

# Wellington Region Emergency Management Office

## Quarterly Report

1 October 2013 – 31 December 2013



## 1. Executive summary

### 1.1 Overview

The second quarter of the financial year saw WREMO recover progress against planned activities that had slowed while resulting issues from June's storm and July / August's series of earthquakes were closed out. All three events generated considerable follow-up work as individuals, business owners, Government Departments, and other organisations sought to quickly address many deficiencies highlighted during those events.

### 1.2 Wins

#### Marketing and Messaging

**Facebook.** WREMO's Facebook following continues to grow – now 36,490. This compares with 1291 for Canterbury. Our page is believed to have the largest following in the world for an Emergency Management Office by population and the second largest in the world in absolute numbers. *(Facebook is a good means of engaging and exchanging information with the public as evidenced during the recent 20 Jan earthquake where a photograph of the Weta eagle was sent to us by the public and was on our page within minutes of it crashing to the deck at the airport. This means our brand is sufficiently strong for people to help us develop situational awareness in the immediate aftermath of an emergency.)*

**New Website.** The new WREMO website was released in November 2013. This provides a consolidated location for civil defence messaging both in peacetime and during an emergency. A user guide for Public Information Managers (PIMs) has been produced, and PIMs from all nine councils in the region have been trained to use the website to provide information in an emergency. Further work on the site over the next six months will further enhance both its functionality as a community resilience tool and accessibility using mobile devices.

#### Operations

**Strategy.** An operational readiness strategy was presented to the CEG Sub Committee and CEG, and was approved for implementation.

**Events.** There were no high profile events during the quarter. There were however a number of severe gales, bringing the number of days where severe gales were experienced to 18 for 2013. The definition of a severe gale is winds on land of at least 120 km/h recorded at one of the following weather stations: Paraparaumu Airport, Mana Island, Mt Kaukau, Kelburn, Wellington Airport, Rimutaka Hill Summit, and Masterton (Hood) Aerodrome. While these severe gales receive little media coverage, there is often a lot of activity

in the background, liaising with the Met Service and GW Flood Protection to better ascertain possible consequences and making ready to manage resulting road closures etc.

### Exercises and Planning

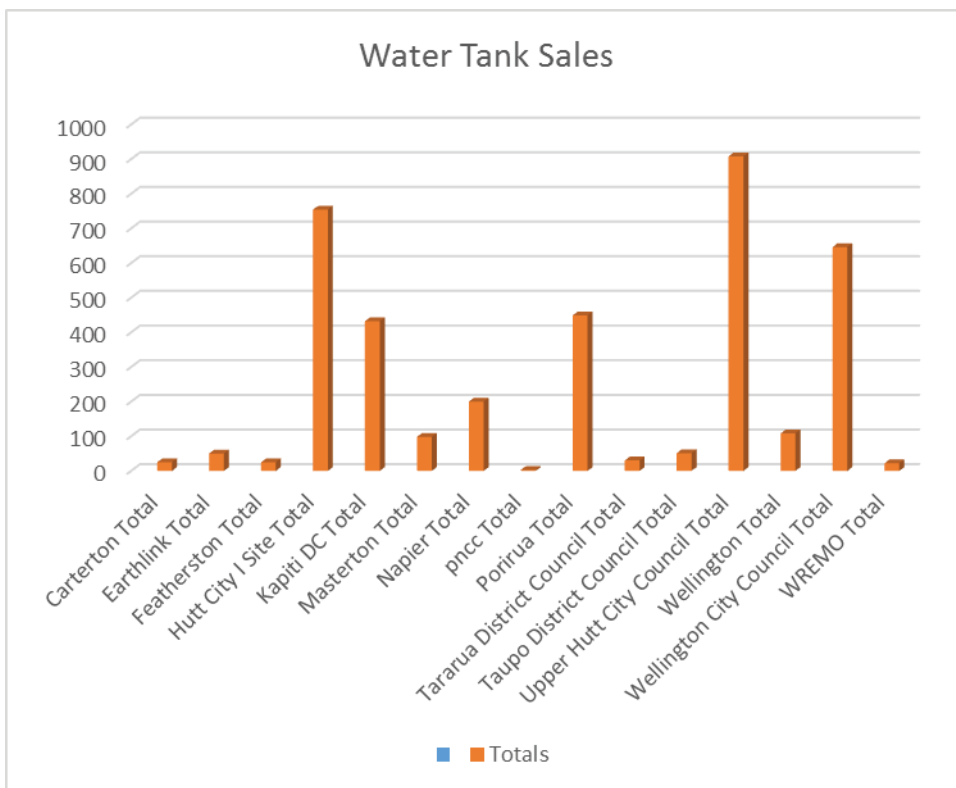
WREMO staff tested and refined EOC and ECC activation procedures as part of the region’s support for a Taranaki Group volcanic exercise. We also supported an exercise in November which tested NZTA’s response to a major Wellington earthquake.

### EOC Activation and Familiarisation Training

Initial training for EOC staff has been delivered to 4 councils. The remaining councils will receive the training end of February/March. Further training modules are being developed and tested, they will be delivered from March 2014.

### Preparedness Enablers

**200 litre water tanks.** During a significant disaster, water will be our biggest challenge. As of January 2014, approx. 5 months after launch, 3801 water tanks had been sold, approx. 3500 in the Wellington Region alone.



**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, sales have been:

|               |       |
|---------------|-------|
| 1 Person Kits | 18203 |
| 4 person Kits | 2114  |
| Torches       | 2999  |

Approximately 60% of these would be within the Wellington Region

**“It’s Easy” Guide books.**

The new household preparedness guide has been printed and is in circulation. It represents a considerable improvement on our previous award winning document. Its two companion documents – for businesses and neighbourhoods, are about to go to print. The neighbours guide will act as a tool to help neighbours get to know each other while also preparing for an emergency. Connected communities are prepared communities.

The business guide includes a simplified guide to help small to medium businesses complete a continuity plan.

**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 is now in use by the WREMO Community Resilience team. The next phase will involve council welfare teams and wider WREMO staff to be trained in using the database during an activation.

**12 month structural review**

The review is now essentially complete. The two ex area coordinators have been moved to the Operational Readiness team as Senior Emergency Management Advisors. Two new members of this team (one permanent and the other on a 12 month contract) were selected and commence work late January 2014. We will advertise for an additional two, part-time staff for the Community Resilience Team in January 2014, approved and funded from the operating reserve (for a max of two years).

## 1.3 Developments

### 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 3 months, Otaki/Te Horo, Eastbourne, Western Ward (Naenae) and Titahi Bay completed their plans and Otaki/Te Horo conducted an exercise to test theirs. Plans were progressed in Tawa, Mangaroa/Whiteman's Valley, and Paekakariki. Planning is about to commence in Thorndon, Newtown, Waikanae, Petone, Khandallah and Karori.

### Blue Lines

This initiative was devised entirely by local communities to increase tsunami awareness and provide a simple guide for what to do when a potential tsunami threatens. It has been implemented in Island Bay, Houghton Bay and Owhiro Bay. Planning has commenced with residents in the Lyall Bay, Kilbirnie and Rongotai region with a proposed roll out in March 2014.

### Volunteers

Four CD Volunteer courses occurred last quarter with 92 people completing training across the region. Two courses took place in Wellington, one in the Hutt Valley and one in Porirua. This brings the total number of CD volunteers trained to approx. 500.

### International Centre of Excellence (in Community Resilience)

During the first half of 2013, 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 (ICoE) 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. Planning on the form and content of the virtual ICoE advanced during the quarter with the concept going to the CDEM Joint Committee in November and the JCDR Board in December, for approval. The ICoE will be officially launched in March to coincide with Massey University's Emergency Management Summer Institute.

### Tsunami Planning

During October and November planning workshops were held with CDEM Group members across the region to review and update existing tsunami response plans. As a result of this work a consolidated regional plan is being developed which will, for the first time, address both pre and immediately post



tsunami actions at the local and regional level in one document. The draft plan will be distributed to all participants by the end of February in order to obtain feedback in time to enable the final plan to be completed by end March. Intent is to exercise and test the plan during the second quarter of the year.

### Resilience Metrics

WREMO is formulating a fresh set of metrics that captures a more holistic and multifaceted picture of a resilient community. These include data representing sociological issues, governance, infrastructure, housing, health, community and general preparedness. WREMO is working with a wide range of stakeholders representing these categories with a goal of capturing this data in a consistent way across the region.

### EOC/ECC Infrastructure Improvements

Subject to staff availability, the intent is to prepare a detailed EOC project upgrade plan by end of March. Reviews of response management, information management and communications systems currently being undertaken will enable detailed requirements to be developed in the last quarter of the financial year so that a business case is completed by September. Small trials of equipment will be undertaken during the next 6 months to inform the business case and to deliver immediate improvements to EOC capability.

## 1.4 Risks

| Previously identified Risks  | Treatment   |
|--|---|
| 1. Lack of a modern functional website   | New website designed, populated, and launched. <b>Item now closed as a risk.</b>  |
| 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. <b>Item now closed as a risk.</b>  |
| 3. Additional demand for staff to address groups, diluting effort against annual plan activities                                 | Ad hoc demand since wound back to standard levels. <b>Item now closed as a risk</b>   |
| 4. Staff turnover. Three members of the team have departed in the last two months, all for genuine personal development reasons. | A contractor was hired to carry part of the shortfall. Two new staff (one to replace an existing vacancy and another for a new 12 month fixed term position commence Jan 14. A further vacancy will arise in March with a staff member taking retirement. Action is in hand to find a replacement |
| 5. Training Deficit  | A revised training regime was put to the CEG Sub Committee in November and agreed at the following CEG. Training activities have commenced against this plan  |

## 1.5 Financial Summary

The quarterly financial statement for the period 1 October 13 to 31 December 13 is enclosed.

The figures show, as predicted, a reduction in the personnel underspend (seen in the September quarter). This slight underspend will decrease further over the next two quarters, with most vacancies now filled with the remainder currently being advertised. It is expected that by year end there will be a slight overspend due to the increased personnel costs associated with the review. This cost will be offset by savings from elsewhere.

WREMO is currently underspent in materials, supplies and services. In addition to the current \$14,000 outstanding commitments and \$60,000 (it costs roughly \$10,000 per month for basic supplies), project costs for the balance of the year total approximately \$200,000. This should therefore greatly reduce the predicted underspend. Again I expect the variance to reduce to zero by year end. Note approx. \$70,000 savings need to be generated to fund the two half Community Resilience positions once the reserve funds have been expended.

Projections for contractors and consultants may see a slight underspend in this category depending on the timing of projects (e.g. translation of tools etc)

The current travel and transport surplus will be trimmed in the second half of the financial which is when many of the CDEM related workshops and conferences are held.

Internal charges increase with increases in staff numbers.

The figure of \$313,000 remains in the reserve created to manage the FY 2012/13 surplus. This is been allocated for additional staff plus an amount of \$100,000 tagged for technology upgrades. A full business case for this will be developed later in the year for CEG.

## WREMO Reserves as at 31 December 2013

|                                  | Year to date    |                 |                   | Full Year         |                 |                   |
|----------------------------------|-----------------|-----------------|-------------------|-------------------|-----------------|-------------------|
|                                  | Actual<br>\$000 | Budget<br>\$000 | Variance<br>\$000 | Forecast<br>\$000 | Budget<br>\$000 | Variance<br>\$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               |
| <b>Closing Balance</b>           | <b>314</b>      | <b>313</b>      | <b>1 F</b>        | <b>313</b>        | <b>313</b>      | <b>0 F</b>        |

### Represented by:

|                        | Actual<br>\$000 | Forecast<br>\$000 |
|------------------------|-----------------|-------------------|
| WREMO reserve          | 314             | 313               |
| <b>Closing Balance</b> | <b>314</b>      | <b>313</b>        |

### Notes

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

| WREMO<br>Income Statement<br>For the 6 months ended 31 December 2013 | YTD as at 31 December |                 |                   | Full Year         |                 |                   |
|--|-----------------------|-----------------|-------------------|-------------------|-----------------|-------------------|
|  | Actual<br>\$000       | Budget<br>\$000 | Variance<br>\$000 | Forecast<br>\$000 | Budget<br>\$000 | Variance<br>\$000 |
| Rates & Levies   | 384                   | 384             | -                 | 768               | 768             | -                 |
| Government Grants & Subsidies  | -                     | -               | -                 | -                 | -               | -                 |
| 2013 Carry forward   | 100                   | 100             | -                 | 200               | 200             | -                 |
| External Revenue   | 850                   | 821             | 29                | 1,791             | 1,791           | -                 |
| Investment Revenue   | -                     | -               | -                 | -                 | -               | -                 |
| Internal Revenue   | -                     | -               | -                 | -                 | -               | -                 |
| <b>TOTAL INCOME</b>  | <b>1,334</b>          | <b>1,305</b>    | <b>29</b>         | <b>2,759</b>      | <b>2,759</b>    | <b>-</b>          |
| less:  |                       |                 |                   |                   |                 |                   |
| Personnel Costs  | 928                   | 943             | 15                | 1,887             | 1,888           | 1                 |
| Materials, Supplies & Services                                       | 83                    | 216             | 133               | 432               | 432             | -                 |
| Travel & Transport Costs   | 36                    | 54              | 18                | 109               | 109             | -                 |
| Contractor & Consultants   | 66                    | 105             | 39                | 210               | 210             | -                 |
| Grants and Subsidies Expenditure                                     | -                     | 3               | 3                 | 5                 | 5               | -                 |
| Internal Charges   | 63                    | 58              | (5)               | 116               | 116             | -                 |
| <b>Total Direct Expenditure</b>                                      | <b>1,176</b>          | <b>1,379</b>    | <b>203</b>        | <b>2,759</b>      | <b>2,760</b>    | <b>1</b>          |
| Financial Costs  | -                     | -               | -                 | -                 | -               | -                 |
| Bad Debts  | -                     | -               | -                 | -                 | -               | -                 |
| Transition Costs - operational                                       | -                     | -               | -                 | -                 | -               | -                 |
| Depreciation   | 36                    | 16              | (20)              | 32                | 32              | -                 |
| Loss(Gain) on Sale of Assets / Investments                           | -                     | -               | -                 | -                 | -               | -                 |
| <b>TOTAL EXPENDITURE</b>   | <b>1,212</b>          | <b>1,395</b>    | <b>183</b>        | <b>2,791</b>      | <b>2,792</b>    | <b>(1)</b>        |
| <b>OPERATING SURPLUS/(DEFICIT)</b>                                   | <b>122</b>            | <b>(90)</b>     | <b>212</b>        | <b>(32)</b>       | <b>(33)</b>     | <b>1</b>          |
| Add Back Depreciation  | 36                    | 16              | 20                | 32                | 32              | -                 |
| Other Non Cash   | -                     | -               | -                 | -                 | -               | -                 |
| Transition Costs - vehicles purchased & other items                  | -                     | -               | -                 | -                 | -               | -                 |
| Net External Investment Movements                                    | -                     | -               | -                 | -                 | -               | -                 |
| <b>NET FUNDING BEFORE DEBT &amp; RESERVE MOVEMENTS</b>               | <b>158</b>            | <b>(74)</b>     | <b>232</b>        | <b>-</b>          | <b>(1)</b>      | <b>1</b>          |
| Debt Additions / (decrease)  | -                     | -               | -                 | -                 | -               | -                 |
| Debt Repaid  | -                     | -               | -                 | -                 | -               | -                 |
| Net Reserves (Increase) / decrease                                   | -                     | -               | -                 | -                 | -               | -                 |
| <b>NET FUNDING SURPLUS (DEFICIT)</b>                                 | <b>158</b>            | <b>(74)</b>     | <b>232</b>        | <b>-</b>          | <b>(1)</b>      | <b>1</b>          |



## 2. Business Activities

Key:

|             |             |                     |
|-------------|-------------|---------------------|
| Not started | In progress | Complete or ongoing |
|-------------|-------------|---------------------|

### 2.1. Community Resilience Annual Plan Activities

| Activity  | Details  | KPI                                     | Progress  | % complete |
|---|--|---|---|------------|
| <b>Community Engagement</b><br>Completed 17 Jan | Implement programmes outlined in the WREMO Community Resilience Strategy | Expansion of CDEM Volunteers            | Four CD Volunteer courses occurred last quarter with 92 people completing training across the region. Two courses took place in Wellington, one in the Hutt Valley and one in Porirua. This brings the total number of CD volunteers trained to approx. 500. More courses are currently underway.   | 60%        |
|   |  | Development of Community Response Plans | Currently Otaki/Te Horo, Eastbourne, Western Ward (Naenae) and Titahi Bay completed their plans and Otaki/Te Horo conducted an exercise to test theirs. Plans were progressed in Tawa, Mangaroa/Whiteman's Valley, and Paekakariki. Planning is about to commence in Thorndon, Newtown, Waikanae, Petone, Khandallah and Karori. Some areas, like Newtown, prove more challenging than others in finding community leaders. | 60%        |

|  |  |  |  |                 |
|--|--|--|--|-----------------|
|  |  | Creation of “Prepared Neighbours” in hyper-local communities                           | Completed and ready to send to print. Strong buy-in from National Director of Neighbourhood Support with possible use as a national document for their programme.  | <b>Complete</b> |
|  |  | Completion of “Prepared Businesses” by SMEs  | Guide is completed and just need to complete details with the online editable PDF. Ready for distribution in February.   | <b>Complete</b> |
|  |  | Purchase of Preparedness Enablers  | Grab&Go are appearing in many outlets across the region now. Water tanks sales have nearly reached 3500. We will begin exploring the third Enabler this quarter – Brackets and Braces through multiple distributors.   | <b>Ongoing</b>  |
|  |  | Increase in schools and ECCs exercising drills   | An “easy” model for school response plans has been completed that is online and will serve as a replacement for Readynet. This development is nearly complete and has the buy-in of the Ministry of Education which has expressed strong interest in adopting the model nationally. The team has begun meeting with schools to advance their planning, which includes exercises. | <b>90%</b>      |
|  |  | Implement the Working with Social Agencies to Support Vulnerable Communities programme | The team will begin meeting with social agencies in 2014 to implement the vulnerable community project.  | <b>10%</b>      |
|  | Determine our resilience baseline and agreed metrics for measurement | Resilience metrics are developed and agreed by the Group                               | Draft completed and next stage is to develop a list of stakeholders to assist with the further development metrics.  | <b>50%</b>      |

|  |   |  |   |                        |
|--|---|--|---|------------------------|
|  |   | Baseline measurements are developed based on agreed resilience metrics   |   | <b>50%</b>             |
|  | Establish a multi-agency Group Public Education Group for coordination  | Public Education group established with Terms of Reference in place  | Not yet started   | <b>Not yet started</b> |
|  | 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 guide is complete and ready to send to MCDEM as per Resilience Fund requirements.                                   | <b>Complete</b>        |
|  |   | Communities considered to be at “high risk” are identified and listed in order of priority for the development of Community Response Plans                     |   | <b>Ongoing</b>         |
|  | Create a web based Community Engagement Repository  | A report detailing the requirements and implementation plan is complete and approved by the leadership team  | Met with Sahana to discuss a potential model.   | <b>25%</b>             |
|  | 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   | Developed and ready to be signed off by the team.   | <b>Complete</b>        |
|  |   | Vulnerable communities are listed in order of priority (for implementation of “Building Social Agency Networks” programme) and approved by the leadership team | Team will begin engaging with groups this quarter to implement the social agency programme for vulnerable communities   | <b>30%</b>             |
|  |   | 50 implemented across the region   | Work beginning the second half of the year.   | <b>10%</b>             |
|  | 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               | Now that the online template is complete, the team will begin meeting with schools on a weekly basis across the region. | <b>10%</b>             |

|  |   |  |   |                |
|--|---|--|---|----------------|
|  |   | 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             |   |                |
| <b>Risk Management</b>                   | Ensure the region has an effective understanding of its hazardscape               | Reduction measures are included in the It's Easy publications  | This has moved to B&D   |                |
| <b>Communications</b>                    | 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. I have also met with one of the Directors from Sahana |                |
|  | Traditional media is continued to be used appropriately                           | Regional radio advertisements and interviews are conducted every month   | Themes are developed each month   | <b>Ongoing</b> |
|  |   | Newspaper is utilised as required  |   | <b>Ongoing</b> |
|  | 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.  | <b>Ongoing</b> |
| <b>Preparedness Enablers</b>             |   | Other enablers are investigated and approved by Leadership Team if appropriate   | For example Brackets and Braces.  | <b>10%</b>     |
| <b>Local authority specific projects</b> | 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   | In the process of developing the lines in Kilbirnie, Lyall Bay and Rongotai with plans to roll out in March.                                      | <b>80%</b>     |

## 2.2. Operational Readiness Annual Plan Activities

| Activity   | Details   | KPI   | Progress   | % complete |
|--|---|---|--|------------|
| <b>Develop and Maintain Operational Readiness Strategy</b>                                     | 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 in draft.                                      | 80         |
|  |   | Appropriate components of the short-term plan are implemented as described (in the plan)                        | Infrastructure improvement project scoping underway and initial training course developed  | 20         |
| <b>Develop and maintain a high level of Response and Recovery Management People Capability</b> | 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. Remaining areas are compiling staff lists to be complete end March. | 60         |
|  |   | Rolling three year training and exercise programme established  | Initial strategy has been developed for consultation with key stakeholders.  | 40         |
|  | Complete and implement training strategy                | EOC training and local exercises completed  | EOC Induction training has commenced in Hutt City, Wgtn, Porirua and Kapiti. Remaining areas will start NLT end March.                           | 70         |
|  |   | All IMT members complete EOC Induction Training   |  |            |
|  |   | All IMT Managers complete at least 2 training events  |  |            |
| Group Activation exercised at least twice  |   |   |  |            |



## 2. Business Activities

Key:

|             |             |                     |
|-------------|-------------|---------------------|
| Not started | In progress | Complete or ongoing |
|-------------|-------------|---------------------|

### 2.1. Community Resilience Annual Plan Activities

| Activity  | Details  | KPI                                     | Progress  | % complete |
|---|--|---|---|------------|
| <b>Community Engagement</b><br>Completed 17 Jan | Implement programmes outlined in the WREMO Community Resilience Strategy | Expansion of CDEM Volunteers            | Four CD Volunteer courses occurred last quarter with 92 people completing training across the region. Two courses took place in Wellington, one in the Hutt Valley and one in Porirua. This brings the total number of CD volunteers trained to approx. 500. More courses are currently underway.   | 60%        |
|   |  | Development of Community Response Plans | Currently Otaki/Te Horo, Eastbourne, Western Ward (Naenae) and Titahi Bay completed their plans and Otaki/Te Horo conducted an exercise to test theirs. Plans were progressed in Tawa, Mangaroa/Whiteman's Valley, and Paekakariki. Planning is about to commence in Thorndon, Newtown, Waikanae, Petone, Khandallah and Karori. Some areas, like Newtown, prove more challenging than others in finding community leaders. | 60%        |

|  |  |  |  |                 |
|--|--|--|--|-----------------|
|  |  | Creation of “Prepared Neighbours” in hyper-local communities                           | Completed and ready to send to print. Strong buy-in from National Director of Neighbourhood Support with possible use as a national document for their programme.  | <b>Complete</b> |
|  |  | Completion of “Prepared Businesses” by SMEs  | Guide is completed and just need to complete details with the online editable PDF. Ready for distribution in February.   | <b>Complete</b> |
|  |  | Purchase of Preparedness Enablers  | Grab&Go are appearing in many outlets across the region now. Water tanks sales have nearly reached 3500. We will begin exploring the third Enabler this quarter – Brackets and Braces through multiple distributors.   | <b>Ongoing</b>  |
|  |  | Increase in schools and ECCs exercising drills   | An “easy” model for school response plans has been completed that is online and will serve as a replacement for Readynet. This development is nearly complete and has the buy-in of the Ministry of Education which has expressed strong interest in adopting the model nationally. The team has begun meeting with schools to advance their planning, which includes exercises. | <b>90%</b>      |
|  |  | Implement the Working with Social Agencies to Support Vulnerable Communities programme | The team will begin meeting with social agencies in 2014 to implement the vulnerable community project.  | <b>10%</b>      |
|  | Determine our resilience baseline and agreed metrics for measurement | Resilience metrics are developed and agreed by the Group                               | Draft completed and next stage is to develop a list of stakeholders to assist with the further development metrics.  | <b>50%</b>      |

|  |   |  |   |                        |
|--|---|--|---|------------------------|
|  |   | Baseline measurements are developed based on agreed resilience metrics   |   | <b>50%</b>             |
|  | Establish a multi-agency Group Public Education Group for coordination  | Public Education group established with Terms of Reference in place  | Not yet started   | <b>Not yet started</b> |
|  | 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 guide is complete and ready to send to MCDEM as per Resilience Fund requirements.                                   | <b>Complete</b>        |
|  |   | Communities considered to be at “high risk” are identified and listed in order of priority for the development of Community Response Plans                     |   | <b>Ongoing</b>         |
|  | Create a web based Community Engagement Repository  | A report detailing the requirements and implementation plan is complete and approved by the leadership team  | Met with Sahana to discuss a potential model.   | <b>25%</b>             |
|  | 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   | Developed and ready to be signed off by the team.   | <b>Complete</b>        |
|  |   | Vulnerable communities are listed in order of priority (for implementation of “Building Social Agency Networks” programme) and approved by the leadership team | Team will begin engaging with groups this quarter to implement the social agency programme for vulnerable communities   | <b>30%</b>             |
|  |   | 50 implemented across the region   | Work beginning the second half of the year.   | <b>10%</b>             |
|  | 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               | Now that the online template is complete, the team will begin meeting with schools on a weekly basis across the region. | <b>10%</b>             |

|  |   |  |   |                |
|--|---|--|---|----------------|
|  |   | 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             |   |                |
| <b>Risk Management</b>                   | Ensure the region has an effective understanding of its hazardscape               | Reduction measures are included in the It's Easy publications  | This has moved to B&D   |                |
| <b>Communications</b>                    | 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. I have also met with one of the Directors from Sahana |                |
|  | Traditional media is continued to be used appropriately                           | Regional radio advertisements and interviews are conducted every month   | Themes are developed each month   | <b>Ongoing</b> |
|  |   | Newspaper is utilised as required  |   | <b>Ongoing</b> |
|  | 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.  | <b>Ongoing</b> |
| <b>Preparedness Enablers</b>             |   | Other enablers are investigated and approved by Leadership Team if appropriate   | For example Brackets and Braces.  | <b>10%</b>     |
| <b>Local authority specific projects</b> | 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   | In the process of developing the lines in Kilbirnie, Lyall Bay and Rongotai with plans to roll out in March.                                      | <b>80%</b>     |

## 2.2. Operational Readiness Annual Plan Activities

| Activity   | Details   | KPI   | Progress   | % complete |
|--|---|---|--|------------|
| <b>Develop and Maintain Operational Readiness Strategy</b>                                     | 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 in draft.                                      | 80         |
|  |   | Appropriate components of the short-term plan are implemented as described (in the plan)                        | Infrastructure improvement project scoping underway and initial training course developed  | 20         |
| <b>Develop and maintain a high level of Response and Recovery Management People Capability</b> | 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. Remaining areas are compiling staff lists to be complete end March. | 60         |
|  |   | Rolling three year training and exercise programme established  | Initial strategy has been developed for consultation with key stakeholders.  | 40         |
|  | Complete and implement training strategy                | EOC training and local exercises completed  | EOC Induction training has commenced in Hutt City, Wgtn, Porirua and Kapiti. Remaining areas will start NLT end March.                           | 70         |
|  |   | All IMT members complete EOC Induction Training   |  |            |
|  |   | All IMT Managers complete at least 2 training events  |  |            |
| Group Activation exercised at least twice  |   |   |  |            |



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|  |   | Plans are developed and approved by the leadership team as required   | Initial strategy has been developed for consultation with key stakeholders.  |    |
|  | Identify and develop plan to address any 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. for Hutt City, Wgtn, Porirua and Kapiti. Remaining areas are compiling staff lists to be complete end March.     | 50 |
|  |   | 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  |  |    |
| <b>Equipment care policy approved and appropriate maintenance/</b> | Equipment care policy approved and appropriate maintenance/ management checks                             | Corrective action plan is developed and utilised  |  |    |

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| <b>management checks are conducted</b>   | 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                    | Full EOC equipment audit will be completed end March.   | <b>50</b> |
|  |  | Shortfalls identified and a remediation plan developed and implemented                      | EOC Upgrade project planning has commenced. A project manager will be recruited in March.   | <b>40</b> |
|  |  | Minimum infrastructure/equipment in each EOC & ECC identified and sourced                   | Minimum required infrastructure / equipment in each EOC and ECC has been investigated   |           |
|  | 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 |   |           |
|  |  | Full equipment audit completed  | Full EOC equipment audit will be completed end March.   | <b>50</b> |
|  |  | All key equipment checked and maintained IAW equipment care policy                          |   |           |
| <b>Develop and maintain relevant and high quality Response Management Doctrine, Processes,</b> | 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. Suggested changes are being briefed to WREMO leadership Team in Feb. | <b>30</b> |
|  | Develop regional response  | Clarify existing communications arrangements/networks                                       | A review of existing communications processes is underway. Due to be completed in next quarter.   | <b>10</b> |

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| <b>Procedures and Plans</b> | communications plan  | Communications improvement action plan developed           |  |           |
|                             | Implement Welfare Action Plan                                    | Actions completed IAW plan                                 | Welfare Action Plan and updated group Plan are being reviewed with MSD.        | <b>30</b> |
|                             | Develop regional PIM Plan  | Procedures for use of social media in a response clarified |  |           |
|                             |  | Procedures for use of social media in a response published |  |           |
|                             | Identify and implement a response information management plan    | Current arrangements confirmed, documented and implemented | Team is currently reviewing information management requirements and processes. | <b>20</b> |
|                             |  | EMIS Implementation Plan developed                         | EMIS Training has enabled scoping of how EMIS will be used to commence.        |           |
|                             |  | IM processes used in all exercises                         |  |           |
|                             | Support implementation of Wellington Lifelines Group Action plan | Support key utility sites and dependencies project         | In progress  | <b>40</b> |
|                             |  | Support Thorndon Critical Areas workshops                  | In progress – first workshop held  | <b>40</b> |
|                             |  | Support Restoration priorities projects                    | In progress  | <b>30</b> |

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|                                 | 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   | Review of flood response plans has started.  | 20 |
|                                 |   | Group tsunami response plan reviewed and updated                         | Draft plan is due to be completed end Feb.   | 50 |
|                                 |   | 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   |  |  |    |
| <b>Support to Local Council</b> | Establish lessons learned process   | All events (exercises and activations are subject to after action review |  |    |

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| <b>Emergency Management Capability</b> |  | 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 early 2014. | <b>30</b>      |
|  |  | Equipment is maintained up to a standard ready for deployment  |   | <b>Ongoing</b> |
|  | 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 | Planning for this years programme has commenced.  | <b>40</b>      |
|  | Manage ongoing project installing rainwater collection tanks in the community                                  | 8 water tanks are installed and functioning in the Porirua community                                     |   | <b>30</b>      |
|  |  | 4 water tanks are installed and functioning in the Hutt Valley community                                 |   |                |



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|  |  | Support WCC in the installation of 50 tanks over 4 years in the Wellington City community |  |  |
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### 2.3. Business and Development Annual Plan Activities

| Activity                             | Details  | KPI  | Progress  | % complete     |
|--------------------------------------|--|--|---|----------------|
| <b>Policy, Strategy and Planning</b> | 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. CDEM Group Business Plan – The 6 month reporting is currently being completed for the 14 <sup>th</sup> March CEG meeting. | <b>ongoing</b> |
|                                      | Develop WREMO policies   | One existing policy is reviewed as required and approved by the leadership team  | The WREMO project management policy is currently being amended to allow for alignment with the Monitoring and Evaluation framework that is currently being developed.                 | <b>40</b>      |
|                                      |  | New policies are 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   | <b>70</b>      |
|                                      |  | 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   | <b>ongoing</b> |
|                                      | Develop policy and tools for peer review of plans/strategies/SOP | Policy and tools developed and approved by the leadership team   | This has commenced as part of the project management policy review, Which will now include a review at the conclusion of each project.  | <b>70</b>      |
|                                      |  | All plans/strategies/SOPs developed in the 2013/2014 year have a scheduled review by the B&D team member                         | This has commenced as part of the project management policy review, Which will now include a review at the  | <b>50</b>      |

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|                   |   | before final version is released   | conclusion of each project.   |                 |
| <b>Technology</b> | 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, Phase 2 has started to review the site.  | <b>90</b>       |
|                   |   | 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. | <b>Complete</b> |
|                   | Provide IT support to WREMO business functions and staff              | Articulate WREMO IT requirements to IT providers   | Regular meetings arranged with GW IT  | <b>60</b>       |
|                   |   | Support WREMO staff with day-to-day IT solutions   | IT staff member responsible for providing support when required   | <b>ongoing</b>  |
|                   |   | 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                                  | <b>25</b>       |
|                   | 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  | <b>ongoing</b>  |
|                   |   | Monthly "Services" radio checks are conducted on behalf of WREMO                                     | Radio communications and networks tested monthly. Any issues addressed almost immediately   | <b>ongoing</b>  |

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| <b>Professional Development</b>             | 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      | <b>30</b>      |
| <b>Reporting, Monitoring and Evaluation</b> | Develop Monitoring and Evaluation framework   | Group Monitoring and Evaluation framework is developed and approved by the CEG   | Currently developing framework  | <b>40</b>      |
|   |   | WREMO Monitoring and Evaluation framework developed and approved by the leadership team  | Currently developing framework  | <b>40</b>      |
|   | 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 | <b>ongoing</b> |
|   |   | All administrative requirements of all remaining CDEM committees are met   | Order Papers developed, minutes taken at meetings, arrangements for meetings made | <b>ongoing</b> |
|   | 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   | <b>ongoing</b> |
|   |   | Provide WREMO input into the Group   | B&D staff member attends these meetings and provides the required input           | <b>ongoing</b> |
| <b>Risk Management</b>                      | 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                | <b>50</b>      |
|   | 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 | Workshops to identify user requirements scheduled for March 2014                  | <b>40</b>      |

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|   | 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                                   | In progress   | 10      |
|   |  | A schedule for the completion of risk registers is developed and approved by the leadership team      | In progress   | 10      |
| <b>Administration,<br/>Library, Finance</b> | 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   | 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 | Support provided when requested. This happens frequently                                      | ongoing |



|                                  |  |   |   |                |
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|                                  |  | matters   |   |                |
| <b>Organisational Philosophy</b> | 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                                   | <b>40</b>      |
|                                  | 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                                       | <b>ongoing</b> |
|                                  | 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)  | <b>50</b>      |
|                                  | 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.) | <b>ongoing</b> |