



If calling, please ask for Democratic Services

Civil Defence Emergency Management Group

Friday 25 June 2021, 9.00am

Council Chamber, Upper Hutt City Council,
838-842 Fergusson Drive, Upper Hutt

Members

Mayor Baker	Porirua City Council
Mayor Barry	Hutt City Council
Mayor Beijen	South Wairarapa District Council
Mayor Guppy	Upper Hutt City Council
Mayor Gurnathan	Kāpiti Coast District Council
Mayor Foster	Wellington City Council
Mayor Lang	Carterton District Council
Mayor Patterson	Masterton District Council
Councillor Ponter	Greater Wellington Regional Council

Recommendations in reports are not to be construed as Council policy until adopted by Council

Civil Defence Emergency Management Group Committee

Friday 25 June 2021, 9.00am

Council Chamber, Upper Hutt City Council,
838-842 Fergusson Drive, Upper Hutt

Public Business

No.	Item	Report	Page
1.	Welcome and Apologies		
2.	Conflict of interest declarations		
3.	Public participation		
4.	Confirmation of the Public minutes of the Civil Defence Emergency Management Group Joint Committee on 26 March 2021	21.107	3
5.	Update on progress of action items from previous CDEM Group Joint Committee meetings – June 2021	21.288	8
6.	COVID-19 Vaccination Rollout Update	Oral	
7.	Regional Leadership Group Update	Oral	
8.	National Emergency Management Update	Oral	
9.	Wellington Region Emergency Management Office quarter three quarterly report – 31 March 2021	21.287	12
10.	Wellington Region Emergency Management Office Annual Plan 2021/22	21.285	35
11.	Training and Exercises Plan 21/22	Oral	
12.	Wellington Civil Defence Emergency Management Group Welfare Plan (2021-2026)	21.286	85
13.	Civil Defence Emergency Management Group Appointments – June 2021	21.284	141



Please note these minutes remain unconfirmed until the Wellington Region Civil Defence Emergency Management Group meeting on 25 June 2021.

Report 21.107

Public minutes of the Wellington Region Civil Defence Emergency Management Group meeting on Friday 26 March 2021

Council Chamber, Upper Hutt City Council
828 Fergusson Drive, Upper Hutt, at 9am.

Members Present

Mayor Baker (Chair)	Porirua City Council
Mayor Patterson (Deputy Chair)	Masterton District Council
Mayor Beijen	South Wairarapa District Council
Mayor Foster (from 9.15am)	Wellington City Council
Mayor Guppy	Upper Hutt City Council
Mayor Gurunathan	Kāpiti Coast District Council
Councillor Ponter (from 9.07am)	Greater Wellington Regional Council

Public Business

1 Apologies

Moved: Mayor Guppy/ Mayor Beijen

That the Joint Committee accepts the apologies for Mayors Barry and Lang.

The motion was **carried**.

2 Declarations of conflicts of interest

There were no declarations of conflicts of interest.

3 Public participation

There was no public participation.

4 Confirmation of the Public minutes of the Wellington Region Civil Defence Emergency Management Group meeting on 27 November 2020 – Report 20.442

Moved: Mayor Baker / Mayor Patterson

That the Joint Committee confirms the Public minutes of the Wellington Region Civil Defence Emergency Management Group meeting on 27 November 2020 – Report 20.442

The motion was **carried**.

5 COVID-19 response update – oral report

Jeremy Holmes, Regional Manager, Wellington Region Emergency Management Office (WREMO), tabled a presentation and updated the Joint Committee on the WREMO's COVID-19 response.

Mr Holmes advised the Joint Committee that WREMO is focusing on public messaging, with help and advice now available in 26 languages.

Mr Holmes described the resurgence contingency planning on movement restrictions, should the Wellington Region but put into Alert Level 3 or 4 restrictions.

Moved: Mayor Guppy / Mayor Beijen

That the Joint Committee:

- 1 Notes the content of this briefing.
- 2 Notes the West 4 (Manakau) and East 7 (Mt Bruce) are the preferred locations for regional checkpoints to manage movement in and out of the region if regional COVID movement restrictions are required.
- 3 Notes that this endorsement has been send to the All of Government (AoG) COVID-19 Response Group to incorporate into future national planning.

The motion was **carried**.

Mr Holmes presented the COVID-19 vaccination rollout programme. The programme consists of four groups:

- Group 1 – border and MIQ workers, and the people they live with (February – March 2021)
- Group 2 – frontline workers and people living in high-risk settings (February – May 2021)
- Group 3 – Priority populations (people over 65 years or people with underlying health conditions or disabilities who are at higher risk of severe outcomes if they catch COVID-19 (May 2021 onwards)
- Group 4 – the remainder of the population – everyone over 16 years old (second half of 2021)

The district health boards are responsible for the vaccination programme. The Capital and Coast and Hutt Valley District Health Boards are currently working with Public Health Offices and local councils to identify suitable facilities for vaccination of Group 2.

Moved: Mayor Baker / Mayor Patterson

That the Joint Committee:

- 1 Notes the contents of the presentation.
- 2 Notes that DHBs are currently working with PHOs, councils and other partners to identify suitable facilities, processes and messaging for vaccination rollout in accordance with the national plan.

The motion was **carried**.

Councillor Ponter arrived at the meeting at 9.07am, during the above item.

6 Community resilience and recovery update – oral report

Dan Neely, Manager Community Resilience, WREMO, tabled the February 2021 recovery dashboard. The dashboard depicted the impacts of COVID-19 on the regional community, with a focus on housing, employment, mental health and food security.

Mr Neely advised that a new tsunami awareness campaign has started, with the recent magnitude 8.1 earthquake centred in the Kermadec Islands and resulting tsunami evacuation serving as a good prompt.

A new mobile app has been developed by Alphero. The app shows where the quickest evacuation route is from a specific location. This work was carried out pro bono by Alphero with WREMO providing technical advice. Future versions of the app will show augmented reality.

Noted: The Joint Committee requested that letters be sent to the organisations providing information for the recovery dashboard thanking them for their contribution.

Mayor Foster arrived at the meeting at 9.15am, during the above item.

7 Civil Defence Emergency Management Group appointments – Report 21.115

Jeremy Holmes, Regional Manager, WREMO, spoke to the report.

Moved: Mayor Patterson / Mayor Guppy

That the Joint Committee:

- 1 Approves the removal of the following statutory appointees:
 - a Scott Martin as Alternate Controller (CDEM Group)
 - b Stephen McArthur as the Alternate Controller (Wellington City Council)
 - c Scott Martin as Alternate Controller (Porirua City Council)
 - d Janice McDougall as Alternate Controller (Kāpiti Coast District Council)
 - e Rick Newton as Alternate Controller (Hutt City Council)
 - f Jonnette Adams as Alternate Controller (Upper Hutt City Council)
 - g Vibhuti Chopra as Alternate Controller (Upper Hutt City Council)
 - h Dirk Botha as Alternate Controller (Upper Hutt City Council)

i Jonnette Adams as Alternate Recovery Manager (Upper Hutt City Council).

2 Approves the addition of the following statutory appointees:

a Tom Williams as Alternate Controller (Wellington City Council)

b Paul Busing as Alternate Controller (Kāpiti Coast District Council)

c Angela Bell as Alternate Recovery Manager (Kāpiti Coast District Council).

The motion was **carried**.

8 Wellington Region Emergency Management Office Quarter Two Quarterly Report – 31 December 2020 – Report 21.116

Jeremy Holmes, Regional Manager, WREMO, spoke to the report.

Moved: Mayor Foster / Cr Ponter

That the Joint Committee approves the Wellington Region Emergency Management Office's Quarter Two Quarterly Report – 31 December 2020 (Attachment 1) against the outputs identified in the draft WREMO Annual Business Plan 2020/21.

The motion was **carried**.

9 Reporting change proposal – Oral report

Jessica Hare, Manager Business and Development, advised the Joint Committee of the proposed changes to quarterly reporting. The proposal is to provide the Joint Committee with summary quarterly reports for Quarters 1 and 3, and provide a more detailed Quarter 2/6 month report, and no change to the Quarter 4/Annual Report.

Moved: Mayor Baker / Mayor Patterson

That the Joint Committee:

1 Notes the content of the presentation.

2 Approves the change in reporting.

The motion was **carried**.

10 Accommodation and budget update – Oral report

Jeremy Holmes, Regional Manager, WREMO, updated the Joint Committee on accommodation planning and the proposal to co-locate WREMO and a new Emergency Co-ordination Centre (ECC) at Massey University. Mr Holmes advised that due to the financial impacts of COVID-19 on both Massey University and councils, this is no longer an option. Wellington City Council has agreed for WREMO to continue to use the Turnbull Street office for the next three years under similar terms and conditions as previously agreed. The Royal Society has also agreed for its premises be used as the ECC when required.

11 Radio network upgrade – Oral report

Jessica Hare, Manager Business and Development, advised the Joint Committee that WREMO is looking into upgrading the region's communication network. The radio network is currently operating on VHF, with six repeaters digital capable.

The Whole of Government critical communications project, being run by NZ Police, has had its business case approved. NZ Police has received funding to progress the project. It is unclear what impact this project will have on CDEM Groups. Until NZ Police can provide more information (indicative 2023), CDEM Groups will need to maintain their existing networks for 5-10 years.

Moved: Mayor Baker / Mayor Patterson

That the Joint Committee:

- 1 Notes the contents of the presentation.
- 2 Approves the decision to maintain the current network until further notice.

The motion was **carried**.

The meeting closed at 9.34am.

Mayor A Baker

Chair

Date:

Civil Defence Emergency Management Group
25 June 2021
Report 21.288



For Information

UPDATE ON PROGRESS OF ACTION ITEMS FROM PREVIOUS CDEM GROUP JOINT COMMITTEE MEETINGS – JUNE 2021

Te take mō te pūrongo

Purpose

1. To update the CDEM Group Joint Committee (the Joint Committee) on the progress of action items arising from previous Joint Committee meetings.

Te horopaki

Context

2. Items raised at Joint Committee meetings, that require actions from officers, are listed in the table of action items from previous Joint Committee meetings ([Attachment 1 – Action items from previous CDEM Group Joint Committee meetings – June 2021](#)). All action items include an outline of the current status and a brief comment.

Ngā hua ahumoni

Financial implications

3. There are no financial implications from this report, but there may be implications arising from the actions listed.

Ngā tūāoma e whai ake nei

Next steps

4. Completed items will be removed from the action items table for the next report. Items not completed will continue to be progressed and reported. Any new items will be added to the table following this CDEM Group meeting and circulated to the relevant business group/s for action.

**Ngā āpitihanga
Attachment**

Number	Title
1	Action items from previous CDEM Group Joint Committee meetings – June 2021

**Ngā kaiwaitohu
Signatories**

Writer	Jeremy Holmes – Regional Manager, WREMO
--------	---

He whakarāpopoto i ngā huritaonga Summary of considerations
<i>Fit with Council's roles or with Committee's terms of reference</i> The action items are of an administrative nature and support the functioning of the CDEM Group Joint Committee.
<i>Implications for Māori</i> There are no direct implications for Māori arising from this report.
<i>Contribution to Annual Plan / Long Term Plan / Other key strategies and policies</i> Action items contribute to the CDEM Group Joint Committee and WREMO's related strategies, policies and plans to the extent identified in Attachment 1 .
<i>Internal consultation</i> There was no internal consultation.
<i>Risks and impacts - legal / health and safety etc.</i> There are no known risks.

Attachment 1 to Report 21.288

Action items from previous CDEM Group Joint Committee meetings

Meeting date	Action	Status and comment
26 March 2021	<p>Community resilience and recovery update – oral report</p> <p>Noted:</p> <p>The Joint Committee requested that letters be sent to the organisations providing information for the recovery dashboard thanking them for their contribution.</p>	<p>Status</p> <p>Completed</p> <p>Comment</p> <p>A letter, signed by the Joint Committee Chair, was sent to the relevant organisations thanking them for their contributions on 7 April 2021.</p>

Civil Defence and Emergency Management Group
25 June 2021
Report 21.287



For Decision

WELLINGTON REGION EMERGENCY MANAGEMENT OFFICE QUARTER THREE QUARTERLY REPORT – 31 MARCH 2021

Te take mō te pūrongo

Purpose

1. To advise the Wellington Civil Defence Emergency Management Group Joint Committee (the Joint Committee) of progress against the draft Wellington Region Emergency Management Office (WREMO) Annual Business Plan 2020/21 (Annual Business Plan 2020/21).

He tūtohu

Recommendation

That the Joint Committee **approves** the Wellington Region Emergency Management Office's Quarter Three Quarterly Report – 31 March 2021 (Attachment 1) against the outputs identified in the draft WREMO Annual Business Plan 2020/21.

Te tāhū kōrero

Background

2. The WREMO Quarter Three Quarterly Report – 31 March 2021 provides information on achievements and progress against the activities set out in the Annual Business Plan 2020/21 work programme as well as additional areas of work identified by the WREMO leadership team.
3. The Coordinating Executive Group (CEG) and the CEG Sub Committee have approved the WREMO Quarter Three Quarterly Report – 31 March 2021, and recommend that the Joint Committee approve it.

Te tātaritanga

Analysis

Quarter Three Quarterly Report

4. WREMO's Quarter Three Quarterly Report – 31 March 2021 (**Attachment 1**) is the first short format report of its kind, as agreed at the previous CDEM Group Joint Committee

(26 March 2021). It provides a high-level snapshot of progress against the activities identified in the WREMO Annual Plan 2020/21 under the 4Rs of reduction, readiness, response and recovery.

5. Of the 90 KPIs identified in the WREMO Annual Business Plan, 68 were in progress and nine were completed at 31 March 2021, with 13 KPIs listed as not started. However, progress has continued over the fourth quarter and WREMO is on track to deliver most of its KPIs by the end of the financial year.
6. The Hikurangi Trench and Kermadec Islands earthquakes and resulting tsunami alerts on 5 March were a key event which tested the Wellington CDEM Group's initial response procedures. The Community Resilience team continued to work with the last remaining parts of the region to develop Community Response Plans for the region, and the Capability Development Team coordinated the delivery of Incident Management Team training across each of the local authorities.

Ngā hua ahumoni
Financial implications

7. There are no financial implications arising from the matter for decision.

Ngā tikanga whakatau
Decision-making process

8. The matter requiring decision in this report was considered by officers against the requirements of section 17 of the Civil Defence Emergency Management Act 2002 and the decision-making requirements of Part 6 of the Local Government Act 2002.

Te hiranga
Significance

9. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of these matters, taking into account Greater Wellington Regional Council's *Significance and Engagement Policy* and *Decision-making Guidelines*. Officers recommend that this matter is of low significance, due to its administrative nature.

Te whakatūtakitaki
Engagement

10. Given the low significance of the matter for decision, no engagement was required.

Ngā āpitihanga
Attachment

Number	Title
1	Wellington Region Emergency Management Office's draft Quarter Three Quarterly Report – 31 March 2021

Ngā kaiwaitohu
Signatories

Writer	Ainslie Ryder – Advisor, Business and Capability Development, WREMO
Approver	Jess Hare – Manager, Business and Capability Development, WREMO Jeremy Holmes – Regional Manager, WREMO

He whakarāpopoto i ngā huritaonga Summary of considerations
<p><i>Fit with Council's roles or Committee's terms of reference</i></p> <p>The Joint Committee reviews the work programme identified in the draft WREMO Annual Business Plan 2020/21, which is informed by the Wellington Region CDEM Group Plan. The Joint Committee is responsible for implementing and monitoring the Group Plan.</p>
<p><i>Implications for Māori</i></p> <p>Engagement with Māori and Pasifika communities is a key workstream in WREMO's COVID-19 resurgence planning, identified as an organisational priority for 2020/21 in the draft Annual Business Plan 2020/21.</p>
<p><i>Contribution to Annual Plan / Long term Plan / Other key strategies and policies</i></p> <p>WREMO's draft Quarter Three Quarterly Report – 31 March 2021 details progress in the second quarter against the priorities identified in the draft Annual Business Plan 2020/21.</p>
<p><i>Internal consultation</i></p> <p>No consultation was required.</p>
<p><i>Risks and impacts: legal / health and safety etc.</i></p> <p>There are no known risks.</p>

Attachment 1 to Report 21.287



Wellington Region
Emergency Management Office

Quarterly Report

1 January to
31 March 2021

Q3

Contents

Executive summary 2



Overview..... 3

Wins..... 3

Risk matrix 4

Financial summary..... 5

KPI summary 6



Reduction..... 7

Readiness..... 8

Response..... 15

Recovery..... 17



Executive summary

Overview	3
Wins	3
Risk matrix	4
Financial summary	5



Overview

Having completed the region's COVID-19 resurgence plan at the end of 2020, WREMO was once again able to focus on its business-as-usual outputs in the first three months of 2021. Our teams worked hard to build both the size and the capability of our CDEM Group workforce, strengthen our response systems, tools and processes, and work with our communities to build resilience.

Although the threat of COVID-19 remained throughout the quarter, a key event for us was the Hikurangi Trench and Kermadec Islands earthquakes and resulting tsunami alerts of 5 March. This event saw the initiation of a timely and effective initial response from our key response partners. Shortly after the first earthquake at 2:27am, the Group Controller convened a Microsoft Teams meeting with relevant response staff and primary local Controllers from each territorial authority. By the time the largest earthquake struck just after 8.00am that morning, the CDEM Group's response was already mobilised and we were able to provide timely and effective communication to response partners and the general public through our social media channels.

Over this quarter our Community Resilience Team worked with the last remaining parts of the region to complete their Community Response Plans. We expect that by the end of this financial year, every community in the region will have a customised plan to guide their response to a large earthquake or other emergency event.

This short format Quarterly Report is the first of its kind. This is to reflect the generally quieter period during the month of January when staff are encouraged to take annual leave. I trust that you will find it a useful snapshot of our progress and areas of future work.

J Holmes

Jeremy Holmes

Regional Manager

Wellington Region CDEM Group

Wins

1

Win 1: Incident Management Team training

ECC and EOC staff across the region took part in the first pilot sessions for the Wellington CDEM Group's Incident Management Team (IMT) training. IMT training forms part of the ECC/EOC Professional Development Pathway and is a key requirement for staff to progress to the Advanced level of the pathway to be able to supervise others in the ECC or EOC. These sessions saw healthy attendance across each of the region's councils, and gained positive feedback from those attending.

2

Win 2: Emergency preparedness in local communities

The last two months of the third quarter are traditionally a busy period for WREMO's Community Resilience team, and this year was no exception. Alongside their regularly scheduled public workshops, team members were invited to facilitate a korero with local kaumatua in Cannon's Creek and held an emergency preparedness workshop and earthquake drill with members of the Pacific community in Wainuiomata. Each of these sessions generated valuable discussion in each of the communities about the importance of emergency preparedness.

3

Win 3: Use of Microsoft Teams for tsunami response

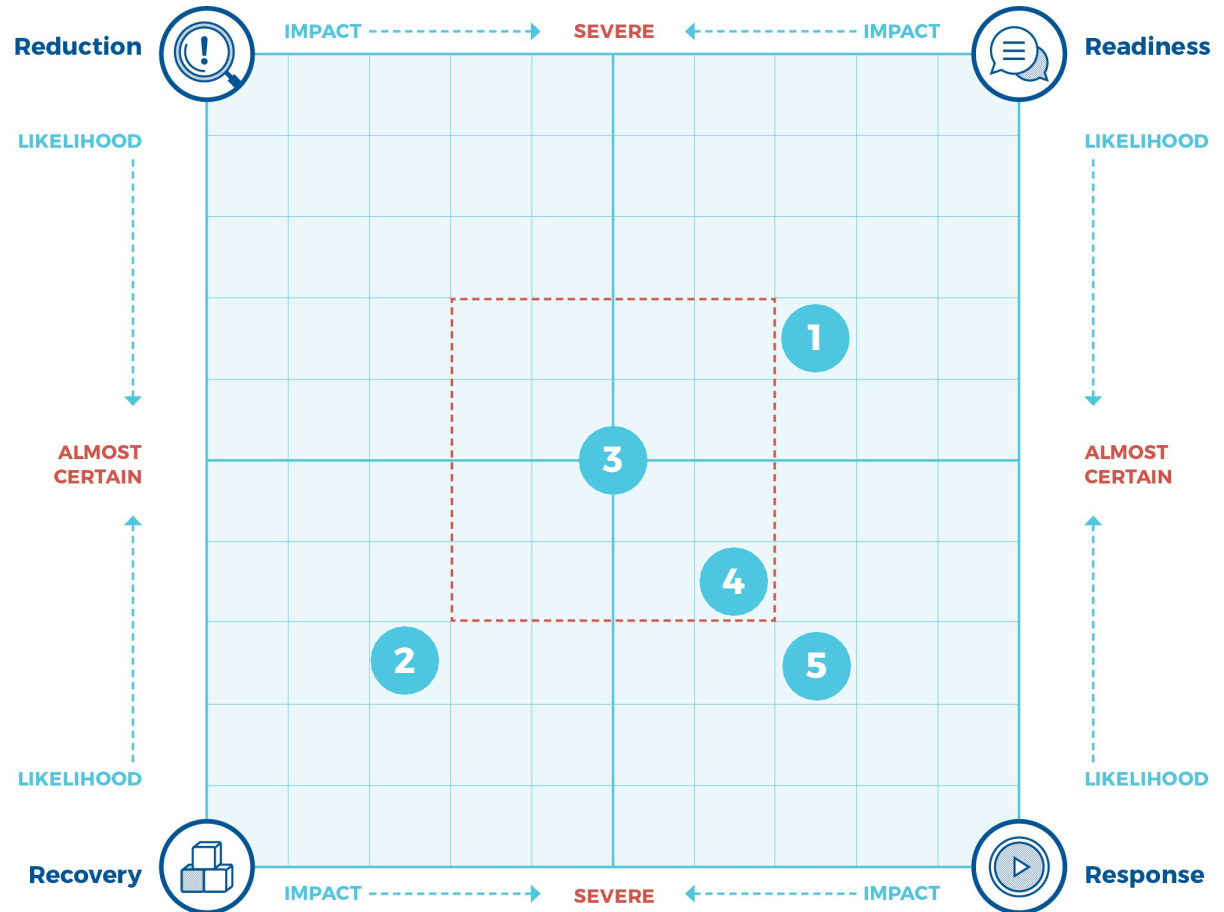
The use of Microsoft Teams as an initial response tool was trialled during the Loyalty Islands earthquake and tsunami warning on 11 February and during the Hikurangi Trench and Kermadec Islands earthquakes and tsunami warnings on 5 March. In each event, a Microsoft Teams meeting was convened shortly after the National Warning System message was received. It provided an efficient platform to notify our key initial response partners, start building situational awareness and start planning. Feedback from those involved indicated that the Teams platform provided a very useful starting point for the response.



Risk matrix

Risk matrix as at 31 March 2021:

- 1 Waning community motivation for resilience initiatives
- 2 Recovery Framework (Developing)
- 3 Impact of NEMA and DPMC-led initiatives (2017/18 Emergency Management Sector Review and COVID-19 improvements)
- 4 Numbers of council staff attending EOC/ECC training
- 5 Health, safety and wellbeing of staff





Financial summary

WREMO Income Statement 30 June 2020	YTD as at 31 March 2021			Full year
	Actual \$(000)	Budget \$(000)	Variance \$(000)	Budget \$(000)
Rates & levies	879.6	935.1	(55.5)	1,246.74
External revenue	1922.7	1922.7	-	2,563.58
Council reimbursement on charges				-
Internal revenue				-
Total income	2802.3	2857.7	(55.4)	3,810.32
Less:				
Personnel costs	2249.7	2297.8	48.1	3063.73
Materials, supplies and services	258.2	357.4	99.2	476.59
Travel and transport costs	46.1	60.0	13.9	80.00
Contractor and consultants	29.6	41.3	11.7	55.00
Internal charges	18.7	18.8	.1	25.00
Total direct expenditure	2602.3	2775.2	172.9	3700.32
Corporate overhead costs	92.3	92.3	-	110.0
Depreciation	61.9	61.9	-	69.9
Loss (Gain) on sale of assets/investments				-
Total expenditure	2756.5	2909.2	152.7	3880.22
Operating surplus/(deficit)	45.8	(71.7)	117.5	(69.9)
Add back depreciation	61.9	61.9	-	69.9
Other non cash				-
Vehicles and other plant purchases				-
Net external investment movements				-
Net funding before debt and reserve movements	107.7	(9.8)	117.5	-
Debt additions / (decrease)				-
Council reimbursements				-
Reserve investments interest				-
Reserve investments transfer out				-
Net funding surplus (deficit)	107.7	(9.8)	117.5	-

Currently, the budget is tracking well with a small underspend of \$117.5k. This underspend is due the deference of some projects such as the website upgrade and the annual marketing campaign costs not being processed yet.

The underspend in personnel is due to some vacancies which have now been filled.

**BALANCE OF RESERVE
AS AT 31 MARCH 2021
\$134,000***

*Of this total, \$112,000 has been allocated for additional marketing and communications support (\$92k) and LERP development (\$20k).



KPI Summary

Reduction	7
Readiness	8
Response	15
Recovery	17



Reduction

KPI Summary

Progress



HIGH PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Develop a coastal hazards workshop and deliver one pilot workshop on the South Coast of Wellington City.	In progress	Completed			1 / 1

MEDIUM PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Update the hazard information in WREMO's community engagement outputs and communication channels to reflect current research and best practice.	Not started	Not started	Not started		

LOW PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Lead the CDEM Group's contribution to Workstream 1 (Awareness) of GWRC's Flood Risk Management Programme.	In progress	In progress	In progress		
Develop flood risk management content as the pilot for a one-stop-shop website for all hazard information.	Not started	Not started	Not started		
Chair the Natural Hazards Steering Group.	Not started	Not started	Not started		
Develop consistent hazard policies and objectives through the Natural Hazards Steering Group.	Not started	Not started	Not started		



Readiness

KPI Summary

Progress



ORGANISATIONAL PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Work with local, regional and national partners on COVID-19 resurgence capability to ensure that appropriate plans are in place to respond to a resurgence of COVID-19.	In progress	In progress	In progress	Not started	

HIGH PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Develop and deliver Capability Development initiatives for the Wellington Region CDEM Group teams in accordance with the training schedule.	In progress	In progress	In progress	Not started	
Develop and test technical requirements for implementation and transition to an Active Directory System.	In progress	In progress	Completed	Not started	
Connect all ECC and EOC computers to WREMO's Active Directory.	Not started	Not started	Not started	Not started	
Complete help desk tickets in accordance with the SLA and ensure that equipment upgrades and maintenance are completed as per schedule.	Not started	In progress	In progress	Not started	
Upgrade the WiFi network across the ECC and EOCs to improve ICT remote access and configuration.	In progress	In progress	In progress	Not started	
Transfer the WREMO websites to a new hosting platform.	Not started	Completed	Not started	Not started	
Provide quarterly reports to the CEG Sub Committee reporting on progress against the WREMO Annual Plan (2020-2021) activities.	In progress	In progress	In progress	Not started	3 / 4



Readiness

KPI Summary *(continued)*

Progress



Not started



In progress



Completed

HIGH PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Develop the WREMO Annual Plan (2021-22).	Not started	Not started	In progress		
Perform secretariat duties for CDEM governance groups, including the Coordinating Executive Group, Sub-Committee and Regional Leadership Group (RLG).	In progress	In progress	In progress		
Develop and implement a regional Welfare Needs Assessment Framework for use in any emergency, regardless of type or scale.	In progress	In progress	In progress		
Hold 20 Emergency Services Coordination Committee (ESCC) meetings (4 in each of the designated areas).	In progress	In progress	In progress		15 / 20
Hold 4 Regional Inter-Agency Planning Committee (RIAPC) meetings.	In progress	In progress	In progress		3 / 4
Chair 4 Wellington Region Welfare Coordination Group (WCG) meetings to enhance individual and collective agency capability and planning.	In progress	In progress	In progress		3 / 4
Coordinate the CDEM Group's contribution to the GWRC Flood Risk Management Programme to ensure the Group meets its requirements across the three workstreams.	In progress	In progress	In progress		
Lead the CDEM Group's contribution to Workstream 2 (Warning) of GWRC's Flood Risk Management Programme.	Not started	Not started	Not started		
Lead the CDEM Group's contribution to Workstream 3 (Response) of GWRC's Flood Risk Management Programme.	In progress	In progress	In progress		
Finalise the CDEM Group Welfare Plan for implementation no later than 30 June 2021.	In progress	In progress	In progress		



Readiness

KPI Summary *(continued)*

Progress



HIGH PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Hold 4 Duty Officer meetings to review and refine Duty Officer processes and ensure the system is fit for purpose.	Not started	In progress	Completed		4 / 4
Coordinate implementation of swell warnings across the region.	Not started	In progress	In progress		
Engage with Lifeline Utilities stakeholders to share information, develop plans and strengthen coordination arrangements.	Not started	In progress	In progress		
Complete monthly operational equipment and documentation checks and resolve issues as required.	In progress	In progress	In progress		
Complete monthly operational ICT and technical equipment checks across the region's ECC and EOCs and resolve issues as required.	In progress	In progress	In progress		
Ensure that WREMO and Get Prepared website content is up-to-date and accurate.	In progress	In progress	In progress		
Develop and implement radio advertisements that support community resilience campaigns and general preparedness.	In progress	In progress	In progress		
Audit 127 hubs across the region to ensure an understanding of their role and ability to function effectively in an emergency.	In progress	In progress	In progress		75 / 127

MEDIUM PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Develop and deliver Welfare and Operations Coordinated Incident Management System (CIMS) function courses in collaboration with NEMA where available.	Not started	Not started	Not started		



Readiness

KPI Summary *(continued)*

Progress



Not started



In progress



Completed

MEDIUM PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Support NEMA's development and delivery of the Controller foundation course.	Not started	Not started	Not started		
Administer the Wellington Region CDEM training fund for volunteers.	In progress	In progress	In progress		
Coordinate Wellington Region Response Teams to provide consistent training, deployment processes and legislative compliance.	In progress	In progress	In progress		
Manage the Group's Learning Management System (takatū) and incorporate national-level enhancements to the system as required.	In progress	In progress	In progress		
Develop and test a regional Emergency Assistance Centre (EAC) framework.	Not started	Not started	In progress		
Refine the Group's Information Management Systems, processes and procedures (including Emi).	In progress	In progress	In progress		
Investigate a robust notification process for alerting WREMO staff in response, with consideration of its viability for use as a region wide notification system.	Not started	In progress	In progress		
Organise direct engagement opportunities with technical experts like GNS & MetService, emergency services, lifelines, welfare agencies and organisations and NEMA.	Not started	In progress	In progress		
Develop and maintain regional and local Welfare networks to ensure Welfare readiness and response initiatives are coordinated and responsive to community needs.	In progress	In progress	In progress		
Develop and maintain regional and local PIM networks to ensure readiness and response initiatives are coordinated and responsive to community needs.	In progress	In progress	In progress		



Readiness

KPI Summary (continued)

Progress



Not started



In progress



Completed

MEDIUM PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Test the ECC and EOC activation notification process every three months.	In progress	In progress	In progress		
Complete an annual audit of all ECC and EOC operational documentation and resources to ensure they are accurate.	Not started	Not started	Not started		0 / 7
Develop and amend Wellington CDEM Group operational readiness processes, plans and Standard Operating Procedures to inform the development of the Regional Response Framework.	Not started	In progress	In progress		
Develop a Regional Response Framework that clearly articulates the operational doctrine for the region.	Not started	In progress	In progress		
Update the Wellington Region Earthquake Plan (WREP) and local / regional tsunami response plans to ensure accuracy.	Not started	Not started	In progress		
Develop 6 territorial authority Local Earthquake Response Plans.	In progress	Completed			6 / 6
Implement the CBD engagement plan with the delivery of 5 Earthquake Planning sessions, attend 2 CBD based events and finalise the flyer for inner city residents on emergency toilets.	In progress	In progress	In progress		
Hold 53 Earthquake Planning sessions across the region for members of the community.	In progress	In progress	In progress		46 / 53
Review the function of the WREMO and Get Prepared websites and make structural and content changes as required.	Not started	In progress	In progress		
Carry out a targeted media campaign based on areas of improvement identified in the annual Community Survey.	Not started	In progress	In progress		



Readiness

KPI Summary *(continued)*

Progress



Not started



In progress



Completed

MEDIUM PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Develop and pilot an engagement plan for youth and young people, including a youth-led multimedia campaign.	In progress	In progress	In progress		
Implement an engagement plan for people with disabilities, including the delivery of a pilot train-the-trainer workshop with service providers.	In progress	In progress	In progress		
Deliver 3 Early Learning Service Workshops across the region.	In progress	In progress	In progress		0 / 3
Support national preparedness initiatives like ShakeOut and Tsunami Hikoī by attending an event related to this campaign during the week	In progress	Completed			
Distribute 4 quarterly email newsletters to the WREMO mailing list.	In progress	In progress	In progress		3 / 4
Deliver 2 Business Continuity Planning (BCP) workshops for marae.	In progress	In progress	In progress		0 / 2
Investigate an emergency toilet product and commence a formal partnership process with the preferred supplier.	In progress	In progress	In progress		
Complete 7 Community Response Planning workshops.	Not started	In progress	In progress		6 / 7
Deliver 14 Community Emergency Hub Awareness activities.	In progress	In progress	In progress		13 / 14



Readiness

KPI Summary *(continued)*

Progress



Not started

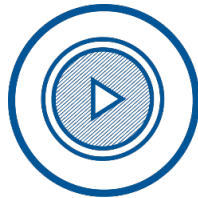


In progress



Completed

LOW PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Develop a CDEM Group Marketing and Communications Plan for implementation from 1 January 2021.	Not started	Completed			
Support national level capability development advisory groups, programmes and initiatives.	In progress	In progress	In progress		
Explore the feasibility of completing a national Capability Assessment process for the region.	Not started	Not started	Not started		
Develop Terms of Reference for the PPMO.	Not started	Not started	In progress		
Develop reporting systems, tools and processes for the PPMO.	Not started	Not started	Not started		
Attend 7 public events across the region to provide preparedness information and advice to the public.	In progress	Completed			18 / 7
Support the development and promotion of the Alphero tsunami app.	Not started	In progress	In progress		
Encourage councils to roll out the Blue Lines, and assist with the implementation process and community engagement.	Not started	Not started	In progress		
Complete 21 Earthquake Drills.	In progress	In progress	In progress		12 / 21
Review and update the Community Emergency Hub Guide template as required.	Not started	Not started	Not started		



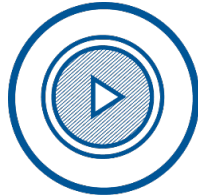
Response

KPI Summary

Progress



HIGH PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Install Network Attached Storage across the region with data syncing to WREMO SharePoint.	Not started	In progress	In progress		
Develop documentation for Network Attached Storage to assist users with connection and trouble shooting.	Not started	In progress	In progress		
Provide media coordination, management and support to the Regional Manager and the ECC in an emergency.	In progress	In progress	In progress		
Provide ICT advice to the EOCs/ECC using WREMO supported hardware and networks in an emergency.	In progress	In progress	In progress		
Provide Response Managers to EOCs and the ECC during an activation.	In progress	In progress	In progress		
Manage staff rostering, health and wellbeing in an emergency.	In progress	In progress	In progress		
Deliver just-in-time training to staff as required.	In progress	In progress	In progress		
Facilitate an after action review process following an EOC/ECC activation or as required.	In progress	In progress	In progress		
Carry out a corrective actions process to implement relevant actions to address lessons identified in response.	In progress	In progress	In progress		
Strengthen the Group's Emergency Mobile Alert capability and capacity by expanding the group of trained personnel and developing pre-prepared messages for hazards.	In progress	In progress	In progress		



Response

KPI Summary *(continued)*

Progress



MEDIUM PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Expand the group of trained social media personnel in response and refine documentation and procedures as required.	In progress	In progress	In progress	Not started	



Recovery

KPI Summary

Progress



ORGANISATIONAL PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Work with local, regional and national partners on COVID-19 recovery to ensure alignment between councils, agencies and social services.	In progress	In progress	In progress		

HIGH PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Distribute 2 recovery newsletters to partners to communicate recovery updates and ideas.	Not started	Not started	In progress		1 / 2
Develop a recovery planning process and supporting guidance that accounts for impact assessment, leadership and governance, strategy, implementation and monitoring.	In progress	In progress	In progress		
Develop a set of recovery indicators for each of the five environments.	In progress	In progress	In progress		

MEDIUM PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Establish a resource library for Recovery Managers.	In progress	In progress	In progress		



Recovery

KPI Summary *(continued)*

Progress



LOW PRIORITY					
KPI	Q1	Q2	Q3	Q4	Completed YTD
Create guidance for temporary housing after an earthquake.	Not started	Not started	Not started		
Deliver a Recovery Round-Up to provide a forum to build capability, share information and strengthen relationships.	Not started	Not started	In progress		

Civil Defence and Emergency Management Group
25 June 2021
Report 21.285



For Decision

WELLINGTON REGION EMERGENCY MANAGEMENT OFFICE ANNUAL PLAN 2021/22

Te take mō te pūrongo

Purpose

1. To advise the Wellington Civil Defence Emergency Management Group Joint Committee (the Joint Committee) of the draft Wellington Region Emergency Management Office (WREMO) Annual Plan 2021/22 (the Annual Plan 2021/22).

He tūtohu

Recommendation

That the Joint Committee **approves** the draft Wellington Region Emergency Management Office (WREMO) Annual Plan 2021/22 (Attachment 1).

Te tāhū kōrero

Background

2. The Annual Plan 2021/22 ([Attachment 1](#)) outlines the work programme and additional areas of work identified by the WREMO leadership team against the strategic outcomes identified in the Civil Defence Emergency Management (CDEM) Group Plan 2019-2024.
3. Under Section 17 of the Civil Defence Emergency Management Act 2002 (CDEM Act), the Joint Committee is responsible for development, approval, implementation, monitoring and review of the CDEM Group Plan 2019-2024.
4. The Coordinating Executive Group (CEG) and the CEG Subcommittee have approved the Annual Business Plan 2021/22 and recommend that the Joint Committee approve it.

Te tātaritanga

Analysis

Draft WREMO Annual Plan 2021/22

5. The Annual Plan 2021/22 provides the planned work outputs for Community Resilience and Recovery, Operational Readiness and Response, and Business and Development

Teams across reduction, readiness, response and recovery (4Rs) as well as an executive overview by the Regional Manager.

6. The Annual Plan 2021/22 provides an indication of priority level and guidance for deferral of work programme outputs to prioritise any event which requires a coordinated CDEM Group response.

Ngā hua ahumoni
Financial implications

7. There are no financial implications arising from the matter for decision.

Ngā tikanga whakatau
Decision-making process

8. The matter requiring decision in this report was considered by officers against the requirements of section 17 of the Civil Defence Emergency Management Act 2002 and the decision-making requirements of Part 6 of the Local Government Act 2002.

Te hiranga
Significance

9. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of these matters, taking into account Greater Wellington Regional Council's *Significance and Engagement Policy* and *Decision-making Guidelines*. Officers recommend that this matter is of low significance, due to its administrative nature.

Te whakatūtakitaki
Engagement

10. Given the low significance of the matter for decision, no related engagement was required.

Ngā āpitihanga
Attachment

Number	Title
1	Wellington Region Emergency Management Office's draft Annual Plan 2021/22

Ngā kaiwaitohu
Signatories

Writer	Ainslie Ryder – Advisor, Business and Capability Development, WREMO
Approver	Jess Hare – Manager, Business and Capability Development, WREMO Jeremy Holmes – Regional Manager, WREMO

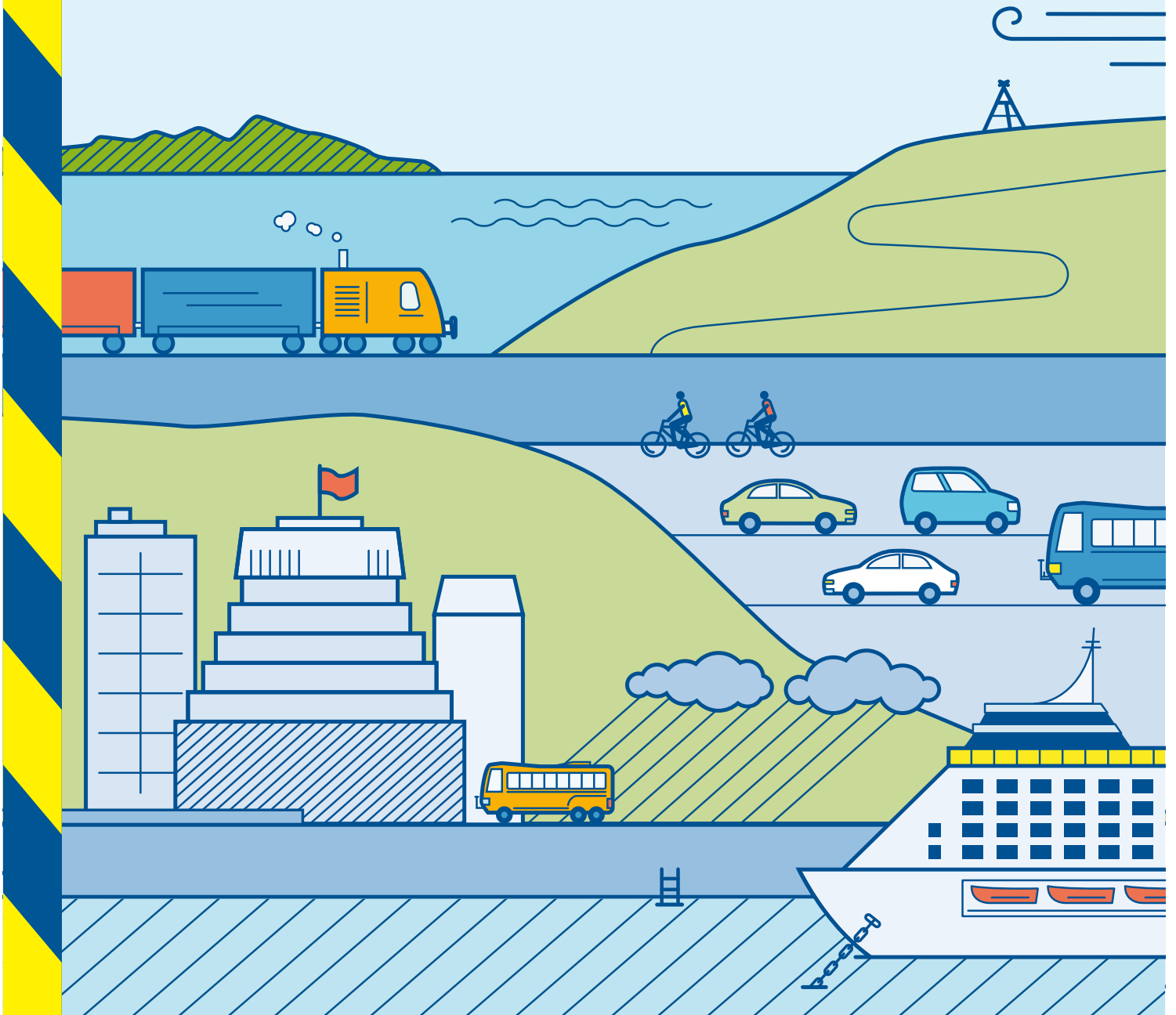
He whakarāpopoto i ngā huritaonga Summary of considerations
<p><i>Fit with Council's roles or Committee's terms of reference</i></p> <p>The Joint Committee reviews the work programme identified in the Annual Business Plan 2021/22, which is informed by the Wellington Region CDEM Group Plan (2019-2024). The Joint Committee is responsible for implementing and monitoring the Group Plan.</p>
<p><i>Implications for Māori</i></p> <p>The Annual Business Plan 2021/22 includes WREMO's revised organisational values, including a statement of WREMO's commitment to partner with mana whenua and Māori to honour its obligations under Te Tiriti o Waitangi.</p>
<p><i>Contribution to Annual Plan / Long term Plan / Other key strategies and policies</i></p> <p>WREMO's draft Annual Plan for 2021/22 outlines the work programme and additional areas of work identified by the WREMO leadership team against the strategic outcomes identified in the CDEM Group Plan (2019-2024).</p>
<p><i>Internal consultation</i></p> <p>No consultation was required.</p>
<p><i>Risks and impacts: legal / health and safety etc.</i></p> <p>There are no known risks.</p>



Wellington Region
Emergency Management Office

Annual Plan

1 July 2021 – 30 June 2022



Attachment 1 to Report 21.285

Wellington Region Emergency Management Office (WREMO)
Annual Plan







1 July 2021 | Version 1.0

Authority

This Annual Plan has been developed by the Wellington Region Emergency Management Office, approved by the CEG, and is effective from 1 July 2021.

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

Contents

Foreword	02
Core Values.....	04
 Introduction	06
	
About the Wellington Region Emergency Management Office.....	08
The Annual Plan	08
Changes to the Annual Plan.....	09
 Strategic direction	12
	
Vision and goal.....	14
Key priorities.....	15
High-level metrics.....	18
Monitoring and evaluation.....	19
Governance.....	19
Budget 2021/2022	20
How to interpret the Annual Plan	21
Reduction.....	22
Readiness.....	23
Response.....	26
Recovery.....	27
 Appendices	28
	
Appendix 1: WREMO structure.....	30
Appendix 2: List of KPIs by core deliverable	31

Foreword



The past year has been an interesting time for Civil Defence Emergency Management (CDEM) as we adjusted to the 'new normal' caused by the continued impact of COVID-19 around the world. While New Zealand has managed to keep COVID-19 out of the general population for the most part, and stop it from causing the second and third wave impacts that other countries have experienced, its presence has continued to be felt across the country and has required ongoing vigilance.

In addition to this, over the past year the region has had a number of other emergencies to deal with, including another Kaiwhata River landslide, flooding in Plimmerton and the 5 March series of tsunami warnings after earthquakes off Te Araroa and the Kermadec Islands. This has highlighted the need for the region to be able to respond to multiple emergency events concurrently.

At a national level, the new National Emergency Management Agency (NEMA) has grown from 50 to over 100 staff over the past year, increasing the amount of work expected from CDEM Groups. All of this has contributed to an atmosphere of cautious progress as we turn our attention to the new financial year and its priorities.

One of the most positive impacts of the region's COVID-19 response was the way it has increased the capability of our council staff to work in an Emergency Operations Centre (EOC) or Emergency Coordination Centre (ECC). Many of these staff entered their local coordination centre with minimal training, but learned quickly and contributed significantly to the success of our COVID-19 response. Over the past year we have seen a high level of retention of these staff, with many committing a significant amount of time to CDEM training to fill gaps in their knowledge and build their capability even further. This is reflected in the current capability levels of staff at each of our councils on the Professional Development Pathway.

Over the past year WREMO has reviewed its organisational values to ensure they reflect the increasingly diverse organisation that WREMO is becoming and provide an appropriate guide to help our staff achieve our organisational vision and mission. Our new values can be found on Pages 4-5 of this plan. The vision of our CDEM Group remains the same: to build a resilient community that is ready, capable and connected. However, we expect our new values and behaviours to improve the way we work with our regional partners to achieve this Group vision.

Following feedback from councils, we have also changed the way WREMO's work is presented in the Annual Plan and reported on – from detailed Key Performance Indicators (KPIs) for each WREMO team to a higher level of reporting of organisational deliverables. While the KPIs remain in place for each individual team for planning purposes, it is expected that the new format of the Annual Plan and

Attachment 1 to Report 21.285
Foreword

quarterly reporting will make it easier for partners to read and understand how WREMO contributes to the wider Group Plan.

Through this new planning process, several areas of focus have been identified for the remainder of the current Group Plan. Among them: to improve the preparedness of our region by identifying and working with those communities that we know are disproportionately affected by disasters, to increase both the size and capability of our CDEM workforce to respond to emergency events when they occur, and to provide greater visibility of the various pieces of work that are being done by Group members to improve the resilience of the greater Wellington Region. By establishing a Project Portfolio Management Office (PPMO) to provide this visibility, it is expected that the Group will not only be able to see the extent of the work being done by Group members and any gaps, but also identify opportunities for much closer collaboration between Group members.

That said, for the coming year, our priority remains to ensure we are ready to respond to any emergencies that may affect our region. For this reason, we will be retaining the flexible approach to business planning that we introduced last year by clearly allocating clear priorities to deliverables and KPIs. While we will certainly be making every effort to complete the tasks identified in this plan, we will also be making a concerted effort to look after our staff to ensure they are able to respond effectively to any emergency that occurs – to be able to help our communities when they need it most.

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

He aha te mea nui o te ao?

What is the most important thing in the world?

He tangata, he tangata, he tangata

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



Jeremy Holmes

Regional Manager

Wellington Region Emergency Management Office (WREMO)



Our values



Tika

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

We act with integrity.

We build trust through honesty, authenticity and transparency.

We are accountable for our actions.

Whanaungatanga

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

We are one team working together for a common purpose.

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

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

Attachment 1 to Report 21.285



Manaakitanga

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

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

We are inclusive and embrace diversity.

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

Pūkenga

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

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

We are proactive, agile and responsive to change.

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



Introduction

Attachment 1 to Report 21.285



About the Wellington Region Emergency Management Office	08
The Annual Plan	08
Changes to the Annual Plan	09

About the Wellington Region Emergency Management Office

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

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

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

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

This will be achieved by:

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

The Annual Plan

The Wellington Region Emergency Management Office (WREMO) Annual Plan (this document) sets out the key outputs, measures and associated budget for WREMO for the 2021/2022 financial year.

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

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

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

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



Changes to Annual Planning

To achieve a higher level of clarity in WREMO's reporting processes, this 2021/2022 Annual Plan identifies WREMO's core deliverables, developed from the following sources:





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

The process taken to identify WREMO's deliverables included a review of WREMO's current areas of work to determine whether they align with the outcomes set out in the CDEM Group Plan.

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

The intent of these deliverables is to further clarify WREMO's role in the CDEM Group, and provide an appropriate level of detail through reporting for Governance to make informed decisions on CDEM Group priorities. In the next layer of detail (Appendix 2), WREMO's three teams are each assigned KPIs which contribute directly to WREMO's deliverables - with the ability to provide more detailed reporting on request.

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

	Organisational Priority - <i>top priority across all WREMO teams</i>
	High Priority
	Medium Priority
	Low Priority

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

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

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

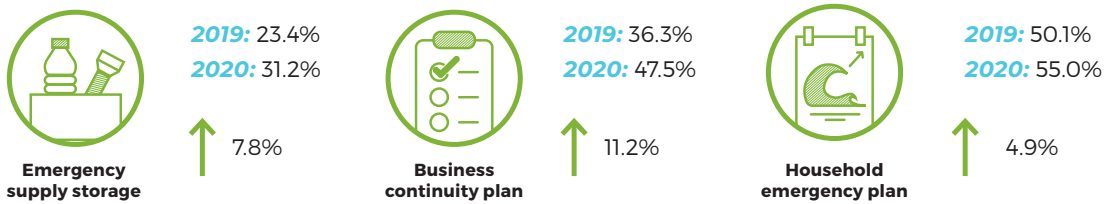
Long-term impacts of COVID-19

In the 20/21 financial year the Wellington CDEM Group remained focused on COVID-19 while managing other emergency events and starting to get back to its core business of helping to build community preparedness. Response planning for COVID-19 was improved through a series of workshops, and resources were also committed to identify and track emerging themes during the recovery process. Common themes that emerged were: high levels of pressure on emergency housing, large numbers of people requiring job seeker support, people struggling to put food on the table and increased pressure on mental health services.

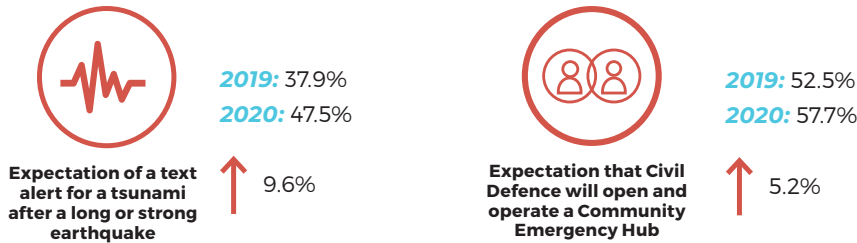
These circumstances illustrate the pressure that many CDEM Group members now face: having to help the region recover from the impacts of COVID-19 whilst also working to improve their level of response if there should be another outbreak; and having to do this additional work on COVID-19 as well as their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

Community preparedness

The arrival of COVID-19 in New Zealand had a profound effect on our region's level of emergency preparedness. In June 2020, WREMO's second annual Community Survey was conducted when New Zealand had moved to Alert Level 1 after the first wave of COVID-19 cases and the Alert Level system was introduced. A number of the priorities included in WREMO's 20/21 Annual Plan were identified from the results of this survey.



In comparison with 2019, the 2020 survey showed a significant increase in the number of respondents who reported having emergency supplies stored at home (including food, water and medication), having a business continuity plan at work and a household emergency plan.



The survey also showed a surge in expectation of official support and information in an emergency. While this reflects a high level of confidence in the relevant government agencies from the community, it also provides cause for concern in situations where people may need to take immediate and decisive protective action, such as self-evacuating from coastal areas following a long or strong earthquake.



Working to address priorities identified in the Community Survey

A core output of the 2020/21 financial year was the launch of a tsunami awareness campaign to address community expectations about tsunami warnings and promote the 'Long OR Strong, Get Gone' message. The Community Resilience team also worked to explore new initiatives for tsunami messaging including working with a developer to co-design an augmented reality tsunami evacuation app.

It is hoped that this work, coupled with New Zealand's experience of a real tsunami evacuation on 5 March 2021, will result in an increased level of understanding of the 'Long OR Strong, Get Gone' message in the 2021 Community Survey (results expected in July 2021).

Other planned areas of work to advance preparedness outcomes which are expected to continue into the 21/22 financial year include:

- The introduction of live streamed virtual community workshops
- Continued work to raise awareness of the role of Community Emergency Hubs
- An ongoing review of EOC and ECC Orange Zone Tsunami Evacuation Plans



Strategic direction

Attachment 1 to Report 21.285

Vision and goal	14
Strategic outcomes	15
High-level metrics	18
Monitoring and evaluation	19
Governance	19
Budget 2021/2022	20
How to interpret the Annual Plan	21
Reduction	22
Readiness	23
Response	26
Recovery	27

Vision and goal

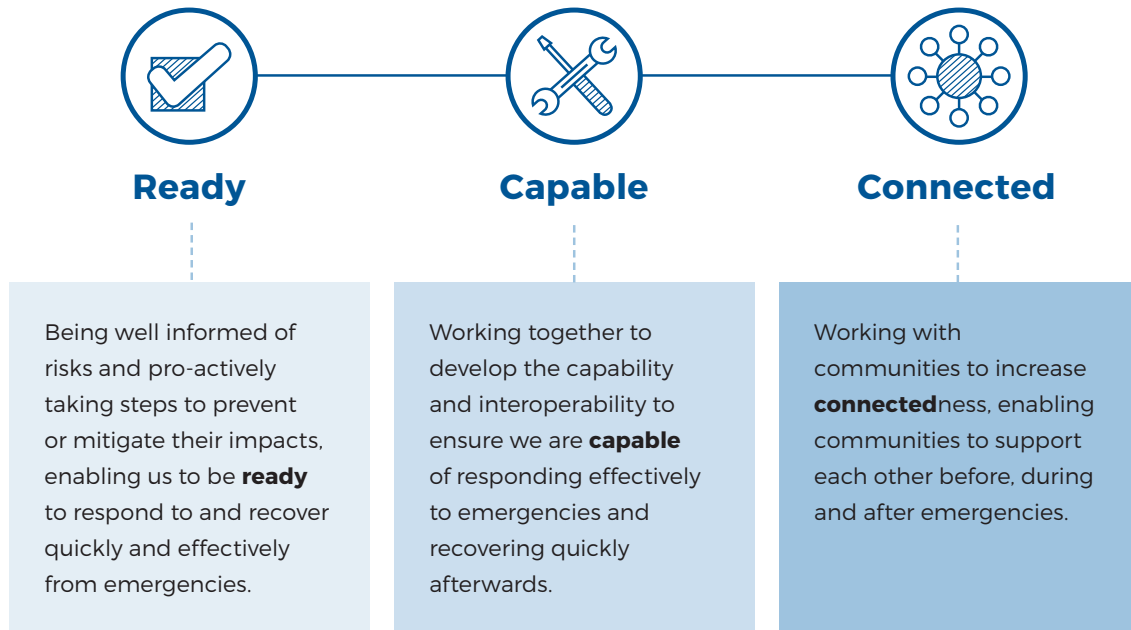
The vision of the Wellington Region CDEM Group is:

VISION

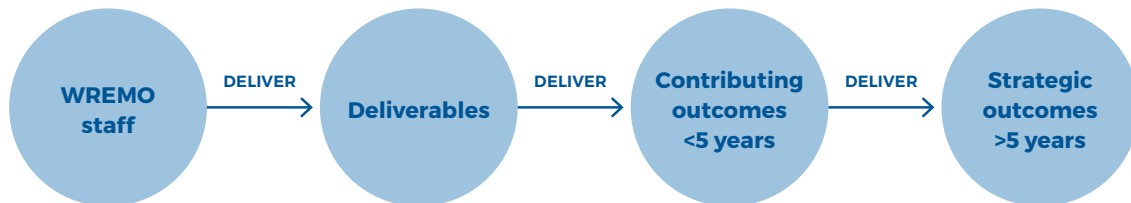
A resilient¹ community: ready, capable and connected

GOAL

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



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



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



Strategic outcomes

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



Reduction



Ready

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



Capable

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



Readiness



Capable

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



Connected

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



Response



Capable

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



Connected

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



Recovery



Ready

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



Capable

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



Connected

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

High-level metrics

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



Store emergency supplies

2019: 23.4%
2020: 31.2%
2021: 35.0%*

↑ 7.8%

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

Measure: Annual Community Survey

WREMO Deliverables which support this outcome:

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



Know your neighbours

2019: 25%
2020: 25.8%
2021: 26.0%*

↑ 0.8%

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

Measure: Annual Community Survey

WREMO Deliverables which support this outcome:

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



ECC/EOC Activation Tests

19/20: 100%
20/21: 100%
21/22: 100%

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

Measure: EOC/ECC activation tests and exercises

WREMO Deliverables which support this outcome:

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



Community Response Plans

19/20: 90%
20/21: 100%
21/22: 100%

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

Measure: Percentage of published Community Response Plans

WREMO Deliverables which support this outcome:

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

*Results of the 2021 survey are expected in July 2021.



Monitoring and evaluation

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

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

*Results from the 2020/21 survey are expected in July 2021. This section of the Annual Plan will be updated with the final results once available, and a report of the findings provided to CEG and CEG Sub Committee.

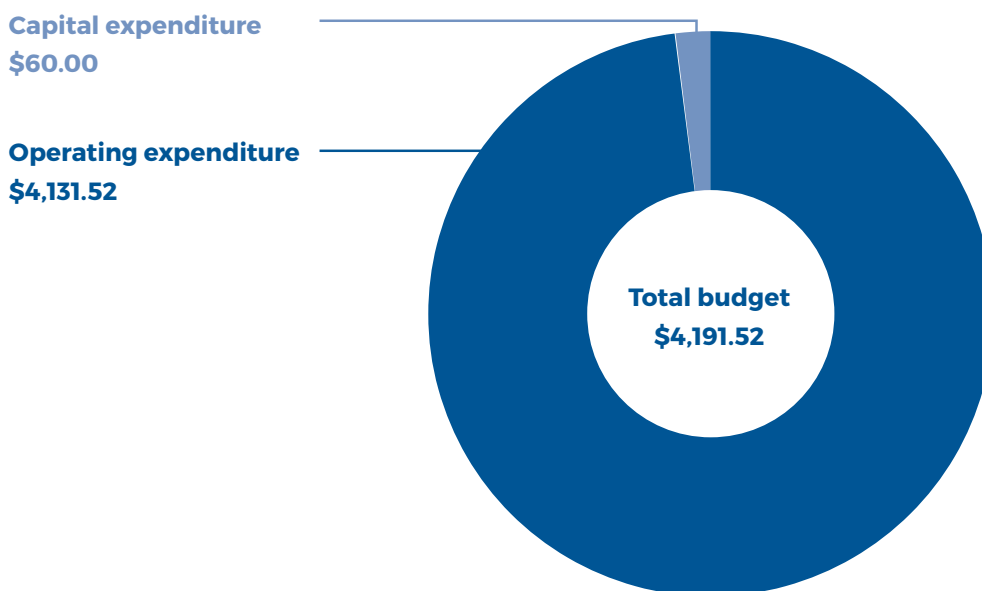
Governance

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

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

Budget 2021/2022

Budget contributions (\$000)



* Reports are provided through the Project Portfolio Management Office (PPMO).

The budget for the 2021/22 year is as follows:

WREMO Budget 2021/2022		\$(000)
Total budget		4191.52
Sources of operational funding		
Rates & levies		3886.52
Reserve		305.00
Total operating funding		4191.52
Operating expenditure		
Personnel costs		3,369.00
Materials and supplies		492.52
Travel and transport		80.00
Contractor and consultants		80.00
Corporate charges		110.00
Total operating expenditure		4131.52
Capital expenditure		
Vehicle purchases		60.00
Total capital expenditure		60.00
Net funding surplus/(deficit)		-
Council contributions		
	% contribution	\$(000)
Greater Wellington Regional Council	32.7%	1,271.67
Wellington City Council	27.3%	1059.43
Hutt City Council	14%	545.03
Porirua City Council	7.4%	286.93
Kāpiti Coast District Council	7%	272.43
Upper Hutt City Council	5.7%	222.92
Masterton District Council	3.3%	129.56
South Wairarapa District Council	1.3%	52.86
Carterton District Council	1.2%	44.80
Total		3886.52



How to interpret the Annual Plan


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

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





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

Description of the 4Rs goal component

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

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

The WREMO team responsible for the deliverable

-  Community Resilience and Recovery
-  Business Development
-  Operational Readiness and Response
-  All three of WREMO's teams contribute directly to this deliverable




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



Reduction

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

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

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



Readiness

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

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




Deliverables	Success indicator(s)	Strategic Outcome
 <p>Lead the development and implementation of the Group Training and Exercises Plan in accordance with the Capability Development (Skilled People) Strategy.</p>	<p>The CDEM Group has a sufficient number of staff trained to respond effectively to an emergency.</p>	<p>Integrated and comprehensive capability development strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.</p>
 <p>Lead and coordinate a consistent approach to Public Information Management (PIM) across the region.</p>	<p>There is a high level of coordination, integration and interoperability between Wellington CDEM Group stakeholders.</p>	
 <p>Lead and coordinate a consistent approach to Welfare across the region.</p>		
 <p>Lead the development and maintenance of equipment, systems and tools for WREMO, the ECC and EOCs.</p>	<p>Operational facilities, equipment, systems and tools are fit for purpose to ensure that the CDEM Group is able to respond effectively to an emergency.</p>	



Readiness *(continued)*

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

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





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



Readiness (continued)

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

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





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



Response

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

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




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



Recovery

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

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

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

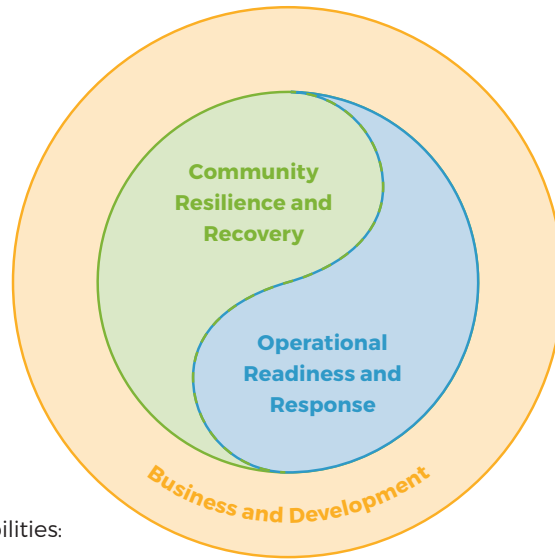


Appendices

Attachment 1 to Report 21.285



Appendix 1: WREMO structure



WREMO team responsibilities:

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

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



Appendix 2: List of WREMO KPIs by core deliverable



Reduction

Team	KPI	Priority
Lead the development and implementation of the CDEM Group Plan, and report on progress against the strategic outcomes identified in the Plan. (p22)		
	 Provide quarterly reports to the CEG Sub Committee, reporting on progress against the WREMO Annual Plan (2021-2022) activities.	HIGH
	 Develop the WREMO Annual Plan (2022-23) in alignment with council annual plan development time lines.	
	 Establish the Project Portfolio Management Office (PPMO) and provide an initial report to the CEG and Joint Committee to test the format and information requirements.	
	 Conduct the annual WREMO Regional Community Survey to identify trends and opportunities to increase resilience.	
Coordinate the efforts of councils and other CDEM Group partners to align and enhance approaches to natural hazard risk reduction practices. (p22)		
	 Lead the Emergency Levels of Service project to ensure hazard risks to Lifeline Utility services are reduced.	MEDIUM
	 Reconvene the Natural Hazard Steering Group to assess progress occurring pre-COVID-19 and determine actions for the future.	LOW
Provide administrative support, guidance and advice to CDEM governance groups. (p22)		
	 Perform secretariat duties for CDEM governance groups, including the Coordinating Executive Group (CEG), Sub-Committee and Regional Leadership Group (RLG) as required.	HIGH
	 Respond to relevant Local Government Official Information and Meetings Act (LGOIMA) requests in accordance with legislated time frames and procedures.	
	 Support Greater Wellington Regional Council (GWRC) Democratic Services with secretariat duties for the CDEM Joint Committee.	



Readiness

Team	KPI	Priority
<p>Lead the development and implementation of the Group Training and Exercises Plan in accordance with the Capability Development (Skilled People) Strategy. (p23)</p>		
	<p>Develop and deliver professional development opportunities for the region's emergency management workforce in accordance with the Group Training and Exercise Plan 2021/22.</p>	<p>HIGH</p>
	<p>Administer the Wellington Region's portion of the national CDEM training fund.</p>	
	<p>Coordinate the Wellington Region's Response Teams to provide consistent training, deployment processes and legislative compliance.</p>	
	<p>Manage the Group's Learning Management System (takatū) and incorporate national-level enhancements to the system as required.</p>	<p>MEDIUM</p>
	<p>Support national level capability development advisory groups, programmes and initiatives.</p>	<p>LOW</p>
<p>Lead the development and maintenance of equipment, systems and tools for WREMO, the ECC and EOCs. (p23)</p>		
	<p>Complete monthly operational ICT and technical equipment checks across the region's ECC and EOCs and resolve issues as required.</p>	<p>HIGH</p>
	<p>Implement online access to EOC and ECC systems to enable Bring Your Own Device (BYOD) use.</p>	
	<p>Maintain IT security and platforms and explore opportunities for further development.</p>	
	<p>Provide ICT guidance and advice to the EOCs/ECC using WREMO supported hardware and networks in preparation for an emergency.</p>	
	<p>Maintain the regional radio network as an alternate communications system.</p>	



Readiness *(continued)*

Team	KPI	Priority
Lead the development and maintenance of equipment, systems and tools for WREMO, the ECC and EOCs. (continued) (p23)		
	Complete bi-monthly operational equipment and documentation checks and resolve issues as required.	HIGH
	Complete an annual audit of all ECC and EOC operational documentation and resources to ensure that they are up to date and fit for purpose.	HIGH
	Develop and implement customised EOC and ECC Intranet sites and supporting tools.	MEDIUM
Lead and coordinate a consistent approach to Public Information Management (PIM) across the region. (p23)		
	Develop and refine Public Information Management (PIM) components of regional plans and processes.	HIGH
	Hold two meetings annually for Public Information Managers in the Wellington CDEM Group to develop relationships and share information.	MEDIUM
Lead and coordinate a consistent approach to Welfare across the region. (p23)		
	Chair 3 Wellington Region Welfare Coordination Group meetings to enhance individual and collective agency capability and planning.	HIGH
	Work with Local Welfare Managers to understand Needs Assessment capability, identify gaps and achieve consistency across the region.	HIGH
	Implement the CDEM Group Welfare Plan.	HIGH
	Work with Local Welfare Managers to understand Emergency Assistance Centre (EAC) capability, identify gaps and achieve consistency across the region.	MEDIUM



Readiness *(continued)*

Team	KPI	Priority
<p>Lead and coordinate the development, implementation and review of CDEM Group operational response plans and processes. (p24)</p>		
	<p>Work with CDEM Group partners to identify and make improvements to the Wellington Region Earthquake Plan (WREP).</p>	<p>HIGH</p>
	<p>Work with GWRC and territorial authorities to refine EOC and ECC flood response plans.</p>	
	<p>Develop a Health, Safety and Wellbeing Plan to support WREMO staff both in preparation for an in response to an emergency.</p>	
	<p>Refine the Wellington CDEM Group's operational processes and procedures.</p>	
	<p>Work with CDEM Group partners to identify and make improvements to EOC and ECC tsunami response plans.</p>	<p>MEDIUM</p>
	<p>Develop a CDEM Group Lessons Learned Framework.</p>	
<p>Lead the development, implementation and review of CDEM Group and public alerting functions, including systems, tools, processes and personnel. (p24)</p>		
	<p>Conduct a notification system pilot to assess the suitability of the Alert Media CDEM Group alerting and notification tool.</p>	<p>HIGH</p>
	<p>Manage and refine the Duty Officer system to ensure that a CDEM Group Duty Officer is available 24/7 to alert CDEM Group partners to an emergency.</p>	
	<p>Conduct monthly Emergency Mobile Alert training to strengthen the Group's capability and capacity.</p>	



Readiness *(continued)*

Team	KPI	Priority
<p>Lead the development, implementation and review of CDEM Group and public alerting functions, including systems, tools, processes and personnel. (continued) (p24)</p>		
	<p>Participate in the Red Cross Hazard App Working Group and implement any required changes to our procedures.</p>	<p>MEDIUM</p>
	<p>Develop Emergency Mobile Alert predefined messaging for tsunami and flood events.</p>	
<p>Develop and maintain effective relationships with CDEM Group partners, including the community, to ensure a timely and effective response to an emergency. (p24)</p>		
	<p>Develop and maintain partnerships with iwi and marae to improve response capability.</p>	<p>HIGH</p>
	<p>Establish a regional group to coordinate Community Resilience initiatives and share information across the region.</p>	
	<p>Provide business as usual (BAU) media coordination, management and support to the Regional Manager, and the wider WREMO team as required.</p>	
	<p>Facilitate 15 local Emergency Services Coordination Committee (ESCC) meetings.</p>	<p>MEDIUM</p>
	<p>Facilitate 3 Regional Inter-Agency Planning Committee (RIAPC) meetings.</p>	
	<p>Arrange direct engagement opportunities with technical experts like GNS and MetService to share information, develop plans and strengthen coordination arrangements.</p>	
	<p>Engage with Lifeline Utilities stakeholders to share information, develop plans and strengthen coordination arrangements.</p>	



Readiness *(continued)*

Team	KPI	Priority
Lead the development and delivery of community engagement initiatives for specific groups to increase preparedness. (p25)		
	 Deliver 4 Business Continuity Planning workshops for businesses and organisations.	HIGH
	 Deliver 4 Emergency Planning workshops for Primary and Secondary schools.	
	 Produce a Quarterly Newsletter, sharing preparedness messaging and opportunities to engage for the community.	
	 Promote preparedness messaging and community connectedness through social media platforms.	
	 Partner with youth, agencies and organisations to deliver the Youth Leadership in Emergency Management programme across the region.	
	 Partner with local iwi, hapū, and Māori organisations to co-design preparedness messaging and initiatives for whānau.	
	 Partner with people with disabilities and organisations that support them to co-design inclusive and accessible preparedness messaging and initiatives.	
	 Lead and promote the Wellington Region's involvement in the Shakeout and Tsunami Hikoī campaign to increase CDEM Group partner and community awareness and participation.	
	 Provide supplementary marketing and communications for Tsunami Hikoī to increase awareness of the long or strong, get gone message.	
	 Deliver 42 Household Earthquake Planning sessions to community groups, workplaces and households.	








Readiness *(continued)*

Team	KPI	Priority
Lead the development and delivery of community engagement initiatives for specific groups to increase preparedness. (continued) (p25)		
	Promote preparedness messaging with the community at 7 regional or local events.	MEDIUM
	Implement the Central Business District (CBD) Engagement Plan, with a focus on tertiary students and apartment dwellers.	MEDIUM
Support community and CDEM Group partner initiatives to increase social connectedness and preparedness. (p25)		
	Investigate innovative and creative opportunities to promote hazard awareness and enable emergency reduction or readiness.	MEDIUM
	Co-deliver 7 community initiatives with local council teams.	MEDIUM
	Contribute to CDEM Group partner projects that improve hazard awareness and preparedness.	MEDIUM
	Promote and attend community and CDEM Group partner initiatives.	LOW
Establish and maintain communication channels to keep communities informed about hazards, impacts and preparedness actions. (p25)		
	Review the function of the WREMO and Get Prepared websites and make structural and content changes as required.	HIGH
	Develop and schedule radio and digital advertising that supports community resilience campaigns and general preparedness.	HIGH
	Carry out a targeted media campaign based on areas of improvement identified in the annual Community Survey.	HIGH



Readiness *(continued)*

Team	KPI	Priority
Establish and maintain communication channels to keep communities informed about hazards, impacts and preparedness actions. (continued) (p25)		
	 Review existing social media capability and develop a strategy to grow engagement and maintain consistency across all WREMO social media platforms.	HIGH
	 Ensure that WREMO and Get Prepared website content is up-to-date.	MEDIUM
Lead planning efforts for a timely and effective community response to an emergency. (p25)		
	 Deliver 28 Earthquake Drills and work with participants to make updates to the relevant Community Emergency Hub Guides.	HIGH
	 Carry out annual audits for 128 Community Emergency Hubs.	HIGH
	 Coordinate and deliver 12 Community Emergency Hub awareness activities.	MEDIUM



Response

Team	KPI	Priority
Provide a 24/7 CDEM Group and public alerting function. (p26)		
	<p data-bbox="300 656 379 745"></p> <p data-bbox="427 663 1321 723">Use the CDEM Group Duty System to notify response partners about emergency events.</p> <p data-bbox="300 813 379 902"></p> <p data-bbox="427 824 1270 884">Send Emergency Mobile Alerts to the public at the regional or local level for emergency events which reach the threshold for an alert.</p>	ORGANISATIONAL PRIORITY
Provide leadership, support and advice to councils, EOCs, the ECC and other CDEM Group partners in an emergency. (p26)		
	<p data-bbox="300 1081 379 1171"></p> <p data-bbox="427 1088 1321 1149">Provide professional emergency management staff to support any response to a CDEM emergency in our region.</p> <p data-bbox="300 1261 379 1350"></p> <p data-bbox="427 1267 1313 1328">Provide the primary and alternate Regional Manager and Group Controller roles to the CDEM Group.</p> <p data-bbox="300 1440 379 1529"></p> <p data-bbox="427 1447 1329 1507">Provide hazard advice on the potential regional impacts of a National Tsunami Advisory/Warning to supplement advice from the National Tsunami Expert Panel.</p> <p data-bbox="300 1619 379 1709"></p> <p data-bbox="427 1626 1281 1686">Provide the primary Group Public Information Manager (PIM) to manage and coordinate regional PIM in a CDEM response.</p> <p data-bbox="300 1798 379 1888"></p> <p data-bbox="427 1805 1313 1865">Provide the primary Group Welfare Manager to manage and coordinate Welfare in a CDEM response.</p>	ORGANISATIONAL PRIORITY



Response *(continued)*

Team	KPI	Priority
Provide leadership, support and advice to councils, EOCs, the ECC and other CDEM Group partners in an emergency. (continued) (p26)		
	Provide guidance and advice to assist council ICT personnel with CDEM systems and tools in an emergency.	ORGANISATIONAL PRIORITY
	Provide professional emergency management staff to support other CDEM Groups, NEMA and partner agencies in a response.	MEDIUM
Manage WREMO staff health and wellbeing in a response. (p26)		
	Ensure that the Health, Safety and Wellbeing of WREMO staff is supported to sustain an effective response.	ORGANISATIONAL PRIORITY
Lead the development and implementation of a CDEM Group Lessons Learned framework. (p26)		
	Facilitate an after action review process following a CDEM response.	ORGANISATIONAL PRIORITY



Recovery

Team	KPI	Priority
Provide leadership, support and advice to councils and other CDEM Group partners in recovery. (p27)		
	Provide professional emergency management staff to support any recovery from a CDEM emergency in the Wellington Region.	ORGANISATIONAL PRIORITY
	Provide the primary Recovery Manager role to the CDEM Group.	
	Maintain the COVID-19 Dashboard and Community Sentiment Survey for as long as required.	HIGH
Lead and coordinate recovery engagement opportunities to develop capability, share information and strengthen relationships. (p27)		
	Develop and deliver a Group Recovery Exercise.	HIGH
	Establish Sector Groups for each Recovery environment.	
	Host a forum for Recovery Managers to develop knowledge and capability.	MEDIUM
	Produce two Recovery Newsletters for relevant stakeholders.	LOW



Recovery *(continued)*

Team	KPI	Priority
Lead the development, implementation and review of regional recovery guidance and resources. (p27)		
	Refine the Recovery Framework and develop operational documents and supporting templates.	HIGH
	Support the development of a national set of recovery indicators.	MEDIUM
	Conduct an environmental scan of strategic Recovery planning initiatives around the country.	LOW

Attachment 1 to Report 21.285

Attachment 1 to Report 21.285



Civil Defence and Emergency Management Group
25 June 2021
Report 21.286



For Decision

WELLINGTON CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP WELFARE PLAN (2021-2026)

Te take mō te pūrongo

Purpose

1. To advise the Wellington Civil Defence Emergency Management Group Joint Committee (the Joint Committee) of the Wellington CDEM Group Welfare Plan (2021-2026).

He tūtohu

Recommendation

That the Joint Committee **adopts** the Wellington CDEM Group Welfare Plan (2021-2026).

Te tāhū kōrero

Background

2. The National CDEM Plan Order 2015 and the Welfare Services in an Emergency Directors Guideline sets out the Wellington CDEM Group's responsibilities for overseeing the establishment and maintenance of regional and local welfare arrangements and plans.
3. The Wellington CDEM Group Plan (2019-2024) also sets out the following strategic outcome: "That formal assistance is readily available and accessible to impacted communities (in a CDEM emergency)."
4. The Wellington CDEM Group Welfare Plan (2021-2026) was developed to replace the previous Wellington CDEM Group Welfare Plan (2016-2018) to meet the Wellington CDEM Group's responsibilities under the National CDEM Plan Order 2015 and the strategic outcomes identified in the CDEM Group Plan (2019-2024).
5. The Coordinating Executives Group (CEG) and CEG Subcommittee have approved the Wellington CDEM Group Welfare Plan (2021-2026) and recommend that the Joint Committee approves it.

Te tātaritanga Analysis

Wellington CDEM Group Welfare Plan (2021-26)

6. The Wellington CDEM Group Welfare Plan (2021-26):
 - a Outlines welfare requirements and arrangements at national, regional and local levels.
 - b Summarises the community profile, community risk and vulnerability analysis from the Wellington CDEM Group Plan (2019-2024) with a welfare focus.
 - c Develops goals and objectives to inform work programmes across the “4Rs” of comprehensive emergency management (Reduction, Readiness, Response and Recovery).
 - d Provides a framework for coordination and delivery of regional welfare services, including confirming governance and management arrangements.
 - e Informs and guides local welfare plans and arrangements.
 - f Sets requirements for monitoring and evaluation of welfare activities.
7. The Wellington CDEM Group Welfare Plan is reviewed every five years. Amendments may be made following legislative changes, an exercise or emergency event.

Ngā hua ahumoni Financial implications

8. There are no financial implications arising from the matter for decision.

Ngā tikanga whakatau Decision-making process

9. The matter requiring decision in this report was considered by officers against the requirements of section 17 of the Civil Defence Emergency Management Act 2002 and the decision-making requirements of Part 6 of the Local Government Act 2002.

Te hiranga Significance

10. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of these matters, taking into account Greater Wellington Regional Council's *Significance and Engagement Policy* and *Decision-making Guidelines*. Officers recommend that this matter is of low significance because it is a routine update of an existing work programme under the Group Plan. It identifies areas of future work but the timing and prioritisation has not yet been confirmed as it is awaiting the results of a national review of welfare planning.

Te whakatūtakitaki Engagement

11. The Wellington Region territorial authority welfare teams, the regional Welfare Coordination Group, Sub-CEG and and cross sector agencies representing central government, district health boards, and NGOs were consulted in the development of the Welfare Plan.
12. Elements of the Welfare plan will be consulted on with relevant parties when they are identified for review or improvement. Further work against the Group Welfare Plan will be heavily influenced national work programme, which will involve consultation at both a regional and national level.

Ngā tūāoma e whai ake nei Next steps

13. No further action is required.

Ngā āpitihanga Attachment

Number	Title
1	Wellington CDEM Group Welfare Plan (2021-2026)

Ngā kaiwaitohu Signatories

Writer	Ainslie Ryder – Advisor, Business and Capability Development, WREMO
Approvers	Jess Hare – Manager, Business and Capability Development, WREMO Jeremy Holmes – Regional Manager, WREMO

He whakarāpopoto i ngā huritaonga Summary of considerations
<p><i>Fit with Council's roles or Committee's terms of reference</i></p> <p>The Joint Committee reviews the work programme identified in the WREMO Annual Business Plan 2020/21, which is informed by the Wellington Region CDEM Group Plan (2019-2024). The Joint Committee is responsible for implementing and monitoring the Group Plan.</p>
<p><i>Implications for Māori</i></p> <p>Page 20 of the Group Welfare Plan outlines priorities for partnering with iwi and Māori in Wellington CDEM Group welfare planning, and outlines priorities of greater recognition, understanding and integration of iwi/Māori perspectives and tikanga in emergency management, and greater recognition, understanding and integration of the capacity and capability of marae to look after people in an emergency.</p>
<p><i>Contribution to Annual Plan / Long term Plan / Other key strategies and policies</i></p> <p>The development and implementation CDEM Group Welfare Plan (2021-2026) was agreed by the Joint Committee as a Key Performance Indicator in the WREMO Annual Business Plan 2020/21 to meet the strategic outcomes identified in the Wellington CDEM Group Plan (2019-2024).</p>
<p><i>Internal consultation</i></p> <p>See paragraph 5 of the report.</p>
<p><i>Risks and impacts: legal / health and safety etc.</i></p> <p>There are no known risks.</p>

Attachment 1 to Report 21.286

GROUP WELFARE PLAN 2021 - 2026

Wellington Region Civil Defence Emergency Management

Abstract

An outline of how welfare is organised and managed in the region, enabling effective welfare coordination, planning and delivery.

Foreword

He aha te mea nui o te ao?

He Tangata! He Tangata! He Tangata!

What is the most important thing in the world?

It is the people! It is the people! It is the people!

This Māori whakataukī from Te Aupouri wāhine rangatira, Meri Ngaroto, depicts the essence of what the Welfare function in Civil Defence Emergency Management (CDEM) is all about. At the core is the people - the connections shared and the things that are important to them. People's safety and well-being is the heart of the Wellington Region CDEM Group (Group). The vision of a resilient community that is ready, capable and connected grounds us.

The ability for individuals and communities to prepare for emergencies will be different for everyone. The duration and severity of an emergency will likely have an impact on the resilience of those affected. Welfare services need to be in place to provide a 'safety net' to support those who may need help because of an emergency.

The needs of those affected by an emergency, whatever the size, will be complex and, at times, difficult and challenging. These challenges are likely to include;

- sourcing accurate information about the needs of those affected and allocating available resources appropriately;
- coordinating the myriad of agencies responsible for providing welfare services and ensuring effective communication and efficient planning and service delivery;
- understanding the diverse and dynamic nature of communities and effective methods for supporting them; and
- the compounding effects of problems on those affected and their ability to cope and recover following an emergency.

No amount of planning is guaranteed to prepare us for every possible emergency, but it can reduce the effects and minimise the consequences following one. Robust and effective arrangements need to be in place before an emergency occurs to effectively develop resilience and support our region. This plan sets out the Group's welfare priorities, arrangements and work programme. This plan will support the Group's ability to deliver on relevant strategic outcomes in the Wellington CDEM Group Plan 2019 – 2024 and ensure formal assistance is readily available and accessible to impacted communities in an emergency.

Attachment 1 to Report 21.286

Contents

Foreword..... 1

Section 1 – Introduction..... 4

 About welfare 4

 Regional arrangements and boundaries..... 5

 Purpose 6

 Intended audience 6

 Wellington Region Welfare Guiding principles..... 6

 Alignment to CDEM plans 7

 Development of the plan 8

 Plan duration..... 8

Section 2 – The Wellington region..... 9

 About us 9

 Our hazards..... 9

 Vulnerabilities in the region..... 10

Section 3 – Strategic direction 11

 Reduction 11

 Readiness 11

 Response 12

 Recovery..... 12

 2021-2026 Welfare Work Program..... 12

Section 4 – Working together 13

 Relationship building and management..... 13

 CDEM Group Structure 14

 National Level 15

 Regional Level 15

 Local level..... 18

 Community..... 19

 Iwi..... 20

 Welfare capability development..... 20

Section 5 – Operational arrangements 22

 Reduction activities and responsibilities 22

 Response Arrangements..... 22

 Response costs..... 22

 Welfare coordination structure 22

Attachment 1 to Report 21.286

Welfare services.....	23
Other CIMS links.....	25
Welfare platforms and processes	26
Section 6 – Governance and reporting	29
Governance.....	29
Monitoring and reporting	29
External monitoring and evaluation	29
Glossary.....	30
Appendices.....	33
Appendix 1 - Companion Plans, National Guidelines, and Legislation	33
Appendix 2 – About the Wellington Region	35
Appendix 3 – Welfare Vulnerabilities in the Region	39
Appendix 4 - Welfare services overview.....	40
Appendix 5 – Contributing welfare outcomes and activities to the Group’s Strategic Outcomes across the 4Rs	44
Appendix 6 – 2021 to 2026 Wellington Region Welfare Work Programme.....	51

Attachment 1 to Report 21.286

Section 1 – Introduction

About welfare

Emergencies can impact the lives of people in many ways. Ideally, everyone would be prepared and able to manage the consequences of an emergency with their own resources. In some instances, however, people cannot do this. They may not be able to prepare adequately, the emergency is too severe, or it continues for too long for people and communities to look after themselves. Emergency welfare support provides a ‘safety net’ for people and communities when these circumstances occur.

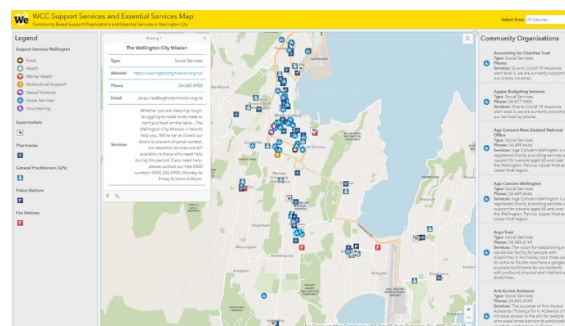
Civil Defence Emergency Management (CDEM), through the Wellington CDEM Group (the Group), has the overall responsibility for coordinating welfare to affected individuals, families, whānau, communities and animals. The requirements for welfare support will vary depending upon the size, scale and impacts of the emergency. From the provision of emergency shelter to a family displaced by a flood through to mass temporary accommodation following an earthquake, CDEM needs to be prepared to step in when people are in need. Losses resulting from an emergency can pose a significant challenge for those affected. It can impact a person’s ability to respond and recover and have long-term physical and psychological effects. Delivery of welfare support requires a sympathetic and flexible approach built around the community and individuals involved.



Red Cross volunteer supports a Plimmerton resident whose property was affected by flooding (November 2020)



Porirua Emergency Operations Centre (EOC) coordinates food parcels for people in need during COVID-19 (April 2020)



Wellington City Council (WCC) develops an online tool to help communities find support and essential services during the COVID-19 lockdown (March to May 2020).

Attachment 1 to Report 21.286**Regional arrangements and boundaries**

The Group spans nine local authorities with one Emergency Coordination Centre (ECC) and six Emergency Operations Centers (EOC)¹.

Figure 1.1: Regional and Local Authority boundaries map



Some agencies involved in welfare service delivery and coordination may have territorial boundaries that are different from the CDEM Group.

Boundary variations include:

- A small part of the Tararua District located in Mataikona is only accessible from the Masterton District. For CDEM purposes, this area may require support from the Wairarapa EOC, including the Welfare function.
- *The Ministry of Social Development (MSD) and Work and Income:* Both Wellington Work and Income and Central Work and Income offices operate in the region. Kāpiti and the Wairarapa Council areas fall under the Central Region Work and Income Region (based in Palmerston North).
- *District Health Boards (DHBs):* Four DHB's operate in the region. These are: Capital and Coast (Wellington City, Porirua, and the Kāpiti Coast), Hutt Valley DHB, Wairarapa DHB, and Mid-Central DHB (for Otaki). Regional Public Health works across all four DHBs.
- *The Ministry of Education:* The Wellington Region includes the Tararua District and Horowhenua (both outside Group boundaries).
- *Police:* The Wellington Police District covers all of the Wellington Region except Otaki. The Central Police District covers the area North of Peka Peka.
- Other agencies involved in welfare services represent areas larger than just the Group. These include the *Ministry of Business, Innovation, and Employment* which has a North Island representative based in Wellington.

¹ Within the Wairarapa, the three councils have a combined EOC based in Masterton.

Attachment 1 to Report 21.286

Purpose

As part of its mandate, the Group is responsible for leading regional welfare service planning and supporting local welfare arrangements to ensure a consistent and equitable approach to welfare delivery across the region.

The purpose of this plan is to:

- outline how welfare is organised and managed in the region,
- describe welfare activities that contribute to achieving the Groups strategic outcomes, and
- provide direction and clarity for the coordination of welfare service planning and delivery across the region.

Intended audience

This document guides and informs:

- Joint Committee (Mayors)
- Coordinating Executive Group (CEG) and CEG Sub-Committee members, including local authority senior managers
- Wellington Regional Welfare Coordination Group (WCG) members, including agencies that have responsibilities under the National CDEM Plan 2015
- Group Welfare Managers (GWM), Local Welfare Managers (LWM) and welfare personnel
- Emergency Management Advisors
- EOC and ECC response personnel
- Other regional and local Welfare stakeholders
- The community

Wellington Region Welfare Guiding principles

Across the 4Rs of comprehensive emergency management², the following principles apply to welfare planning and delivery:

Tikanga

We understand that customs and cultural practices are central to who we are. We do this by:

- respecting the cultural identity and the diverse and dynamic nature of our communities,
- being flexible in welfare service provision, and
- being accountable and transparent.

Manaakitanga

We respect and care for others. We do this by:

- recognising the importance of kindness, goodwill, and wellbeing across the 4Rs;
- supporting self-reliance for those affected by emergencies; and
- ensuring welfare support address the specific needs of those affected.

Whanaungatanga, Kotahitanga

We nurture relationships and partnerships. We do this by:

- acting inclusively and collaborating with all welfare stakeholders, including iwi and our communities, to understand, maintain and increase capability and capacity across the region;

² Risk Reduction, Readiness, Response, and Recovery

Attachment 1 to Report 21.286

- actively communicating and engaging agencies, and
- taking a coordinated and integrated approach to align welfare practices nationally, regionally and locally as much as possible.

Mātauranga

We value knowledge and understanding. We do this by:

- recognising the importance of always learning to enhance welfare practices,
- taking opportunities to share knowledge and lessons learned, and
- working together for a common understanding of welfare across the region.

Alignment to CDEM plans

This plan supports the Wellington Region CDEM Group Plan 2019-2024. It aligns to national, regional and local arrangements enabling welfare service agencies to collaboratively achieve the best outcomes for communities before, during and after an emergency. *Table 1.1* outlines the relationship between the National CDEM Framework, CDEM Group documents.

Table 1.1. Relationship between National CDEM Framework and Group documents

Framework	CDEM Act 2002 Guide to CDEM Plan 2015 National Disaster Resilience Strategy 2019 Welfare Services in an Emergency Directors Guideline [DGL 11/15]
Strategic	Wellington Region CDEM Group Plan 2019/24 Wellington Region Group Welfare Plan 2021/26
Operational	Wellington Region Emergency Management Office (WREMO) Annual Plan 2020/21 Wellington Region Welfare Needs Assessment and Welfare Service Delivery Plans Wellington Region Guide to Emergency Assistance Centres Local Welfare Plans one per territorial authority (TA)

The CDEM Act 2002 outlines the Welfare function's response requirements for Groups during an emergency. The National CDEM Plan and Guide to the National CDEM Plan 2015 outline responsibilities specific to welfare services. The Welfare Services in an Emergency *Directors Guideline* provides further guidance to support the coordination and delivery of welfare support in an emergency. The National Disaster Resilience Strategy 2019 outlines the vision and long-term goals for CDEM in New Zealand.

The Wellington Region CDEM Group Plan 2019-24 provides the strategic direction for the Group (including the Welfare function) and a clear vision and framework. It enables the effective and efficient management of significant hazards and risks when a coordinated emergency management approach is needed.

The WREMO Annual Plan sets out the annual work programme at the regional level (including welfare). Welfare service plans are regional plans that are drafted and maintained by responsible welfare

Attachment 1 to Report 21.286

agencies outlining welfare service delivery across the 4Rs. Local Welfare Plans detail arrangements for local-level planning and delivery of welfare support in an emergency.

Supporting documents

A range of procedures, policies, plans and other documents support this plan. Each provides detailed information about how the region functions in an emergency. These documents are periodically reviewed and updated by the relevant CDEM partner agencies. Supporting documents to this plan are listed in [Appendix 1](#).

Development of the plan

WCG members, CDEM personnel, responsible and support agencies, and local councils have contributed to the development of this Plan through meetings, workshops and feedback.

Plan duration

This Plan is effective following approval by the Joint Committee for a period of five years. A review of this plan will take place on a three-yearly basis or after significant changes in legislation or national direction. Further amendments may be made following an exercise or emergency at any time, on the recommendation of the WCG.

Available information

This plan has been written using information available at the time of writing. There are a number of changes that may be occurring nationally over the next few years that could have implications on welfare planning. These include:

- Trifecta Programme consisting of a review of the Civil Defence Emergency Management Act 2002, National Civil Defence Emergency Management Plan Order (the Plan) 2015 and the accompanying Guide to the National CDEM Plan (the Guide) 2015, and the National Disaster Resilience Strategy (NDRS) Roadmap.
- A national program of work to provide greater recognition, understanding and integration of Te Aō Māori and tikanga in emergency management – before, during, and after an event. Work will also be done to recognise and support the role of marae who have always looked after people in an emergency.
- Welfare leadership review led by NEMA and MSD.
- Welfare Needs Assessment project led by NEMA.

Section 2 – The Wellington region

About us

This section summarises key information that should be considered during planning for and delivering emergency welfare support. The Group Plan or [Appendix 2](#) provide further detail:

- The region has a growing **population** of approximately 530,000 people.
- Roughly **40 percent** of the population resides in **Wellington City**.
- The region has a **land area of 8,100 Km²** consisting of urban, industrial, rural and conservation areas and contains **497 Km of coastline**.
- The three local authorities within the **Wairarapa comprise** nine percent of the regional population but make up over **78 percent of the total land area**.
- The **median age** in the region is **37.2 years** old (Stats NZ, 2018).
- There are significant differences in the average age between local authorities, making a generic welfare response inappropriate across the region.
- Travel patterns and time of day can have a major impact - an emergency that occurs during the day (when large numbers of residents commute into Wellington City or other parts of the region) will have a significantly different impact from an emergency that occurs at night (when workers return home).
- The region has approximately **82,000 people** who live in **tsunami evacuation zones**.
- The region has over **230,000 companion animals** and primary industries also play a significant role in the region's economy. Potential **animal welfare** implications in an emergency could consist of injury, starvation, thirst, displacement, illness and disease, stress, and death.
- **Tourist numbers** can also have a major impact – even though tourist numbers are lower than would normally be the case due to the travel restrictions put in place for **COVID-19**.

Our hazards

Successfully planning requires an understanding of the hazards, risks and vulnerabilities within the region. These hazards and risks are a mix of natural and man-made events. A list of hazards is available in the Group Plan. In addition to those listed, CDEM may be asked to provide support to other events such as acts of terrorism. However, since many of the impacts are very similar, we take an impact based approach that focuses on the top five hazards. The top five hazards in the region are:

1. human pandemic,
2. earthquake,
3. tsunami,
4. flooding, and
5. landslide.

All welfare agencies need to consider the risks and vulnerabilities associated with these hazards across the 4Rs. The Group Plan 2019-24 outlines the regions hazardscape and analyses the associated risks.

The potential welfare implications of these events would likely include a requirement for the provision of welfare services from all responsible agencies. People could experience displacement, isolation, injury, illness and death, psychological issues, deterioration of community well-being, financial loss, damage to or loss of property, and other matters involving the welfare of people and animals. [Appendix 3](#) takes a closer look at welfare and some of the region's hazards.

Attachment 1 to Report 21.286**Vulnerabilities in the region**

“Vulnerability is the degree to which a population, individual or organization is unable to anticipate, cope with, resist and recover from the impacts of disasters.” (WHO, 2019)

Geographic and transport vulnerabilities may include:

- the fragility of transport routes;
- limited supplies of food, water, medical, fuel and other supplies in the region; and
- isolated communities - either by geography, mobility corridor outages or lifeline failures.

During an emergency, anyone can be vulnerable; however, some may be more vulnerable to the consequences of an emergency. Priority groups or communities could be individuals, groups, or whānau at greater risk of experiencing adverse health, social or economic outcomes due to a hazard and the associated risks. Priority communities may be different from one emergency to another and may include:

- those with disabilities, medical conditions or dependencies;
- older adults;
- socially isolated, or homeless individuals;
- children in schools and early childhood centres;
- young babies;
- people in prisons or those on home detention;
- international residents and non-English speakers;
- low-income households;
- high-needs medical and mental health individuals;
- commuters;
- tourists;
- students (domestic and international);
- new migrants/non-residents/people on work visas;
- people with pets and other animals; and/or
- those who may become vulnerable during an emergency (ie those not immediately apparent or ‘vulnerable’ before an emergency).

Attachment 1 to Report 21.286

Section 3 – Strategic direction

Welfare plays a vital role in meeting the strategic priorities of the CDEM Group. This section outlines how CDEM Group welfare members will work across the 4Rs to deliver the CDEM Groups strategic priorities. [Appendix 5](#) provides further detail on how key welfare stakeholders contribute to these outcomes.

Reduction

Welfare has no direct responsibilities in reduction. However, wider CDEM Group reduction programmes and activities [DGL 11/15]:

- have the potential to lower the individual and community needs for welfare and thereby lowering the demands placed on welfare agencies during emergencies, and
- help empower individuals and communities to make better choices ahead of and during emergencies, improving their coping abilities and resilience overall.

Readiness

Group Plan Strategic Outcome	Contributing Welfare Outcome
The Capability Development (Skilled People) Strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.	Appropriate welfare personnel are identified, trained and available for CDEM purposes.
Integrated and comprehensive official response plans at the local and regional level are understood and practised on a regular basis.	Welfare relationships, including those with Controllers, Emergency Management Advisors, Welfare Managers, and welfare partners, are identified, built, and maintained.
	Welfare agencies and organisations develop and understand plans at national, regional and local levels that affect welfare service delivery, and planning includes provisions to meet the requirements of these plans.
	A regionally consistent approach for establishing, running, and closing an EAC is in place for the region.
	A nationally consistent framework for the delivery of Needs Assessment is in place for the region.
Increased knowledge of the role of Marae and other community facilities in helping support emergency response and recovery.	The perspectives and interests of local Māori are woven throughout welfare.
Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises.	CDEM Group welfare stakeholders understand the community's role in emergencies and across the 4Rs and empower communities.

[See Appendix 5 – Section 1](#) for a detailed breakdown of Readiness in the Wellington Region Welfare Work Programme 2021/26.

Attachment 1 to Report 21.286

Response

Group Plan Strategic Outcome	Contributing Welfare Outcome
Prompt activation of local Emergency Operations Centres (EOCs) and regional Emergency Coordination Centre (ECC) to effectively manage and coordinate response efforts by response agencies to assist communities.	Welfare delivers a coordinated response incorporating welfare plans, frameworks, guides, and other relevant EM documents during the event.
	Welfare planning incorporates recovery in response to allow for a smoother transition.
	Needs identification occurs, and the delivery of welfare services is timely and effective.
Formal assistance is readily available and accessible to impacted communities.	Based on the needs of communities, community-led initiatives, Community Emergency Hubs and Emergency Assistance Centres are supported or opened and available for those affected to receive welfare services.
	Welfare messaging and information is coordinated, consistent and easy for those affected to find and understand.
	Welfare lessons are collected, analysed, disseminated, and learnings applied. These include activities that should be sustained as well as where growth and improvement should take place.

[See Appendix 5 – Section 2](#) for a detailed breakdown of Response in the Wellington Region Welfare Work Programme 2021/26.

Recovery

Group Plan Strategic Outcome	Contributing Welfare Outcome
Integrated and comprehensive strategic recovery planning at both the local and regional level is embedded and practised on a regular basis.	Support welfare integration into strategic recovery planning across the physical built, economic, natural, social and cultural environments.
Effective implementation of Group recovery plans to ensure recovery efforts are coordinated and meet the needs of communities	Support welfare integration into operational recovery activities across the physical built, economic, natural, social, and cultural environments.

[See Appendix 5 – Section 3](#) for a detailed Recovery breakdown in the Wellington Region Welfare Work Programme 2021/26.

2021-2026 Welfare Work Program

The 2021-2026 Welfare Work Program provides tangible activities the Group will undertake to support our Strategic Outcomes. [Appendix 6](#) outlines Group's Welfare Work Program.

Section 4 – Working together

Relationship building and management

The CDEM Group welfare stakeholders are responsible for identifying, establishing and maintaining effective welfare relationships. *Figure 4.1* depicts relationships for each of the welfare stakeholders.

Figure 4.1 – Wellington Region welfare relationships



Cross CDEM Group boundary relationships

Although there is no formal reporting structure between regions, if a significant emergency occur - such as a large earthquake - our CDEM Group may be asked for or may require support from other regions. The CDEM Group will offer, seek and accept help from other CDEM Groups and central government to enhance response and recovery capabilities and contribute to the development and professionalisation of CDEM welfare personnel.

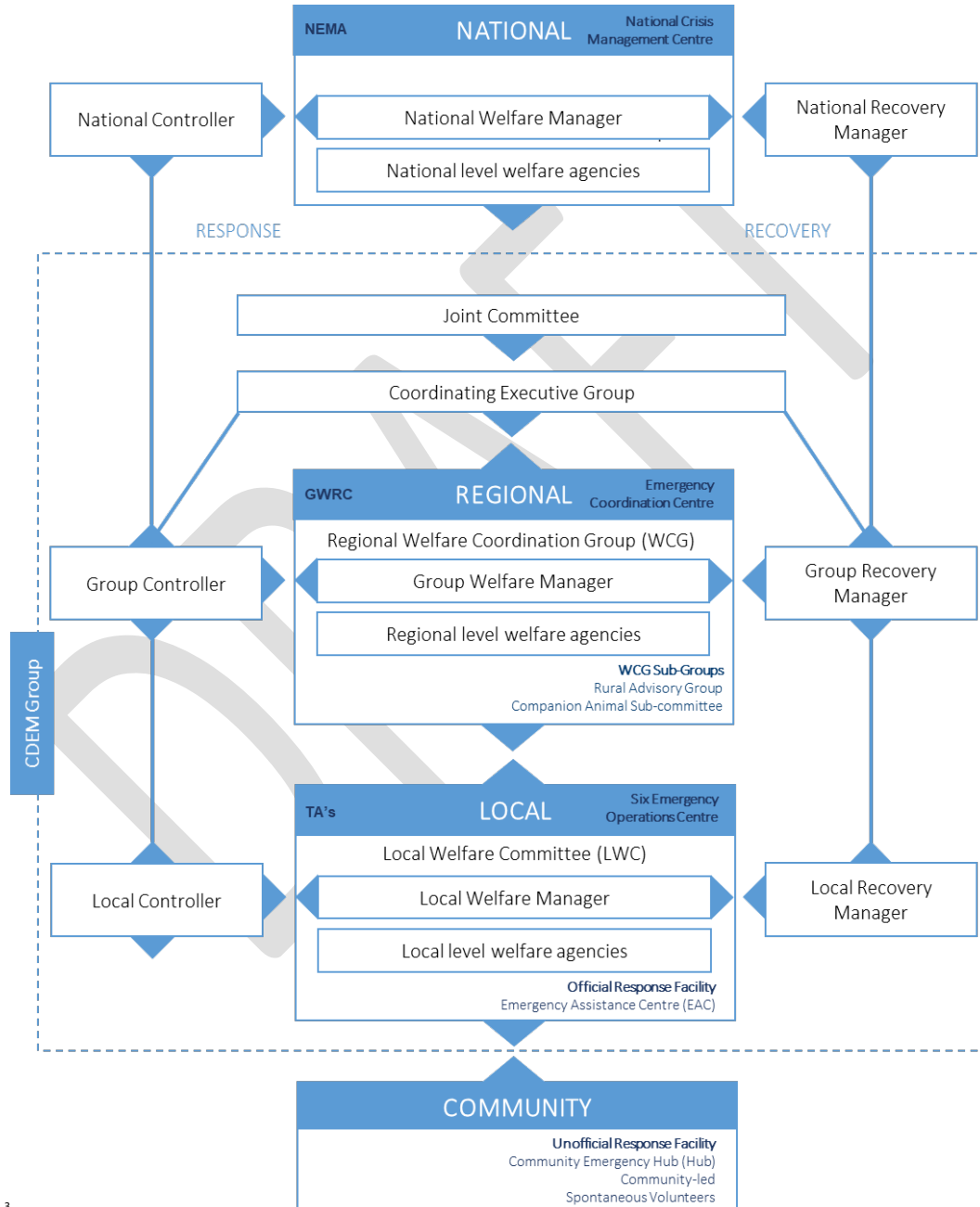
To build and maintain effective working relationships across regional boundaries, the Group will endeavour to work across the 4Rs with our welfare counterparts around the country, including those bordering the region in the Hawkes Bay, Manawatu-Wanganui, Marlborough and Nelson-Tasman CDEM Group areas.

Attachment 1 to Report 21.286

CDEM Group Structure

CDEM has three levels of coordination: national, regional and local. Those at the national and Group (regional) level support and coordinate welfare services at the local level. *Figure 4.1* depicts the governance and management mechanisms across the three levels. For further information, see the [Group Plan 2019 – 2024](#).

Figure 4.1: Welfare governance and management mechanisms



3

³ Greater Wellington Regional Council is responsible for providing regional welfare personnel for the ECC. TA's are responsible for providing welfare personnel for each of the six EOCs, noting that Wairarapa's three councils work together to operate one EOC. All other councils operate one EOC each.

Attachment 1 to Report 21.286

National Level

National Emergency Management Agency (NEMA)

The role of the NEMA is to lead and coordinate the effective delivery of CDEM actions across Reduction, Readiness, Response and Recovery (the 4Rs) at the national level and includes:

- providing advice, support and coordination of national welfare service agencies, other national welfare stakeholders and the Group;
- managing the National Welfare Coordination Group (NWCG);
- integrating national welfare activities with other CIMS function activities; and
- coordinating welfare in conjunction with the Group Welfare Manager.

Regional Level

Wellington Region Emergency Management Office (WREMO)

WREMO leads and coordinates the effective delivery of CDEM across the 4Rs in the Wellington region. Coordination includes:

- carrying out the Group Office functions, including supporting and guiding local and regional welfare planning and activities, and relationship enhancement;
- overseeing and reporting on the implementation of the Welfare Work Programme on behalf of the Group;
- providing professional welfare advice and services to the CDEM Group and CEG, including advocating for welfare as part of agency planning, exercising and events; and
- carrying out Welfare functions specified in the Group Plan or required by the CDEM Group.

Group Welfare Manager

The CDEM Group has clearly identified personnel to perform the Welfare function across the 4Rs within the region. Regionally, the Group will identify a primary Group Welfare Manager (GWM) and at least one alternate GWM. During risk identification, reduction and readiness, the GWM will liaise and coordinate when appropriate with the regional welfare services agencies. Together the GWM and members of the WCG will:

- identify potential welfare service coordination needs within the Group;
- review the Group Welfare Plan to provide direction and clarity for the coordination of welfare services planning, response and recovery for application in any significant emergency context;
- conduct and participate in WCG meetings;
- assist LWMs;
- identify and work with ECC Welfare function desk personnel; and
- participate in CDEM Group level exercises and training.

Welfare Coordination Group (WCG)

The WCG is a collective of welfare service agencies active at the CDEM Group level and the local level. The WCG meets formally three times per year. The GWM or their representative chairs this meeting. The WCG provides a mechanism for collaboration and coordination between agencies, who work

Attachment 1 to Report 21.286

together to plan for and establish arrangements for the effective delivery of welfare services and develop welfare work programmes.

The WCG provides planning input and coordination at the regional level and supports local level CDEM welfare. The WCG operates under the direction of the CEG in readiness and the CDEM Group Controller during response. In recovery, the WCG will coordinate its activities with those of the CDEM Group Recovery Manager and any related recovery groups or teams.

Regional level support for the Welfare function is activated when an emergency requires regional coordination and support. This support may occur when:

- response requirements, capability or capacity exceeds that available at the local level;
- the complexity of the emergency warrants regional welfare coordination and support; or
- when an emergency impacts more than one TA.

When required during a response, the GWM, in conjunction with the WCG and under direction from the Group Controller, will coordinate support for local welfare responses. Notification to WCG members will occur when a regional or local CDEM response to an emergency is underway. Agencies are identified as key stakeholders or partners and are engaged and briefed during any response to an emergency.

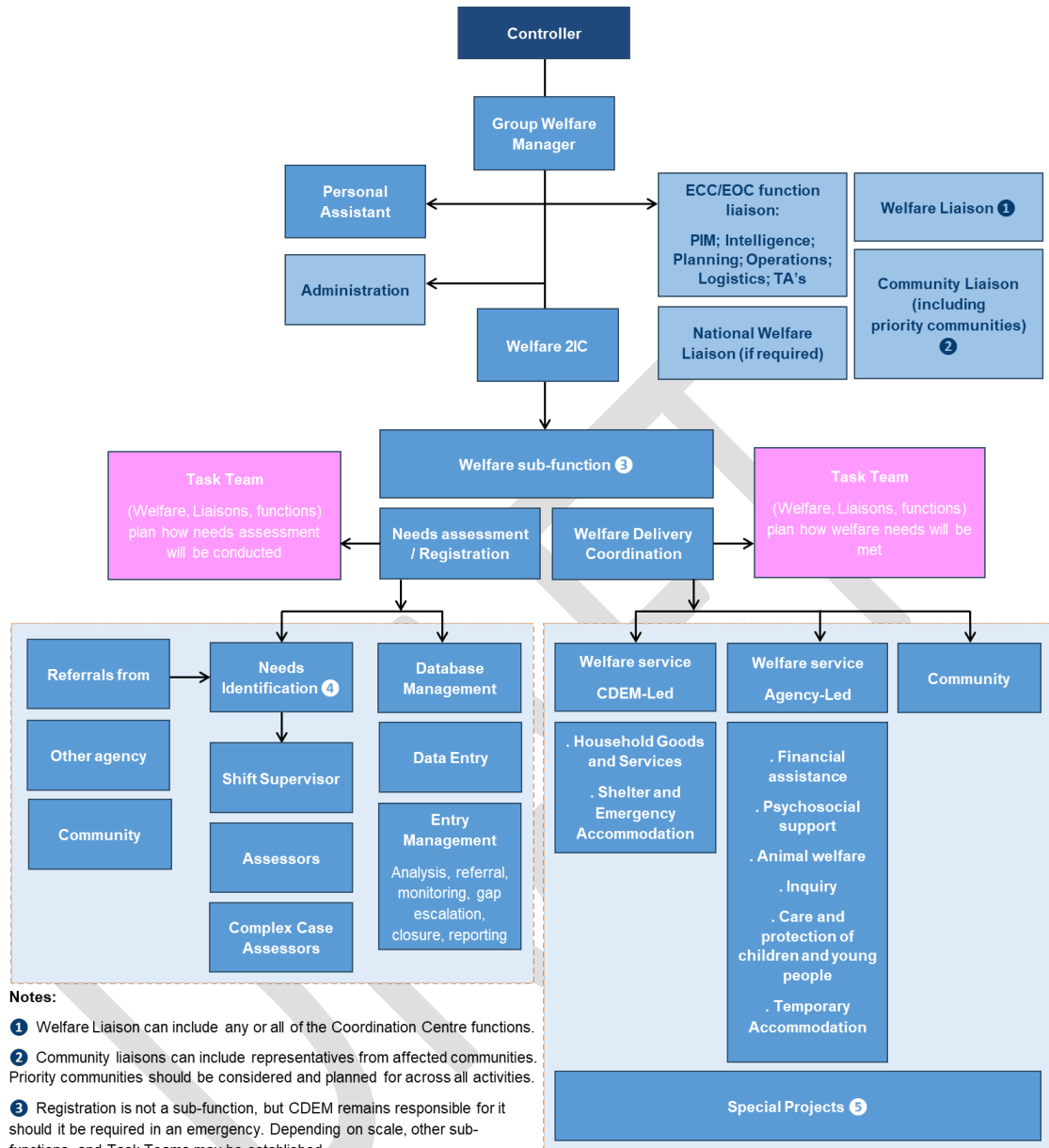
As recovery progresses, the coordination of community support will transition to business as usual. Recovery may revert to coordination by the WCG with support from the GWM or others. The Group Recovery Manager will liaise closely with all agencies involved in response to ensure that service levels in impacted communities are maintained at agreed levels.

Emergency Coordination Centre (ECC) Welfare Personnel

Greater Wellington Regional Council is responsible for providing alternate Group Welfare Managers and additional personnel to staff the ECC Welfare function. The ECC Welfare function structure outlined in *Figure 4.2* is scalable and modular. Roles are established and assigned according to the scale and nature of the response. Each box represents a task. One person may be required to perform one or more of these tasks in their assigned role.

Attachment 1 to Report 21.286

Figure 4.2: ECC Welfare function structure



- Notes:**
- 1 Welfare Liaison can include any or all of the Coordination Centre functions.
 - 2 Community liaisons can include representatives from affected communities. Priority communities should be considered and planned for across all activities.
 - 3 Registration is not a sub-function, but CDEM remains responsible for it should it be required in an emergency. Depending on scale, other sub-functions, and Task Teams may be established.
 - 4 Needs identification can occur in an EAC (CDC), via phone, online, door knocking, etc.
 - 5 Projects are issues and/or specific event driven requirements that are embedded within all the service delivery areas including establishing an EAC.

Attachment 1 to Report 21.286

Rural Advisory Group

In conjunction with the region's Local Welfare Committees (LWCs), the Rural Advisory Group (RAG) helps plan, coordinate and deliver welfare services by local authorities and agencies during an emergency. The specific focus of the RAG is the rural community across the region. The Wairarapa LWM chairs the RAG. The RAG plans for and coordinates rural welfare response. Membership in the RAG enables agencies to understand their roles and responsibilities across the 4Rs under the Local and Group Welfare Plan, plan for emergency events and build relationships with other rural stakeholders.

Regional Animal Welfare Coordination Team

The Regional Animal Welfare Coordination Team (RAWC) is responsible for coordinating animal welfare emergency management at the regional and local levels and meets at least three times a year. MPI coordinates this team and includes the Group Welfare Manager, animal welfare agencies and organisations in the region. The responsibilities of the team include:

- maintaining the Regional Animal Welfare plan in association with the National Animal Welfare Coordinator;
- maintaining regional networks of agencies, organisations, entities and businesses that are associated with animals;
- participating in training and exercise activities;
- providing educative material and communications about planning for animals in emergencies;
- providing information to the National Animal Welfare Committee through the Regional Animal Welfare Coordinator about any animal welfare issues arising in an emergency; and
- participating in response and recovery activities.

Other regional welfare-related relationships

The GWM and welfare team must work closely with the Group Controller, Group Recovery Manager, and other desk managers and welfare stakeholders. During a response, the GWM reports to and receives direction from the Group Controller. The GWM will also engage with the Recovery Manager early to ensure the transition of welfare services from response to recovery is as smooth as possible. During recovery, the GWM reports to and receives direction from the Recovery Manager.

Local level

Welfare services are delivered locally under the direction of Local Controllers. Local Welfare Managers are responsible for arranging welfare support facilities and providing welfare services to affected communities as needed.

Local Welfare Manager

Locally, councils will identify one primary Local Welfare Manager (LWM) and at least one alternate LWM for each of the Territorial Authorities⁴ (TA's). Welfare Services in Emergencies, DGL outlines LWM's responsibilities. In summary, these include:

- developing and maintaining effective local and regional welfare partnerships;
- ensuring that there is a capable and confident local welfare workforce in place;

⁴ Given their combined CDEM approach, the three Wairarapa TA's have will identify one primary Local Welfare Manager.

Attachment 1 to Report 21.286

- putting in place appropriate plans, procedures and procedures to guide the delivery of welfare support to communities; and
- identifying and maintaining appropriate platforms (Needs Assessment tools), facilities (EACs) and equipment to enable welfare support in an emergency.

The LWM will liaise closely with the GWM to reach a shared understanding of the local situation and support likely to be required.

During response and recovery, the LWM:

- activates local Welfare arrangements;
- manages the Welfare function;
- liaises with and integrates activities with other functions across the response;
- provides advice to the Local Controller on welfare matters;
- manages the continued delivery of welfare services to affected communities during response and recovery;
- provides advice to the Local Recovery Manager on welfare matters; and
- coordinates with the CDEM GWM.

Local Welfare Committee

The LWM chairs the LWC in each TA. Responsible and supporting welfare agencies make up these committees in the TA area. These may vary within each TA. The Committee aims to build relationships and strengthen understanding of the roles and responsibilities, and capabilities of welfare services agencies in an emergency in the local area. The Committee's focus is to plan for the integration and coordination of welfare services delivery on the ground during any emergency, including:

- ensuring that arrangements for welfare service delivery are in place with local level welfare agencies;
- building relationships with local-level welfare agencies and stakeholders, working closely with community leaders and community-led organisations;
- providing information about capability and capacity to the CDEM GWM and WCG on welfare planning and activities in their local area; and
- chairing the LWC

During a response, the LWC should work together to ensure a timely, consistent, and coordinated response to the people affected.

Community

WREMO has worked with communities in the Wellington Region to pre-identify Community Emergency Hubs (CEH) or locations where members of the public can gather, self-organise and manage as much as possible themselves during an emergency. In conjunction, community response plans for each of these areas are publicly available at www.getprepared.org.nz. These plans enable communities to come together in an emergency and provide community organised support to those within that community. It also promotes readiness and provides a mechanism for communities to respond to an emergency.

Attachment 1 to Report 21.286

Spontaneous responses outside Hubs may also occur following an emergency. In some cases, groups without formal training before an emergency can supply resources, information and insight following an emergency. These groups may require additional support, which CDEM can provide where appropriate.

Both CEH and spontaneous community responses can make a significant contribution to communities during an emergency. Welfare response should support the community rather than taking it over as much as possible. This approach allows for a more resilient community and allows prioritisation of resource deployment for those who need them most.

Iwi

The Group recognises that iwi bring a great deal of capability in relation to emergency management and are a huge source of social capital with significant resources to activate in response. These resources may include shelter and food, communication networks (including Māori media, iwi radio, and social media, and other platforms) and access to existing supplies. Driven by local needs, there is often early activation of marae, Māori wardens and other extended whānau, hapū, and iwi networks during emergencies. A national program of work is about to start to provide greater recognition, understanding and integration of Te Aō Māori and tikanga in emergency management – before, during, and after an event. Work will also be done to recognise and support the role of marae who have always looked after people in an emergency. The Group will be looking to align its work in this area with the new national program.

Mana whenua in the region include Ngāti Kahungunu ki Wairarapa, Taranaki Whanui ki te Upoko o te Ika a Maui, Ngāti Toa Rangatira, Te Atiawa ki Whakarongotai, Ngāti Raukawa ki te Tonga and Rangitane o Wairarapa. With mana whenua partners, and the support of other iwi/Māori who live in the Wellington region, the Group seeks to achieve:

- greater recognition, understanding and integration of iwi/Māori perspectives and tikanga in emergency management; and
- greater recognition, understanding and integration of the capacity and capability of marae to look after people in an emergency.

It is expected that as part of the national program of work in this area, NEMA and the Group will work with iwi and local welfare managers/committees in the following areas:

- The Group will work with marae in the region to identify marae that could, and want to, have a role in emergency responses (noting that marae are one community facility amongst many); and any infrastructure upgrades and training needed to enable those marae to respond effectively.
- The Group will undertake planning, understand tikanga for each marae, and develop protocols with those identified marae that may be required, including to support reimbursement for welfare-related expenses.
- NEMA will be responsible, on an ongoing basis, for providing the Group with support and guidance, and for monitoring progress on engagement with marae, hapū, and iwi.

Welfare capability development

The CDEM Group Capability Development (Skilled People) Strategy sets out the approach towards developing a regional emergency management workforce to ensure that the CDEM Group can deliver

Attachment 1 to Report 21.286

a timely and effective response to an emergency. People from within the TA's, partner agencies, non-government organisations, and the community will fill various welfare-related roles within the ECC or an EOC, in an EAC or out in the community, delivering welfare coordination, services and support.

The annual CDEM Group Training and Exercise Plan provides a range of professional development opportunities for welfare personnel across the region. This plan ensures people are competent and confident in performing their roles within welfare. Work will also continue developing and refining appropriate professional development pathways for the range of people supporting welfare delivery. For further information about capability development initiatives occurring in the region, please contact capability.development@wremo.nz

DRAFT

Section 5 – Operational arrangements

Reduction activities and responsibilities

WREMO hosts a series of emergency preparedness workshops around the region to help individuals, early childhood centres, schools, residential care facilities and businesses prepare for emergencies.

Government departments, local government agencies, emergency services and lifeline utilities all have roles to play across the 4Rs. These agencies should undergo business continuity planning to ensure they remain capable of meeting their welfare service expectations, albeit potentially at a reduced level, during and after an emergency and perform critical functions.

Response Arrangements

Welfare may respond to an emergency with or without the ECC or an EOC activating. The Controller will determine the level of response, appropriate structure and response objectives in consultation with an Incident Management Team (IMT) where possible. A Welfare response may be required where CDEM is the lead agency or where there is a request to support another agency leading a response. Coordination and provision of welfare services can occur with or without a declared state of local emergency.

Response costs

Central Government has the provision to reimburse support costs for both declared and non-declared events. Section 33 of the Guide to the National CDEM Plan 2015 and the Wellington CDEM Group Plan 2019 – 2024 provide further details about emergency expenditure.

The early involvement of the Group Welfare Manager (GWM) and Emergency Management Advisor (EMA) are encouraged to ensure a seamless delivery of welfare services to those affected. In addition, the NEMA Regional Emergency Management Advisor (REMA) can support processes by enabling reimbursement. The government will fully reimburse local authorities for costs incurred in caring for displaced people. Costs include those incurred to care directly for affected people, such as accommodation, transporting, feeding and clothing people who are affected by the emergency. Expenses incurred while displaced people are en route to, or in, emergency accommodation such as halls or marae are included.

Most costs associated with animal welfare do not currently qualify for reimbursement. Consequently, those directly affected, or councils, must meet these costs. Mayoral funds can provide support to those incurring costs associated with animal welfare for affected people. Further ineligible costs include: local authority overheads, indirect costs such as local authority staff time, Emergency Operations Centre (EOC) activation costs, office space, and vehicle expenses.

Welfare coordination structure

Welfare is a specific function under the Coordinated Incident Management System (CIMS) responsible for ensuring planned, coordinated, and effective delivery of welfare services to affected individuals, families/whānau and communities, including animals affected by an emergency. Depending on the type, scale and complexity of the emergency, welfare may arrange its sub-functions into dedicated or combined functions, including (but not limited to): Needs Assessment and Welfare Delivery Coordination. A detailed description of the Welfare function, including responsibilities and sub-functions, are outlined in section 4.11 of the CIMS 3rd Edition.

Attachment 1 to Report 21.286

Welfare services

CIMS identifies two sub-functions of Welfare: Needs Assessment and Welfare Delivery Coordination. The coordination required for welfare is dependent on the scale of the emergency and the needs of those affected. The Welfare Manager and Controller will work together to determine the most appropriate structure for the Welfare function for any given emergency event. One, both or additional sub-functions may be deployed depending on the emergency and the specific coordination required. [Appendix 4](#) provides further detail on the CIMS welfare sub-functions and CDEM welfare services and agencies that are responsible for and support these sub-functions and welfare services in a CDEM context.

Welfare service agencies

The National CDEM Plan Order 2015 articulates welfare service arrangements. Responsible agencies are responsible for coordinating the provision of welfare service. Welfare services include: registration and needs assessment, inquiry, care and protection services for children and young people, psychosocial support, household goods and services, shelter and accommodation, financial assistance and animal welfare. Responsible agencies have legislative requirements to support emergency management in the region. Responsible agencies will work with and coordinate support agencies across the 4Rs.

All agencies involved in welfare service delivery provide representation at a regional level on the WCG and the local level on the LWC. Where appropriate, these agencies also provide representation on specialist groups such as the RAG or RAWC Team. All agencies must have the ability to continue to function, albeit potentially at a reduced level, during and after an emergency and perform key functions. These agencies should coordinate information sharing to avoid different agencies collecting the same information from people multiple times. The National CDEM Plan 2015 outlines the role of welfare service agencies during response and recovery. Each agency with welfare service responsibilities is required to:

Reduction and readiness

- a) develop and review plans to ensure continuity of its essential services and contribution to wider welfare provision;
- b) plan collaboratively with agencies responsible for coordinating relevant welfare services sub-functions to ensure that arrangements are aligned;
- c) develop capacity and capability pertinent to its role in an emergency;
- d) establish regular communication and reporting lines within its local, regional, and national offices; and
- e) establish and maintain inter-agency communications.

Response and recovery

- a) provide timely services and information on those services to affected communities;
- b) identify strategies and actions to support the effective coordination of services;
- c) monitor and report to the agency that is responsible for the relevant welfare services on welfare issues and activities;
- d) establish regular communication and reporting lines within its local, regional, and national offices, and

Attachment 1 to Report 21.286

- e) support welfare service agencies with additional personnel at national, CDEM Group, and local levels when a need is identified, and it is practicable to do so.

Role of agencies

Response in the welfare context involves actions taken immediately before, during, or directly after an emergency to support, coordinate and manage the delivery of welfare services to affected individuals, families/whānau, communities and animals. As the response progresses, identification of immediate, ongoing and emerging needs takes place. Welfare service agencies should meet these needs as soon as possible.

Welfare services may be accessed by or delivered to the public in several ways, including outreach, community-based organisations, at an Emergency Assistance Centre (EAC), agency offices, telephone or online. A flexible approach is required and must aim to support those affected in the safest location possible. The location could include a workplace, holiday accommodation, shelter, emergency accommodation, temporary accommodation, or in their own home.

Responsible agencies

Responsible agencies lead and coordinate their welfare service delivery. These agencies also work collaboratively with support agencies and other welfare service organisations to ensure they are linked and prevent or minimise duplication. These agencies are accountable for welfare service plans which provide detailed arrangements at the regional and local levels. Updates to plans occur following responses, exercises or on a scheduled basis. The National CDEM Plan 2015 also outlines requirements for all agencies who coordinate welfare service across the 4Rs. These responsibilities include:

Reduction and readiness

- a) provide leadership to support agencies to develop arrangements;
- b) develop, maintain, and exercise arrangements for the coordination or delivery of relevant welfare services;
- c) plan co-operatively with all support agencies with a role in delivering the relevant welfare services to ensure that arrangements are aligned;
- d) regularly test and exercises its response and recovery arrangements and participate in the National CDEM Exercise Programme; and
- e) participate as an active member on:
 - I. the WCG at the CDEM Group level; and
 - II. all LWCs at a local level.

Response and recovery

- a) at the CDEM Group level:
 - I. work with relevant support agencies to ensure that community needs are being met and that services and information (for both operational and public information purposes) are integrated;
 - II. collaborate with other agencies that are responsible for other welfare services to ensure that services and information are coordinated, integrated, and aligned to meet community needs; and

Attachment 1 to Report 21.286

- III. report on the coordination and performance of the welfare services for which it is responsible to the CDEM GWM in the ECC during response or the CDEM Group Recovery Office during recovery.
- b) at the local level:
- I. work with relevant support agencies to ensure that community needs are being met and that services and information (for both operational and public information purposes) are integrated;
 - II. collaborate with other agencies that are responsible for other welfare services to ensure that services and information are coordinated, integrated, and aligned to meet community needs; and
 - III. report on the coordination and performance of the welfare services for which it is responsible to the LWM in the EOC during response or the Local Recovery Office during recovery.

Support agencies

Support agencies are any agency that acts under guidance from the responsible agency to provide assistance, services, resources, information, or otherwise contributing to welfare service provision. There are support agencies for each of the welfare services. Agencies may be pre-identified in reduction and readiness or utilised ad hoc during response and recovery.

Support agencies should work with responsible agencies to assist in developing welfare arrangements and plan cooperatively for the welfare service(s) that the agency supports. These agencies should be invited to participate in welfare service meetings and, where possible, WCG or LWC meetings.

Other CIMS links

The Welfare function works with all CIMS functions. Welfare Managers and personnel should liaise regularly via meeting attendance, training and or exercises, participating in task teams to build and understand the Welfare function.

Control

The Welfare Manager is responsible to the Controller during a response. The Controller directs any welfare activities with other function during a response. The Welfare Manager communicates and reports on the provision of welfare services and provides advice to the Controller.

The WCG or LWC operates under the direction of the Controller during response and convenes as frequently as necessary and practicable determined in consultation between the Welfare Manager and Controller. The Welfare Manager provides information on the broader response and objectives of the Controller to the WCG or LWC, setting welfare targets and directing ongoing welfare activities accordingly. The Controller should be aware of Welfare Plans and arrangements and seek assurance that sufficient welfare arrangements are in place. The Welfare Manager should keep the Controller up to date on welfare function activities and deliverables.

Intelligence function

Intelligence is responsible for collecting and analysing response information, especially relating to the status, hazards, and context of the emergency. During the response, intelligence gains awareness of needs in affected communities using both the Operations and Intelligence functions. The Welfare function passes along intelligence from WCG or LWC members to the intelligence desk to contribute to improved situational awareness.

Attachment 1 to Report 21.286

Planning function

Planning is responsible for developing and updating Action Plans and other plans such as long-term or contingency and task plans. The Welfare Manager, in conjunction with the WCG and LWC, lead Welfare planning. The Planning function supports welfare planning. In conjunction with the Planning function, a Welfare Action Plan can be developed and included as an appendix to the Action Plan. Welfare planning cycles need to align with and support the overall coordination centre planning cycle.

Operations function

The Operations function is responsible for the day-to-day coordination of the response, detailed task planning, and implementation of the Action Plan. It is also responsible for volunteer coordination, lifeline utility coordination, and liaising with other agencies. Operations help build initial welfare awareness of needs in affected communities.

Logistics function

Logistics is responsible for providing and tracking resources to support the response and affected communities and providing logistics advice to other CIMS functions. This advice may include procuring welfare resources for WCG or LWC members, including supplies required for those sheltering in place. In conjunction with the Welfare function and Lifelines, the Logistics function is also responsible for planning, procurement and distribution of goods, such as food, nappies, and water, as well as services, such as transport, commercial accommodation, catering and ICT during the Needs Assessment process or in EAC. Logistics also ensures the maintenance of a record of welfare expenditure. The Welfare function is responsible for forecasting resource needs for long-term welfare activities and providing this information to the Logistics function.

Public Information Management function

Public Information Management (PIM) is responsible for informing the public about the emergency and the response (including actions they need to take), media liaison and monitoring, and community liaison. On the Controller's direction, PIM also issues warnings and advisories. PIM is responsible for drafting and issuing consistent public messaging related to welfare services sub-functions through appropriate channels. The PIM function also coordinates public meetings, media releases, press conferences and develops fact sheets in conjunction with the Welfare function. The Welfare function connects welfare service agencies with the PIM function, identifies need trends through information provision, provides information on welfare services available, answers frequently asked questions and provides advice on translation requirements.

Welfare platforms and processes

Emergency Assistance Centre

An Emergency Assistance Centre (EAC) is a facility established and managed by CDEM during an emergency to support individuals, families/whānau, the community and its animals. In Wellington, EACs were formerly called Welfare Centres and are also known as Civil Defence Centres (CDCs) in other parts of New Zealand. EACs are open to the public and used for any purpose, including delivering welfare services to the affected community. The welfare services provided at an EAC must be easy to access, focus on maintaining human rights and dignity, and be people-focussed not paper-focussed. Lastly, people's comfort, support, and safety are the priority.

The decision to open an EAC could be made when communities require more assistance and welfare support than they can provide by other local means. Opening an EAC is decided at the local level by the Local Controller in conjunction with the LWM.

Attachment 1 to Report 21.286

EACs are operated by CDEM-led teams at the local level (including CDEM-trained volunteers) or by other agencies as defined in CDEM Group Plans or local level arrangements. Wellington CDEM Group members are responsible for:

- identifying appropriate personnel to work in EACs,
- allowing personnel to attend consistent training and exercises,
- ensuring personnel remain proficient at working in an EAC, and
- maintaining appropriate numbers (proportional to the population and ability to operate for an extended period) to work in EACs.

TAs are responsible for identifying potential EAC locations in their areas. An EAC will not be advertised to the public until opened or planned to be open. This approach allows for flexibility in location and purpose.

Relationships and MOUs should be in place before an emergency occurs with any venue selected as a potential EAC site. EACs are generally, but not always, Council owned facilities or venues that have the amenities required to look after people. Further guidance on EACs is in the [Wellington Region Guide to an Emergency Assistance Centre](#).

Community Emergency Hubs and Community-led facilities

A Community Emergency Hub (CEH or Hub) is a place for the community to coordinate efforts to help each other during and after an emergency. There are potential Hub locations identified across the region. A Hub guide is drafted, customised, and maintained for use at potential Hub sites during emergencies within each community. Communities are encouraged to go through a Community Response Planning process to develop plans to help solve local problems with the local resources available. Further details are on the WREMO website at <https://getprepared.nz/my-community/>

Needs Assessment

Needs assessment is the process of understanding the needs of people affected by an emergency. It provides the basis for welfare service delivery. The Group is responsible for:

- collating and analysing identified welfare needs, and
- working with support agencies, including community-based organisations and networks, to identify and deliver appropriately integrated services and information to address welfare needs.

During the 2020 response to COVID-19, needs assessment successfully triaged over 3,500 calls and assessed the welfare needs of over 2,000 people affected by COVID-19 lockdown restrictions in our region. Āwhina, the nationally supported needs assessment tool, was used to do this.

Although the Group was able to understand and provide for the needs of these people, opportunities to improve were identified. Some lessons included:

- the needs assessment process should be straightforward;
- the system must enable priority populations to access support with minimal barriers;
- comprehensive human resource support for frontline staff must be in place;
- sharing capability and capacity across TAs can benefit all councils;

Attachment 1 to Report 21.286

- ICT requires robust systems, testing and training in readiness; and
- needs assessment training and other planning activities should occur in readiness and include all involved in the needs assessment cycle.

The Wellington Region Needs Assessment Framework sets out to ensure these lessons are learned by outlining straightforward, nationally consistent, needs assessment guidance and provides a foundation for consistent understanding and training across the Wellington Region.

Shelter & Accommodation

Supporting people to shelter in place is best practice and the preferred option wherever safe to do so. When this is impractical or unsafe, other arrangements may need to be made. The provision of shelter and accommodation is for people who have to leave their homes due to an emergency. The CDEM Group (including local authorities) is responsible for planning and coordinating the provision of shelter and emergency accommodation during the initial stages of an emergency. The Welfare Services in Emergencies Director Guidelines outline the following CDEM Group responsibilities:

- establish an adaptable and scalable plan that is ready to activate that describes what the Group will do to meet its obligation;
- determine in the plan where accountabilities will reside within the Groups organisational structure, and who the key personnel will be to approve, deliver, and operationalise the plan;
- develop relationships with agencies with responsibilities in the National CDEM Plan 2015, which will allow pre-emergency collaborative planning and forward-thinking partnership development so that prescribed roles are coordinated and delivered cohesively;
- develop shelter and emergency accommodation solutions suitable for deployment under varying scales of emergencies, during an emergency suitable to the region's geography;
- understand the hazards and risks specific to our region that might displace people; and
- establish a communication strategy to prepare advice, information, and education collateral for displaced people and key stakeholders.

Household Goods and Services

Essential household goods and services may be provided to people who have been displaced or who are sheltering in their usual place of residence due to an emergency and are unable to support themselves. This could be because they have been isolated and cannot access everyday goods and serviced or standard payment methods are not functioning. These may include food, water, clothing, bedding, and other items or services necessary for warmth, cleaning, preparing food, and general health and hygiene.

The CDEM Group is responsible for planning and coordinating the provision of household goods and services and other essential items to people who are either displaced or sheltering in place as a result of an emergency. The Group may collaborate with other agencies and organisations to provide household goods and services at the local and regional level.

Section 6 – Governance and reporting

Governance

The Group Plan outlines the Wellington CDEM Group governance arrangements.

Monitoring and reporting

Monitoring and evaluating welfare arrangements and activities assure stakeholders of legislative compliance and that welfare in the region is achieving its objectives and making progress towards its goals and those of the National CDEM Strategy. Monitoring and evaluation is a continuous process that informs planning and delivery.

Monitoring

The CDEM Group will monitor welfare effectiveness through:

- WCG meetings, including during and following emergency events, ensuring that the objectives of the welfare plan and arrangements are met, and they are current and relevant;
- Welfare Managers Meetings, including during and following emergency events, ensuring that objectives are met, and they are current and relevant;
- delivering against and reporting to governance on the Wellington Region Welfare work program 2021/26; and
- completing and sharing After Action Reviews (AAR) following an emergency where the Welfare function has stood up.

External monitoring and evaluation

Under Section 8 of the CDEM Act, the Director of CDEM has a function to “monitor the performance of CDEM Groups and persons who have responsibilities under this legislation”. This process is undertaken primarily via the NEMA [Capability Assessment Tool](#). This tool aims to create a standard assessment of emergency management capability in New Zealand. It consists of key performance indicators and performance measures against which organisations can assess themselves or organise an externally assessment.

Attachment 1 to Report 21.286

Glossary

4Rs	<p>Reduction involves identifying and analysing risks to life and property from hazards, taking steps to eliminate those risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurrence to an acceptable level.</p> <p>Readiness involves developing operational systems and capabilities before an emergency happens, including self-help and response programmes for the general public and specific programmes for emergency services, lifeline utilities, and other agencies.</p> <p>Response involves actions taken immediately before, during, or directly after an emergency to save lives and property and help communities recover.</p> <p>Recovery involves the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.</p>
After-Action Review	An After-Action Review (ARR) is a structured review or de-brief (debriefing) process for analysing what happened, why it happened, and how it can be done better by those involved during an emergency event.
Civil Defence Emergency Management	Civil Defence Emergency Management (CDEM) supports and enables communities to manage emergencies. It involves a diverse range of agencies that comprise the CDEM sector, each with different responsibilities and focus and varying levels of resources and capability. Organisations involved include communities and their local authorities, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.
Community Emergency Hub	Community Emergency Hubs (CEH or Hub) are pre-identified places for the community to coordinate their efforts to help each other during and after an emergency. These were formerly called Civil Defence Centres in the region and are also known as Community-Led Centres in other parts of New Zealand. Hubs are opened and managed by the community. They are equipped with an operating guide, map, and small stationery, which allows the Hub to keep in contact with their EOC. They do not contain caches of emergency supplies and are not an EAC.
Coordinated Incident Management System	The Coordinated Incident Management System (CIMS) is the primary reference for incident management in New Zealand. The purpose of CIMS is to achieve effective coordinated incident management across responding agencies for all emergencies regardless of hazard, size and complexity.
Coordinating Executive Group	The Coordinating Executive Group (CEG) is a statutory group under the CDEM Act 2002. Functions of this group include: providing advice to the CDEM Group and any subgroups or committees; implementing, as appropriate, the decisions of the CDEM Group; and overseeing the implementation, development, maintenance, monitoring, and evaluation of the CDEM Group Plan.
District Health Boards	District Health Boards (DHB) are responsible for providing or funding health services in their areas. DHB's are the responsible agency for coordinating psychosocial support. In the Wellington Region, there are four DHB's.
Emergency Assistance Centre	Emergency Assistance Centre (EAC) (formerly known as Welfare centres or could be referred to as a CDC in other parts of New Zealand). The official site of welfare assistance during or after an emergency event.
Emergency Coordination Centre	Emergency Coordination Centre (ECC) is a regional coordination centre that operates at the CDEM Group level to coordinate and support one or more activated EOC's.
Emergency Management Advisor	An Emergency Management Advisor (EMA) supports CDEM across the 4Rs. Responsibilities include: <ul style="list-style-type: none"> • Fostering various agency engagement within the Territorial Authorities (TA) to build and maintain strong stakeholder relationships in emergency management. • Conducting development and delivery of training to enable competent and confident people to respond to an emergency within the TA area of responsibility. • Mentoring local Controllers and Council officials in emergency management procedures • In conjunction with Local Authorities, ensuring assigned EOCs have the capable systems and operative equipment to respond to an emergency within the TA area of responsibility • Acting as Response Manager in the local EOC in an emergency activation.
Emergency Operations Centre	Emergency Operations Centre (EOC) is a coordination centre that operates at a local level to manage a response.
Group Welfare Manager	The Group Welfare Manager (GWM) provides direction and support in welfare planning, chairs the WCG, manages the Welfare function in the ECC during a response to an emergency and continues leading and coordinating the delivery of welfare services in recovery.
Integrated Training Framework	Integrated Training Framework (ITF) is a core training pathway for building skills for Coordination Centre personnel throughout the CDEM sector. The path consists of four levels and connections to other training courses. These include: Foundation, Intermediate, Function Specific and Leadership courses.

Attachment 1 to Report 21.286

Local Earthquake Response Plan	The Local Earthquake Response Plan (LERP) sits under the Wellington Region Earthquake Plan. It directs and coordinates the immediate regional initial response to a large earthquake in each territorial authority until a formal response structure is established. The Wellington Region has six LERPs, one for each territorial authority.
Local Welfare Committee	Local Welfare Committee (LWC) is a collection of welfare agencies that plan for the delivery of local welfare services to communities affected by an emergency. Local welfare committees present an opportunity for local level welfare agencies to plan for emergencies, strengthen networks, and draw on existing networks within communities. The Local Welfare Manager chairs the LWC. The LWC may take a different form from one council area to another.
Local Welfare Manager	The Local Welfare Manager (LWM) ensures arrangements for welfare service delivery are in place with local welfare agencies. They provide direction and support in local welfare planning and chair the LWC. They manage the local welfare response in the EOC during response and continue leading and coordinating local welfare services in recovery.
National Emergency Management Agency	National Emergency Management Agency (NEMA) The central government agency responsible for providing leadership, strategic guidance, national coordination, and the facilitation and promotion of activities across the 4Rs. It is the lead agency at a national level responsible for coordinating the management of the emergencies listed in the National CDEM Plan 2015.
National Coordination Centre	The National Coordination Centre (NCC) is a coordination centre that operates at the national level to manage a response.
National Crisis Management Centre	National Crisis Management Centre (NCMC) facilitates the Central Government crisis management arrangements and offers inter-agency and scalable operability to deal with emergencies. It is managed and maintained in a continued state of readiness by the NEMA.
National Welfare Coordination Group	National Welfare Coordination Group (NWCG) provides strategic oversight for the planning and developing integrated welfare services. The NWCG provides coordination at the national level and support to CDEM Groups at the regional level. Membership is comprised of the agencies responsible for each of the welfare services, as listed in the National CDEM Plan 2015.
Priority Communities	Priority communities can be made up of individuals, groups, whānau or communities who could be at greater risk of experiencing adverse health, social or economic outcomes due to an emergency event.
Responsible agencies	Agencies with responsibility for coordinating one (or more) of the welfare services. These include: <ul style="list-style-type: none"> • Registration and Needs Assessment – CDEM • Inquiry – NZ Police • Care and protection for children and young people – OT • Psychosocial support – DHB • Household goods and services – CDEM • Shelter and accommodation - CDEM (Emergency periods up to two weeks) MBIE (Temporary periods beyond two weeks) • Financial assistance – MSD • Animal welfare – MPI
Regional Emergency Management Advisor (REMA)	The role of a Regional Emergency Management Advisors (REMA) is to: <ul style="list-style-type: none"> • Engage with CDEM Groups, local authorities and other local and regional stakeholders on their statutory responsibility for delivering all aspects of CDEM to their communities. • Provide on-going and timely information, guidance, support, and assurance locally and nationally during response and recovery to Central Government, the CDEM Groups, local authorities and other local and regional stakeholders. • Assist CDEM Groups, local authorities and other local and regional stakeholders with training and development to ensure they have the capability and capacity to respond to and recover from an event.
Support agency	Any agency that assists the responsible agency by providing services, resources, information, or otherwise contributing to the response.
Primary care	Primary care refers to healthcare provided in the community for people making an initial approach to a medical practitioner or clinic for advice or treatment.
Tabletop Exercise	A Tabletop Exercise (TTE) is an exercise to discuss a simulated emergency. Agencies and personnel explain their actions in a particular emergency, testing emergency plans, training personnel, identifying gaps, and working towards a more coordinated response.

Attachment 1 to Report 21.286

Welfare Coordination Group	The Wellington Regional Welfare Coordination Group (WCG) is a collective of welfare services agencies active at CDEM Group and local levels. The WCG provides a mechanism for collaboration and coordination between agencies who work together to plan for and establish arrangements for the effective delivery of welfare services and develop welfare work programmes. It provides planning input and coordination at the CDEM Group level and support to local level CDEM welfare.
Welfare Services	Welfare service agencies support individuals, families and whānau, communities, and animals in being ready for, responding to, and recovering from emergencies. Welfare includes the following welfare services: needs assessment and registration, inquiry, care and protection services for children and young people, psychosocial support, household goods and services, shelter and accommodation, financial assistance, and animal welfare.
Welfare sub-function	The Welfare sub-functions are a component of the Welfare function under CIMS. Needs Assessment and Welfare Delivery Coordination are the Welfare sub-functions. Additional sub-functions may be required depending on the emergency.
Wellington Region CDEM Group	The Wellington Region CDEM Group (Group) is comprised of councils, response and welfare agencies and organisations within the Wellington Region who work together to provide CDEM across the region.
Wellington Region Earthquake Plan	Wellington Region Earthquake Plan (WREP) is a regional level plan outlining the first steps in response to a large earthquake in the region. It provides direction and helps coordinate the initial, immediate response and is in place until a formal response structure and a specific event Action Plan established. It supports the national direction provided in the Wellington Earthquake Initial Response Plan (WINERP).
Wellington Region Emergency Management Office	Wellington Region Emergency Management Office (WREMO) is the regional office where CDEM functions are carried out on behalf of the CDEM Group before an emergency occurs.

Attachment 1 to Report 21.286

Appendices

Appendix 1 - Companion Plans, National Guidelines, and Legislation

National

- [Civil Defence Emergency Management Act 2002](#)
- [Guide to the National Civil Defence Emergency Management Plan, Section 14 Welfare](#)
- [National Disaster Resilience Strategy](#)
- [Welfare in an Emergency: Director's Guideline for CDEM Groups \[DGL 11/10\]](#)
- [Mass Evacuation Planning: Director's Guideline for CDEM Groups \[DGL 07/08\]](#)
- [Recovery Management: Director's Guideline for CDEM Groups \[DGL 4/05\]](#)
- [Strategic Planning for Recovery \[DGL 20/17\]](#)
- [Donated Goods Management Planning Best Practice Guide 2006](#)
- [Volunteer Coordination in CDEM Director's Guideline 2013](#)
- [Including People with Disabilities \(2013\) MCDEM Information Series](#)
- [Health and Safety at Work Act 2015](#)
- [Privacy Act 2020](#)
- [CDEM Capability Assessment Tool](#)
- Practical Tools for Welfare Management Resilience Fund Project - Welfare Structure June 2018

Regional

- [Wellington Region Civil Defence Emergency Management Group Plan 2019-2024](#)
- [Wellington CDEM Group Response Concept of Operations](#)
- Wellington Region Earthquake Plan (WREP)
- Emergency Assistance Centre Guide 2020
- Mass Temporary Accommodation Guide 2012
- Terms of Reference:
 - Welfare Coordination Group
 - Rural Advisory Group
 - Regional Companion Animal Sub-committee
- [Wellington Civil Defence Emergency Management Group Training and Exercising Plan](#)
- [Greater Wellington Regional Council plans, policies and publications](#)
- District Health Board Māori Health Profiles 2015
 - [Capital and Coast DHB](#)
 - [Hutt Valley DHB](#)
 - [Wairarapa DHB](#)
 - [MidCentral DHB](#)

Local

- Wellington City Local Welfare Plan 2013-2018
- Porirua City Local Welfare Plan
- Kapiti Local Welfare Plan
- Wairarapa Local Welfare Plan
- Hutt City Local Welfare Plan 2017-2019
- Upper Hutt City Local Welfare Plan 2009-2012

Attachment 1 to Report 21.286

- Terms of Reference: Hutt City and Upper Hutt City Welfare Committee
- [Community Emergency Hub Response Plans](#)

International

- [Sphere Handbook 2018](#)
- [Sendai Framework for Disaster Risk Reduction 2015 - 2030](#)

DRAFT

Attachment 1 to Report 21.286**Appendix 2 – About the Wellington Region**

The region has a growing population of approximately 530,000 people. Roughly 40 percent of the population resides in Wellington City. The region has a land area of 8,100 Km² consisting of urban, industrial, rural and conservation areas and contains 497 kilometres of coastline. The three local authorities within the Wairarapa comprise nine percent of the regional population but makes up over 78 percent of the total land area. *Table 2.1* summarises some general statistics for the region, noting local variations occur across the region.

Table 2.1. Key statistics for the Wellington Region (Statistics NZ, 2018)

Key Statistics	Wellington Region
Median age	37.2 years old
Māori	14.3%
Activity limitation (difficult/cannot do)	6%
Unemployed	4.4%
Children living in households experienced severe material hardship	3.5%
Overseas born	27.1%
Median income	\$36,100
Unemployed	4.4%

Age

Those aged 65 and older people are a resilient population with knowledge and experience. However, age can influence mobility, vision, hearing and endurance in an emergency event. In areas such as Kapiti Coast District, a larger aged population living in the tsunami zone or the impacts from pandemic may require targeted support. *Table 2.2* summarises the age breakdown for each local authority in the region. Porirua City has a high proportion of young people. In contrast, Wellington City has the highest ratio of working-age residents with over 60 percent of the population aged between 20 and 59.

Table 2.2. Age of usually resident population in percent by Local Authority (Statistics NZ, 2018)

	0-19	20-39	40-59	60-79	80+
Wellington City Council	23	35	26	13	2
Hutt City Council	27	28	27	16	3
Upper Hutt City Council	26	25	29	16	4
Porirua City Council	31	26	27	15	2
Kāpiti Coast District Council	23	17	27	25	8
Masterton District Council	26	21	25	22	5
South Wairarapa District Council	23	18	30	25	4
Carterton District Council	25	17	28	26	4
Wellington Region	25	29	27	16	3

Local demographics need to be taken into account when responding to emergencies. Identifying and planning for these factors at the local level and the regional level should help understand their implications.

Health

The health profile of a community, local authority or region is another factor that may strongly influence welfare service requirements and delivery in an emergency. The District Health Boards that cover the Wellington Region – Capital and Coast, Hutt Valley, Wairarapa, and Mid-Central – have significant numbers of people receiving care in the community that may require welfare support in an emergency.

Attachment 1 to Report 21.286

These could include:

- people in their own home with a range of dependencies receiving regular support from health providers and other agencies;
- people receiving palliative care;
- mental health clients living in supported accommodation;
- infants under one year of age (and their mothers) who may be vulnerable if the emergency displaces them;
- homeless; and
- people with disabilities or long term impairment

Travel patterns and time of day

An emergency that occurs during the day will have a significantly different impact from an emergency that occurs at night due to the number of residents who commute into Wellington City (or other areas around the Region). As an example, *Table 2.3* details the number of daily commuters into Wellington City from other local authorities in the region. It also includes the numbers of commuters from the different areas within New Zealand. *Tables 2.4 and 2.5* outline students and their movement across the region for study throughout the school year.

Table 2.3. Breakdown of worker population by origin in Wellington City by Local Authority (Statistics NZ, 2013)

Location of dwelling	No. of residents who work in Wellington City
Wellington City	88,452
Hutt City	15,042
Porirua City	9,612
Kāpiti Coast District	4,698
Upper Hutt City	4,968
South Wairarapa District	648
Masterton District	315
Carterton District	291
Other North Island	2,658
Other South Island	687
TOTAL working in Wellington City	127,431

Attachment 1 to Report 21.286

Table 2.4. Primary Student (Years 1-8) Movement across the region (MoE, 2019)

		Where students attend school								
		Kāpiti	Porirua	Wellington	Lower Hutt	Upper Hutt	Wairarapa	Horowhenua	Tararua	Other
Where students live	Kāpiti	5,174	61	15	7	1	1	36	0	7
	Porirua	24	6,714	618	48	50	0	0	0	10
	Wellington	6	124	18,269	77	10	2	0	0	23
	Lower Hutt	0	21	147	11,152	294	1	0	0	8
	Upper Hutt	1	17	22	361	4253	4	0	0	0
	Wairarapa	0	2	3	3	6	4701	0	11	4

Table 2.5. Secondary Student (Years 9-13) Movement across the region (MoE, 2019)

		Where students attend school								
		Kāpiti	Porirua	Wellington	Lower Hutt	Upper Hutt	Wairarapa	Horowhenua	Tararua	Other
Where students live	Kāpiti	2700	39	73	36	12	6	14	0	64
	Porirua	209	2119	1157	73	128	8	0	0	31
	Wellington	8	55	10476	42	29	22	0	0	78
	Lower Hutt	1	23	437	4956	679	22	2	0	74
	Upper Hutt	0	13	91	360	2083	19	0	0	14
	Wairarapa	2	0	11	4	29	2440	0	1	28

Table 2.6 outlines the night-time populations in tsunami evacuation areas. The population varies dramatically from daytime to night-time due to commute behaviours at different times of the day.

Table 2.6: Wellington Region night-time population located in tsunami evacuation zones. (Statistics NZ, 2013)

Location	Night population in evacuation zones
Wellington City	38605
Lower Hutt	20247
Upper Hutt	0
South Wairarapa	68
Carterton	17
Masterton	34
Porirua	3985
Kāpiti Coast	19142
Total	82098

Attachment 1 to Report 21.286

Time of day influences welfare requirements, including assisting people getting home from work if an emergency occurs during working hours. In some cases, children and young people may be in different cities to their parents or guardians.

Animals

There are over 230,000 companion animals in the region. These include cats, dogs, pet birds, rabbits and other household animals. For many individuals and whānau, animals are an important member of the family and play an important role in people's lives. The Primary Industries also play a significant role in the region's economy and include cattle, sheep, deer, pigs, chickens and other livestock. Potential animal welfare implications following an emergency could consist of injury, starvation, thirst, displacement, illness and disease, stress, and death.

Peoples' attachment to animals also poses a risk during and after emergencies. Owners may risk injury, illness or death due to evacuation and cordon non-compliance to rescue animals. The effects of the emergency on animals will affect peoples' psychologically. Many people are both emotionally connected and economically dependent on animals. The Group will consider animal welfare across the 4Rs to look after the welfare of animals affected and, where possible, minimise the psychological impacts on people.

Tourism

Tourism peaks in the region between November and March as tourists visit or pass through on a journey elsewhere. Many tourist attractions around the region are in areas with known hazards. Tourists may not be familiar with these hazards. Over 40 per cent of visitors to New Zealand are over the age of 70, including those arriving on cruise ships throughout the summer months. Many visitors will stay in the CBD or near high rise buildings close to fault lines and within a tsunami zone. Potential language barriers may also require translation services and consulate assistance.

Attachment 1 to Report 21.286**Appendix 3 – Welfare Vulnerabilities in the Region**

Priority communities were identified through the national Caring For Communities (C4C) model during the COVID-19 pandemic in 2020. Agencies and organisations working with these communities provide an important mechanism for understanding needs and providing appropriate support for them in emergencies. The below table outlines COVID-19 Priority Communities.

Priority Community				
Maori aged 50+	People with addictions	Gang families	Recent migrants	People living in rural or physically remote communities
Pacific aged 50+	People with mental health conditions	People affected by family or sexual violence	Refugees	Foreigners trapped in New Zealand
People aged 70+	People living with chronic or underlying conditions	Low socio-economic communities	Unlawful migrants	New Zealanders who are trapped offshore
Children and Youth in need of care and protection	Disabled Persons	Newly unemployed	Maori, Pacific and ethnic communities	People living in high-density housing
		Homeless or displaced people	Ethnic peoples	

Attachment 1 to Report 21.286

Appendix 4 - Welfare services overview

Needs assessment and registration		
<p>Needs Assessment is the systematic process of analysing, prioritising, and understanding the interdependencies of the identified needs of affected people and animals. CDEM is responsible for coordinating the Needs Assessment sub-function. Needs assessment identifies and assesses the needs of those affected in a timely and coordinated way. Needs identification involves identifying the immediate and ongoing needs of people and animals affected by an emergency to inform response and recovery activities. The Welfare function must understand the diverse nature and vulnerabilities of individuals, families/whānau and communities, and their animals when assessing the needs of those affected by an emergency event.</p> <p>Registration is a voluntary activity that involves collecting information from people in order to identify who has been directly affected by an emergency and may require emergency welfare services. It informs the needs assessment sub-function and is used to support the Inquiry sub-function.</p>		
Responsible agency	Support agencies	Interdependencies with other welfare services
CDEM	District Health Boards	All
	Ministry of Primary Industries	
	Ministry of Social Development	
	Ministry of Health	
	Regional Public Health	
	Office of Disability Issues	
	Office of Ethnic Communities	
	NZ Police	
	NZ Red Cross	
	The Salvation Army	
	Te Puni Kokiri	
Victim Support		

Welfare service agency responsibilities and clusters

Inquiry		
<p>The process of inquiry involves assisting family, whānau, and significant others to make contact and the subsequent inquiries and investigations to ensure they are reunited. It is a cross-agency process of reconnecting people who are out of touch with family or significant others beyond usual means of contact. The privacy and autonomy of affected people should be protected.</p>		
Responsible agency	Support agencies	Interdependencies with other welfare services
NZ Police	CDEM	Registration Needs assessment Care and protection of children and young people
	Ministry of Education	
	Ministry of Foreign Affairs and Trade	
	Ministry of Health	

Attachment 1 to Report 21.286

	District Health Boards	
	NZ Red Cross	
	Primary care	
	Ambulance Services	

Care and protection services for children and young people

Care and protection services for children (under 14 years old) and young people (between 14 and 17 years old) deliver and coordinate statutory care and protection to children and young people separated from their parents, legal guardian, or usual caregivers during an emergency. Should this occur, children need to be kept safe while they are cared for and reunited with their parents or legal guardians as soon as possible.

Responsible agency	Support agencies	Interdependencies with other welfare services
Oranga Tamariki - Ministry for Children	Ministry of Education	Needs assessment Inquiry Psychosocial support
	Ministry of Health	
	CDEM	
	NZ Police	
	NZ Red Cross	
	Te Puni Kōkiri	

Psychosocial support

Psychosocial support involves focusing on the psychological and social interventions that will support community recovery. Psychosocial support is about easing the physical, psychological, and social difficulties for individuals, families/whānau and communities, as well as enhancing wellbeing. It is important to recognise that individuals and communities need time to recover.

Responsible agency	Support agencies	Interdependencies with other welfare services
District Health Board(s)	District Health Boards	Needs Assessment Inquiry Care and protection of children and young people
	Primary health organisations	
	Ministry of Education	
	Ministry of Social Development	
	Ministry for Primary Industries	
	Te Puni Kōkiri	
	New Zealand Red Cross	
	The Salvation Army	
	Regional Public Health	
	Victim Support	

Attachment 1 to Report 21.286

Household goods and services		
Household goods and services include food, water, clothing, bedding, furniture, medication and hygiene items. Coordinated provision of these things is required when access becomes disrupted because of an emergency. Until normal systems of supply become available again, provision of these supplies may be required.		
Responsible Agency	Support agencies	Interdependencies with other welfare services
CDEM	Ministry of Health	Needs Assessment Shelter and accommodation Financial support
	District Health Board	
	Regional Public Health	
	Ministry for Primary Industries	
	Ministry of Social Development	
	New Zealand Defence Force	
	New Zealand Red Cross	
	New Zealand Food & Grocery Council	
The Salvation Army		

Shelter and accommodation		
People displaced from their homes because of an emergency may require shelter and accommodation services. Led by both CDEM and MBIE, shelter and accommodation services ensure accommodation needs are understood, accommodation options are considered, and those affected receive appropriate accommodation solution.		
CDEM leads emergency shelter and accommodation services. Emergency shelter lasts for only a few days, while emergency accommodation lasts for a few days to two weeks.		
People displaced who cannot return to their homes for a prolonged period may require temporary accommodation. Temporary accommodation lasts from two weeks to months to even years. The Ministry of Business Innovation and Development (MBIE) leads temporary accommodation services following an emergency. MBIE's response framework outlines triggers, transition, and recovery activities for temporary accommodation.		
Responsible agency	Support agencies	Interdependencies with other welfare services
CDEM Shelter and Emergency Accommodation	Regional Public Health	Needs Assessment Financial Assistance Household Goods and Services Animal welfare
	Ministry of Health	
	Ministry of Social Development	
	Ministry of Education	
MBIE Temporary Accommodation	New Zealand Defence Force	
	Te Puni Kōkiri	
	Kāinga Ora – Homes and Communities	
	The Salvation Army	

Attachment 1 to Report 21.286

Financial assistance		
Financial assistance involves immediate or longer-term financial assistance, including tax relief and ACC payments and direct emergency grants from government and non-government agencies and organisations.		
Responsible agency	Support agencies	Interdependencies with other welfare services
Ministry of Social Development	Accident Compensation Corporation	Needs Assessment Shelter and accommodation Household goods and services
	Earthquake Commission	
	Inland Revenue Department	
	Ministry of Business, Innovation & Employment	
	Ministry for Primary Industries	
	New Zealand Red Cross (only once an NZRC appeal is launched)	
	The Salvation Army	

Animal welfare		
Animal welfare helps coordinate the provision of the needs of animals when their owners or people in charge are not able to do so themselves due to the consequences of an emergency. It includes the provision of animal rescue, animal shelter, food, water, husbandry, and veterinary care and other essentials for all animals.		
Responsible agency	Support agencies	Interdependencies with other welfare services
Ministry for Primary Industries	Society for the Prevention of Cruelty to Animals	Needs Assessment Shelter and accommodation Household goods and services Psychosocial support
	Federated Farmers	
	New Zealand Veterinary Association	
	Medical Officers of Health	
	Animal Evac New Zealand	
	Helping You Help Animals	

Appendix 5 – Contributing welfare outcomes and activities to the Group’s Strategic Outcomes across the 4Rs

Appendix 5: Section 1 – Welfare contributing outcomes in Readiness

Level of priority Report 21.286

Ongoing	≤ 1 yr Priority 1	2 to 3 yrs Priority 2	4 to 5 yrs Priority 3
---------	----------------------	--------------------------	--------------------------

READINESS									
Strategic outcome	#	Contributing welfare outcome and activities				Priority			
<p>The Capability Development (Skilled People) Strategy is implemented to increase both the capacity and capability of the Group to respond to and recover from emergency events.</p>	Readiness 1	Appropriate welfare personnel are identified, trained and available for CDEM purposes.							
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5
		<ul style="list-style-type: none"> The Group maintains one primary Group Welfare Manager and at least two alternate Group Welfare Managers. Alternate Group Welfare Managers are mentored and provided with training opportunities. Welfare Managers are allocated adequate time to undertake welfare-related responsibilities. 	<ul style="list-style-type: none"> Welfare agencies have a primary representative and at least one alternate representative to represent that agencies welfare service requirements when the primary contact is off shift or unavailable. 	<ul style="list-style-type: none"> The council appoints one Local Welfare Manager and at least one alternate Local Welfare Manager. Alternate Local Welfare Managers are mentored and provided with training opportunities. Welfare Managers are allocated adequate time to undertake welfare-related responsibilities. 	<ul style="list-style-type: none"> Welfare agencies have a primary representative and at least one alternate representative to represent that agencies welfare service requirements when the primary contact is off shift or unavailable. 				
		<ul style="list-style-type: none"> Adequate staffing levels to run the ECC Welfare function are identified. 	<ul style="list-style-type: none"> Adequate staffing levels to run the agency response are identified. 	<ul style="list-style-type: none"> Adequate staffing levels to run the EOC Welfare function are identified. 	<ul style="list-style-type: none"> Adequate staffing levels to run the agency response are identified. 				
		<ul style="list-style-type: none"> All welfare personnel attend appropriate professional development opportunities such as training and exercises, as well as contributing to any response. 							
		<ul style="list-style-type: none"> Appropriate surge support personnel are identified to support in an EAC, undertake needs assessment and work in a call centre. 		<ul style="list-style-type: none"> Appropriate personnel from within council and from other local organisations and agencies are identified, who will work in an EAC, undertake Needs Assessment, and work in a call centre. 					
		<ul style="list-style-type: none"> CEG is provided with updates on welfare-personnel related risk activities. 	<ul style="list-style-type: none"> WCG share and receives updates on welfare-related personnel activities and status. 	<ul style="list-style-type: none"> GWM is provided with updates on welfare-related personnel activities and status. 	<ul style="list-style-type: none"> LWC members share and receive updates on welfare-related personnel activities and status. 				
		Welfare relationships, including those with the Controller, Emergency Management Advisor, Welfare Manager, and welfare partners, are identified, built, and maintained.							
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5
		<ul style="list-style-type: none"> Convene meetings with the Groups Welfare Managers at least three times yearly. 	<ul style="list-style-type: none"> WCG responsible agencies engage regional welfare service support agencies, including those in rural areas, regularly, build and maintain effective working relationships. 	<ul style="list-style-type: none"> Actively participate in collaborative meetings with the Groups Welfare Managers at least three times yearly. 					
<ul style="list-style-type: none"> Convene the WCG at least three times a year. 	<ul style="list-style-type: none"> Actively participate in the WCG 	<ul style="list-style-type: none"> Actively engage local welfare service agencies and organisations around their involvement in CDEM, including roles, responsibilities, capacity and gaps that may exist. 	<ul style="list-style-type: none"> LWC members actively engage with new and maintain relationships with existing local social service organisations that can support welfare service provision in an emergency. 						
<p>Integrated and comprehensive official response plans at the local and regional level are understood and practised on a regular basis.</p>	Readiness 2								

	Readiness 3	Welfare agencies and organisations develop and understand plans at National, Regional and Local levels that affect welfare service delivery, and planning includes provisions to meet the requirements of these plans.									
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5		
		<ul style="list-style-type: none"> Understand the welfare requirements of existing document, guidelines and plans. 									
		<ul style="list-style-type: none"> Contribute to national, regional and local planning reviews and development as appropriate, including review of the National CDEM Plan. 									
		<ul style="list-style-type: none"> Regional plans are updated regularly and align with national plans, including the Group Welfare Plan. 		<ul style="list-style-type: none"> Local plans are updated regularly and align with national and regional plans, including Local Welfare Plans. 							
		<ul style="list-style-type: none"> Lead the development of regional CDEM welfare plans (GWP, sub-function plans, guidelines, etc.) 		<ul style="list-style-type: none"> Responsible agencies lead the development of regional welfare plans 		<ul style="list-style-type: none"> Lead the development of local CDEM welfare planning (LWP, sub-function plans, guidelines, etc.) 		<ul style="list-style-type: none"> Responsible agencies lead the development of local welfare plans 			
	<ul style="list-style-type: none"> Welfare plans are used to inform/update other relevant plans such as the Wellington Region Earthquake Plan (WREP), Orange Zone Tsunami Evacuation Plan, etc. 		<ul style="list-style-type: none"> Local welfare plans are used to inform/update other relevant plans such as the Local Earthquake Plan (LERP), Orange Zone Tsunami Evacuation Plan, etc. 								
	Readiness 4	A regionally consistent approach for establishing, running, and closing an EAC is in place for the region.									
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5		
		<ul style="list-style-type: none"> In consultation with local TA's, update the Wellington Region EAC Guide. 		<ul style="list-style-type: none"> Provide input into updating the Wellington Region EAC Guide. 							
			<ul style="list-style-type: none"> Local EAC Plans are developed, including the identification of potential EACs and a database with key information is maintained. 								
	Readiness 5	A nationally consistent framework for the delivery of Needs Assessment is in place for the region.									
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5		
		<ul style="list-style-type: none"> Under guidance from the NEMA, formalise a nationally consistent regional registration and Needs Assessment procedure using the Āwhina NA tool. Include planning mechanisms to reach priority communities and identify needs in a timely manner. Ensure lessons from the COVID19 response are incorporated into planning. 		<ul style="list-style-type: none"> Provide input into the registration and Needs Assessment procedure for the region. Develop plans understanding of how central agencies and regional organisations could support the MNA process. 		<ul style="list-style-type: none"> Provide input and contribute to the development of a regionally appropriate registration and Needs Assessment procedure. Develop Local-level planning to carry out Needs Assessment if required. 		<ul style="list-style-type: none"> Provide input into the registration and Needs Assessment procedure for the region. 			

	Readiness 6	Priority communities are identified, networks are established and maintained, and processes for the provision of welfare support are in place.							
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5
		<ul style="list-style-type: none"> The Group Welfare Plan identifies priority communities and plans for the provision of welfare support based on regional risks and potential impacts on these groups. 	<ul style="list-style-type: none"> Priority communities are included in welfare service planning. 	<ul style="list-style-type: none"> Local Welfare Plans identify priority communities and plan for the provision of welfare support based on local risks and potential impacts on these groups. 	<ul style="list-style-type: none"> Priority communities are included in welfare service planning. 				
		<ul style="list-style-type: none"> Risks are understood, and identification and planning for potential consequences that may influence vulnerability occurs. 							
<ul style="list-style-type: none"> Organisations and agencies that work with these communities are identified and engaged. 									
Increased knowledge of the role of Marae and other community facilities in helping support emergency response and recovery.	Readiness 7	The perspectives and interests of local Māori are woven throughout welfare.							
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5
		<ul style="list-style-type: none"> Ensure Māori tikanga is respected and included in welfare activities. 							
		<ul style="list-style-type: none"> Ensure Iwi and Māori are involved and consulted within planning for welfare across the 4Rs. 							
		<ul style="list-style-type: none"> Māori Liaison's Officers contribute to regional Welfare activities, including plan development. 	<ul style="list-style-type: none"> Ensure Iwi and Māori input in local welfare activities. 						
<ul style="list-style-type: none"> The Marae engagement plan is supported. 			<ul style="list-style-type: none"> Where appropriate, relationships and formalised arrangements with both Iwi and marae are in place. 						
Increased knowledge of Community Emergency Hubs, where they are located and participation in Hub exercises.	Readiness 8	CDEM Group welfare stakeholders understand the community's role in emergencies and across the 4Rs and work towards empowering communities.							
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5
		<ul style="list-style-type: none"> Agencies have a clear understanding of what community-led initiatives such as Hubs are and how they could potentially support such activities. 							
<ul style="list-style-type: none"> Welfare personnel are aware of community-led initiatives such as Hubs and their role to support during the response. 									

Attachment 1 to Report 21.286
Levels of priority

Ongoing	≤ 1 yr Priority 1	2 to 3 yrs Priority 2	4 to 5 yrs Priority 3
---------	----------------------	--------------------------	--------------------------

Appendix 5 continued: Section 2 – Welfare contributing outcomes in Response

RESPONSE						
Strategic outcome	#	Contributing welfare outcome and activities			Priority	
Prompt activation of local Emergency Operations Centres (EOCs) and regional Emergency Coordination Centre (ECC) to effectively manage and coordinate response efforts by response agencies to assist communities.	Response 1	Welfare delivers a coordinated response incorporating welfare plans, frameworks, guides, and other relevant EM documents during the event.				
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG 1 2-3 4-5
		<ul style="list-style-type: none"> Welfare response is managed in accordance with CIMS processes, including status updating, reporting, etc. Welfare activities are integrated appropriately under other CIMS functions. 				
		<ul style="list-style-type: none"> Welfare agencies are activated to respond when required. Regular correspondence and meetings with stakeholders are coordinated as needed throughout response with WCG, LWC, sub-function, welfare services, etc., to ensure that information is shared in a timely manner, to minimise duplication of tasking between levels and to support a regionally consistent approach where appropriate. Support agencies are consulted with, informed, tasked and updated regularly. 				
		<ul style="list-style-type: none"> Administrative procedures are implemented to ensure adequate communication, reporting, record keeping, scheduling, etc. Personnel are inducted and, where required, provided with just in time training and mentored as needed. Roles are established, and personnel are supported. All CIMS functions are actively engaged with throughout response. 	<ul style="list-style-type: none"> Where appropriate, liaisons are embedded as soon as practicable in the Coordination Centre. Central government agencies actively communicate with national and local counterparts to ensure that information is shared in a timely manner and to minimise duplication of tasking between levels. 	<ul style="list-style-type: none"> Administrative procedures are implemented to ensure adequate communication, reporting, record keeping, scheduling, etc. Personnel are inducted and, where required, provided with just in time training and mentored as needed. Roles are established, and personnel are supported. All CIMS functions are actively engaged with throughout response. 	<ul style="list-style-type: none"> Where appropriate, liaisons are to be established with the Welfare function. Appropriate agencies lead and deliver on their respective responsibilities. 	
		<ul style="list-style-type: none"> Contribute to welfare planning and coordinate welfare service delivery accordingly. 				
		<ul style="list-style-type: none"> Status updates and other relevant welfare information is informed by and shared across stakeholders, including Controllers, welfare agencies, desk functions within the coordination centre, Welfare Managers etc. 				
	Response 2	Welfare planning incorporates recovery in response to allow for a smoother transition.				
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG 1 2-3 4-5
	<ul style="list-style-type: none"> Consult with Group Recovery Manager to incorporate recovery where possible in response, including in the development of a transition plan. 		<ul style="list-style-type: none"> Consider recovery in welfare service planning. 	<ul style="list-style-type: none"> Consult with Local Recovery Manager to incorporate recovery where possible in response, including in the development of a transition plan. 	<ul style="list-style-type: none"> Consider recovery in welfare service planning. 	

Formal assistance is readily available and accessible to impacted communities.	Response 3	Needs identification occurs, and the delivery of welfare services is timely and effective.				OG 1 2-3 4-5
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	
		<ul style="list-style-type: none"> Communication with LWM's and WCG members is established in a timely manner and maintained throughout the response. 	<ul style="list-style-type: none"> Welfare service agencies provide information where possible around likely needs. 	<ul style="list-style-type: none"> Communication with those affected is established to gain an understanding of potential needs. 	<ul style="list-style-type: none"> Welfare service agencies provide information where possible around likely needs. 	
		<ul style="list-style-type: none"> Additional support is provided when required by LWM. 	<ul style="list-style-type: none"> During a large-scale emergency event, regional welfare agencies provide input into the development of the needs assessment questionnaire and potential delivery methods and personnel resources. 	<ul style="list-style-type: none"> Immediate welfare services are provided for those affected. 	<ul style="list-style-type: none"> During a small-scale emergency event, local welfare agencies provide input into the development of the needs assessment questionnaire and potential delivery methods and personnel resources. 	
		<ul style="list-style-type: none"> During a large-scale emergency, Needs Assessment is coordinated regionally in conjunction with WCG and LWM's. 	<ul style="list-style-type: none"> Responsible welfare agencies analyse needs identified during the needs assessment process and provide welfare services to meet those needs. 	<ul style="list-style-type: none"> During small-scale events, needs are more thoroughly assessed, and a detailed needs assessment is finalised and delivered in conjunction with LWC. 	<ul style="list-style-type: none"> Responsible welfare agencies analyse needs identified during the needs assessment process and provide welfare services to meet those needs. 	
		<ul style="list-style-type: none"> Needs are identified (including hidden needs and emerging needs) and monitored throughout response until all needs have been met or assigned. 	<ul style="list-style-type: none"> Responsible agencies clearly task support agencies as required to meet welfare service needs. 	<ul style="list-style-type: none"> Needs are identified (including hidden needs and emerging needs) and monitored throughout response until all needs have been met or assigned. 	<ul style="list-style-type: none"> Responsible agencies clearly task support agencies as required to meet welfare service needs. 	
		<ul style="list-style-type: none"> In a larger scale emergency event, resources may need to be prioritised and provided according to urgency. 	<ul style="list-style-type: none"> Welfare agencies forward emerging needs as they are identified. 	<ul style="list-style-type: none"> Updates are provided to the intelligence desk and Local Controller. 	<ul style="list-style-type: none"> Welfare agencies forward emerging needs as they are identified. 	
<ul style="list-style-type: none"> Updates are provided to the intelligence desk and Group Controller. 	<ul style="list-style-type: none"> Welfare agencies update and complete reporting on welfare service delivery. 	<ul style="list-style-type: none"> Status updates are completed and provided to the GWM. 	<ul style="list-style-type: none"> Welfare agencies update and complete reporting on welfare service delivery. 			
Formal assistance is readily available and accessible to impacted communities.	Response 4	Based on the needs of communities, community-led initiatives, Community Emergency Hubs and Emergency Assistance Centre's are supported or opened and available for those affected to receive welfare services.				OG 1 2-3 4-5
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	
		<ul style="list-style-type: none"> Communities are empowered to find solutions and meet their own needs where possible during the response. 				
		<ul style="list-style-type: none"> On request, is available for additional support should requirements exceed what can be sourced/provided locally. 	<ul style="list-style-type: none"> Community-led initiatives are supported where possible by establishing communications, sharing information, identifying gaps and meeting specific needs that cannot be met by the community itself. 		<ul style="list-style-type: none"> Responsible agencies coordinate welfare service provision with supporting partners in the EAC. 	
		<ul style="list-style-type: none"> Surge capacity EAC personnel are available to provide support if required. 	<ul style="list-style-type: none"> Regional responsible agencies may coordinate welfare service provision in the EAC if required. 	<ul style="list-style-type: none"> In conjunction with the Local Controller, decides if an EAC should be established. 	<ul style="list-style-type: none"> Works with welfare personnel and LWC to ensure the EAC and the welfare services provided meet the needs of those affected. 	
<ul style="list-style-type: none"> Updates are provided to the intelligence desk and Group Controller. 	<ul style="list-style-type: none"> Updates are provided to the WCG. 	<ul style="list-style-type: none"> Status updates are provided to the GWM. 	<ul style="list-style-type: none"> Updates are provided to the LWC. 			

Response 5	Welfare messaging and information is coordinated, consistent and easy for those affected to find and understand.				
	Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	<div style="display: flex; justify-content: space-around; font-size: 8px;"> OG 1 2-3 4-5 </div>
	<ul style="list-style-type: none"> • Work with NCMC Welfare, ECC, WCG, LWM's to identify welfare service messaging and actively engage with the ECC PIM team. 	<ul style="list-style-type: none"> • Provide regular and consistent messaging and updates to welfare stakeholders. 	<ul style="list-style-type: none"> • Work with EOC, LWC, GWM and other welfare stakeholders to identify welfare service messaging and actively engage the EOC PIM team. 	<ul style="list-style-type: none"> • Provide regular and consistent messaging and updates to welfare stakeholders. 	
	<ul style="list-style-type: none"> • Ensure welfare messaging and signage is accessible for end-users, including those with disabilities, priority groups etc. 				
<ul style="list-style-type: none"> • Ensure welfare messaging is national, regionally, and locally consistent. 					
Response 6	Welfare lessons are collected, analysed, disseminated, and learnings applied. These include activities that should be sustained as well as where growth and improvement should take place.				
	Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	<div style="display: flex; justify-content: space-around; font-size: 8px;"> OG 1 2-3 4-5 </div>
	<ul style="list-style-type: none"> • Foster a just culture that balances demand for accountability regarding failures with an ability to collect enough information to make sense of the situation to contribute to learnings and safety improvements. 				
	<ul style="list-style-type: none"> • Engagement with WCG, GWM, central government and other welfare stakeholders takes place regularly. 	<ul style="list-style-type: none"> • Engagement with LWC, GWM and other welfare stakeholders takes place regularly. 	<ul style="list-style-type: none"> • Engagement with LWC, LWM and other welfare stakeholders takes place regularly. 		
	<ul style="list-style-type: none"> • Coordinates a debrief and other input opportunities and contributed to these in a timely manner. • Ensure stakeholders are actively involved in continuous improvement processes. • Encourage people to share and discuss experiences, both positive and negative, with others. • Maintain transparency, demonstrates consistency and fairness. 				
	<ul style="list-style-type: none"> • Personnel are recognised for their work. 				
	<ul style="list-style-type: none"> • Implements lessons management framework following response, including collection, analysis, implementation and monitoring and review. 	<ul style="list-style-type: none"> • Participate in lessons management framework following response, including collection, analysis, implementation and monitoring and review. 			
<ul style="list-style-type: none"> • Lessons are integrated into planning, including but not limited to Group Welfare Plan, welfare service plans, and Local Welfare Plans. 					

Ongoing	≤ 1 yr Priority 1	2 to 3 yrs Priority 2	4 to 5 yrs Priority 3
---------	----------------------	--------------------------	--------------------------

Appendix 5 continued: Section 3 – Welfare contributing outcomes in Recovery

RECOVERY									
Strategic outcome	#	Contributing welfare outcome and activities				Priority			
Integrated and comprehensive strategic recovery planning at both the local and regional level is embedded and practised on a regular basis.	Recovery 1	Support welfare integration into strategic recovery planning across the physical built, economic, natural, social, and cultural environments.							
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5
		<ul style="list-style-type: none"> • Liaise with the Group Recovery Manager and provide strategic advice and guidance on welfare during recovery. 	<ul style="list-style-type: none"> • In consultation with the Group Recovery Manager and GWM, contribute to welfare service inclusion in recovery planning, including plans for the short, medium, and long term. 	<ul style="list-style-type: none"> • Liaise with the Local Recovery Manager and provide strategic advice and guidance on welfare during recovery. 	<ul style="list-style-type: none"> • In consultation with the Group Recovery Manager and GWM, contribute to welfare service inclusion in recovery planning, including plans for the short, medium, and long term. 				
		<ul style="list-style-type: none"> • Build awareness and capability of recovery in the WCG and with regional welfare stakeholders. 	<ul style="list-style-type: none"> • Participate in and contribute to strategic recovery planning and exercises. 	<ul style="list-style-type: none"> • Build awareness and capability of recovery in the LWC and with local welfare stakeholders. 	<ul style="list-style-type: none"> • Participate in and contribute to strategic recovery planning and exercises. 				
Effective implementation of Group recovery plans to ensure recovery efforts are coordinated and meet the needs of communities.	Recovery 2	Support welfare integration into operational recovery activities across the physical built, economic, natural, social, and cultural environments.							
		Group Welfare Manager	Welfare Coordination Group	Local Welfare Manager	Local Welfare Committee	OG	1	2-3	4-5
		<ul style="list-style-type: none"> • Work with the Group Recovery Manager to ensure welfare services are considered and incorporated into Recovery. 	<ul style="list-style-type: none"> • Contribute to welfare service inclusion in operational recovery activities. 	<ul style="list-style-type: none"> • Work with the Local Recovery Manager to ensure welfare services are considered and incorporated into Recovery. 	<ul style="list-style-type: none"> • Contribute to welfare service inclusion in operational recovery activities. 				
		<ul style="list-style-type: none"> • Build operational awareness and capability of WCG and regional welfare stakeholders in Recovery. 	<ul style="list-style-type: none"> • Participate in and contribute to recovery operational planning and exercises. 	<ul style="list-style-type: none"> • Build operational awareness and capability of LWC and local welfare stakeholders in Recovery. 	<ul style="list-style-type: none"> • Participate in and contribute to recovery operational planning and exercises. 				

Appendix 6 – 2021 to 2026 Wellington Region Welfare Work Programme

CDEM Welfare Work Programme Summary 2021 - 26		2021 – 22	2022 – 23	2023 – 24	2024 – 25	2025 - 26
Welfare People: <i>Welfare emergency management workforce that is capable and confident</i>	ECC/EOC Staff	Develop	Sustain	Sustain	Plan	Develop
	Needs Assessment Teams			Sustain	Plan	
	Emergency Assistance Centre Teams					
	Welfare Service delivery teams	Plan	Develop	Sustain		
Welfare Partnerships: <i>Connected, coordinated, and trusted welfare partnerships</i>	National Welfare Coordination Group	Sustain	Sustain	Review	Review	
	Welfare Coordination Group/Regional Networks	Sustain	Review	Refine		Sustain
	Local Welfare Partnerships (LWC, RAG...)	Review	Refine	Sustain	Review	Refine
	Network of Networks	Review	Refine	Sustain		
Welfare Plans & Procedures: <i>Plans and procedures that guide and support teams in a response</i>	Group Welfare Plan	Implement	Review	Develop	Implement	Review
	Local Welfare Plans	Develop	Implement	Review	Develop	Implement
	Welfare Response Handbook	Develop	Implement	Review	Develop	Implement
	Needs Assessment Framework	Develop (Local Level)	Implement	Review	Develop	Implement
	Emergency Assistance Centre (EAC) Guidelines	Review	Develop	Implement	Review	
	Household Goods and Services Delivery Plan	Review	Develop	Implement		
	Emergency Shelter and Accommodation Plan					
Welfare services delivery plans	Develop	Implement	Review	Develop	Implement	
Welfare Platforms: <i>Facilities, tools and equipment needed to deliver a timely and effective Welfare response</i>	ECC/EOC Welfare Function tools and equipment	Implement	Review	Develop	Implement	
	Needs Assessment Tools	Develop	Implement	Review	Develop	
	EAC Tools & Equipment	Implement	Review	Develop	Implement	

Civil Defence and Emergency Management Group
25 June 2021
Report 21.284



For Decision

CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP APPOINTMENTS – JUNE 2021

Te take mō te pūrongo

Purpose

1. To advise the Wellington Civil Defence Emergency Management (CDEM) Group Joint Committee (the Joint Committee) of changes in the statutory appointments for the CDEM Group.

He tūtohu

Recommendation

That the Wellington Civil Defence Emergency Management Group:

1. **Approves** the removal of the following statutory appointees:
 - a Ken Bailey as Alternate Controller (Porirua City Council)
 - b Geoff Stuart as Alternate Controller (Hutt City Council)
 - c Damon Simmons as Alternate Controller (Hutt City Council)
 - d Carolyn McKenzie as Alternate Controller (Combined areas of the district councils in the Wairarapa)

Te tāhū kōrero

Background

2. Sections 26 and 29 of the CDEM Act 2002 require a CDEM Group to appoint, either by name or by reference to the holder of an office, a suitably qualified and experienced person to be the:
 - a Group Controller for its area; and
 - b Group Recovery Manager for its area.
3. The CDEM Group is also required to appoint, either by name or by reference to the holder of an office, at least one suitably qualified and experienced person to perform the functions and duties, and exercise the powers of the Group Controller and the Group Recovery Manager respectively if there is a vacancy in office or an absence from duty for any reason.

4. Sections 27 and 30 of the CDEM Act 2002 also states that a CDEM Group may appoint one or more persons to be:
- a A Local Controller; and
 - b A Local Recovery Manager.

Civil Defence Emergency Management Group appointments

5. The following key is used in the table below:

Bold – New appointee

~~Strikethrough~~ - Removed appointee

Standard – Current appointee

Group Controllers and alternates

6. The following table proposes an updated list of statutory appointees for the Group Controllers (and alternates and supplementaries):

Area to which appointed	Appointee name and designation
CDEM Group	Mark Duncan (Group Controller) Jessica Hare (alternate) Jeremy Holmes (alternate) Dan Neely (alternate) Bruce Pepperell (alternate) Derek Baxter (alternate) Richard Harbord (alternate) Lester Piggott (alternate) Phil Becker (alternate)
Wellington City Council	Derek Baxter (primary) Phil Becker (alternate) Sarah Murray (alternate) Moana Mackey (alternate) Mike Mendonca (alternate) Tom Williams (alternate)
Porirua City Council	Jerry Wrenn (primary) Alison Wiley (alternate) Olivia Dovey (alternate) Ken Bailey (alternate) Bruce Pepperell (alternate)
Kāpiti Coast District Council	James Jefferson (primary) Steve Cody (alternate) Kevin Currie (alternate)

Area to which appointed	Appointee name and designation
	Rian van Schalkwyk (alternate) Paul Busing (alternate) Glen O'Connor (supplementary) Scott Dray (supplementary)
Hutt City Council	Lester Piggott (primary) Geoff Stuart (alternate) Craig Cottrill (alternate) Damon Simmons (alternate) Jay Houpapa (alternate)
Upper Hutt City Council	Geoff Swainson (primary) Richard Harbord (alternate) Craig Cottrill (alternate) Liesel Jahnke (alternate) Jessica Hare (supplementary)
Combined areas of the district councils in the Wairarapa	David Hopman (primary) Jonathan Hooker (alternate) Tim Langley (alternate) Carolyn McKenzie (alternate) Richard Harbord (alternate) Murray Johnston (alternate) Darryl McCurdy (supplementary)

Group and Local Recovery Managers and alternates

7. The following table proposes an updated list of statutory appointees for the Group Recovery Managers (and alternates):

Area to which appointed	Appointee name and designation
CDEM Group	Dan Neely (Group Recovery Manager) Nigel Corry (alternate) Luke Troy (alternate)
Wellington City Council	Mike Mendonca (Recovery Manager) Paul Andrews (alternate) Danny McComb (alternate)
Porirua City Council	Steven Perdia (Recovery Manager) Andrew Dalziel (alternate)
Kāpiti Coast District Council	Natasha Tod (Recovery Manager) Angela Bell (alternate)

Area to which appointed	Appointee name and designation
Hutt City Council	Andrea Bradshaw (Recovery Manager) Helen Oram (alternate)
Upper Hutt City Council	Liezel Jahnke (Recovery Manager) Geoff Swainson (alternate)
Combined areas of the district councils in the Wairarapa	Dave Gittings (Carterton) Nigel Carter (South Wairarapa) Kate Conroy (Masterton)

Non statutory appointments

8. There is no change to the appointment to the Lifelines Co-ordination Manager and Group Welfare Manager.

Area to which appointed	Appointee name and designation
CDEM Group	Richard Mowll (Lifelines Utility Co-ordination Manager) Jennifer Rizzi (Welfare Manager)

Ngā hua ahumoni

Financial implications

9. There no financial implications arising from the matters for decision. Any associated costs are covered by the respective councils according to their individual agreements.

Ngā tikanga whakatao

Decision-making process

10. The matters requiring decision in this report were considered by officers against the decision-making requirements of the CDEM Act 2002 (see paragraphs 2 to 4) and of Part 6 of the Local Government Act 2002.

Te hiranga

Significance

11. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of these matters, taking into account Greater Wellington Regional Council's *Significance and Engagement Policy* and Greater Wellington's *Decision-making Guidelines*. Officers recommend that the matters are of low significance, given their administrative nature.

Te whakatūtakitaki

Engagement

12. Due to the low significance of these decisions, no engagement on these matters was considered necessary.

Ngā tūāoma e whai ake nei

Next steps

13. No further external communication is required.

Ngā kaiwaitohu

Signatories

Writer	Ainslie Ryder – Advisor, Business and Capability Development, WREMO
Approver	Jess Hare – Manager, Business and Capability Development, WREMO Jeremy Holmes – Regional Manager, WREMO

He whakarāpopoto i ngā huritaonga Summary of considerations
<p><i>Fit with Council's roles or Committee's terms of reference</i></p> <p>The CDEM Group makes these appointments and removals under sections 26 to 30 of the CDEM Act 2002 (see paragraphs 2 to 4).</p>
<p><i>Implications for Māori</i></p> <p>There are no known implications for Māori.</p>
<p><i>Contribution to Annual Plan / Long term Plan / Other key strategies and policies</i></p> <p>There are no known implications for Council's strategies, policies or plans.</p>
<p><i>Internal consultation</i></p> <p>All local authority chief executives were engaged and support the proposed appointees.</p>
<p><i>Risks and impacts: legal / health and safety etc.</i></p> <p>While there is no significant legal or health and safety risk, it is important that all Controllers, Recovery Managers and Group Welfare appointments are appropriately contracted to the council for which they hold the appointment. Each council is responsible for managing their own appointments and advises the CDEM Group of any changes to statutory appointments.</p>