The crown research institute focused on geoscience and isotope research. Also provides consultants with expertise in these fields.
<b>Lead agency</b>	The organisation with the legislative or agreed authority for control of an emergency.
<b>Lifeline utility</b>	Any organisation named or described in Part 1, Schedule 1 or carries on a business described in Part B of Schedule 1 of the CDEM Act. This includes airports, ports, railways, and providers of gas, electricity, water, wastewater or sewerage, storm water, telecommunications, roading networks and petroleum products.
<b>Local authority</b>	A regional, city or district council. See also territorial authority.
<b>MetService</b>	The organisation responsible for providing weather forecasts and weather warnings for New Zealand.
<b>Ministry of Health</b>	The central government agency responsible for health, including human pandemic warnings
<b>Ministry for Primary Industries (MPI)</b>	The central government agency responsible for agriculture, forestry, fisheries and food safety, including agricultural pandemic warnings.

<b>National Crisis Management Centre (NCMC)</b>	A secure all-of-government facility where a national response to an emergency is managed.
<b>National Institute of Water and Atmospheric Research (NIWA)</b>	The crown research institute focused on climate and atmospheric science.
<b>Nationally significant</b>	Any event that causes widespread public concern or interest, requires significant use of resources, is likely to affect more than one CDEM Group, affects New Zealand's international obligations, involves technology or processes new to New Zealand, or results in significant or irreversible changes to the environment.
<b>Readiness</b>	Activities carried out to prepare the community or emergency management agencies for response.
<b>Recovery</b>	The time taken after an emergency to bring about the immediate, medium-term and long-term regeneration of a community. Recovery may take months or years.
<b>Reduction</b>	Activities carried out to reduce the likelihood of a hazard or the consequence of a hazard when it occurs.
<b>Regional Recovery Coordination Office</b>	A coordination centre that operates at the CDEM Group or regional level to coordinate and support one or more activated Local Recovery Offices.
<b>Resilience</b>	The ability to adapt well to change, overcome adversity and recover quickly after an event.
<b>Resources</b>	All personnel, materials and equipment available, or potentially available for assignment to incidents.
<b>Response</b>	Actions taken immediately before, during or directly after an emergency to save lives and protect property, and help communities recover.
<b>Richter scale</b>	A scale used to measure the magnitude of an earthquake.
<b>Standard operating procedures (SOPs)</b>	Written incident practices adopted by an agency.
<b>State of emergency</b>	A state of national or local emergency declared under section 66, 68, or 69 of the CDEM Act 2002.



<b>Strategic issues</b>	Problems, gaps and inconsistencies that need to be addressed by the CDEM Group if it is to achieve its goals and vision of resilient communities.
<b>Territorial authority (TA)</b>	A city or district council.
<b>Supporting document</b>	A document that provides additional information to support this Plan. A copy of each document listed as a supporting document in the Group Plan is available from the Wellington Region Emergency Management Office (WREMO).

**The following abbreviations are used in the Group Plan:**

<b>CDEM</b>	Civil Defence Emergency Management
<b>CDEM Act</b>	Civil Defence Emergency Management Act 2002
<b>CDEM Group</b>	Civil Defence Emergency Management Group
<b>DHB</b>	District Health Board
<b>ECC</b>	Emergency Coordination Centre
<b>EOC</b>	Emergency Operations Centre (and encompasses ECC)
<b>ESCC</b>	Emergency Services Coordinating Committee
<b>GWRC</b>	Greater Wellington Regional Council
<b>LUC</b>	Lifeline Utility Coordinator
<b>LWC</b>	Local Welfare Committee
<b>MBIE</b>	Ministry of Business, Innovation and Employment
<b>MCDEM</b>	Ministry of Civil Defence & Emergency Management
<b>MoH</b>	Ministry of Health
<b>MPI</b>	Ministry for Primary Industries
<b>MSD</b>	Ministry of Social Development
<b>NCMC</b>	National Crisis Management Centre
<b>NZRT</b>	New Zealand Response Team
<b>OT</b>	Oranga Tamariki
<b>PIM</b>	Public Information Manager
<b>SOP</b>	Standard Operating Procedure
<b>SPCA</b>	Society for the Prevention of Cruelty to Animals
<b>TA</b>	Territorial Authority
<b>WCG</b>	Welfare Coordination Group
<b>WELA</b>	Wairarapa Engineering Lifelines Association
<b>WeLG</b>	Wellington Lifelines Group
<b>WREMO</b>	Wellington Region Emergency Management Office



## Appendix 3: Reduction outcomes

The Wellington CDEM Group has agreed to the following (contributing) outcome. For each outcome, existing and potential initiatives have been identified and responsibility has been assigned to each of the key partner groups.

Responsibility for working on specific outputs is allocated according to the following criteria:

- **Lead:** to direct and execute the operation and/or performance of the defined activity.
- **Coordinate:** to organise the different parts of an activity so that the organisations involved work together effectively.
- **Support:** to participate in and promote the interests or cause of the defined activity.
- **Advise:** to give a recommendation about what should be done with regard to the defined activity.
- **N/A:** No contribution required by this party with regard to the defined activity.

Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>Consider hazards and risks when choosing to rent, buy, or build a home.</p> <p>Consider hazards and risks when choosing to lease/construct a facility.</p>	<p>All councils have GIS maps available for the public identifying the hazards in their areas.</p> <p>All councils provide information resources relating to checking foundations and removing chimneys.</p> <p>Development of videos about the risk in Hutt Valley.</p> <p>Earthquake Preparedness Guide (WREMO).</p> <p>Private/public partnerships to encourage reduction activities such as quake fixing.</p> <p>Community organisations run suitable building seminars with the Building Research Association of New Zealand (BRANZ) and the Earthquake Commission (EQC).</p> <p>Council and WREMO websites.</p> <p>Information on evacuation procedures.</p> <p>Educational programs at community level for helping households understand risks and how to reduce them.</p> <p><b>Opportunities:</b></p> <p>Ensure GIS map layers are regularly updated and incorporate the emergent hazards such as sea level rise and how these compound the effects of other hazards.</p> <p>Continued development of private/public partnerships and reduction related preparedness enablers.</p> <p>Multiple areas of community engagement:</p> <ul style="list-style-type: none"> <li>• Community Emergency Preparedness Training (WREMO).</li> <li>• Tenant and inner-city resident seminars (WCC).</li> <li>• Home checks (Fire and Emergency New Zealand and Public Health).</li> </ul> <p>Embed programmes for long term change in the community.</p> <p>Agencies who are independently doing home checks have an opportunity to establish partnerships with other agencies to enable more homes to be visited.</p> <p>Development of webinars and videos</p>	 	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Councils</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>

**Key:** ● Individuals and households ● Businesses and organisations ● Communities ● Cities, districts and the region ● Lifelines and critical infrastructure



Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>Reinforce designated heritage buildings to withstand hazards or make arrangements to rebuild to required specifications post event.</p>	<p>Councils identify buildings for preservation and work on strengthening according to the importance level of the buildings.</p> <p><b>Opportunities:</b> Advocate for change and upgrades where possible and where funding allows. Prioritisation for upgrades should be based on the importance level of the building (e.g. use in an emergency).</p>	 	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Councils</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Hazard specific objective and policy statements are commonly applied across the region</p>	<p>Councils working collaboratively across the region on the Natural Hazards Strategy.</p> <p><b>Opportunities:</b> Embed the risk-based principles developed by the Natural Hazards Working Group into district plan reviews across the region.</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Councils</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>New development is located in lower hazard areas, where possible Advocate and support existing development to be more resilient to the impacts of natural hazards.</p>	<p>Councils utilise hazard information in the review of district plans. Councils give effect to improved buildings standards and specific mitigation requirements.</p> <p><b>Opportunities:</b> Councils review and enhance district plan rules during the reviews.</p>	   	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Councils</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>

**Key:** ● Individuals and households ● Businesses and organisations ● Communities ● Cities, districts and the region ● Lifelines and critical infrastructure

Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>Have community spaces available that are robust, able to withstand hazards and are safe to occupy post-event according to their level of importance.</p> <p>Ensure buildings are occupiable if infrastructure services fail (such as potable water storage, grey water usage, passive heating/cooling) according to their level of importance.</p> <p>Ensure streets and open spaces are safe from building and infrastructure failures.</p>	<p>All councils in the region are aware of where their assets sit in terms of building standards. Strengthening is being undertaken across the region.</p> <p><b>Opportunities:</b> Advocate for change and upgrades where possible and where funding allows. Prioritisation for upgrades should be based on the importance level of the building and its requirements (e.g. its ability to be used during or after an emergency).</p>	 	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Councils</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Mandated under the Building Act.</p> <p><b>Opportunities:</b> During District Plan reviews, councils take the opportunity to couple attractive and safe to reduce the potential risk.</p> <p>Various lifeline utility agencies currently have emergency performance goals. Additionally, a previous WeLG WREMO project (2015) created some 'starting point' goals.</p> <p><b>Opportunities:</b> Work with various lifeline utility agencies and across sectors to create a region-wide planning /best practice endeavours set of emergency performance targets.</p>	<p>Mandated under the Building Act.</p> <p><b>Opportunities:</b> During District Plan reviews, councils take the opportunity to couple attractive and safe to reduce the potential risk.</p> <p>Various lifeline utility agencies currently have emergency performance goals. Additionally, a previous WeLG WREMO project (2015) created some 'starting point' goals.</p> <p><b>Opportunities:</b> Work with various lifeline utility agencies and across sectors to create a region-wide planning /best practice endeavours set of emergency performance targets.</p>	 	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Councils</li> <li>• Individuals</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Lifelines</li> <li>• Welfare services</li> </ul>

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## Appendix 4: Readiness outcomes

The Wellington CDEM Group has agreed to the following (contributing) outcome. For each outcome, existing and potential initiatives have been identified and responsibility has been assigned to each of the key partner groups.

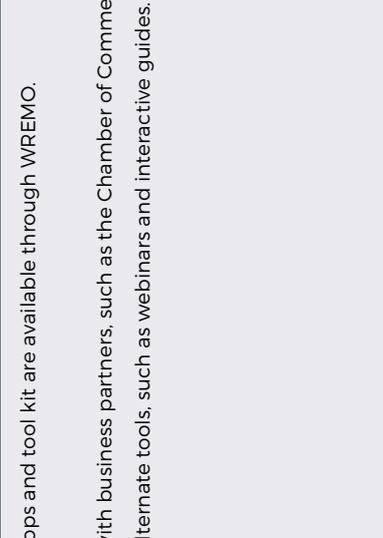
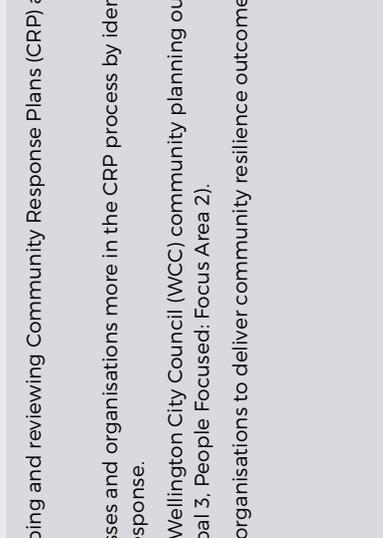
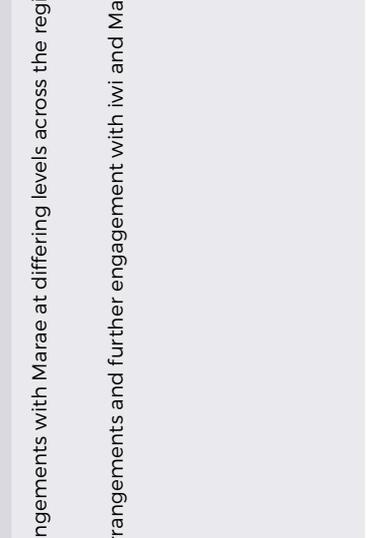
Responsibility for working on specific outputs is allocated according to the following criteria:

- **Lead:** to direct and execute the operation and/or performance of the defined activity.
- **Coordinate:** to organise the different parts of an activity so that the organisations involved work together effectively.
- **Support:** to participate in and promote the interests or cause of the defined activity.
- **Advise:** to give a recommendation about what should be done with regard to the defined activity.
- **N/A:** No contribution required by this party with regard to the defined activity.

Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>Emergency preparedness items, such as Grab'n'Go bags, emergency water tanks and emergency toilets are available for use in relevant places (work/school, car, at home).</p>	<p>Household water tanks, Grab'n'Go bags and water containers are available across the region.</p> <p><b>Opportunities:</b> Further develop the suite of enablers that are available to our communities.</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Have access to a minimum of seven days of food, water and sanitation supplies stored in the household, and refreshed periodically.</p>	<p>Regional organisations are messaging communities regarding emergency water and wastewater. Community training programmes are run by WREMO that include these messages.</p> <p><b>Opportunities:</b> To be more joined-up in our approaches. Ensure that there is consistent messaging and, where possible, leverage off each other.</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Understand the hazards and risks near their place of employment and have planned actions to take in the event of an emergency.</p>	<p>WREMO has a suite of readiness publications. Councils and other agencies also produce information to their stakeholders.</p> <p><b>Opportunities:</b> For a more joined-up approach. Ensure that there is consistent messaging and, where possible, agencies should leverage off each other.</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>

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Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>Develop robust Business Continuity Plans (BCP) that are understood and practised across the organisation.</p>	<p>A series of workshops and tool kit are available through WREMO.</p> <p><b>Opportunities:</b> To engage more with business partners, such as the Chamber of Commerce. Development of alternate tools, such as webinars and interactive guides.</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Know where their Community Emergency Hubs are located and participate in Hub exercises. Are aware and contribute to local Community Response Planning. Enable and improve social connectedness</p>	<p>WREMO is developing and reviewing Community Response Plans (CRP) across the region.</p> <p><b>Opportunities:</b> To engage businesses and organisations more in the CRP process by identifying the role they play in a community response. Connect with the Wellington City Council (WCC) community planning outlined in the WCC Triennium Plan (Goal 3, People Focused: Focus Area 2). Fund community organisations to deliver community resilience outcomes.</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Iwi are recognised for the capability they bring to emergency management and integrated into planning for response and recovery</p>	<p>Councils have arrangements with Marae at differing levels across the region.</p> <p><b>Opportunities:</b> Formalise these arrangements and further engagement with iwi and Marae</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Council</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>

**Key:** ● Individuals and households ● Businesses and organisations ● Communities ● Cities, districts and the region ● Lifelines and critical infrastructure

Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>Clear priorities for the restoration of infrastructure services are set and agreed to.</p>	<p>Both lifeline utility agencies and the CDEM Group (response) have clear priorities and plans.</p> <p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>Set clear expectations and overall response priorities across the Group to ensure collective outcomes. Identify the sequence of these restoration priorities.</li> <li>Engage with the private sector more in the planning processes.</li> </ul>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>Lifelines</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>Council</li> <li>Emergency services</li> <li>Welfare services</li> </ul>
<p>Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).</p> <p>Identify vulnerabilities in infrastructure and have robust and tested emergency plans that align with those of key stakeholders and community plans.</p> <p>Align expectations between councils' service requirements and contractors' capacity and capability in large scale emergency.</p> <p>Understand the interdependencies between lifeline utility agencies in the region and the impacts they can have on their own organisation's ability to function effectively.</p>	<p>Lifeline utility agencies have emergency goals.</p> <p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>Communicate these to the public and the CDEM sector to reset expectations.</li> </ul>	 	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>Council</li> <li>Emergency services</li> <li>Welfare services</li> </ul>
<p>A collective integrated approach that enables skilled people to be developed across the region.</p> <p>Organisations are able to support a significant response over a sustained period, while also fulfilling other relevant legislative requirements.</p> <p>Organisations have the required levels of capability to respond effectively and efficiently</p> <p>Teams identified in the Capability Development Strategy are able to progress and grow their respective levels of capability. People strive to progress along the developmental pathways and are also recognised for their contribution.</p> <p>Consistency nationally, regionally and locally is achieved and ongoing improvement in the regions levels of capability and capacity is confirmed, and ongoing strategic direction and initiatives are informed by credible monitoring and evaluation processes.</p> <p>A timely and effective response to an emergency which is enhanced by previously established relationships, skills, experience and understanding is delivered by the Wellington CDEM Group.</p>	<p>Development and approval of the Group Capability Development Strategy.</p> <p>Now the focus is on the implementation of the Group Training and Exercises Plan.</p>	 	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>Council</li> <li>Emergency services</li> <li>Lifeline</li> <li>Welfare services</li> </ul>

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## Appendix 5: Response outcomes

The Wellington CDEM Group has agreed to the following (contributing) outcome. For each outcome, existing and potential initiatives have been identified and responsibility has been assigned to each of the key partner groups.

Responsibility for working on specific outputs is allocated according to the following criteria:

- **Lead:** to direct and execute the operation and/or performance of the defined activity.
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- **Advise:** to give a recommendation about what should be done with regard to the defined activity.
- **N/A:** No contribution required by this party with regard to the defined activity.

Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>Receive Emergency Management alerts in a timely fashion and know what actions to take after receiving alert.</p> <p>Evacuate quickly and safely when needed or shelter in place if evacuation is not required (including planning and provisions for any pets/animals).</p>	<p>The Emergency Mobile Alert is managed by WREMO and the ECC with clear protocols in place. Councils and organisations are experienced in issuing alerts relevant to their organisation.</p> <p><b>Opportunities:</b> Refinement of messaging to ensure it is consistent, clear and concise.</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Ensure Emergency Assistance Centres (EACs) are accessible and located close to impacted areas in order to enable people to stay connected with their communities.</p>	<p>Local Welfare Committees and Welfare Coordination Group are active in the region. Currently variations in the level of comprehensiveness of planning across organisations.</p> <p><b>Opportunities:</b> Strengthen relationships across organisations to foster collaborative planning and learn from others. Those with comprehensive plans to assist those requiring support and assistance. Where possible standardise, communicate and train people on the process of operating an EAC.</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Council</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Quickly establish EOCs and an ECC to coordinate response efforts effectively within and across councils, and with partner agencies and communities.</p>	<p>Formal EOC/ECC activation standard operating procedures (SOPs) have been developed. Staff are trained on how to operate and EOC/ECC. There are a number of local response teams in the region who are connected to EOCs. However, the formal coordination of the community response is not well structured or documented.</p> <p><b>Opportunities:</b> Review and amend current operational SOPs, and develop new SOPs where there is a gap. Clarify the role of the Hub to our communities and partners. Develop and communicate the process for Hubs to have two-way interaction with local EOCs (both sending and receiving information).</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Council</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>

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Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>Self-organise and activate their Community Emergency Hubs, solving problems locally, and interfacing with EOCs as required.</p> <p>Self-organise to match community needs with resources sourced from within their networks.</p>	<p>Hub exercises are a new programme. Work is being done to develop the process for Hubs to have two-way communication with EOCs.</p> <p><b>Opportunities:</b>                      Incorporate protocols into the Hub exercises.                      Review the process and implement improvements following feedback from Hub exercises or activations.</p>	 	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Liaise with the ECC to ensure timely and accurate information is provided on infrastructure impacts and their ability to restore to emergency levels of service within agreed timeframes</p> <p>Restore services to at least emergency levels of service, post-event, in accordance with timeframes agreed before an event.</p>	<p>Existing Emergency Response Structures have been established. Currently both lifeline utility agencies and the CDEM Group (response) have existing priorities and plans.</p> <p><b>Opportunities:</b>                      Improve the activation process for lifelines utility agencies clarifying the thresholds for when. Lifeline utility agencies to attend EOC/ECC training to improve relationships and understanding of the EOC/ECC processes.</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Council</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>

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## Appendix 6: Recovery outcomes

The Wellington CDEM Group has agreed to the following (contributing) outcome. For each outcome, existing and potential initiatives have been identified and responsibility has been assigned to each of the key partner groups.

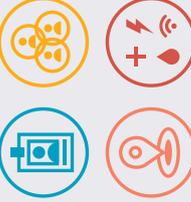
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- **Advise:** to give a recommendation about what should be done with regard to the defined activity.
- **N/A:** No contribution required by this party with regard to the defined activity.



Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>A common set of resources are adopted and applied in recovery planning and operation</p>	<p><b>Opportunities:</b> Development of consistent resources for use across the region.</p>	 	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Capability Development Strategy initiatives are implemented for Recovery Managers and other strategic recovery partners that improve/build knowledge, skills and personal attributes required for recovery leadership and management.</p>	<p><b>Opportunities:</b> Implementation of the Wellington CDEM Group Capability Development Strategy and Training and Exercises Plan.</p>	 	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Regional Recovery Framework establishes a recovery vision, concept of operations and roles and responsibilities to coordinate recovery efforts</p>	<p>Recovery framework is being developed.</p> <p><b>Opportunities:</b> Coordinate the priorities and efforts of the many actors in recovery</p>	 	<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> <li>• Councils</li> </ul>

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Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>Local Recovery Plans are developed and reviewed by territorial authorities that is consistent with Group Recovery Framework</p>	<p><b>Opportunities:</b> Local Recovery Plans are developed to address pre-identified priorities in a coordinated manner across the region</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Council</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Draft by-laws are developed and available to address a range of recovery challenges in advance of an emergency.</p>	<p><b>Opportunities:</b> Councils identify recovery challenges that can be reduced or mitigated through modified legislation</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Council</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Temporary Housing Plan is developed to guide housing programmes during recovery</p>	<p><b>Opportunities:</b> Develop guidelines pre-event to help households remain as close to their home as possible during recovery</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>

**Key:** ● Individuals and households ● Businesses and organisations ● Communities ● Cities, districts and the region ● Lifelines and critical infrastructure



Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>Councils' long-term plans include long-term resilience programmes across all five recovery environments with appropriate funding levels.</p>	<p><b>Opportunities:</b> Resilience is invested in across all council activities</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Council</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Implement the Group Recovery Framework and Local Recovery Plans to ensure recovery efforts are coordinated and aligned.</p>	<p><b>Opportunities:</b> Group Recovery structure and concept of operations is commonly applied across the region</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Lifeline utility services are restored within agreed timeframes to emergency levels of service to enable community and economic recovery.</p>	<p>Currently both lifeline utility agencies and the CDEM Group (response) have existing priorities and plans.</p> <p><b>Opportunities:</b> Set clear expectations and overall response priorities across the group to ensure collective outcomes. Identify the sequence of these restoration priorities. Engage with the private sector more in the planning processes.</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Lifelines</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Welfare services</li> </ul>

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Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>Communities can easily access post-event recovery resources (funding, information, support).</p>	<p><b>Opportunities:</b> To be determined</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Council</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Communities contribute to decision-making across all Recovery Environments throughout recovery</p>	<p><b>Opportunities:</b> Develop and communicate the key principles and process for successful engagement and participation with communities.</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Council</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>
<p>Households and communities are able to remain as close to their homes as practicable during recovery</p>	<p><b>Opportunities:</b> Households have improved chances of staying in or near their homes through recovery</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• Council</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>

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Contributing outcomes	Existing and potential opportunities	Targeted stakeholder group	Responsibility
<p>Pre-event Recovery Governance Framework is established between Central Government and the Group that guides cooperation and decision-making during recovery</p>	<p>Local government has a defined decision-making framework to shape an appropriate level of intervention and cooperation during a large-scale recovery effort</p>		<p><b>Lead:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Coordinate:</b></p> <ul style="list-style-type: none"> <li>• WREMO</li> </ul> <p><b>Support:</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Emergency services</li> <li>• Lifelines</li> <li>• Welfare services</li> </ul>

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## **Appendix 7: Resilience indicators**

CURRENTLY UNDER DEVELOPMENT



