

Report **13.1009**
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Committee **CDEM Group**
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WREMO Quarterly Report (1 July – 30 September 2013)

1. Purpose

To inform the CDEM Group of WREMO's progress against the activities scheduled in the WREMO Annual plan.

2. Background

The WREMO Annual plan was implemented on 1 July 2013. This Annual Plan was developed in which the specific activity areas were identified.

All WREMO reports to the CEG Sub Committee, CEG and the Joint Committee are against these activities.

Following a recommendation to the CEG in June 2013 it was decided that future WREMO reports be done on a quarterly basis.

3. WREMO Quarterly Report

The quarterly report (1 July - 30 September 2013) and attached as Attachment provides the results of the Community Resilience, Operational readiness and Business & Development Teams as well as an executive summary by the Regional Manager.

4. Recommendations

That the CDEM Group:

- 1. Receives the report; and*
- 2. Notes the contents of the report.*

Report prepared by:

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Wellington Region Emergency Management Office

Quarterly Report

1 July 2013 – 30 September 2013



1. Executive summary

1.1 Overview

The first quarter of the year saw an unprecedented high level of activity arising from the series of earthquakes during July and August. This, so closely following the one in a hundred year storm, certainly sharpened our operational focus and practices; the down side being that it diluted activities against the annual plan. While the resulting EOCs activations lasted mere days on each occasion, the resulting after action workshops (identifying opportunities for improvement), additional correspondence with members of the public, additional invitations to address groups etc, generated an extra month's work (per major event) over and above planned activities.

1.2 Wins

WREMO's Facebook page now has the largest following in the world for an Emergency Management Office by population and the second largest in the world in absolute numbers. WREMO is being contacted by domestic and international organisations for advice on our use of social media for emergency management.

Quality approach to business

With the Group Plan approved by the Joint Committee on 28 June, the three year business plan and WREMO annual plan were completed as the guiding documents for coordinated planning and activities across the Group and its numerous stakeholders (council, emergency services, welfare organisations and lifelines utilities).

Operations:

Earthquakes During late July and continuing through August 2013, the Wellington region experienced a series of earthquakes which peaked on 21 July and 16 August 2013 (6.5 and 6.6 on the Richter scale respectively). Notwithstanding the magnitude of the earthquakes, the location of the epicentres, (lateral) movement experienced, and building standards in Wellington, meant the impact was considerably less severe than that experienced by Christchurch in 2010 and 2011. Nevertheless impact on less resilient buildings was significant and the confidence of the general population was temporarily dented. With the majority of the impact being experienced in Wellington City, a report has been prepared for WCC, for later sharing with the Group. While many are now sitting back wondering what the fuss was about, and indeed business confidence in the capital remains high, the events did highlight anomalies in messaging to occupants of buildings, procedures to

evacuate the CBD, and it was a reminder to many organisations that their level of BCP is inadequate. Action is in hand to address these.

Exercises and Planning The following activities have been conducted:

1. National earthquake planning workshops conducted with MCDEM (17 and 18 July, ironically the week before the first earthquake series)
2. Exercise Tempest Express - WREMO (and MCDEM) participated in a multi-national Pacific Humanitarian Assistance and Disaster Response exercise held in Wellington (29 July to 7 August)
3. WREMO hosted NZ Defence Force Joint Inter-agency Task Force Deployable HQ staff plus an equivalent team based out of Hawaii for three days interoperability discussions (24-26 September).

EOC rationalisation

With the support of the wider WREMO team, Operational Readiness staff has now completed a spring clean, reorganisation, and full set-to-work of the region's EOCs. This is a precursor to the proposed way ahead to be presented to the next CEG Sub Committee.

Oceania Division Award

WREMO's revamped community-driven volunteer programme was recently recognised by the International Association of Emergency Managers (IAEM). This organisation with more than 5,000 members worldwide, is the preeminent international non-profit organization of emergency management professionals. IAEM 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.

Attracting the Experts

Through our association with Massey University and GNS Science, we were able to obtain face to face time with Dr Susan Cutter from the University of South Carolina, who was passing through NZ. Dr Cutter is "the guru" on measuring resilient communities and her advice should prove invaluable as we refine the way we measure our impact in the community.

Preparedness Enablers

Water tanks. In the two months since the launch, over 2,500 rainwater tanks have been sold in the region. In the city of Upper Hutt approximately 5% of households are estimated to have purchased a rainwater tank, greatly improving the resilience of the city. Future marketing and sales has been identified for the next CEG Sub Committee agenda as one council is experiencing difficulty with the current arrangements.

It's Easy Guide books. The new generation household preparedness guide has been printed and is now in circulation. It represents a considerable improvement on the previous award winning document. It's two companion documents – It's Easy for businesses and neighbourhoods are in advanced stages of development. WREMO has been assisting Wellington High School students with a project which takes Otago University research on the cost and nutritional content of emergency foodstuffs and produces simple recipes to produce emergency meals. This may well result in its own It's Easy guide.

WREMO database

In July 2013, WREMO entered a contract with DevCore to develop a new database to manage WREMO contacts, training, and events. This database was based on the database that DevCore have developed for the NZRT 8 (Wellington Response Team).

The first phase of the database was the migration of all volunteer information from WREMO's existing database. This migration was successfully completed in September 2013, and the database will be progressively released to new existing volunteers in the next two weeks.

Profile

The profile of WREMO, its staff and work in the community has been enhanced considerably as a result of the series of earthquakes. Feedback has been extremely positive however it has generated a level of expectation that will prove challenging to meet. For instance, the demand for the creation of Community Response Plans and interest in the Blue Line initiative outstrips our ability to facilitate the process.

12 month structural review

The intention from the beginning was that WREMO would conduct a review of its structure after 12 months operations. The draft document is now complete and will be discussed at the next CEG Sub Committee.

Training the public “How not to get yourself killed in an emergency”

The Wellington Emergency Response Team (WERT) has reoriented its approach in the community and funding model with Wellington City Council to deliver better value to its stakeholders. With guidance from WREMO, the WERT has developed a free Emergency Skills Course for the wider public. The traditional response funding model by WCC has been replaced to fund the team to deliver this preparedness training which enhances the resilience of the city. The uptake and feedback has been exceptional. Once offered to the public, five months of courses were filled in less than a day. It is possible the model can be replicated across the region.

1.3 Developments

ICoE

During the previous quarter, WREMO in conjunction with the Joint Centre for Disaster Research - JCDR (collaboration between Massey University and GNS Science) applied for and was designated one of five International Centres of Excellence under the United Nations International Strategy for Disaster Reduction (UN-ISDR). Each of these ICoEs has an area of specialisation with Wellington focusing specifically on Community Resilience. Considerable thought has been given to how this ICoE might best work and a proposal is currently under draft for the governing boards of both WREMO and JCDR. In essence the centre piece binding both researchers and practitioners will be WREMO's Community Resilience Strategy.

Resilience Metrics

Formulating a fresh set of metrics that captures movement in both the tradition (material preparedness) measures plus the important social dimension has begun.

EOC/ECC Infrastructure Improvements

Planned activities here include development and roll out of IMT training and development programme (to be presented to the CEG Sub Committee); tsunami plan review; plus any readjustments arising from the structural review.

1.4 Risks

Risk	Treatment
1. Lack of a modern functional website	New website designed and populated, with input (advice) from council IT and public information staff. It is currently hosted off shore to avoid a repeat of the crash that occurred during the first earthquake. The replacement website will be navigable by smart phone and have links when activated, to both MCDEM and region's council sites. It is currently being tested, ready for a Nov launch
2. Dilution of operations staff effort though managing council rural fire responsibilities	New Enlarged Rural Fire District launched 1 Oct 13 and responsibilities have been passed across to the new organisation
3. Additional demand for staff to address groups, diluting effort against annual plan activities	Being managed as best by sharing the load, noting this is an important part of community engagement

4. Staff turnover. Three members of the team have departed in the last two months, all for genuine personal development reasons.	Two of the three appointments have been made and the third is under consideration. A contractor has been hired to carry part of the shortfall
5. Training Deficit	Proposal to be presented to CEG Sub Committee

1.5 Financial Summary

Quarterly budget Reconciliation– 30 September 2013

Below is the amended financial statement for the 30 September 2013 quarter. These amendments were necessary owing to WREMO costs being incorrectly charged to GW's Emergency Coordination Centre cost codes. Amended figures include phones, some personnel costs, IT charges etc.

The amended figures indicate a personnel underspend however this is not reflective of the true costs for the full year. One regular member of staff is a contractor. Her costs should be coded to personnel (as budgeted) rather than against contractors while a second contractor is covering for a staff member on sick leave. His costs should similarly be coded to personnel. During the period in question approximately \$12,500 savings arose from vacant positions. Two of the vacant three positions have since been filled. On top of this, salary increases reflecting market adjustments came into effect 1 September. Personnel costs also include professional development and clothing. Very little was spent against these codes in the first quarter. My calculations indicate that personnel costs for the next quarter will total in excess of the budgeted \$472,000, reducing the variance to zero at year end.

WREMO is currently underspent in materials, supplies and services. This is reflective of the increased level of contact with the community arising from the storm and earthquakes, thus delaying business as usual development activities – I currently have projects totalling \$40,000 which are due for payment over and above standard operating costs. Again I expect the variance to reduce to zero by year end.

Depreciation for the period is higher than budgeted. Vehicles are expensed when acquired however must be depreciated for accounting purposes. The depreciation figure in the report is therefore an internal adjustment with the same figure appearing above the operating surplus line and then reversed below the line.

The figure of \$313,000 remains in the reserve created to manage the FY 2012/13 surplus.

WREMO Income Statement For the 3 months ended 30 September 2013	YTD as at 30 September			Full Year		
	Actual \$000	Budget \$000	Variance \$000	Forecast \$000	Budget \$000	Variance \$000
Rates & Levies	192	192	-	768	768	-
Government Grants & Subsidies	-	-	-	-	-	-
External Revenue	498	498	-	1,991	1,991	-
Investment Revenue	-	-	-	-	-	-
Internal Revenue	-	-	-	-	-	-
TOTAL INCOME	690	690	-	2,759	2,759	-
less:						
Personnel Costs	416	472	56	1,887	1,888	1
Materials,Supplies & Services	36	108	72	432	432	-
Travel & Transport Costs	24	27	3	109	109	-
Contractor & Consultants	55	53	(2)	210	210	-
Grants and Subsidies Expenditure	-	1	1	5	5	-
Internal Charges	25	29	4	116	116	-
Total Direct Expenditure	556	690	134	2,759	2,760	1
Financial Costs	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-
Transition Costs - operational	-	-	-	-	-	-
Depreciation	18	8	(10)	32	32	-
Loss(Gain) on Sale of Assets / Investments	-	-	-	-	-	-
TOTAL EXPENDITURE	574	698	124	2,791	2,792	(1)
OPERATING SURPLUS/(DEFICIT)	116	(8)	124	(32)	(33)	1
Add Back Depreciation	18	8	10	32	32	-
Other Non Cash	-	-	-	-	-	-
Transition Costs - vehicles purchased & other items	-	-	-	-	-	-
Net External Investment Movements	-	-	-	-	-	-
NET FUNDING BEFORE DEBT & RESERVE MOVEMENTS	134	-	134	-	(1)	1
Debt Additions / (decrease)	-	-	-	-	-	-
Debt Repaid	-	-	-	-	-	-
Net Reserves (Increase) / decrease	-	-	-	-	-	-
NET FUNDING SURPLUS (DEFICIT)	134	-	134	-	(1)	1

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	<ul style="list-style-type: none"> 83 volunteers started training that completed during this quarter 460 volunteers trained in total across the region 2 courses are currently underway in Wellington City 	40
		Development of Community Response Plans	<ul style="list-style-type: none"> The demand for the creation of Community Response Plans outstrips our ability to facilitate the process. This reflects the positive integration, networking and perceived value of Community Resilience Team in the wider community. 	40
		Creation of "Prepared Neighbours" in hyper-local communities	See comments on p.13	80
		Completion of "Prepared Businesses" by SMEs	See comments on p.13	70
		Purchase of Preparedness Enablers	Water tanks, Grab n Go bags, etc.	

		Increase in schools and Early Childhood Centres exercising drills		
		Implement the Working with Social Agencies to Support Vulnerable Communities programme		
	Determine our resilience baseline and agreed metrics for measurement	Resilience metrics are developed and agreed by the Group	The development of a holistic set of indicators that measure the overall resilience of a community is underway. This will involve more than the traditional measurement of “emergency items” and consider metrics that measure the state of the economy, public health, community cohesiveness, infrastructure and more. Last month, we were able to spend time with Dr. Susan Cutter, the world’s leading academic in this field, while she was visiting Wellington through the ICoE programme with the Joint Centre for Disaster Research. MCDEM has expressed interest in WREMO’s model for this and would like to support our development of the concept. The draft model will be available in December.	60
		Baseline measurements are developed based on agreed resilience metrics	As above	
	Expand the CD Volunteer programme across the region	10 volunteer programmes are completed across the region	2 courses are currently underway in Wellington City	80

		300 new volunteers are recruited	<ul style="list-style-type: none"> 83 volunteers started training that completed during this quarter 	
		A plan for enhancing post training engagement is developed and approved by the leadership team		
		The post training engagement plan is implemented		
	Establish a multi-agency Public Education Group for coordination	Public Education group established with Terms of Reference in place	<ul style="list-style-type: none"> Public Education Group is in the process of being developed. Goals and objectives are being created and a planned first meeting of key stakeholders from the region will occur in February 2014 Public presentations, as a result of the storm and two big earthquakes, have been incredibly demanding on the team, particularly in the Wellington CBD area. Anecdotally, there has been an approximate increase of about 300%. These requests are beginning to slow down. 	20
	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	The Community Response Plan Toolkit has been completed. We need to finalise the template for an MOU with councils and template for flyer to be delivered to the public. Once this is developed, it will be ready to sign	95

			off and delivered to MCDEM for completion of the Resilience Fund project. This is expected to be finalised in October.	
		12 Community Response Plans are developed across the region	<ul style="list-style-type: none"> • Community Response Plans have been completed in Eastbourne, Eastern Ward in Hutt Valley, Otaki/Te Horo, Tawa • Community Response Plans are underway in Northland, Naenae, Titahi Bay and Karori with expected completion dates of end of 2013 and early 2014 • Community Response Plans are being initiated in Plimmerton, Newtown, Waikanae and Paekakariki • Community based CRP (Titahi Bay, Plimmerton with preliminary work for Ranui 	50
		Communities considered to be at “high risk” are identified and listed in order of priority for the development of Community Response Plans	<ul style="list-style-type: none"> • Toolkit – has been completed and signed off and is ready to be delivered to MCDEM for completion of the Resilience Fund projects. The team is beginning to scope out organisations with whom they should engage. A required component for the completion is the Prepared Businesses guide. 	50

	Create a web based Community Engagement Repository	A report detailing the requirements and implementation plan is complete and approved by the leadership team	The first stage of the database (further detailed in the Business and Development section) which will be the foundation of this tool has been delivered. The reporting of specifics is yet to be determined.	60
	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	Final version ready for approval by the leadership team	
		Vulnerable communities are listed in order of priority (for implementation of "Building Social Agency Networks" programme) and approved by the leadership team	The Working with Social Agencies to Support Vulnerable Communities Toolkit – has been completed and signed off and is ready to be delivered to MCDEM for completion of the Resilience Fund projects	
		50 implemented across the region	Not started yet	
	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	<ul style="list-style-type: none"> School Response Plan, Phase One, is complete. Phase Two will be ready at the beginning of 2014. An identified area of weakness for most schools is focus on plans rather than on exercising of a planning process so that everyone in the school knows what to do during an emergency. Rather than burden a school with dozens of scenarios (as is the current practice with most planning tools), the team has developed an online tool 	50

			<p>which focuses only on the three emergencies which require self-directed activation – earthquake, fire and school intruder – with a goal of exercising these three emergencies once a year (rather than a goal of completing a plan)</p> <ul style="list-style-type: none"> • This online tool provides additional guidance on developing a family reunification and general guidelines for other “directed” emergency events such as storm, distant source tsunami, etc. Further, it provides FAQs on emergency preparedness for schools and will provide links to other emergency information. The online tool will be available entirely free to all schools with relevant portions available for the public to view. This concept has been developed from the outset with schools to account for their needs and levels of interest. Phase One (development of the concept) is complete. Phase Two (making it available online) will begin once the website is complete and should be available at the beginning of 	
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			<p>2014. There is the possibility this could be further adapted for other organisations. This would require a re-scoping of the concept. If determined viable, it would also be provided at zero cost to the public</p> <ul style="list-style-type: none"> • emergency sanitation systems and process for schools (Porirua) • Schools BOT chairs to support emergency response policy guidelines (Porirua) • School principals and Leadership Team (standard emergency responses) (Porirua) • Community holiday programmes, emergency awareness game for program leaders to use (Porirua) 	
	Develop an Easy BCP for SME's	Easy BCP is developed and approved by the Leadership Team and available for local businesses	Prepared Businesses wording is being finalised and is scheduled for completion in December	70
	Develop "It's Easy: Prepared Neighbours"	"It's Easy: Prepared Neighbours" is developed and approved by the Leadership Team	Prepared Neighbours is sitting with the designers. The guide will be printed and in circulation in November	80
Communications	Standardise and develop a public education suite that reflects a regional approach and includes	"It's Easy" suite is redeveloped for regional approach and approved by Leadership Team	Prepared Households is completed and in circulation	

	more community examples			
	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	<ul style="list-style-type: none"> • WREMO's Facebook page has the largest following in the world for an Emergency Management Office by population and the second largest in the world in absolute numbers. WREMO is being contacted by domestic and international organisations for guidance on our use of social media for emergency management. • A model for Community Resilience Indicators is underway with input from leading international researchers. The region's designation as an International Centre of Excellence in Community Resilience is facilitating this cooperation. 	90
	Traditional media is continued to be used appropriately	Regional radio advertisements and interviews are conducted every month	Ongoing	
		Newspaper is utilised as required	Ongoing	

		Water tanks will be on offer across the region	<ul style="list-style-type: none"> The Emergency Rainwater Tank concept has been a huge success across the region with significant positive feedback for our local councils as well as WREMO 	
Preparedness Enablers	Facilitate the availability of preparedness enablers across the region	Other enablers are investigated and approved by Leadership Team if appropriate	<ul style="list-style-type: none"> The launch of the Emergency Rainwater Tanks has been an overwhelming success. Two thousand tanks were sold to the public in less than two months. With demand often outstripping supply, this has been a positive endeavour with very favourable public feedback for the local councils. Tank sales have begun to slow, but remain steady. There is strong interest in this model elsewhere around the country and some other councils having already taken up the model. 	
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	The next phase of the Blue Lines is underway for the suburbs of Kilbirnie, Lyall Bay and Rongatai. The first presentation is scheduled for 6 November. Paint will probably go down around April, as a result in the lag of the holiday season.	20

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	Outline strategy has been developed for consultation with key stakeholders.	60
		Appropriate components of the short-term plan are implemented as described (in the plan)	Infrastructure improvement project scoping underway and initial training course developed	25
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 reviewed by Area Coordinators and Controllers, final consolidation will be completed by end November 2013	60
		Rolling three year training and exercise programme established	Initial strategy has been developed for consultation with key stakeholders.	20
	Complete and implement training strategy	EOC training and local exercises completed	EOC Induction training is being prepared for delivery not later than November.	70
		All IMT members complete EOC Induction Training		
		All IMT Managers complete at least 2 training events		
		Group Activation exercised at least twice		
Identify and develop plan to address any	Plans are developed and approved by the leadership team as required	Initial strategy has been developed for consultation with key stakeholders.	20	

	personnel shortfalls for the management of response and recovery	Specialists identified to fill gaps		
		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. Currently working with councils to staff roles prior to EOC inducting training in November	30
		Key Recovery management roles identified and resourced for each Territorial Authority		
	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		
		Rationalisation of CDEM working groups		
	Develop and implement response and recovery stakeholder management strategy	Response and recovery stakeholder analysis completed		
Equipment care policy approved and appropriate maintenance/management	Equipment care policy approved and appropriate maintenance/management checks are conducted.	Corrective action plan is developed and utilised	Minimum required infrastructure/equipment in each EOC and ECC has been investigated. All EOC's have been subject to an initial equipment stock check.	40

checks are conducted	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	All EOCs have been subject to an initial equipment stock check	80
		Shortfalls identified and a remediation plan developed and implemented	A plan to address shortfalls in IT equipment and audio visual equipment is being developed in conjunction with Regional IT group and Local Controllers. Existing equipment has been re-configured where possible to improve existing capability.	40
		Minimum infrastructure/equipment in each EOC & ECC identified and sourced	Minimum required infrastructure / equipment in each EOC and ECC has been investigated	40
	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		0
		Full equipment audit completed	A full equipment audit will be completed in next quarter.	0
		All key equipment checked and maintained IAW equipment care policy		0
Develop and maintain relevant and high quality Response Management	Establish and test new EOC and ECC activation processes	EOC's and ECC tested at least twice	EOC and ECC Activation processes have been revised and all WREMO staff briefed. All Incident Management Team staff will be briefed in next quarter. Duty Officer processes have been reviewed and improved.	30

Doctrine, Processes, Procedures and Plans	Develop regional response communications plan	Clarify existing communications arrangements/networks	A review of existing communications processes is underway. Due to be completed in next quarter.	15
		Communications improvement action plan developed		
	Implement Welfare Action Plan	Actions completed IAW plan	Respective role and functions of welfare organisations across the region being reviewed. Amendments will be incorporated in the new year.	10
	Develop regional PIM Plan	Procedures for use of social media in a response clarified		
		Procedures for use of social media in a response clarified and published		
	Identify and implement a response information management plan	Current arrangements confirmed, documented and implemented		
		EMIS Implementation Plan developed		5
		IMT (Incident Management Team) processes used in all exercises		10
	Support implementation of Wellington Lifelines	Support key utility sites and dependencies project	In progress	40

Group Action plan	Support Thorndon Critical Areas workshops	In progress – first workshop held	40
	Support Restoration priorities projects	In progress	30
Develop a regional response framework/plan to supplement the Response section of the Group Plan	Operational partners roles and responsibilities confirmed		
Review and update if required regional and local pre- event plans	Bulk liquid distribution plans updated		
	Flood response plans updated		
	Group tsunami response plan reviewed and updated	Review of tsunami plans across the region has commenced.	40
	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		

		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		
		Corrective action plans are developed to address all lessons identified		
		Action plan activities are monitored to ensure completion		
	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 by January 2014	30
		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 Council / Upper Hutt City Council)	Programme is completed by 30 May each year that involves 80% of the secondary schools in the Hutt Valley	Response training for caretakers, rapid recon/search, emergency first aid to support school leadership teams	40

	Manage ongoing project installing rainwater collection tanks in the community	8 water tanks are installed and functioning in the Porirua community	Community water tanks, maintenance and emergency use training for school caretakers	30
		4 water tanks are installed and functioning in the Hutt Valley community		
		Support WCC in the installation of 50 tanks over 4 years in the Wellington City community		

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.	
	Develop WREMO policies	One existing policy is reviewed as required and approved by the leadership team	No revision of current WREMO policies undertaken yet	
		One new policy is developed as required and approved by the leadership team	Two policies in the process of being developed – Induction for WREMO staff and Secondment for WREMO staff	70
		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	Not commenced	
		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	Not commenced	
Technology	The WREMO website is maintained	Create, monitor and maintain website content, and systems to ensure up to date with WREMO activities	In progress	80

		All WREMO staff receive website orientation training and 2 editor training sessions are run	In progress – being tested by ‘web’ staff of the nine councils	20
	Provide IT support to WREMO business functions and staff	Articulate WREMO IT requirements to IT providers	Regular meetings arranged with GW IT	30
		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. Will commence work on 1 October 2013	5
	Ensure radio communications are maintained with regional stakeholders	Weekly radio checks are conducted on behalf of WREMO	Radio communications and networks tested. Any issues addressed almost immediately	ongoing
		Monthly “Services” radio checks are conducted on behalf of WREMO	Radio communications and networks tested. 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	15
Reporting, Monitoring and Evaluation	Develop Monitoring and Evaluation framework	Group Monitoring and Evaluation framework is developed and approved by the CEG	Currently reviewing MCDEM tools to see if components can be used	5
		WREMO Monitoring and Evaluation framework developed and approved by the leadership team	Currently reviewing MCDEM tools to see if components can be used	5

	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	30
	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	In progress	30
	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		
		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	A centralised library at Thorndon branch is maintained	Library has been set up and is maintained by the B&D Administrator	ongoing

	appropriate new editions are obtained to support WREMO development and growth	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	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 have this as a key performance indicator. The team is constantly promoting WREMO's vision, mission and values
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	This happens at the team building events (two done so far)	50
	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