

Wellington Region Emergency Management Office

Annual Report

1 July 2013 – 30 June 2014



1. Executive summary

1.1 Overview

This report marks the second anniversary of the creation of WREMO. While the first year was spent developing the structure and strategies necessary for a fresh approach to emergency management in the region, the second year of operation was spent in implementation mode, interrupted by the aftermath of the June 2013 one in a hundred year storm and the two major series of earthquakes which had a considerable impact on the region.

1.2 Wins and Developments

Operational Readiness

Earthquakes. During July and August 2013, the region suffered its most significant series of earthquakes since 1942. While we now sit back and wonder what the fuss was about, the events did highlight anomalies in the design and fit-out of some of our buildings in the Wellington CBD, procedural deficiencies related to building and CBD evacuation, along with a general lack of preparedness by the many organisations that found their BCPs and associated contact lists inadequate. Lessons learned from these events have received considerable attention by individuals, communities, businesses, councils, as well as WREMO. The Eketahuna earthquake on Anniversary Day resulted in some structural damage to buildings in Masterton and proved a timely reminder against complacency.

Other events. In addition to the above events, there were numerous other occasions where either an EOC activated in a limited capacity or WREMO staff along with Local Controllers closely monitored potential events which largely flew under the public radar. These included major slips, floods, numerous storms (with up to 150kph winds), plus (potential) distant source tsunami.

Emergency Response

During the year, considerable attention was given to defining the operational requirement and then how to build appropriate capacity to match. Following approval of the Operational Readiness Strategy by CEG last year, a plan to implement the strategy was completed. Initial focus was on a full stocktake of response management equipment, communications systems, personnel, plans and procedures. This stocktake then informed the future capability upgrade programme by establishing a very clear baseline and helping articulate current gaps in capability. This has highlighted some risks for the

region particularly in operational connectivity and Group organisational sustainability. The Response Structure Review which commences July 14 (see risk register) has been established to address this.

Tsunami Planning

WREMO has been working with partners and key stakeholders from September 2013 to update the Group distant tsunami response plan. This update will ensure that the Group and local-level plans align. It takes advantage of a recent update of scientific information on tsunami from GNS Science. The resulting plan will focus not just on evacuation, but covers the period until 72 hours after any tsunami has subsided, as this informs welfare planning and other key response aspects. After an initial round of workshops held in late 2013, a second set of workshops were run in June / July 2014. It is intended that the plan will be forwarded to the CEG sub committee on 26th September 2014.

WREMO Profile

Awards

During the year, WREMO received awards from two international bodies:

International Association of Emergency Managers (IAEM), for the Wellington CDEM Group volunteer programme. *IAEM with more than 5000 members worldwide is dedicated to promoting the “principles of emergency management” and representing professionals whose goals are saving lives and protecting property and the environment during emergencies and disasters;* and,

Energy Globe Foundation, for the Wellington CDEM Group 200 litre water tank initiative. *Energy Globe Foundation is a non-profit organization founded by Austrian energy pioneer, Wolfgang Neumann. Building on 30 years of experience in the area of energy efficiency and renewable energies, Energy Globe Foundation is a global leader in the area of sustainability.*

Marketing and messaging

WREMO’s electronic profile has been enhanced considerably during the year:

Facebook Commencing the year with a little over 11,000 followers on Facebook, our following has now grown to 39,000. While there is nothing like a disaster to stimulate interest, WREMO has worked hard to generate and maintain a successful social media brand – WREMO_{nz}, *the credible source of information on Facebook before, during and after a large scale emergency in the Wellington Region.* WREMO_{nz} provided a constant stream of safety, comfort, and confidence building messages during the July/August earthquakes. During the Eketahuna earthquake, agencies along with members of the public posted useful intelligence related not only to our region but also the Manawatu and southern Hawkes Bay. Facebook/WREMO_{nz} ranks the highest of all NZ Governmental Facebook pages monitored by Socialbakers, including Fire

Service, NZ Police recruitment and NZ Army
(www.socialbakers.com/facebook-pages/society/country/new-zealand/tag/governmental)

Website The new WREMO website, www.getprepared.org.nz was launched in November 2013 to provide a flexible, very accessible, consolidated location for CDEM messaging in the region, pre and post disaster. The site has an automatic link from council websites and is currently in the process of being linked to the Ministry's website so emergency alerts are visible should people access information from the Ministry's site, www.getready.govt.nz.

New Zealand Trade and Enterprise. In April 2014, our brand awareness and the good work in the community brought us to the attention of NZ Trade and Enterprise who invited WREMO to participate in a three day Betterbydesign master class. This programme had a value of \$40,000, offered to us for free as a worthy not-for-profit organisation with the intention of driving innovation in a chosen project; in our case, Pre-disaster Recovery Planning. The five person team that attended was therefore a composite group comprising WREMO, the Joint Centre for Disaster Research, and Christchurch City Council staff. Expect to see more on this topic over the coming year.

ICoE Launch. An information night was held 11 March and was attended by local government leaders, representatives of relevant government departments (MCDEM, EQC, Treasury, MBIE etc), partner agencies and institutions (Victoria, Massey, GNS Science, the Met Services, NIWA etc), along with interested parties from overseas (San Francisco, British Columbia, Adelaide). Attendees were introduced to the aims of the centre and in particular, its focus on the Wellington region, plus the intended collaboration between researchers and practitioners. As a parallel but related initiative, a new website, www.resiliencetoolbox.org has been launched as a knowledge bank designed to capture and share ideas, developed concepts and the activities of people working in the resilience space.

Hosting/Participation

During the year, WREMO hosted a number of international visitors, the more notable being:

Mr Daniel Homsey from the Neighbourhood Empowerment Network in San Francisco. Mr Homsey is a regular visitor to our shores. He, along with WREMO staff, travelled south to Christchurch to gain an understanding of the dynamics of recovery to better determine how the Wellington region might explore pre-disaster recovery planning;

The US Army deployable HQ team from Hawaii. They along with the HQ Defence Joint Inter-Agency Task Force from Trentham NZ conducted an exercise, operating from the Wellington EOC, focusing on support for the Wellington region;

University of Canterbury (Centre for Risk, Resilience, and Renewal), who in turn were hosting the ASEAN Humanitarian Assistance Centre Executive programme, a six-month development course for young disaster management officials from ASEAN member countries;

Members of a visiting Field Innovation Team from the US comprising Ms Desiree Matel-Anderson and Mr Richard Serino (former Deputy Director of the Federal Emergency Management Agency, FEMA);

In June WREMO participated in the International Innovation Challenge run by the Field Innovation Team from San Francisco. WREMO was given a scenario and 5 challenges to choose from. WREMO brought together its own staff and partners from GNS, Victoria University and technology specialists from the community to develop solutions that build resiliency after an emergency. The team focused on a design process that ensured its solutions were survivor-centric, and presented two concepts 24 hours later over Skype to a conference in San Fran which involved the Lt Governor's Office, California EMAs, San Fran Department of Emergency Management (SFDEM), the Futurist for Intel, and NGOs from Washington DC to San Fran, MIT and Berkeley PhD students etc. Our involvement resulted in excellent recognition for WREMO at an international level.

Messrs Bob Jenson (Head of public affairs at the Department of Homeland Security) and Denis McClean (Head of communications for UNISDR, the UN Office for Disaster Risk Reduction) visited as part of a programme comprising a conference in Auckland as well as discussions with the Director of Civil Defence Emergency Management plus local and central government politicians. Both went away impressed with our programmes; Denis, to write an article for his organisation's magazine noting the relationship we have with UNISDR through our International Centre of Excellence.

WREMO again hosted the annual two day Regional CDEM Managers workshop in Wellington. This is an opportunity for senior CDEM professional staff to share knowledge and experiences across the sector and stay abreast of developments external to local government CDEM.

Staff

During the year, the staff was enhanced by five new members of the team, including one fixed term position and three half FTE positions created as a result of budget savings.

Staff Training

The importance of up-skilling to meet tomorrow's challenges resulted in WREMO staff members undertaking the following programmes: facilitation, story-telling, contract development and management, project management, managing OIA requests, Kaizen organisational improvement, and design thinking.

Community Resilience

Preparedness Enablers

200 litre water tanks During a significant disaster, water will be our biggest challenge. As of the end of June 2014 (12 months sales), approx. 4100 water tanks had been sold in the Wellington Region. In addition to these household tanks WREMO and partner, The Tank Guy, have put together a very competitive water tank package for schools to help them get better prepared. Schools in the Wellington Region have been offered a 5,700 litre, food grade water tank with leaf strainer and security tap for \$990 delivered anywhere in the region.

Grab and Go Bags This concept was developed in conjunction with a local businessman to meet a gap in the market (caused by price and availability). The items continue to be popular and are on sale at Mitre 10, Moore Wilson and New World outlets. Grab and Go advise that since May 2012, approximately 23,000 bags have been sold, roughly 60% of these in the Wellington Region.

“It’s Easy” Guides

WREMO designed and introduced a suite of guide books to promote greater resilience within various sectors of the community as follows (these are now in the process of being translated into Maori, Tamil, Spanish, Samoan, Somali, Russian, Arabic, Burmese, and simplified Chinese):

Prepared Households This 12 step guide (adapted from an earlier award winning document) is designed to help people understand some of our main hazards and to assist households prepare for an emergency;

Prepared Neighbours This 10 step guide is designed to assist neighbourhoods and apartment buildings become better connected and prepared for an emergency; and,

Prepared Businesses This 12 step guide is designed to ensure businesses and organisations are prepared to get through a disruption. It comes complete with an on-line planning tool.

These documents are in demand by several EM teams across NZ and have been modified to meet their regional requirements..

Community Response Plans

These plans are developed by communities throughout the region with facilitation from WREMO staff. They are designed to empower communities to self-activate and respond as appropriate during the first 72 hours of a large scale emergency with limited or no outside assistance from emergency services. During the past year, CRPs in Eastern Ward (Hutt City), Otaki, Te Horo, Paekakariki, Waikanae, Mangaroa/Whiteman’s Valley,

Northland/Wilton/Wadestown were completed; while plans were progressed in Thorndon, Plimmerton, Titahi Bay, Southern Upper Hutt and Crofton Downs/Ngaio/Khandallah. The recent addition of Community Resilience staff for Porirua and the Wairarapa will enable WREMO to accelerate this programme in those areas.

Blue Lines

The Blue Line initiative was rolled out across Kilbrinie Rongotai, and Lyall Bay though difficulties have been experienced gaining approval for marking the state highway (being worked through). The next phase, which has commenced, is the Miramar Peninsular. From there it is intended that the project continue to encompass the inner harbour suburbs.

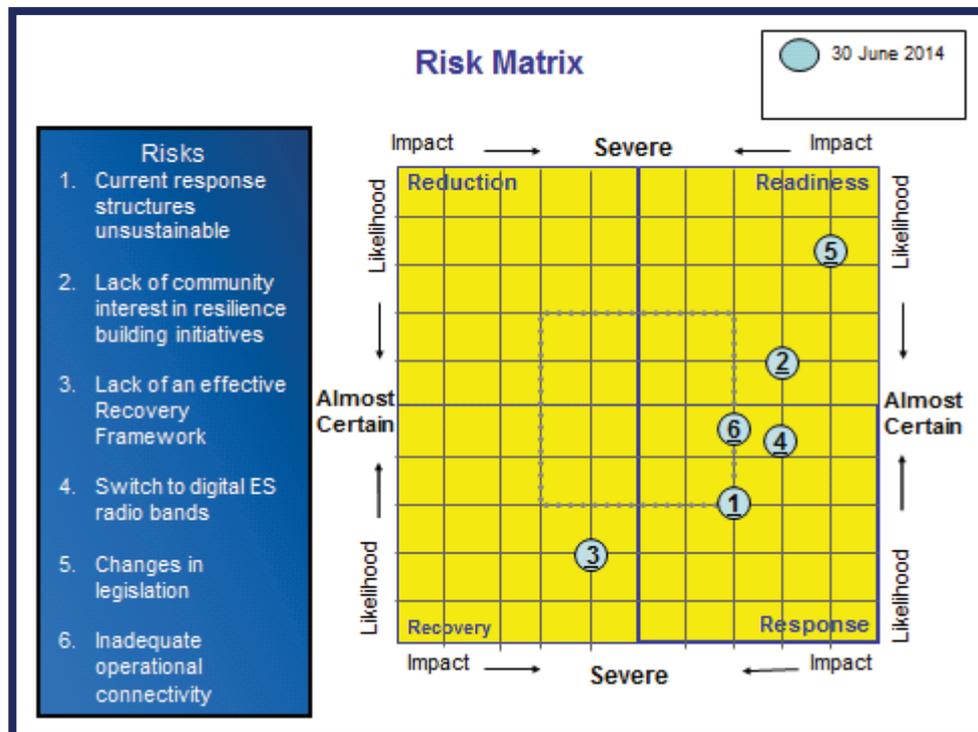
Volunteers

Thirteen CD Volunteer courses were held during the year involving 254 new volunteers, in addition to the 26 participants of the course in progress at year end. This brought the total of people undertaking the programme to 638, spread across Kapiti, Porirua, Wellington, and the Hutt Valley. Next year it is intended that the programme be rolled out in the Wairarapa.

In June WREMO ran its first Marae based CDEM Volunteer course in Wainuiomata, with plans for further courses on Maraes around the region in the coming months. Marae based training courses are an industry first, and have been specifically done to help strengthen the relationship with local Maori, gain a better understanding of available resources and promote a 2-way learning system for ongoing engagement.

1.3 Risks

The Group Risk matrix which positions risks in terms of likelihood and impact is as follows:



- #### Treatments
1. Current response structures may be unsustainable. Response Structure Review launched to determine more appropriate models for delivering response, to take account of emerging technologies and a more collaborative approach across the region. Project commences July 14, review point 30 Sep 14.
 2. As time passes since our last major emergency, interest in resilience building initiatives wanes. Projects in this space need to be part of a rolling programme with constant refreshes to take account of emerging knowledge, utilising innovative means to empower people to take ownership of their circumstances.
 3. The lessons arising from Christchurch's recovery programme must be incorporated into a framework tailored for the Wellington region. Pre-disaster Recovery Planning project launched May 14.
 4. Analogue CDEM radios and repeaters require to be replaced by digital sets in 2018. Project launched to achieve this. A budget for this purpose has been factored into the LTP process. Based on current arrangements across the region, this could require funding of \$2m. The current plan to rationalise repeaters and radio sets could see this reduced to \$1m. Further investigation is required to refine the strategy and resulting costs.
 5. Changes in Legislation. Current and future changes in legislation of a CDEM nature as well as Health and Safety, requires to be closely monitored.
 6. Proposal generated to upgrade current technology

1.4 Financial Summary

The quarterly financial statements up to 30 June 2014 are enclosed to complete the 2013/2014 financial year.

Personnel: The final personnel spend was \$1,911,000. The over-spend was predicted and is a result of the additional staff; plus contractors, where they were utilised to cover staff absences, being coded to personnel.

Material and Supplies: WREMO spent a total of \$339,000 on materials, resulting in an under-spend of \$93,000.

Contractors and Consultants: There has been an under-spend of \$155,000 in contractor and consultants. We were fortunate this year as the cost of some of our contractors was met by the (central government) Resilience Fund.

Travel and Transport: With a total spend of \$91,000 there was an under-spend of \$18,000. This is primarily due to the reduced number of out-of-town trips, air travel and accommodation this year.

Internal charges: There has been an over-spend of \$29,000, largely the result of an increased number of staff and therefore ICT support.

Additional revenue: An additional \$14,000 was generated from the sale of water tanks, purchased during the previous financial year.

Vehicles: The rolling vehicle replacement programme did not require any vehicle replacements this year. From next year on, the net cost of two to three vehicles will require to be met from the budget.

Reserve: The current reserve of \$314,000 has either been allocated or tagged pending a business case being forwarded to the CEG. Of the current \$252,000 surplus for the year, \$113,000 will be used to offset next year's expenditure; the remaining \$139,000 will be transferred to the reserve. This may only be utilised with CEG approval.

WREMO Reserves as at 30 June 2014

	Year to date			Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Opening balance	313	313	0 F	313	313	0 F
Transfers to reserves	0	0	0 F	0	0	0 F
Transfers to reserves - interest	1	0	1 F	0	0	0 F
Transfers from reserves	0	0	0 F	0	0	0 F
Closing Balance	314	313	1 F	313	313	0 F

Represented by:

	Actual \$000	Forecast \$000
WREMO reserve	314	313
Closing Balance	314	313

Notes

Variations are stated favourable or unfavourable depending on their effect on the reserve balance

WREMO Current Budget

WREMO Income Statement For the 12 months ended 30 June 2014	YTD as at 30 June		
	Actual \$000	Budget \$000	Variance \$000
Rates & Levies	768	768	-
Government Grants & Subsidies	-	-	-
2013 Carry forward	200	200	-
External Revenue	1,811	1,797	14
Investment Revenue	-	-	-
Internal Revenue	-	-	-
TOTAL INCOME	2,779	2,765	14
less:			
Personnel Costs	1,911	1,887	(24)
Materials,Supplies & Services	339	432	93
Travel & Transport Costs	91	109	18
Contractor & Consultants	55	210	155
Grants and Subsidies Expenditure	-	5	5
Internal Charges	145	116	(29)
Total Direct Expenditure	2,541	2,759	218
Financial Costs	-	-	-
Bad Debts	-	-	-
Transition Costs - operational	-	-	-
Depreciation	66	32	(34)
Loss(Gain) on Sale of Assets / Investments	(14)	-	14
TOTAL EXPENDITURE	2,593	2,791	198
OPERATING SURPLUS/(DEFICIT)	186	(26)	212
Add Back Depreciation	66	32	34
Other Non Cash	(14)	-	(14)
Vehicles and other plant purchases	14	-	14
Net External Investment Movements	-	-	-
NET FUNDING BEFORE DEBT & RESERVE MOVEMENTS	252	6	246
Debt Additions / (decrease)	-	-	-
Debt Repaid	-	-	-
Net Reserves (Increase) / decrease	-	-	-
NET FUNDING SURPLUS (DEFICIT)	252	6	246

2. Business Activities Key:

Not started	In progress	Complete or ongoing
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2.1. Community Resilience Annual Plan Activities

Activity	Details	KPI	Progress	% complete
Community Engagement	Implement programmes outlined in the WREMO Community Resilience Strategy	Expansion of CDEM Volunteers	Induction courses completed in the Hutt and Wainui Marae and one started in Wellington this quarter. In total 60 Volunteers trained or in training and new volunteers signing up to the programme remain steady.	Ongoing
		Development of Community Response Plans	Completed or close to completing CRP's in Waikanae, Thorndon, Plimmerton, Southern Upper Hutt, Titahi Bay and Wadestown. For the next quarter CRP's are planned for Petone, Paraparaumu, Newtown, Crofton Downs/Ngaio/Khandallah. Scoping currently being carried out with stakeholders in Island Bay, Newtown, Brooklyn, Featherston, Carterton and Martinborough, and CRP's will hopefully start in these communities next quarter as well. Throughout this engagement process the team is continually reviewing the CRP Template and ongoing minor adjustments will continue to be made into the next quarter. There is now a	Complete

			stronger focus on identifying community resilience building projects/initiatives through the CRP process and setting the foundation for future reviews to think about recovery planning.	
		The It's Easy Prepared Household, Neighbours and Business Suite	All three It's Easy brochures have now been printed and are actively being distributed as part of WREMO's community engagement activities. Feedback on the new brochures has been very positive.	Complete
		Preparedness Enablers	The Brackets and Braces project brief is with WREMO's lawyers to ensure any public/private partnership resulting from this programme is managed effectively. Next quarter we hope to be able to start identifying and developing formal partnerships with selected private businesses. Other preparedness enablers – Grab & Go Bags, Household Water Tanks are still selling well.	Ongoing
		Increase in schools exercising drills	The schools model is very close to complete. However, like the CRP, it is still being tested with end users and partner agencies (e.g. fire, police Ministry of Education) and revised where appropriate. Changes are fairly minor though and 48 Schools across the region are now using WREMO's online template. Using this online tool will mean that WREMO can now monitor & participate in school drills.	95%

		Implement the Working with Social Agencies to Support Vulnerable Communities programme	The team has begun working with social agencies in each respective district and is making good progress. In total over 39 social agencies have been engaged so far.	100%
	Determine our resilience baseline and agreed metrics for measurement	Resilience metrics are developed and agreed by the Group	Stakeholder list is developed and, in conjunction with the JCDR, we will be tapping into the expertise of researchers and practitioners. This work programme is still ongoing as it involves a shift in traditional approaches toward measuring resilience outcomes, and is also very dependent on the availability of development partners.	40%
		Baseline measurements are developed based on agreed resilience metrics	Work is progressing but this outcome is dependent upon all resilience metrics being finalised and agreed upon by the Group.	25%
	Establish a multi-agency Group Public Education Group for coordination	Public Education group established with Terms of Reference in place	Progress started to develop a working group but availability of some stakeholders has slowed progress	65%
	Develop and implement a Community Response Plans toolkit to facilitate communities to be self-sufficient after an event	Community Response Plan toolkit is developed and approved by the leadership team	Whilst the template has been finalised it will still be subject to minor tweaks as we receive feedback from end-users over the coming year.	Complete
		Communities considered to be at “high risk” are identified and listed in order of priority for the development of Community Response Plans		Ongoing
	Create a web based Community Engagement Repository	A report detailing the requirements and implementation plan is complete and approved by the leadership team	Framework developed to account for WREMO requirements for public facing resilience website and crisis mapping. Work will begin this quarter	45%

			involving a range of stakeholders but has been delayed due to their non availability.	
Work with NGO's and the Public Sector to increase their capacity to connect with and respond to vulnerable communities	A "Building Social Agency Networks" programme guide is developed and approved by the leadership team			Complete
	Vulnerable communities are listed in order of priority (for implementation of "Building Social Agency Networks" programme) and approved by the leadership team		The Vulnerable Communities project is going well from a disabilities and elderly point of view, and we are working to develop a pathway to address challenges with other key stakeholders such as the health sector, advisory and advocacy groups and people with impairments themselves.	100%
	50 implemented across the region		The team has been actively engaged with a range of different agencies over the current quarter and more are planned next quarter. Completion of our target of 50 for this quarter was not quite achieved due to some agencies not having time to meet with us this quarter.	85%
Work with schools to ensure they are connected to CDEM	Programme for working with primary and secondary schools is developed where each school across the region will be contacted and visited at least once a year by a WREMO Advisor. In the first year, 150 schools across the region will be engaged with a one-on-one meeting to discuss response plans		The team has started working with a large number of schools across the region, but due to amendments made to the School Response Plan (as a result of customer feedback) and a lack of CR representation in Wairarapa & Porirua, achievement of our 150 target was not achieved. The hiring of additional CR staff and finalisation of the School ERP will see school engagement continue in	65%

			earnest next quarter, and a programme for ongoing engagement with schools will be complete by the end of the year.	
Risk Management	Ensure the region has an effective understanding of its hazardscape	Reduction measures are included in the It's Easy publications	This task has moved to B&D	N/A
Communications	Investigate and expand the use of new technologies to communicate with the public	Quarterly updates are provided to the leadership team detailing the ongoing investigations into new technologies that can be used to communicate with the public	We are investigating new technologies with social media, such as an increased use of video and resilience mapping. A WREMO Social Media Guide has been finalised.	Complete
	Traditional media is continued to be used appropriately	Regional radio advertisements and interviews are conducted every month	New radio network picked up to help promote messaging. A marketing plan has been developed ensuring key themes are covered each month	Ongoing
		Newspaper is utilised as required		Ongoing
	Facilitate the availability of preparedness enablers across the region	Water tanks will be on offer across the region	These are now on offer across the region through the various councils.	Ongoing
Preparedness Enablers	Other enablers are investigated and approved by Leadership Team if appropriate	Brackets and Braces is our only new Preparedness Enabler being developed and is still with WREMO's lawyers.	15%	
Local authority specific projects	Further implementation of the Tsunami blue lines project in Wellington City	Wellington City has the Tsunami Blue Lines in place in a further three suburbs	Blue Lines installed in the Kilbirnie, Rongatai, Lyall Bay area.	Complete

<p>Other developments</p>			<p>Other developments which cannot be captured adequately:</p> <ul style="list-style-type: none"> - Social Media Guide Revised and Finalised - Exploration of Pre Disaster Recovery Planning continuing, with the intent to build it into future CRP reviews. - WREMO hosted Jim Diers, an international community development specialist. - Supported several large community events and festivals across the region - Continuation of the train the trainer approach to spreading the preparedness message through sizable organisations (through wellbeing/building warden teams) - Plan finalised on engaging proactively with people with disabilities, aged populations and CALD communities - Close to finalising a guide for CDC activation and operation - Revised the volunteer training manual - Various members of the team presented at the NIMT workshop in Auckland - The team was involved in raising awareness and being actively involved in 	
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			<p>Neighbours Day programmes being run across the region.</p> <ul style="list-style-type: none"> - Progress being made on the development of an engagement strategy to target specific sections of our communities, examples include: embassies, English as a second language, and faith based organisations. - Wairarapa EMA starting to develop WREMO volunteer base in Wairarapa 	
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2.2. Operational Readiness Annual Plan Activities

Activity	Details	KPI	Progress	% complete
Develop and Maintain Operational Readiness Strategy	Develop Operational Readiness Strategy	Operational Readiness Strategy is developed (including a short-term plan) and approved by the Group	Strategy approved by CEG. Simple guide remains to be completed. Plan to end of FY 15/16 developed.	80
		Appropriate components of the short-term plan are implemented as described.	All elements of first 6 months of plan have commenced. A number are 1 – 2 months behind scheduled completion date (30 Jun 14).	60
Develop and maintain a high level of Response and Recovery Management People Capability	Consolidate and update records of all EOC and ECC staff	Staff contact details and training records are correct, up to date and held in a single place accessible to all	EOC staff lists have been completed for Hutt City, Wgtn, Porirua and Kapiti and Upper Hutt. Work continues on compiling staff lists for Wairarapa EOC and ECC. In Wairarapa delay reflects need to negotiate with 3 councils and limited available staff.	60
		Rolling three year training and exercise programme established	Initial programme has been developed and is being refined to reflect lessons learned in initial 6 months of the programme.	Complete
	Complete and implement training strategy	EOC training and local exercises completed	EOC training has commenced in Hutt City, Upper Hutt, Wgtn, Porirua and Kapiti. Remaining areas will start in July. Delay reflects delay in identification of staff by councils (see above).	70
		All IMT members complete EOC Induction Training	Induction training not completed in Wairarapa and ECC.	

		All IMT Managers complete at least 2 training events	No training completed in Wairarapa and ECC. See above.	
		Group Activation exercised at least twice	Each EOC has been activated during period with Group wide activations undertaken on two occasions	Complete
Identify and develop plan to address any personnel shortfalls for the management of response and recovery		Plans are developed and approved by the leadership team as required	Initial strategy is being developed for consultation with key stakeholders.	20
		Specialists identified to fill gaps	Unable to address gaps until ability of councils to resource IMTs is fully known.	
		Key IMT roles identified and fully resourced for a minimum of 2 x shifts in each EOC and ECC	Key IMT roles have been identified. for Hutt City, Upper Hutt, Wgtn, Porirua and Kapiti. Remaining areas have yet to compile staff lists.	60
		Key Recovery management roles identified and resourced for each Territorial Authority	Recovery Managers identified	60
		Establish functional based forums/working groups for logistics, planning/Intel, operations, controllers and Recovery Managers	Key stakeholders and working group replication is identified and recommendations for rationalisation put forward to the leadership team for approval	Work continues to identify areas for rationalisation. Delay reflects lack of clarity in what committees exist and in the scope of the work of those committees which our stakeholders attend and which could be used in place of CDEM only committees eg. Safer Wairarapa group being used to discuss emergency welfare issues

		Rationalisation of CDEM working groups	Awaiting completion of fact finding task above.	
	Develop and implement response and recovery stakeholder management strategy	Response and recovery stakeholder analysis completed	Formal strategy not completed but a number of initiatives launched eg. Invites to OR team meetings. Reflects need to prioritise staff to work on other areas eg. Identification of IMT staff.	20
Equipment care policy approved and appropriate maintenance/ management checks are conducted	Equipment care policy approved and appropriate maintenance/ management checks are conducted.	Corrective action plan is developed and utilised	EOC stocktake has enabled a number of maintenance requirements to be identified. Full policy not yet completed as EOC stocktake took longer than anticipated owing to lack of accurate records.	40
	Identify Infrastructure, equipment and supplies required in each EOC and ECC and rectify any current gaps	All existing infrastructure and equipment recorded in a central database	Full EOC equipment stocktake was completed end March. Final audit was complete end April. Still awaiting completion of full radio communications audit due to the number of sites that need to be visited and lack of complete records for the region.	80
		Shortfalls identified and a remediation plan developed and implemented	EOC Upgrade recommendations completed. Plan subject to approval by sub CEG.	80
		Minimum infrastructure/equipment in each EOC & ECC identified and sourced	Minimum required infrastructure / equipment in each EOC and ECC has been investigated	Ongoing

	Establish and implement infrastructure management/equipment care policy including maintenance plan and auditing plan	Equipment care policy approved and appropriate maintenance/ management checks are conducted	EOC stocktake has enabled a number of maintenance requirements to be identified. Full policy not yet completed due to delay in stocktaking.	20
		Full equipment audit completed	Full EOC equipment audit completed end April.	Complete
		All key equipment checked and maintained IAW equipment care policy	Equipment checks have commenced IAW manufacturer requirements and following technical advice. No programme of checks in place.	50
Develop and maintain relevant and high quality Response Management Doctrine, Processes, Procedures and Plans	Establish and test new EOC and ECC activation processes	EOC's and ECC tested at least twice	EOC and ECC Activation processes have been reviewed in the light of recent changes to WREMO structure. All staff briefed on 25 June	Complete
	Develop regional response communications plan	Clarify existing communications arrangements/networks	A review of existing communications processes is underway. Delay reflects difficulty in compiling information about the system.	70
		Communications improvement action plan developed	Awaiting results of audit of equipment	
	Implement Welfare Action Plan	Actions completed IAW plan	Welfare Action Plan and updated Group Plan completed. Local area plans being reviewed. Delay reflects delays in re-establishing local welfare committees in some areas.	50

	Develop regional PIM Plan	Procedures for use of social media in a response clarified	Brief on role of social media team being developed for WREMO staff training as a precursor to development of an SOP.	25
		Procedures for use of social media in a response published	Awaiting meeting of Regional PIM group in August to complete this work.	
	Identify and implement a response information management plan	Current arrangements confirmed, documented and implemented	Currently reviewing information management requirements and processes.	30
		EMIS Implementation Plan developed	EMIS Training has enabled scoping of how EMIS will be used to commence. Implementation plan will developed in next FY.	20
		IM processes used in all exercises	Basic IM processes used in exercises within training periods. Electronic system not fully used yet as it was considered a priority to focus on core emergency management functions in response before introducing electronic information management systems.	20
	Support implementation of Wellington Lifelines Group Action plan	Support key utility sites and dependencies project	In progress – input provided to all workshops to date.	Ongoing
		Support Thorndon Critical Areas workshops	In progress – first workshop held.	40

		Support Restoration priorities projects	In progress. Providing support as required by WELG.	30
	Develop a regional response framework/plan to supplement the Response section of the Group Plan	Operational partners roles and responsibilities confirmed	Concept of Operations for Wairarapa and ECC developed in draft, wider concept of operations will be developed as part of response structure review.	25
	Review and update if required regional and local pre- event plans	Bulk liquid distribution plans updated	Insufficient staff to start this task.	
		Flood response plans updated	Review of flood response plans has started.	40
		Group tsunami response plan reviewed and updated	Planning continues with regional workshops completed in June. Delay reflects widening of the scope of the response plan.	70
		Group flood response exercised at least once		
		Group tsunami response exercised at least once		
	Regional Recovery Management Framework developed	Existing regional and local recovery framework reviewed in order to identify any gaps and updates required	Project to commence July 14. Initial project planning completed.	10

		Plan to address gaps/updates required developed		
Support to Local Council Emergency Management Capability	Establish lessons learned process	All events (exercises and activations are subject to after action review		Ongoing
		Corrective action plans are developed to address all lessons identified	Comprehensive post operation reviews conducted after each event with brief-backs provided to the Joint Committee	Ongoing
		Action plan activities are monitored to ensure completion	Regular monitoring conducted. Current outstanding actions comprise privacy considerations during power outages and the creation of a Regional Transport Response Team	90
	Transition towards self management for Hutt City (NZRT18) and Wellington City (NZRT 8) Response Teams	Training is conducted every fortnight	Transition of response teams in Hutt City and Wellington to self management continues. Hutt City response team is expected to be transitioned in FY 14/15.	70
		Equipment is maintained up to a standard ready for deployment		Ongoing
	Establish the role and capacity for PERT	Management mechanisms developed and consulted		
	Management of the Hutt Valley Secondary Schools Rescue Programme (Hutt City	Programme is completed by 30 May each year that involves 80% of the secondary schools in the Hutt Valley	Training, assessment, and awards ceremony complete	100

	Council / Upper Hutt City Council)			
	Manage ongoing project installing rainwater collection tanks in the community	8 water tanks are installed and functioning in the Porirua community	Being completed by PCC staff.	
		4 water tanks are installed and functioning in the Hutt Valley community	Being completed by Capacity.	
		Support WCC in the installation of 50 tanks over 4 years in the Wellington City community	Being completed by Capacity.	

2.3. Business and Development Annual Plan Activities

Activity	Details	KPI	Progress	% complete
Policy, Strategy and Planning	Develop WREMO's family of Plans	The following plans are developed and implemented: Group Plan (2013-2018), Business Plan (2013-2015) and Annual Plan (2013-2014)	Group Plan, Business Plan and Annual Plan are all in place.	Ongoing
	Develop WREMO policies	One existing policy is reviewed as required and approved by the leadership team	The WREMO project management policy has been amended.	Complete
		New policies are developed as required and approved by the leadership team	A procurement contract policy and associated tools has been developed	Complete
		Revised or new policies are distributed to all WREMO staff	Distribution to all staff once policies have been approved by the LT. Policies also available on the shared J-Drive	Ongoing
	Develop policy and tools for peer review of plans/strategies/SOP	Policy and tools developed and approved by the leadership team	This was approved by the LT	Complete
		All plans/strategies/SOPs developed in the 2013/2014 year have a scheduled review by the B&D team member before final version is released	This has commenced as part of the project management policy review, which will now include a review at the conclusion of each project.	Ongoing
Technology	The WREMO website is maintained	Create, monitor and maintain website content, and systems to ensure up to date with WREMO activities	The website was released in November 2013, and has been maintained to ensure it is up to date with WREMO activities.	Complete

		All WREMO staff receive website orientation training and 2 editor training sessions are run	An orientation session for WREMO staff was held in December 2013. Public information managers from all nine councils have been trained to activate and use the emergency sections of the website.	Complete
	Provide IT support to WREMO business functions and staff	Articulate WREMO IT requirements to IT providers	Regular meetings arranged with GW IT	Ongoing
		Support WREMO staff with day-to-day IT solutions	IT staff member responsible for providing support when required	Ongoing
		Technical support required for the development and implementation of EMIS is provided	An EMIS contractor (through the MCDEM Resilience Fund) has been appointed to assist WREMO and the North Island CDEM Groups. Training commenced on 1 October 2013 and will terminate on 30 September 2014	80
		Ensure radio communications are maintained with regional stakeholders	Weekly radio checks are conducted on behalf of WREMO	Radio communications and networks tested weekly. Any issues addressed almost immediately
	Monthly "Services" radio checks are conducted on behalf of WREMO		Radio communications and networks tested monthly. Any issues addressed almost immediately	Ongoing
Professional Development	Support the development of WREMO staff	All staff have the opportunity to attend at least one suitable professional development opportunity	New opportunities for development investigated and implemented when required	90

Reporting, Monitoring and Evaluation	Develop Monitoring and Evaluation framework	Group Monitoring and Evaluation framework is developed and approved by the CEG	Framework has been developed	Complete	
		WREMO Monitoring and Evaluation framework developed and approved by the leadership team	Framework has been developed	Complete	
	Administrative support is provided for CDEM committees	All administrative requirements of the Joint Committee are met	Order Papers developed, minutes taken at meetings, arrangements for meetings made	Ongoing	
		All administrative requirements of all remaining CDEM committees are met	Order Papers developed, minutes taken at meetings, arrangements for meetings made	Ongoing	
	Support and participate in the development of a Wellington Regional Planning Managers Group	Support the development of the Group	B&D staff member attends these meetings	Ongoing	
		Provide WREMO input into the Group	B&D staff member attends these meetings and provides the required input	Ongoing	
	Risk Management	Ensure the region has an effective understanding of its hazardscape	Work with council planners, GIS staff and external partners to provide accessible and usable information	B&D staff member collaborates with GW Hazard Analyst and GIS staff to improve the information available to members of the public. B&D staff member sits on the Regional Planning Managers Group who have commissioned and regional natural hazard management strategy. Work on the strategy begins in 2014/15.	Ongoing

	Translate scientific risk information so it is suitable for the end-user	A report will be completed detailing end-user requirements with recommendations for utilising scientific information across the CDEM Group	Report complete and delivered	Complete
	Develop risk registers in each of the operating areas (Wellington, Hutt Valley, Porirua, Kapiti Coast and the Wairarapa)	Risk register template is developed and approved by leadership team	Template and schedule developed and ready for approval at the next leadership team meeting	95
		A schedule for the completion of risk registers is developed and approved by the leadership team		
Administration, Library, Finance	The WREMO library is maintained and where appropriate new editions are obtained to support WREMO development and growth	A centralised library at Thorndon branch is maintained	Library has been set up and is maintained by the B&D Administrator	Ongoing
		A review of the collection is undertaken involving all WREMO staff	WREMO staff participated in the review and the collection will be reviewed on a regular basis	Ongoing
		Requests for additions to the library are processed	Any requests are investigated and additions made if deemed necessary	Ongoing
	Health and Safety requirements are met	Any incidents are logged in SafeTsmart	SafeTsmart not compatible with Citrix – done manually Extensive rehab programme being managed in respect of one staff member	Ongoing
	Provide administrative support to WREMO	The following registers are regularly updated: Interagency contact list, resource lists and registers	Done every three months. Input required from all WREMO stakeholders	ongoing
Petty cash is reconciled as required and correctly administered		Done on a monthly basis	Ongoing	

	WREMO finances are managed	WREMO budget setting, reporting and processing of expenditure is managed	Done on a monthly basis	Ongoing
		Support is provided to Community Resilience, Operational Readiness and Area Coordinators on budgetary matters	Support provided when requested. This happens frequently	Ongoing
Organisational Philosophy	Promote WREMO mission, vision and values	Have the WREMO mission, vision and values visible to all WREMO staff	B&D staff members have this as a key performance indicator. The team is constantly promoting WREMO's vision, mission and values	80
	Facilitate team building	Organise at least one team building event for all WREMO staff	This is now shared between the three WREMO teams. Two events already done with a third planned for the next quarter	Ongoing
	Facilitate sharing in information within WREMO	Every quarter all WREMO staff are invited to attend an information sharing meeting with lunch (Including WREMO days)	This happens at the team building events (three done so far)	90
	Project support is provided to Community Resilience, Operational Readiness and Area Coordinators as required	Staff provide support to all other business units to assist in meeting WREMO objectives and goals	All the B&D Team staff members provide input to assist the other two teams when required (projects, advice, IT, finance, administration, reporting, etc.)	Ongoing