



If calling, please ask for Democratic Services

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## Civil Defence Emergency Management Group

Friday 7 August 2020, 9.00am

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

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### Members

Mayor Baker	Porirua City Council
Mayor Barry	Hutt City Council
Mayor Beijen	South Wairarapa District Council
Mayor Gurunathan	Kāpiti Coast District Council
Mayor Guppy	Upper Hutt City 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

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Friday 7 August 2020, 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.	<a href="#">Confirmation of the Public minutes of the Civil Defence Emergency Management Group Joint Committee on 24 April 2020</a>	20.138	3
5.	<a href="#">Civil Defence Emergency Management Group appointments – August 2020</a>	20.270	6
6.	<a href="#">Amendments to the Wellington Civil Defence Emergency Management Group’s training and exercise plan 2020/21</a>	20.273	13
7.	<a href="#">Wellington Region Emergency Management Office annual report for 2019/20</a>	20.271	20
8.	<a href="#">Wellington CDEM Group COVID-19 after-action review</a>	20.272	108
9.	COVID-19 Regional Recovery Update	Presentation	
10.	WREMO Community Survey Results	Presentation	
11.	Local Earthquake Response Plans	Brief	
12.	WREMO Annual Plan – The Way Ahead	Brief	



Please note these minutes remain unconfirmed until the Civil Defence Emergency Management Group Joint Committee meeting on 7 August 2020.

Report 20.138

## Public minutes of the Civil Defence Emergency Management Group Joint Committee meeting on Friday 24 April 2020

All members participating via Zoom, at 9.02am.

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### Members Present

Mayor Baker (Chair)	Porirua City Council
Mayor Patterson (Deputy Chair)	Masterton District Council
Mayor Barry (from 9.03am)	Hutt City Council
Mayor Beijen	South Wairarapa District Council
Mayor Foster	Wellington City Council
Mayor Guppy	Upper Hutt City Council
Mayor Gurunathan	Kāpiti Coast District Council
Mayor Lang	Carterton District Council
Councillor Ponter	Greater Wellington Regional Council

All members participated at this meeting by Zoom, and counted for the purpose of quorum, as per clause 25B of Schedule 7 to the Local Government Act 2002.

### Public Business

#### 1 Apologies

Moved: Mayor Baker / Mayor Gurunathan

That the Joint Committee accepts the apology for lateness from Mayor Barry.

The motion was **carried**.

#### 2 Declarations of conflicts of interest

There were no declarations of conflict of interest.

**3 Public participation**

There was no public participation.

**4 Confirmation of the public minutes of 17 December 2019 – Report 19.541**

Moved: Mayor Baker / Mayor Patterson

That the Joint Committee confirms the Public minutes of the Civil Defence Emergency Management Group Joint Committee meeting of 17 December 2019 – Report 19.541.

The motion was **carried**.

**Noted:** Mayor Barry joined the meeting during the above item.

**5 Confirmation of the public minutes of 30 March 2020 – Report 20.109**

Moved: Mayor Baker / Mayor Foster

That the Joint Committee confirms the Public minutes of the emergency Civil Defence Emergency Management Group Joint Committee meeting of 30 March 2020 – Report 20.109.

The motion was **carried**.

**6 Confirmation of the public minutes of 2 April 2020 – Report 20.120**

Moved: Mayor Baker / Cr Ponter

That the Joint Committee confirms the Public minutes of the emergency Civil Defence Emergency Management Group Joint Committee meeting of 2 April 2020 – Report 20.120.

The motion was **carried**.

**7 Civil Defence Emergency Management Group appointments – April 2020 – Report 20.129**

Mayor Patterson tabled updated appointments to be included as part of the recommendation.

Moved: Mayor Baker / Mayor Beijen

That the Wellington Region Civil Defence Emergency Management Group approves the following changes to the statutory appointments:

- a Removal of Karen Yates as Local Recovery Manager (South Wairarapa District Council)
- b Removal of Tania Madden as Local Recovery Manager (Masterton District Council)
- c Addition of Mark Duncan as Alternate Group Controller (CDEM Group)
- d Addition of Kim Rudman as Local Recovery Manager (South Wairarapa District Council)



- e Addition of David Chick as Alternate Local Recovery Manager (Wellington City Council).
- f Update of Kate Conroy from Alternate to Primary Local Recovery Manager (Masterton District Council)

The motion was **carried**.

The public part of the meeting closed at 9.06am.

Mayor A Baker  
**Chair**

Date:

**Civil Defence and Emergency Management Group  
7 August 2020  
Report 20.270**



**For Decision**

**CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP APPOINTMENTS –  
AUGUST 2020**

**Te take mō te pūrongo**

**Purpose**

1. To propose to the Wellington Civil Defence Emergency Management (CDEM) Group Joint Committee (the Joint Committee) a number of appointments to the CDEM Group.

**He tūtohu**

**Recommendations**

That the Wellington Civil Defence Emergency Management Group:

- 1 **Approves** the removal of the following statutory appointees:
  - a David Russell as Group Controller (CDEM Group)
  - b Andrew Dalziel as Alternate Group Controller (CDEM Group)
  - c Mark Duncan as Alternate Group Controller (CDEM Group)
  - d Davor Bejakovich as Alternate Group Controller (CDEM Group)
  - e Dan Neely as Supplementary Group Controller (CDEM Group)
  - f Adrian Glen as Supplementary Group Controller (CDEM Group)
  - g David Chick as Alternate Local Controller (Wellington City Council)
  - h Michelle Riwai as Alternate Local Controller (Wellington City Council)
  - i Karl Maddaford as Alternate Local Controller (Wellington City Council)
  - j Adrian Glen as Supplementary Local Controller (Wellington City Council)
  - k Kane McCollum as Supplementary Local Controller (Wellington City Council)
  - l Brian Anderson as Alternate Local Controller (Porirua City Council)
  - m Andrew Dalziel as Alternate Local Controller (Porirua City Council)
  - n Trevor Farmer as Alternate Local Controller (Porirua City Council)
  - o Karen Stillwell as Alternate Controller (Porirua City Council)
  - p Mike Scott as Alternate Local Controller (Porirua City Council)
  - q Adrian Glen as Supplementary Local Controller (Kāpiti Coast District Council)

- r Simon Fleisher as Alternate Local Controller (Hutt City Council)
  - s Chris Costley as Alternate Local Controller (Upper Hutt City Council)
  - t David Chick as Alternate Local Recovery Manager (Wellington City Council)
  - u Geoff Stuart as Alternate Local Recovery Manager (Hutt City Council)
  - v Andrea Bradshaw as Alternate Local Recovery Manager (Hutt City Council).
- 2 **Approves** the addition of the following statutory appointees:
- a Mark Duncan as Group Controller (CDEM Group)
  - b Jessica Hare as Alternate Group Controller (CDEM Group)
  - c Dan Neely as Alternate Group Controller (CDEM Group)
  - d Rick Newton as Alternate Local Controller (Hutt City Council)
  - e Andrew Dalziel as Alternate Local Recovery Manager (Porirua City Council)
  - f Andrea Bradshaw as Local Recovery Manager (Hutt City Council).
- 3 **Approves** the addition of Jennifer Rizzi as Welfare Manager (CDEM Group).

## **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
  - 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
  - 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	<del>David Russell (Group Controller)</del> <b>Mark Duncan (Group Controller)</b>  <b>Jessica Hare (alternate)</b> <b>Dan Neely (alternate)</b> Jeremy Holmes (alternate) Bruce Pepperell (alternate) Derek Baxter (alternate) Scott Martin (alternate) Richard Harbord (alternate) Lester Piggott (alternate) Phil Becker (alternate) <del>Andrew Dalziel (alternate)</del> <del>Mark Duncan (alternate)</del> <del>Davor Bejakovich (alternate)</del>  <del>Dan Neely (supplementary)</del> <del>Adrian Glen (supplementary)</del>
Wellington City Council	Derek Baxter (primary) <del>David Chick (alternate)</del> Phil Becker (alternate) Sarah Murray (alternate) Stephen McArthur (alternate) <del>Michelle Riwai (alternate)</del> Moana Mackey (alternate) Mike Mendonca (alternate) <del>Karl Maddaford (alternate)</del>  <del>Adrian Glen (supplementary)</del> <del>Kane McCollum (supplementary)</del>
Porirua City Council	Jerry Wrenn (primary) <del>Brian Anderson (alternate)</del> Scott Martin (alternate) <del>Andrew Dalziel (alternate)</del> <del>Trevor Farmer (alternate)</del> Alison Wiley (alternate) Olivia Dovey (alternate) Ken Bailey (alternate) Bruce Pepperell (alternate) <del>Karen Stillwell (alternate)</del> <del>Mike Scott (alternate)</del>
Kāpiti Coast District Council	James Jefferson (primary)

Area to which appointed	Appointee name and designation
	Janice McDougall (alternate) Bruce Johnston (alternate) Kevin Currie (alternate) Glen O'Connor (alternate) Rian van Schalkwyk (alternate) <del>Adrian Glen (supplementary)</del> Scott Dray (supplementary)
Hutt City Council	Lester Piggott (primary) Geoff Stuart (alternate) Craig Cottrill (alternate) Damon Simmons (alternate) <del>Simon Fleisher (alternate)</del> Jay Houppapa (alternate) <b>Rick Newton (alternate)</b>
Upper Hutt City Council	Geoff Swainson (primary) Richard Harbord (alternate) Jonnette Adams (alternate) Craig Cottrill (alternate) Vibhuti Chopra (alternate) Liezel Jahnke (alternate) <del>Chris Costley (alternate)</del> Dirk Botha (alternate) Jessica Hare (supplementary)
Combined areas of the district councils in the Wairarapa	David Hopman (primary) Jonathan Hooker (alternate) Tim Langlely (alternate) Carolyn McKenzie (alternate) Richard Harbord (alternate) Murray Johnson (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):

<b>Area to which appointed</b>	<b>Appointee name and designation</b>
CDEM Group	Dan Neely (Group Recovery Manager) Nigel Corry (alternate) Luke Troy (alternate)
Wellington City Council	Mike Mendonca (Recovery Manager) <del>David Chick (alternate)</del> Paul Andrews (alternate) Danny McComb (alternate)
Porirua City Council	Steven Perdia (Recovery Manager) <b>Andrew Dalziel (alternate)</b>
Kāpiti Coast District Council	Natasha Tod (Recovery Manager)
Hutt City Council	<del>Geoff Stuart (alternate)</del> <del>Andrea Bradshaw (alternate)</del> <b>Andrea Bradshaw (Recovery Manager)</b> Helen Oram (alternate)
Upper Hutt City Council	Liezel Jahnke (Recovery Manager) Geoff Swainson (alternate) Jonnette Adams (alternate)
Combined areas of the district councils in the Wairarapa	Dave Gittings (Carterton) Kim Rudman (South Wairarapa) Kate Conroy (Masterton)

**Non statutory appointments**

8. The Wellington CDEM Group is required to appoint a Group Welfare Manager as part of the Guide to the National Plan. There is no change to the appointment to the Lifelines Co-ordination Manager.

<b>Area to which appointed</b>	<b>Appointee name and designation</b>
CDEM Group	Richard Mowll (Lifelines Co-Ordination Manager) <b>Jennifer Rizzi (Welfare Manager)</b>

**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 whakatau**  
**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 Council's *Significance and Engagement Policy* and *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 undertaken.

**Ngā tūāoma e whai ake nei**  
**Next steps**

13. No further external communication is required.

**Ngā kaiwaitohu**  
**Signatories**

Writer	Jess Hare – Manager, Business and Capability Development
Approver	Jeremy Holmes – Regional Manager

<p><b>He whakarāpopoto i ngā huritaonga</b>  <b>Summary of considerations</b></p>
<p><b><i>Fit with Council’s roles or Committee’s terms of reference</i></b></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><b><i>Implications for Māori</i></b></p> <p>There are no known implications for Māori.</p>
<p><b><i>Contribution to Annual Plan / Long term Plan / Other key strategies and policies</i></b></p> <p>There are no known implications for Council’s strategies, policies or plans.</p>
<p><b><i>Internal consultation</i></b></p> <p>All local authority chief executives were engaged and support the proposed appointees.</p>
<p><b><i>Risks and impacts: legal / health and safety etc.</i></b></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>



**Civil Defence and Emergency Management Group**  
**7 August 2020**  
**Report 20.273**



**For Decision**

## **AMENDMENTS TO THE WELLINGTON CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP'S TRAINING AND EXERCISE PLAN 2020/21**

**Te take mō te pūrongo**

### **Purpose**

1. To seek the approval of the Wellington Civil Defence Emergency Management (CDEM) Group Joint Committee (the Joint Committee) to proposed amendments to the Wellington CDEM Group's Training and Exercise Plan for 2020/21.

**He tūtohu**

### **Recommendations**

That the Joint Committee:

1. **Approves** the proposed amendments to the Wellington Civil Defence Emergency Management Group's Training and Exercise Plan for 2020/21.
2. **Approves** the proposed approach to Recognised Prior Learning
3. **Approves** the revised Key Performance Indicators for 2020/21 to:
  - 12 staff at Foundation Level
  - 12 staff at Intermediate Level
  - 6 staff at Advanced Level.

**Te tāhū kōrero**

### **Background**

2. For the past four months the Wellington CDEM Group has been heavily committed to the COVID-19 response. This commitment involved the activation of the Emergency Coordination Centre and all of the Wellington Region's Emergency Operations Centres – physically, virtually or a combination of both - for an extended period.
3. While areas for improvement to the emergency response have been identified across the Wellington Region, as is to be expected from an operational response; overall the feedback received from those involved and those impacted has been overwhelmingly positive. This feedback suggests that the approach taken by the Wellington CDEM Group on capability development before the COVID-19 response was appropriate.

4. The COVID-19 response made the delivery of the Wellington CDEM Group's emergency management training and exercising during that period both impractical and inappropriate as the majority of the Wellington Region's emergency management workforce was engaged in the response.
5. Additionally, the training and exercising design and development work planned over this period was put on hold. Further work is required in this space to ensure that the training and exercising content development and delivery that was being done before the COVID-19 response continues at a similar standard.
6. The significant effort made by Council officers during the COVID-19 response has increased the Wellington Region's overall level of capability. This increased capability must be considered as we design, develop and deliver future training and exercises.
7. Both the makeup of our emergency management workforce and the short- to medium-term availability of officers are other factors that need to be factored into our approach to capability development.
8. Although some adjustments are required to the way we intend to deliver training and exercising in the short- to medium-term, the overarching intent remains the same - to provide a range of professional development opportunities so that the Wellington Region's emergency management workforce can progress along our emergency management professional development pathway. This approach provides a framework to ensure we are developing teams of people that can deliver a timely and effective response to an emergency. It is an approach that worked well during the COVID-19 response and is one we intend to continue.

#### **Proposed amendments**

9. It is proposed that a flexible approach be taken towards the delivery of emergency management training and exercising in the Wellington region for the remainder of 2020. This will allow councils to select the appropriate mix of professional development opportunities that suit their circumstances around officer availability and appetite for training.
10. For officers who are new to emergency management or have missed any foundation modules, councils can work with their local Emergency Management Advisors to develop a local delivery programme based on Training Option 1 or Training Option 2 (**figure 1** – Training options) below.
11. For officers who have completed the majority of the foundation modules or may have contributed to the COVID-19 response without any formal training, councils are able to send officers on the Integrated Training Framework (ITF) courses which will be offered across the Wellington Region in the coming months.
12. The advanced level training option is targeted at more experienced officers who are likely to be function managers in an emergency. This area was identified in the COVID-19 After Action Review was the one that would benefit most from attention. Officers attending the Incident Management Team (IMT) modules, proposed to be delivered over one day in either October or November 2020, are expected to have progressed through the foundation and intermediate levels of our professional development pathway.

13. Function managers are also expected to bring to their role in emergency management a range of relevant skills, knowledge and experience from their substantive roles. For example, managing small- to medium-sized teams and having difficult conversations. The IMT modules are intended to complement pre-existing skills and experience by allowing officers to apply their skills and experience in an emergency management setting. Close consultation with your Executive Leadership Teams and local Emergency Management Advisors should help you identify the right people for the right roles.



Figure 1 – Training options



Figure 2 - Proposed Amendments to 2020/21 Training and Exercise Plan (continued)



**Proposed Amendments to 2020/21 Training and Exercise Plan**

	Jul	Aug	Sep	Oct	Nov	Dec
Controllers				Huddle TBC		
WREMO Staff / Response Manager	-	Tsunami 4	TBC 29	TBC 27	TBC 24	-
Welfare Support Staff	-	-	Welfare Forum		-	-
Elected Officials	WCC TBC					

WELLINGTON REGION CIVIL DEFENCE EMERGENCY MANAGEMENT GROUP

**Figure 3** - Proposed Amendments to 2020/21 Training and Exercise Plan (continued)

#### Proposed approach to Recognised Prior Learning

14. It is anticipated that a number of officers across the Wellington Region will have increased their levels of confidence and competence as a result of contributing to the COVID-19 response.
15. Therefore, it is proposed that a regionally consistent approach is taken to acknowledging this increase in individual capability by awarding Recognised Prior Learning (RPL) where appropriate.
16. After reviewing the various learning outcomes of both the Wellington Region's Emergency Management Foundation Modules 1 to 7, and the available nationally consistent ITF courses, against the COVID-19 response, it is recommended that RPL be awarded to officers against the ITF Intermediate Course subject to the following process:
  - Staff may apply for RPL via their local Emergency Management Advisors
  - A local level assessment is then completed in consultation with the lead COVID-19 local Controller and function manager as appropriate, against the ITF Intermediate Learning Outcomes
  - If endorsement is given at the local level assessment, the applicant must pass the ITF Intermediate assessment online
  - If successful, RPL for the ITF intermediate course is awarded and recorded in takau.

#### 2020/21 Key Performance Indicators

17. The current Capability Development Key Performance Indicators (KPIs) for 2020/21 are:
  - 14 staff at Foundation Level
  - 16 staff at Intermediate Level
  - 12 staff at Advanced Level.

18. The demands placed on the Wellington Region as a result of the COVID-19 response, subsequent officer availability and roster changes, as well as compressed timeframes to offer the required steps to reach each level, are likely to reduce the likelihood of attaining the current KPIs.
19. Therefore, it is proposed that the KPIs for 2020/21 be amended to:
  - 12 staff at Foundation Level
  - 12 staff at Intermediate Level
  - 6 staff at Advanced Level.
20. This approach will ensure that each council continues to build a core team of at least 30 Emergency Coordination Centre / Emergency Operations Centres officers at various levels, which provides a good level of regional capability to cover a number of the most likely emergency scenarios the Wellington Region could face in the coming months. Further work will then be required to increase capacity in 2021/22.



Figure 4 - Competency standard

21. Both the CEG Subcommittee and the CEG have approved the proposed changes to the Training and Exercises Plan 2020/21. We recommend that the Joint Committee also approves this report.

**Ngā hua ahumoni**  
**Financial implications**

22. There no financial implications arising from the matters for decision.

**Ngā tikanga whakataurua**  
**Decision-making process**

23. The matters requiring decision in this report were considered by officers against the decision-making requirements of section 17 of the Civil Defence Emergency Management Act 2002.

**Te hiranga  
Significance**

24. Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of these matters, taking into account 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**

25. Given the low significance of the matters, no related engagement was required.

**Ngā tūāoma e whai ake nei  
Next steps**

26. No further action is required.

**Ngā kaiwaitohu  
Signatories**

Writer	Mark Duncan – Manager, Operational Readiness and Response/Group Controller
Approver	Jeremy Holmes – Regional Manager

<p><b>He whakarāpopoto i ngā huritaonga</b>  <b>Summary of considerations</b></p>
<p><b><i>Fit with Council’s roles or Committee’s terms of reference</i></b></p> <p>The CDEM Group is responsible to recruit and train volunteers for civil defence emergency management tasks.</p>
<p><b><i>Implications for Māori</i></b></p> <p>There are no known implications for Māori.</p>
<p><b><i>Contribution to Annual Plan / Long term Plan / Other key strategies and policies</i></b></p> <p>the Training and Exercise Plan relates to the following strategic goal in the CDEM Group Plan. An “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><b><i>Internal consultation</i></b></p> <p>Both the Coordinating Executives Group (CEG) Subcommittee and the CEG have approved the report and were consulted regarding the content.</p>
<p><b><i>Risks and impacts: legal / health and safety etc.</i></b></p> <p>There are no known risks.</p>

**Civil Defence and Emergency Management Group**  
**7 August 2020**  
**Report 20.271**



**For Decision**

## **WELLINGTON REGION EMERGENCY MANAGEMENT OFFICE ANNUAL REPORT FOR 2019/20**

### **Te take mō te pūrongo**

#### **Purpose**

1. To inform the Wellington Civil Defence Emergency Management Group Joint Committee (the Joint Committee) of the achievements of the Wellington Region Emergency Management Office (WREMO) and of progress against the activities scheduled in WREMO's Annual Plan for 2019/20.

### **He tūtohu**

#### **Recommendation**

That the Joint Committee **approves** the Wellington Region Emergency Management Office's draft Annual Report for 2019/20 (Attachment 1) as an accurate record of the activities occurring during that period.

### **Te tāhū kōrero**

#### **Background**

2. WREMO's draft Annual Report for 2019/20 (**Attachment 1**) incorporates the Annual Plan work programme and additional areas of work identified by the WREMO leadership team.
3. All WREMO reports to the Coordinating Executives Group (CEG) Subcommittee, the CEG, and the Joint Committee are against the activities as set out in WREMO's Annual Plan for 2019/20.

#### ***Draft Annual Report for 2019/20***

4. WREMO's draft Annual Report for 2019/20 provides the results of the Community Resilience and Recovery, Operational Readiness and Response, and Business and Capability Development Teams across reduction, readiness, response and recovery (4Rs) as well as an executive overview by the Regional Manager.



- Both the CEG Subcommittee and the CEG have approved the draft Annual Report for 2019/20 as an accurate record of those activities occurring over 2019/20. We recommend that the Joint Committee also approves this report.

**Ngā hua ahumoni**  
**Financial implications**

- There no financial implications arising from the matter for decision.

**Ngā tikanga whakatau**  
**Decision-making process**

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

**Te hiranga**  
**Significance**

- Officers considered the significance (as defined by Part 6 of the Local Government Act 2002) of these matters, taking into account 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**

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

**Ngā tūāoma e whai ake nei**  
**Next steps**

- No further action is required.

**Ngā āpitihanga**  
**Attachment**

Number	Title
1	<a href="#">Wellington Region Emergency Management Office's draft Annual Report for 2019/20</a>

**Ngā kaiwaitohu**  
**Signatories**

Writer	Jess Hare – Manager, Business and Capability Development
Approver	Jeremy Holmes – Regional Manager

<b>He whakarāpopoto i ngā huritaonga Summary of considerations</b>
<p><b><i>Fit with Council's roles or Committee's terms of reference</i></b></p> <p>The CDEM Group must monitor and report on compliance within its area with the CDEM Act 2002, as well as regularly monitoring the Group Plan.</p>
<p><b><i>Implications for Māori</i></b></p> <p>There are no known implications for Māori.</p>
<p><b><i>Contribution to Annual Plan / Long term Plan / Other key strategies and policies</i></b></p> <p>WREMO's draft Annual Report for 2019/20 measures the progress towards the completion of the Annual Plan work programme and additional areas of work identified by the WREMO leadership team.</p>
<p><b><i>Internal consultation</i></b></p> <p>See paragraph 5.</p>
<p><b><i>Risks and impacts: legal / health and safety etc.</i></b></p> <p>There are no known risks.</p>



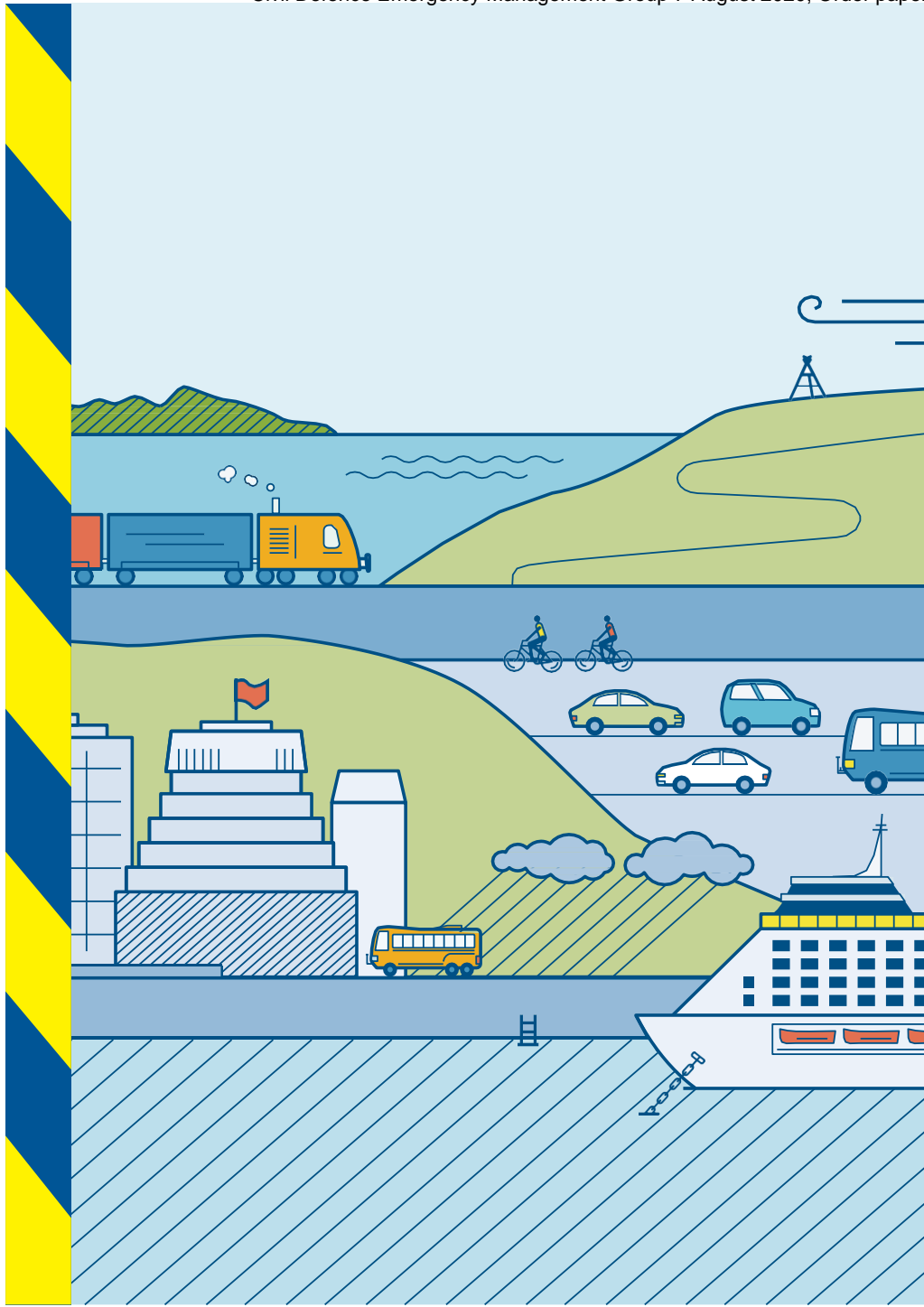
Wellington Region  
Emergency Management Office

# Annual Report







1 July 2019 to  
30 June 2020

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# Contents

	<b>Executive summary .....</b>	<b>2</b>
<hr/>		
	Overview.....	3
	Wins.....	3
	Risk matrix .....	4
	Financial summary.....	5
	<b>COVID-19 Response.....</b>	<b>6</b>
<hr/>		
	Timeline.....	7
	Overview.....	8
	<b>KPI summary .....</b>	<b>9</b>
<hr/>		
	How to interpret the Annual Report.....	10
	Reduction.....	11
	Readiness.....	12
	Response.....	18
	Recovery.....	19
	<b>Outputs .....</b>	<b>20</b>
<hr/>		
	Reduction.....	21
	Readiness.....	25
	Response.....	71
	Recovery.....	78

Wellington Region Emergency Management Office Annual Report  
1 July 2019 to 30 June 2020



# Executive summary

Overview	3
Wins	3
Risk matrix	4
Financial summary	5



## Overview

This report provides information on the work completed by the Wellington Region Emergency Management Office (WREMO) across the 2019/2020 financial year. The year began with the implementation of the new Group Plan 2019-24. Over the year we saw considerable progress on many of the strategic goals identified in the Group Plan, providing a strong foundation for years to come. Highlights include successful running of the new Long Walk Home event, implementation of a new Capability Development strategy and completion of 16 Community Response Planning workshops.

In addition to this, WREMO staff responded to a number of emergency events including the heavy rain event that occurred in Porirua and Lower Hutt on 8 December and the Southland flooding event that occurred in early February. From 10 March until 19 June, all staff were heavily involved in the region's response to COVID-19, as well as reviews of both the Ōwhiro Bay coastal inundation event of 15 April and the Levin earthquake of 25 May.

WREMO's involvement in the COVID-19 response has impacted the year's work programme significantly. However, it is important that we recognise the positive outcomes. The response provided a unique platform for the development of CDEM capability across the Wellington CDEM Group, and a valuable opportunity to strengthen relationships with partner agencies. The current report shows the year end state of the agreed KPIs, while also highlighting areas where the COVID-19 response saw us advance many of the strategic and contributing outcomes that those KPIs relate to.

Finally, it is important that we take this opportunity to thank the readers of this report for their contribution to the COVID-19 response. The response required a concerted effort by national agencies, CDEM Group members, businesses and the general public - the full team of five million. It has shown that we can all unite to achieve common outcomes when we need to, and we look forward to continuing to do so into the next financial year and beyond.

*J Holmes*

Jeremy Holmes  
Regional Manager

Wellington Region CDEM Group

## Wins

1

### Win 1: COVID-19 Response

The Wellington CDEM Group ECC and local EOCs played a vital role in the region's response to COVID-19. Staff at coordination and operations centres worked to ensure that no one in the community fell through the cracks, and people could access essential supplies and information during lockdown. See Page 7-8 of this report for a breakdown of the Group's COVID-19 response.

2

### Win 2: Community Response Plans

The 2019/2020 financial year saw considerable progress towards the completion of customised Community Response Plans across the region, with a high level of buy-in from local communities. Earthquake drills are now planned in many of these areas to complete the community response planning process and equip local communities to respond together when emergencies occur.

3

### Win 3: Professional Development Pathway

We have taken a significant step forward in our tracking of capability across the Wellington CDEM Group with the implementation of the new Professional Development Pathway. EOC and ECC staff are now able to track their progress along the pathway to recognised benchmarks of capability in the CDEM space, ensuring that our region has appropriate numbers of capable and experienced staff who are prepared for emergency responses. See Page 63 of this report to view the region's current progress on the pathway.



## Risk matrix

Risk matrix as at 30 June 2020

- 1

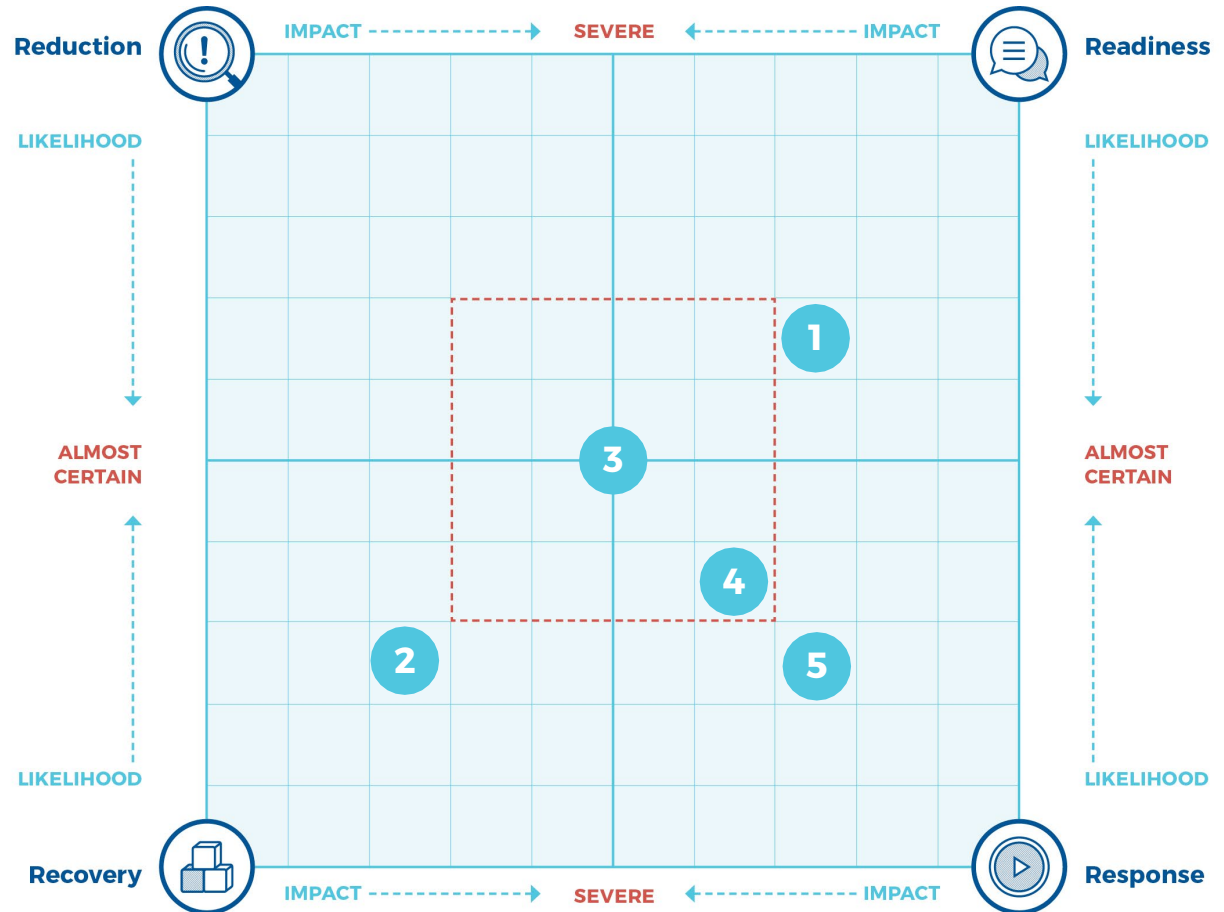
Waning community motivation for resilience initiatives
- 2

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 30 June 2020			Full year Budget \$(000)
	Actual \$(000)	Budget \$(000)	Variance \$(000)	
Rates & levies	1254.2	1,222.3	31.9	1,222.3
External revenue	2513.3	2,513.3	-	2,513.3
Council reimbursement on charges	154.4	-	154.4	-
Internal revenue	-	-	-	-
<b>Total income</b>	<b>3921.9</b>	<b>3,735.6</b>	<b>186.3</b>	<b>3,735.6</b>
less:				
Personnel costs	2995.5	2,918.5	(77)	2,918.5
Materials, supplies and services	485.7	502.1	16.4	502.1
Travel and transport costs	72.1	80.0	7.9	80.0
Contractor and consultants	17.5	25.0	7.5	25.0
Internal charges	27.1	25.0	(2.1)	25.0
<b>Total direct expenditure</b>	<b>3597.9</b>	<b>3550.6</b>	<b>(47.3)</b>	<b>3550.6</b>
Corporate overhead costs	107.9	100.0	(7.9)	100.0
Depreciation	69.9	-	-	69.9
Loss (Gain) on sale of assets/investments	-	(50.0)	-	(50.0)
<b>Total expenditure</b>	<b>3775.7</b>	<b>3,670.6</b>	<b>(105.1)</b>	<b>3,670.6</b>
<b>Operating surplus/(deficit)</b>	<b>146.2</b>	<b>65.0</b>	<b>81.1</b>	<b>65.0</b>
Add back depreciation	69.9	-	-	69.9
Other non cash	-	-	-	-
Vehicles and other plant purchases	125	135.0	10	135.0
Net external investment movements	-	-	-	-
<b>Net funding before debt and reserve movements</b>	<b>91.1</b>	<b>-</b>	<b>91.1</b>	<b>-</b>
Debt additions / (decrease)	-	-	-	-
Council reimbursements	-	-	-	-
Reserve investments interest	-	-	-	-
Reserve investments transfer out	(91.1)	-	(91.1)	-
<b>Net funding surplus (deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Overall the budget for the year has reported a \$91,000 underspend which will be transferred to the reserve. This underspend is due to fixed term supplementation to the marketing and communications and capability development teams that were not filled due to COVID-19. It is intended that this will be used in the 2020/2021 financial year.

The overspend in personnel is due to council on charges for the HCC Controller role. This has now been transitioned to HCC to manage internally.

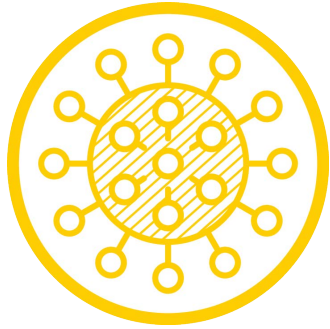
Additionally there have been some vehicle disposals (\$35,000) that have occurred late in June/early July which have not yet been processed.

**BALANCE OF RESERVE  
AS AT 30 JUNE 2020  
\$65,000\***

\*Prior to the 19/20 transfer of \$91,100. New balance as at 1 July is \$156,100.



Wellington Region Emergency Management Office Annual Report  
1 July 2019 to 30 June 2020



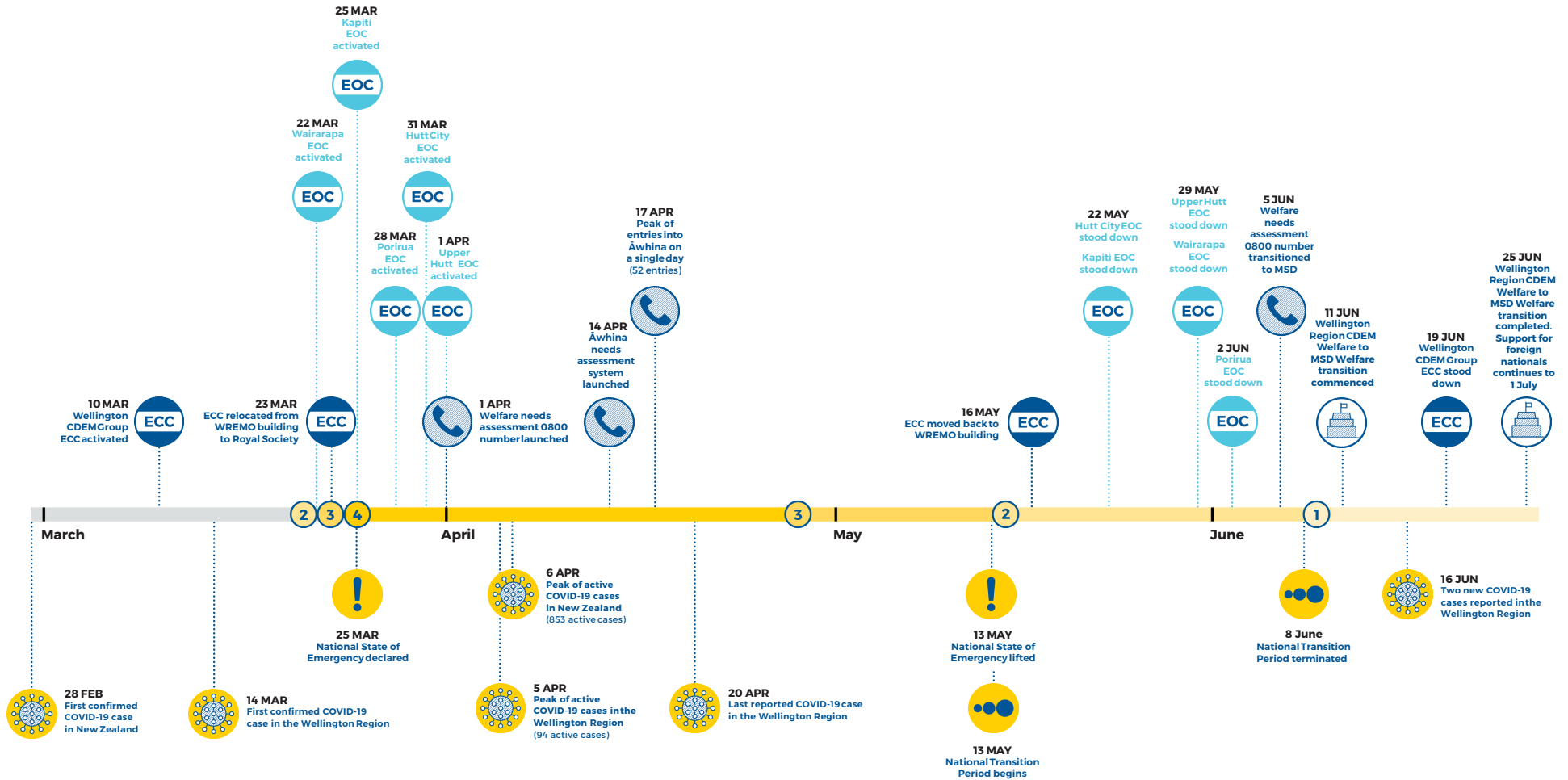
# COVID-19 Response

Timeline	7
Overview	8



# Wellington CDEM Group COVID-19 Response Timeline

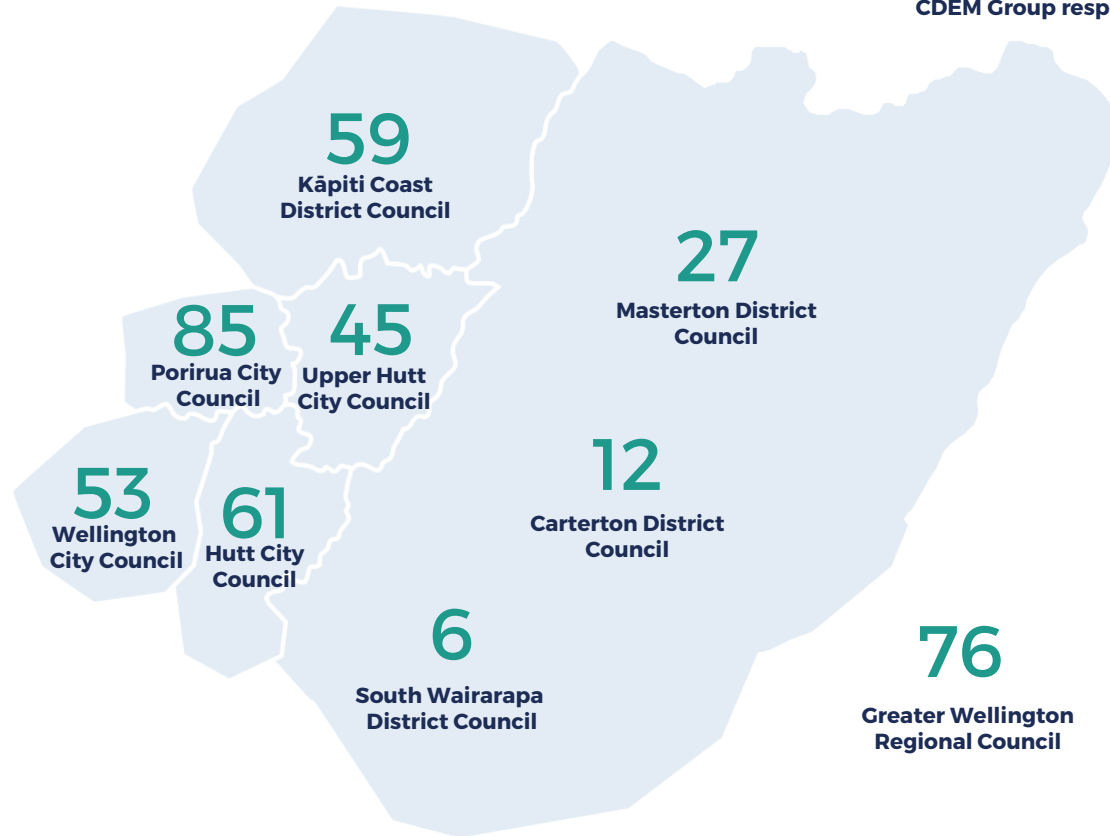
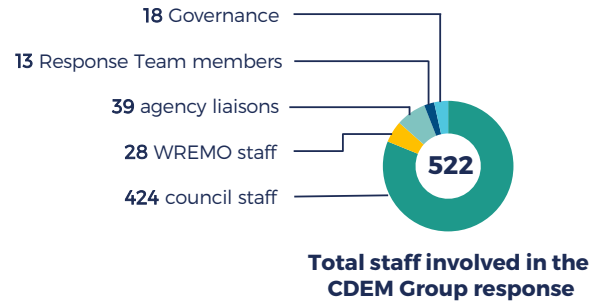
## Key





## Response Staffing

The map below shows the number of council staff involved in the region's COVID-19 response in the regional ECC and local EOCs.



## Welfare service delivery

Number of requests for welfare support recorded in the Āwhina needs assessment system:

**82** Shelter & accommodation requests

**2245** Households goods & services requests

**2375** Total requests for support submitted using Āwhina

## Public Information Management

Website users across response period (10 Mar – 8 Jun) compared with same period last year:

**↑** wremo.nz users **82.4%**

**↑** getprepared.nz users **19.6%**

**Note:** Wellington City Council (WCC) stood up a Pandemic Response Team to coordinate its COVID-19 response. It comprised of staff operating under existing BAU structures, supplemented by the Coordinated Incident Management System (CIMS) framework. The number reported above for WCC represents the Pandemic Response Team as well as seven WCC staff who worked in the regional ECC.

Wellington Region Emergency Management Office Annual Report  
1 July 2019 to 30 June 2020



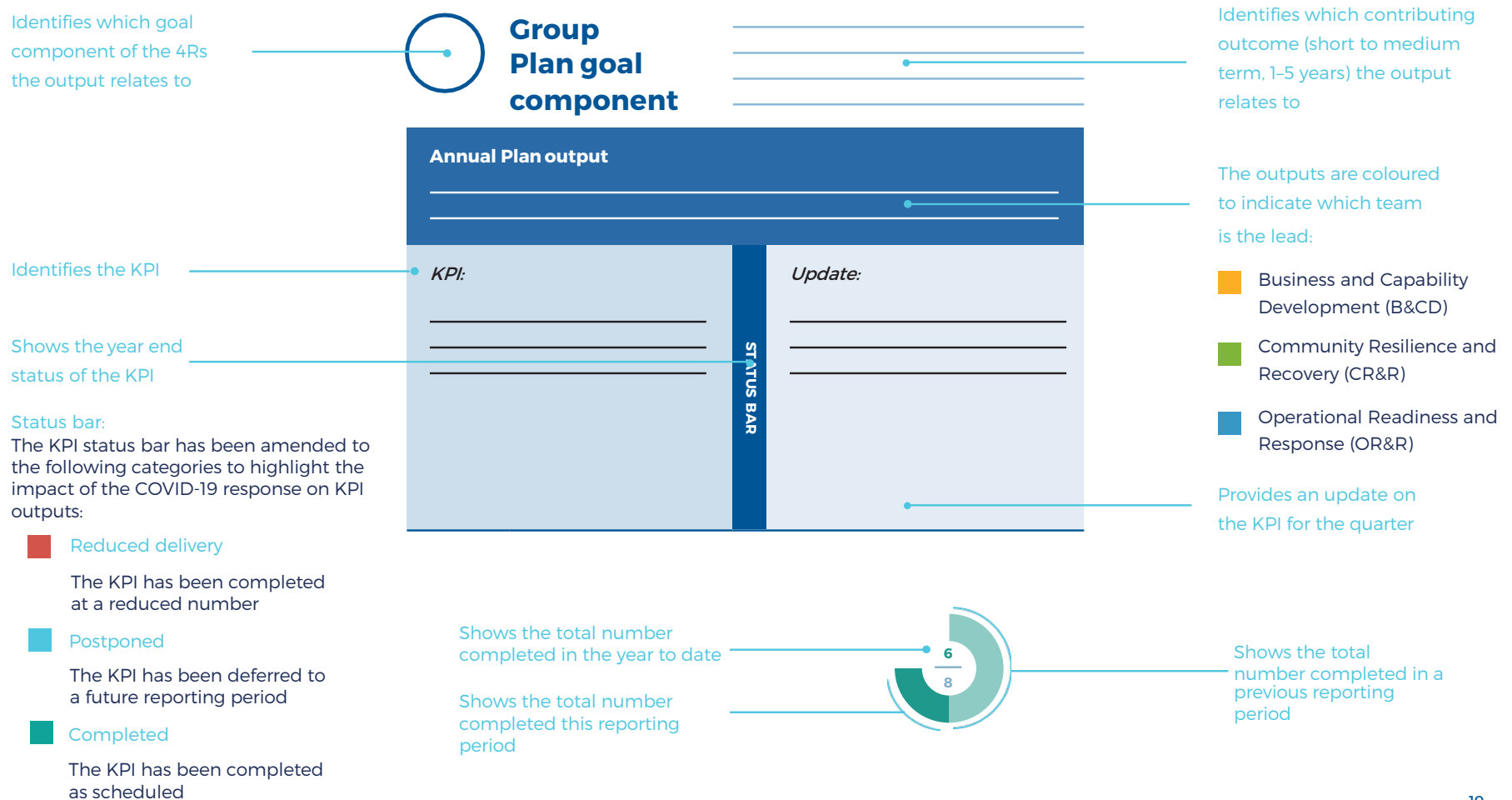
# KPI Summary

How to interpret the Annual Report	10
Reduction	11
Readiness	12
Response	18
Recovery	19










## How to interpret the Annual Report

The following tables in this report 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 outcomes identified in the Group Plan.

















## Reduction KPI Summary

<i>KPI</i>	<i>Status</i>	<i>No. completed</i>	<i>Page</i>
 Chair the Natural Hazards Steering Group	REDUCED DELIVERY		22
 Common policies and objectives are developed for hazards	POSTPONED		22
 Hazards information and reduction actions are included in preparedness materials	COMPLETED		23
 Flood hazard information is updated as part of the Flood Risk Management Programme	POSTPONED		23
 A campaign on flood awareness actions is developed and delivered	POSTPONED		24
 A one-stop-shop for all hazard information is developed and piloted	POSTPONED		24
 A MOU is signed agreeing to work on a potential Massey University ECC site	POSTPONED		24
















## Readiness KPI Summary

<i>KPI</i>	<i>Status</i>	<i>No. completed</i>	<i>Page</i>
 Tailored Earthquake Planning sessions (Plan & Prepare classes) are developed for target groups	POSTPONED		26
 104 Earthquake Planning sessions (Plan & Prepare classes) are delivered across the region	COMPLETED	114 / 104	27
 Seven schools workshops are delivered across the region	COMPLETED	7 / 7	29
 Seven Early Childhood Education workshops are delivered across the region	POSTPONED	0 / 7	29
 Eight Business Continuity Planning workshops are delivered	REDUCED DELIVERY	5 / 8	29
 Two newsletters are distributed to schools	COMPLETED	2 / 2	31
 Four quarterly newsletters are disseminated to subscribers from the community	COMPLETED	4 / 4	31
 A three-year CBD engagement plan is developed and commenced	COMPLETED		32
 The Hub Guide template is reviewed and updated	POSTPONED		32
 WREMO staff attend nine public events across the region	COMPLETED	15 / 9	33
 Councils are encouraged to roll out the Blue Lines with support from WREMO	COMPLETED		35
 A sustainable solution is developed for the management of the Long Walk Home event	COMPLETED		35



## Readiness KPI Summary (Continued)














<i>KPI</i>	<i>Status</i>	<i>No. completed</i>	<i>Page</i>
 Apartment and tourism specific web content is developed and published on getprepared.nz	POSTPONED		35
 The schools database is migrated to be managed in-house	POSTPONED		35
 Three short preparedness videos are developed and published on getprepared.nz	POSTPONED	0 / 3	36
 An emergency toilet product is investigated and a preferred supplier is engaged	POSTPONED		37
 Monthly radio advertisements are developed and implemented	COMPLETED		37
 A review of the WREMO brand is completed	POSTPONED		37
 A Marketing and Communications Strategy is developed and approved	POSTPONED		38
 Help desk tickets and upgrades are completed	COMPLETED		38
 Monthly operational equipment checks are completed and any issues recorded	COMPLETED		38
 Technical requirements are developed and tested for transition to Active Directory System	POSTPONED		40
 All EOC/ECC computers are connected to WREMO's Active Directory	POSTPONED		40
 Terms of Reference is developed for the Project Portfolio Management Office (PPMO)	POSTPONED		40
 Reporting systems, tools and processes are developed for the PPMO	POSTPONED		40





## Readiness














### KPI Summary (Continued)

<i>KPI</i>	<i>Status</i>	<i>No. completed</i>	<i>Page</i>
 Develop the WREMO Annual Plan (2020-21)	POSTPONED		41
 Quarterly reports are provided to the CEG Sub-Committee	REDUCED DELIVERY	3 / 4	42
 Four Regional Inter-Agency Planning Committee (RIAPC) meetings are held	COMPLETED	6 / 4	43
 20 Emergency Services Coordinating Committee (ESCC) meetings are held	REDUCED DELIVERY	13 / 20	44
 Attendance at response partner forums to enhance coordination	COMPLETED		45
 Engagement with Lifeline Utilities organisations to enhance coordination	COMPLETED		45
 Information sharing sessions are run with Emergency Management stakeholders	COMPLETED		47
 Wellington Region Response Teams are coordinated to provide consistency	COMPLETED		47
 A Response Teams MOU is signed and implemented	COMPLETED		47
 Three Controllers Huddles are held for Wellington Region Controllers	REDUCED DELIVERY	1 / 3	48
 Participate in the GWRC Flood Risk Management Programme	COMPLETED		50
 A Welfare Needs Assessment system and process is developed	COMPLETED		50
 A regional volunteer framework is investigated for Emergency Assistance Centres (EACs)	POSTPONED		50















## Readiness

### KPI Summary (Continued)

<i>KPI</i>	<i>Status</i>	<i>No. completed</i>	<i>Page</i>
 The Regional Welfare Work Programme is developed	POSTPONED		51
 Local and regional welfare planning is supported	COMPLETED		51
 CDEM Welfare is advocated for as part of agency planning, exercising and events	COMPLETED		51
 Chair four Wellington Region Welfare Coordination Group meetings	COMPLETED	4 / 4	51
 Post-event and/or scenario meetings are held to build regional welfare capability	COMPLETED		53
 The EAC best practice guide is completed by 31 December 2019	COMPLETED		53
 Duty Officer induction / refresher training is delivered	COMPLETED		53
 Duty Officer systems and processes are reviewed every six months	COMPLETED	2 / 2	54
 Duty Officer activation procedures are tested every three months	COMPLETED	4 / 4	54
 ECC and EOC activation notification processes are tested every three months	COMPLETED	28/28	55
 Six-monthly audits of EOC and ECC operational documentation and resources	REDUCED DELIVERY	7 / 14	56
 Councils are supported with the national EMIS replacement	POSTPONED		58
 A robust notification for alerting WREMO staff in response is investigated	POSTPONED		58










## Readiness KPI Summary (Continued)

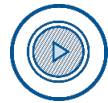
<i>KPI</i>	<i>Status</i>	<i>No. completed</i>	<i>Page</i>
 A Regional Response Framework is developed (doctrine)	POSTPONED		58
 The Wellington Region Earthquake Plan (WREP) is updated to ensure currency	COMPLETED		58
 Six Local Earthquake Response Plans are developed	POSTPONED	0 / 6	59
 Operational readiness plans and Standard Operating Procedures are developed	COMPLETED		60
 Work with WeLG, WELA and lifelines partners to enhance response capability	COMPLETED		60
 The RFP process is completed and a Radio Network Upgrade supplier identified	POSTPONED		60
 Capability Development initiatives are developed and delivered	COMPLETED		62
 A handbook is developed to support EOC/ECC staff in training and response	POSTPONED		62
 A Capability Report is completed and distributed by 28 February 2020	COMPLETED		64
 takatū incorporates national level enhancements	COMPLETED		64
 National level capability development advisory initiatives are supported	COMPLETED		66
 The Wellington Region CDEM training fund is administered	COMPLETED		66












## Readiness

### KPI Summary (Continued)

<i>KPI</i>	<i>Status</i>	<i>No. completed</i>	<i>Page</i>
 16 new communities have completed the Community Response Planning process	COMPLETED	17 / 16	67
 21 Hub exercises are conducted	REDUCED DELIVERY	12 / 21	67
 21 Hub awareness events are completed	REDUCED DELIVERY	15 / 21	67
 127 Hubs across the region are audited	REDUCED DELIVERY	118 / 127	68
 An annual email newsletter is distributed to Hub key holders and owners	COMPLETED	1 / 1	69
 A process is developed for communication between Hubs and EOCs	POSTPONED		69
 Relationships are developed with at least 12 Marae	COMPLETED	12 / 12	70











## Response KPI Summary

<i>KPI</i>	<i>Status</i>	<i>No. completed</i>	<i>Page</i>
 After action reviews are facilitated following any activations	COMPLETED		72
 A Corrective Actions Register is adopted	POSTPONED		72
 Response Managers are provided to EOCs/ECC during an activation	COMPLETED		72
 Media coordination and support is provided in an emergency	COMPLETED		74
 High level ICT support is provided in an emergency	COMPLETED		74
 Staff rostering, health and wellbeing is managed appropriately	COMPLETED		75
 Network Attached Storage is installed across the region	POSTPONED		75
 Documentation is developed for Network Attached Storage	POSTPONED		75
 Just-in-time training is delivered to staff as required	COMPLETED		77



## Recovery KPI Summary

<i>KPI</i>	<i>Status</i>	<i>No. completed</i>	<i>Page</i>
 A Recovery resource library is established and accessible	POSTPONED		79
 The Recovery Governance Framework is completed and approved	POSTPONED		79
 Three Recovery exercises are delivered to councils and recovery partners	POSTPONED	0 / 3	80
 Two Recovery Roundups are delivered	REDUCED DELIVERY	1 / 2	80
 Support the development of a Recovery exercise and Recovery Roundup	COMPLETED		82
 Development of the Recovery Support Services section	POSTPONED		82
 Two Recovery newsletters are distributed to partners	REDUCED DELIVERY	1 / 2	83
 Version 3 of the Temporary Housing Study is completed	POSTPONED		84

Wellington Region Emergency Management Office Annual Report  
1 July 2019 to 30 June 2020



# Outputs

Reduction	21
Readiness	25
Response	71
Recovery	78

Wellington Region Emergency Management Office Annual Report  
1 July 2019 to 30 June 2020



# Reduction





**Ready**

Hazard specific objectives and policy statements are commonly applied across the region.

<b>Natural hazard policy (CR&amp;R)</b>		
Lead the Natural Hazards Steering Group to develop a coordinated approach to natural hazard policy and planning across the region.		
<p><i>KPI:</i></p> <p>Chair the Natural Hazards Steering Group.</p>	STATUS: REDUCED DELIVERY	<p>The Natural Hazards Steering Group did not meet in the 2019-2020 Financial Year. Work was being done by councils during the first half of the year as a result of direction given at the end of the previous financial year. A meeting was planned for early 2020 but did not occur due to COVID-19.</p>
<p><i>KPI:</i></p> <p>Common policies and objectives are developed by the Natural Hazards Steering Group for hazards.</p>	STATUS: POSTPONED	<p>The Planning Working Group was in the process of finalising objective and policy statements in the second quarter. Due to COVID-19, further work on this has been deferred to the next reporting period.</p>



## Capable

People consider hazards and risks when choosing to rent, buy, or build a home.

People consider hazards and risks when choosing to lease/ construct a facility.

### Hazard information (CR&R)

Ensure up-to-date hazard information is readily available to the public and is included in all community resilience programmes.

**KPI:**

Hazards information and associated reduction actions are included in the following: plan and prepare classes, workshops and general preparedness materials.

STATUS: COMPLETED

Up-to-date hazard information is readily available to the public through the WREMO website and Earthquake Planning Sessions (formerly Plan and Prepare classes).



## Capable

Advocate and support existing development to be more resilient to the impacts of natural hazards.

### Flood awareness (CR&R)

Lead Workstream One (Flood Awareness) of the GWRC Flood Risk Management Programme

**KPI:**

Updated flood hazard information is included in materials developed as part of the Flood Risk Management Programme.

STATUS: POSTPONED

Awaiting confirmation from GWRC of WREMO's role in the project following the appointment of project managers.



## Capable

People consider hazards and risks when choosing to rent, buy, or build a home.

People consider hazards and risks when choosing to lease/ construct a facility.

### Marketing and Communications Strategy (B&CD)

Implement the Marketing and Communications Strategy to support both WREMO and the Group reduction activities.

**KPI:**

A campaign based on flood awareness and actions to take is developed and delivered across the region.

STATUS: POSTPONED

Awaiting confirmation from GWRC of WREMO's role in the project following the appointment of project managers.

**KPI:**

A one-stop-shop for all hazard information is developed with flood risk management as a pilot by 30 June 2020.

STATUS: POSTPONED

Awaiting confirmation from GWRC of WREMO's role in the project following the appointment of project managers.



## Capable

Buildings are able to withstand hazards and are safe to occupy post-event according to their level of importance.

Buildings are occupiable if infrastructure services fail (such as potable water storage, grey water usage, passive heating/cooling) according to their level of importance.

### New ECC (B&CD)

The option for a new ECC is formalised and progressed with partners.

**KPI:**

Memorandum of Understanding (MOU) is signed between Massey University, Greater Wellington and WREMO agreeing to work together on the potential Massey University site by 30 June 2020.

STATUS: POSTPONED

Awaiting more details on both the cost of the building project and associated lease before agreeing to the formal business case being developed.

Wellington Region Emergency Management Office Annual Report  
1 July 2019 to 30 June 2020



# Readiness



## Capable

Develop and practise emergency plans, including planning for animals (e.g. where members of the household would meet if an event happens during work or school hours).

### Plan and Prepare classes (CR&R)

Develop tailored Plan and Prepare classes to meet the needs of specific groups within our communities.

#### *KPI:*

Tailored Plan and Prepare classes are developed for disabilities, youth, Māori, central city, and business and community service organisations.

STATUS: POSTPONED

A workshop was organised with representatives from the disability sector to review the content in the standard Earthquake Planning session (formerly Plan and Prepare) template. Due to the COVID-19 response, this workshop was cancelled, and has been deferred to the next financial year.



## Capable

Develop and practise emergency plans, including planning for animals (e.g. where members of the household would meet if an event happens during work or school hours).

### Community groups (CR&R)

Engage with various community groups through the delivery of classes, workshops and other face-to-face interactions.

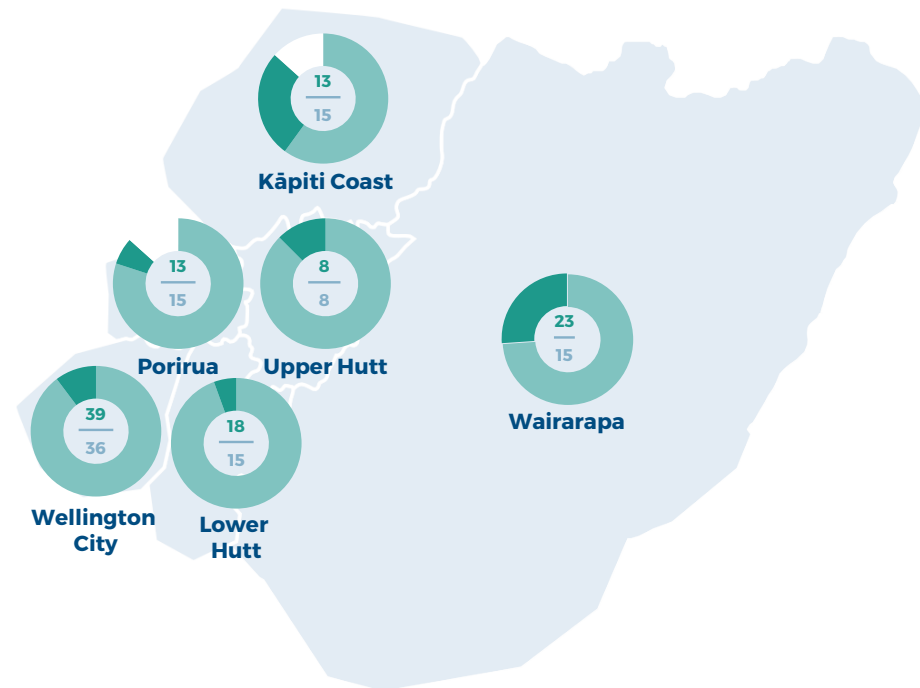
#### KPI:

104 Household Earthquake Planning sessions (Plan and Prepare classes) are delivered across the region to the general public, disabilities, youth, Māori, central city and business and community service organisations.

STATUS: COMPLETED

A busy end of summer engagement programme saw 17 Plan & Prepare Classes delivered across the region in the third quarter prior to the COVID-19 response.

114 Earthquake Planning sessions were delivered across the region this financial year, exceeding the overall KPI for the region.



**EVENT**

## Business Continuity Planning Launch

**WHEN**

27 September 2019

**WHERE**

Wellington EOC

**ABOUT**

WREMO's new Business Continuity Planning resources were launched at a workshop earlier in the year. The launch event was supported by the Wellington City Chamber of Commerce and Wellington City Council.

The new resources include a guide and template plan which have been designed to step small and medium-sized businesses through basic continuity planning to create a simple plan.




All of the resources are available at [GetPrepared.nz/businesses](https://getprepared.nz/businesses)





## Capable

Develop and practise emergency plans, including planning for animals (e.g. where members of the household would meet if an event happens during work or school hours).

Community groups (CR&R)		
Engage with various community groups through the delivery of classes, workshops and other face-to-face interactions		
<p><b>KPI:</b> 7 School workshops are delivered across the region.</p>	<p><b>STATUS: COMPLETED</b></p>	<p>In conjunction with the Ministry of Education, a successful round of Schools' Emergency Planning workshops were held in the first quarter with over 100 primary and secondary school representatives in attendance.</p> <div style="text-align: center;">  <p><b>Workshops</b></p> </div>
<p><b>KPI:</b> 7 Early Childhood Education (ECE) workshops are delivered across the region.</p>	<p><b>STATUS: POSTPONED</b></p>	<p>These workshops were scheduled between early June and July and advertised to Early Childhood Education providers. Delivery is now postponed to the next financial year due to the COVID-19 response.</p> <div style="text-align: center;">  <p><b>Workshops</b></p> </div>
<p><b>KPI:</b> 8 Business Continuity Planning workshops are delivered across the region with an emphasis on Wellington CBD.</p>	<p><b>STATUS: REDUCED DELIVERY</b></p>	<p>One Business Continuity Planning workshop was completed in quarter three, with two more scheduled workshops cancelled due to event restrictions during COVID-19.</p> <div style="text-align: center;">  <p><b>Workshops</b></p> </div>



**EVENT****Long Walk Home****WHEN**

6 December 2019

**WHERE**

Westpac Stadium to Silverstream

**ABOUT**

A challenge was extended to Wellington's CBD businesses and organisations to take part in the 2019 Long Walk Home, an event organised with the Rotary Clubs of the Hutt Valley. More than 70 people took part in the 30km walk.

Previously held on a weekend, the event was held on a Friday afternoon for the first time. It is expected that the event will become an increasing feature of CBD calendars, giving commuters a greater understanding of the need to prepare for disruption to the region's transport networks in a disaster.



Participants in the Long Walk Home attend a briefing ahead of the walk from Westpac Stadium to Silverstream.



## Capable

Enable and improve social connectedness.

### Community groups (CR&R)

Engage with various community groups through the delivery of classes, workshops and other face-to-face interactions.

**KPI:**

2 newsletters are distributed to schools electronically promoting preparedness, engagement opportunities and Hub awareness.

STATUS: COMPLETED

Two schools newsletters were distributed across the year. The second newsletter, distributed in February, promoted the upcoming Early Childhood Education emergency planning workshops (now postponed) and provided an introduction to the Community Resilience and Recovery team.



Newsletters

**KPI:**

4 quarterly email newsletters are disseminated to members of the community who have signed up to receive newsletter updates.

STATUS: COMPLETED

The third quarterly newsletter was delivered during the COVID-19 response to provide an update on the CDEM Group's response and ways readers could help and access support.  
  
A follow up newsletter was sent in late June to keep readers informed following New Zealand's transition to Alert Level 1.



Newsletters



## Capable

Develop and practice emergency plans, including planning for animals (e.g. where members of the household would meet if an event happens during work or school hours).

### Community groups (CR&R)

Engage with various community groups through the delivery of classes, workshops and other face-to-face interactions.

**KPI:**

A three-year CBD Engagement Plan is developed and commenced.

STATUS: COMPLETED

A CBD Engagement Plan was completed in the second quarter. The plan provides scope and direction for building emergency resilience in the Wellington CBD with partner agencies.

The plan also summarises work programme priorities which are to be implemented over the next three years.



## Capable

Develop and practice emergency plans, including planning for animals (e.g. where members of the household would meet if an event happens during work or school hours).

### Preparedness information (CR&R)

Review and develop preparedness information in a variety of formats that is accessible to our communities.

**KPI:**

The Hub Guide template is reviewed for currency and required updates identified and made to master template.

STATUS: POSTPONED

This project was postponed due to the COVID-19 response and will be picked up again next financial year.



## Capable

Have access to a minimum of seven days of food, water and sanitation supplies stored in the household, and refreshed periodically.

Emergency preparedness items, such as 'Grab'n'Go' bags, emergency water tanks and emergency toilets are available for use in relevant places (work/school, car, at home).

### Community groups (CR&R)

Engage with various community groups through the delivery of classes, workshops and other face-to-face interactions.

#### KPI:

WREMO staff attended 9 public events across the region to provide preparedness information and advice to the public.

STATUS: COMPLETED

Members of WREMO's Community Resilience team attended 15 events across the region throughout the year, including the Titahi Bay Beach Festival and Wadestown Fair in the third quarter. These event provided a valuable opportunity for the Community Resilience team to engage with the community, answer questions on emergency planning and promote upcoming events. The number of events attended exceeded the KPI.



Events

**EVENT**

**Paraparaumu Earthquake Drill**

**WHEN**

14 March 2020

**WHERE**

Kāpiti Community Centre

**ABOUT**

Paraparaumu community members were joined by councillors from Kāpiti Coast District Council for a community earthquake drill. Participants ran through a localised earthquake scenario together at their Community Emergency Hub.

In a social media post about the event, one councillor remarked that they “highly recommend heading along to an earthquake drill at your local community hub”.

More Earthquake Drills are planned on the Kāpiti Coast next year.



Members of the Paraparaumu community take part in a briefing ahead of the Earthquake Drill.





## Capable

Enable and improve social connectedness.

Community groups (CR&R)	
Engage with various community groups through the delivery of classes, workshops and other face-to-face interactions.	
<p><b>KPI:</b></p> <p>Councils are encouraged to roll out the Blue Lines with support from WREMO using the implementation process and helping communities understand the concept.</p>	<p><b>STATUS: COMPLETED</b></p>
<p><b>KPI:</b></p> <p>A sustainable solution is developed to enable the ongoing promotion and management of the Long Walk Home event.</p>	<p><b>STATUS: COMPLETED</b></p>
	<p>Progress has been made towards installing blue lines in communities along the east coast of the Wairarapa, and work will commence soon with south coast Wairarapa communities.</p> <p>Work will continue in Porirua, Kāpiti and Wellington to progress this initiative in the new financial year.</p>
	<p>The Hutt Valley Long Walk Home took place in early December. An event company was engaged to develop a formal event plan that will be used for future events.</p> <p>During the promotion period for the event, the Long Walk Home landing page received 3,276 views.</p>



## Capable

Enable and improve social connectedness.

Preparedness information (CR&R)	
Review and develop preparedness information in a variety of formats that is accessible to our communities.	
<p><b>KPI:</b></p> <p>Apartment and tourism specific web content is developed and is 'live' on the getprepared.nz website.</p>	<p><b>STATUS: POSTPONED</b></p>
<p><b>KPI:</b></p> <p>The schools database is migrated to be managed in-house, with added functionality and capacity for use.</p>	<p><b>STATUS: POSTPONED</b></p>
	<p>Content for a webpage has been developed and is pending final approval before going live on the getprepared.nz website. A supporting tip sheet for public engagement activities is also in the final stages of development.</p>
	<p>The database migration project is awaiting input from the developer to migrate the platform to be managed in-house. This work will continue into next financial year.</p>



## Capable

Enable and improve social connectedness.

### Preparedness information (CR&R)

Review and develop preparedness information in a variety of formats that is accessible to our communities.

**KPI:**

3 short preparedness videos are developed and available on the getprepared.nz website.

STATUS: POSTPONED

Planning for this initiative was put on hold due as a result of the COVID-19 response.



Videos



## Capable

Emergency preparedness items, such as 'Grab'n'Go' bags, emergency water tanks and emergency toilets are available for use in relevant places (work/school, car, at home).

### Emergency toilets (CR&R)

Investigate and implement a partnership arrangement for the provision of an emergency toilet for purchase in our communities.

**KPI:**

An emergency toilet product is investigated and the formal partnership process is commenced with the preferred supplier.

STATUS: POSTPONED

This project was in the final stages of development with GWRC during the third quarter. Due to the COVID-19 response, this project will carry over into the next financial year.



## Capable

Enable and improve social connectedness.

### Marketing and Communications Strategy (B&CD)

Implement the Marketing and Communications Strategy to support both WREMO and Group readiness activities.

**KPI:**

Monthly radio advertisements are developed and implemented that support community resilience campaigns and general preparedness.

STATUS: COMPLETED

General preparedness messaging was developed and implemented throughout the first half of the year.

During the COVID response radio adverts were developed and implemented to promote the 0800 helpline for welfare support and the 1737 mental health helpline service.

**KPI:**

A review of the WREMO brand is completed with recommendations presented to the Leadership Team for consideration.

STATUS: POSTPONED

Development of the brand is ongoing. A full review of the brand is on hold pending national direction on emergency management branding.





## Capable

Enable and improve social connectedness.

### Marketing and Communications Strategy (B&CD)

Implement the Marketing and Communications Strategy to support both WREMO and Group readiness activities.

**KPI:**

A Capability Development Marketing and Communications Strategy is developed and approved for implementation from 1 January 2020.

STATUS: POSTPONED

The Marketing and Communications Plan was at 80 per cent completion at the time of the COVID-19 response. Finalisation of the plan will occur early next year.



## Capable

Develop robust Business Continuity Plans (BCP) that are understood and practised across the organisation.

### ICT support (B&CD)

Provide ICT support to WREMO business functions, staff, ECC and EOCs as required.

**KPI:**

Help desk tickets are completed in accordance with the Service Level Agreement (SLA).  
Equipment upgrades and maintenance is completed as per schedule.

STATUS: COMPLETED

Support to staff and EOCs continues to be provided through the help desk system.  
Mobile phone and laptop hardware upgrades were completed in the third and fourth quarter.

**KPI:**

Monthly operational equipment checks are completed across the region with any issues recorded for resolution.

STATUS: COMPLETED

Monthly operational equipment checks were carried out but were placed on hold during the COVID-19 response as equipment was being used.  
Development of a mobile application for monthly equipment checks is complete, awaiting testing and final feedback from Operational Readiness staff.

**EVENT****Upper Hutt North Earthquake Drill****WHEN**

14 March 2020

**WHERE**

Plateau School

**ABOUT**

The Upper Hutt North Earthquake Drill saw a strong turnout of local residents from Te Marua, Mangaroa, Akatawara, Kaitoke and the wider Upper Hutt community. The event provided an opportunity for participants to review the localised Hub Guide section created by their fellow community members at workshops earlier in the year.

The earthquake drill was then conducted to simulate the activation and operation of Plateau School's Community Emergency Hub. Participants demonstrated their willingness and ability to assist their communities in the event of a major earthquake.



Upper Hutt community members take part in an earthquake drill at the Community Emergency Hub at Plateau School.



## Capable

Develop robust Business Continuity Plans (BCP) that are understood and practised across the organisation.

Remote management (B&CD)	
Improve remote management of EOC/ECC computers by utilising the Active Directory System.	
<p><b>KPI:</b></p> <p>Technical requirements are developed and tested for implementation and transition to Active Directory System.</p>	<p><b>STATUS: POSTPONED</b></p> <p>A solution which uses the existing ICT hardware required for the Network Attached Storage has been identified.</p> <p>Testing has been carried out and technical requirements are under development.</p>
<p><b>KPI:</b></p> <p>All EOC/ECC computers are connected to WREMO's Active Directory.</p>	<p><b>STATUS: POSTPONED</b></p> <p>Progress is on hold until the Active Directory solution is implemented.</p>



## Capable

Develop robust Business Continuity Plans (BCP) that are understood and practised across the organisation.

Project Portfolio Management Office (B&CD)	
Establish the Project Portfolio Management Office (PPMO).	
<p><b>KPI:</b></p> <p>Terms of Reference is developed for the PPMO.</p>	<p><b>STATUS: POSTPONED</b></p> <p>Development of the Terms of Reference has commenced and will continue into the new year.</p>
<p><b>KPI:</b></p> <p>The reporting systems, tools and processes are developed for the PPMO.</p>	<p><b>STATUS: POSTPONED</b></p> <p>This work will commence once the Terms of Reference have been further developed.</p>



## Capable

Develop robust Business Continuity Plans (BCP) that are understood and practised across the organisation.

### Strategic documents (B&CD)

Develop and maintain the Group and WREMO's strategic documents.

**KPI:**

Develop the WREMO Annual Plan (2020-21).

STATUS: POSTPONED

Due to COVID-19 and the associated After-Action Review, which will help inform planning for the coming year, development of the Annual Plan has been postponed to the start of the new financial year to ensure that the work programme incorporates the appropriate recommendations.



## Capable

Develop robust Business Continuity Plans (BCP) that are understood and practised across the organisation.

### Strategic documents (B&CD)

Develop and maintain the Group and WREMO's strategic documents.

#### *KPI:*

Quarterly reports are provided to the CEG Sub Committee reporting on WREMO's progress against the WREMO Annual Plan (2019-2020) activities.

STATUS: REDUCED DELIVERY

Due to the COVID-19 response there was no report produced for the third quarter.

This report provides a summary of work carried out across the whole financial year.



Reports



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

### CDEM Group stakeholders (OR&R)

Improve the coordination, integration and interoperability of Wellington CDEM Group stakeholders.

**KPI:**

4 x Regional Inter-Agency Planning Committee (RIAPC) meetings are held focusing on enabling an integrated collective response framework across the region.

STATUS: COMPLETED

RIAPC meetings were held as planned on 25 July, 26 September and 5 December.

On 5 March 2020, a special RIAPC was convened for the Regional Public Health (RPH) Medical Officer of Health to provide a situation update following confirmation of the first COVID-19 case in New Zealand. On 17 March 2020, a second special RIAPC meeting was convened to consider the draft Wellington CDEM Group COVID-19 Response Plan prior to its release.

On 25 June another RIAPC meeting was held to debrief the region's response to COVID-19.



Meetings



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

### CDEM Group stakeholders

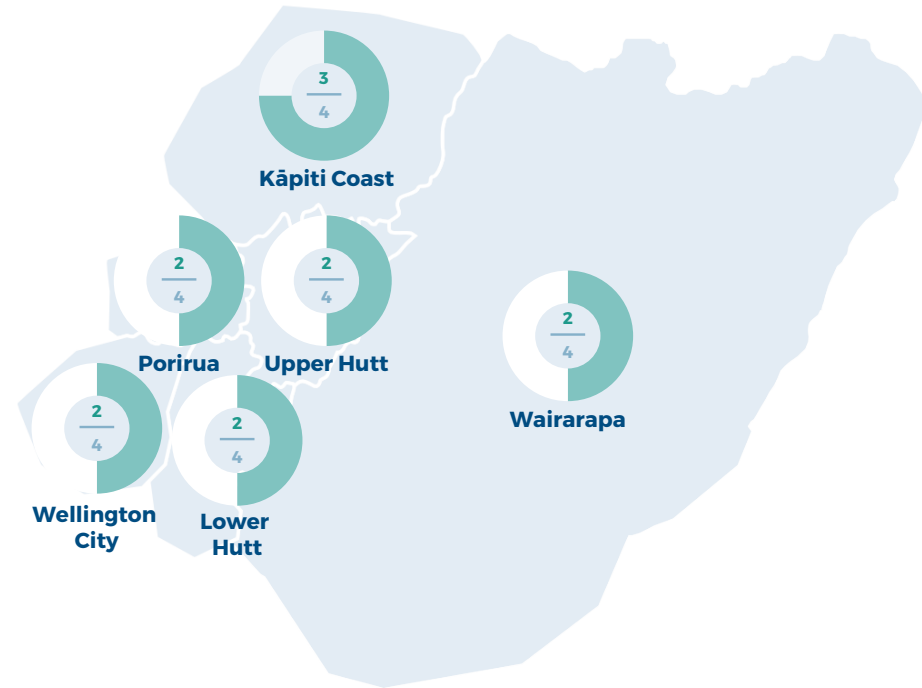
Improve the coordination, integration and interoperability of Wellington CDEM Group stakeholders.

**KPI:**

4x Emergency Services Coordination Committee (ESCC) meetings are held in each of the five ESCC designated areas i.e. Wellington City, Porirua City, Kāpiti Coast, Hutt Valley and the Wairarapa.

STATUS: REDUCED DELIVERY

ESCC meetings were cancelled during the third and fourth quarter due to the COVID-19 response. Chairs of the five local ESCCs were instead invited to attend the two special Regional Inter-Agency Planning Committee (RIAPC) meetings held in March.





## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

Identify vulnerabilities in infrastructure and have robust and tested emergency plans that align with those of key stakeholders and community plans.



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

Identify vulnerabilities in infrastructure and have robust and tested emergency plans that align with those of key stakeholders and community plans.

### CDEM Group stakeholders (OR&R)

Improve the coordination, integration and interoperability of Wellington CDEM Group stakeholders.

**KPI:**

Attendance at response partner forums to enhance coordination and interoperability.

STATUS: COMPLETED

A number of response partner planning activities were postponed or cancelled due to the COVID-19 response.

In the first two quarters, WREMO staff participated in a number of exercises and field trips together with local, regional and national agencies. This included Exercise Moana, a multi-agency mass casualty exercise involving a passenger aircraft crash occurring near Wellington Airport.

### CDEM Group stakeholders (OR&R)

Improve the coordination, integration and interoperability of Wellington CDEM Group stakeholders.

**KPI:**

Engagement with Lifeline Utilities organisations to enable regional resilience in readiness and response coordination.

STATUS: COMPLETED

Planned engagement with Lifeline Utilities stakeholders was postponed or cancelled during the last two quarters due to the COVID-19 response.

However, the response provided a number of opportunities for interaction with lifeline utilities around their requirements as essential service providers during the COVID-19 lockdown period.



**EVENT**

**Trial activation of the new EOC**

**WHEN**

24 September 2019

**WHERE**

**Wairarapa EOC**

**ABOUT**

In September, the Wairarapa EOC was relocated to the Kiwi Room in Waiata House from the old Masterton District Council building.

The new EOC was fully operational during the COVID-19 activation, with positive feedback received from those involved in the response.





## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

### CDEM Group stakeholders (OR&R)

Improve the coordination, integration and interoperability of Wellington CDEM Group stakeholders.

**KPI:**

Information sharing sessions/workshops are run with Emergency Management stakeholders to enable a better understanding of the capacity and capability of response partners across the Wellington Region.

STATUS: COMPLETED

Due to the COVID-19 response, a number of information sharing opportunities were cancelled or postponed. However, many of the region's emergency management stakeholders were actively involved in the response, leading to a greater level of understanding of capacity and capability across the CDEM Group's response partners.



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

### CDEM Group stakeholders (OR&R)

Improve the coordination, integration and interoperability of Wellington CDEM Group stakeholders.

**KPI:**

Wellington Region Response Teams are coordinated to provide consistent training, deployment processes and legislated compliance.

STATUS: COMPLETED

Coordination of Response Teams continued throughout the year, with a number of Response Team members assisting in EOCs and the ECC during the COVID-19 response.

The regional exercise scheduled for May was postponed and training courses were put on hold due to COVID-19. These will be rescheduled for later in the calendar year.

**KPI:**

A MOU between Response Teams, tasking agencies and the primary funders is signed and implemented.

STATUS: COMPLETED

The MOU was signed by all parties at the end of 2019.



## Capable

Identify vulnerabilities in infrastructure and have robust and tested emergency plans that align with those of key stakeholders and community plans.

### CDEM Group stakeholders

Improve the coordination, integration and interoperability of Wellington CDEM Group stakeholders.

**KPI:**

3x Controller Huddles have been delivered to provide a forum to build capability, share information and strengthen relationships.

**STATUS: REDUCED DELIVERY**

The first Controllers Huddle was held on 7 November at the GNS Science facility in Avalon. Another Controllers Huddle, scheduled for 7 May, was cancelled due to the COVID-19 response.

However, during the response, local Controllers took part in daily teleconferences with the Group Controller. These interactions provided numerous opportunities for capability building, information and the strengthening of relationships.



**Controller Huddles**

**EVENT**

**Upper Hutt EOC COVID-19 Activation**

**WHEN**

March 2020

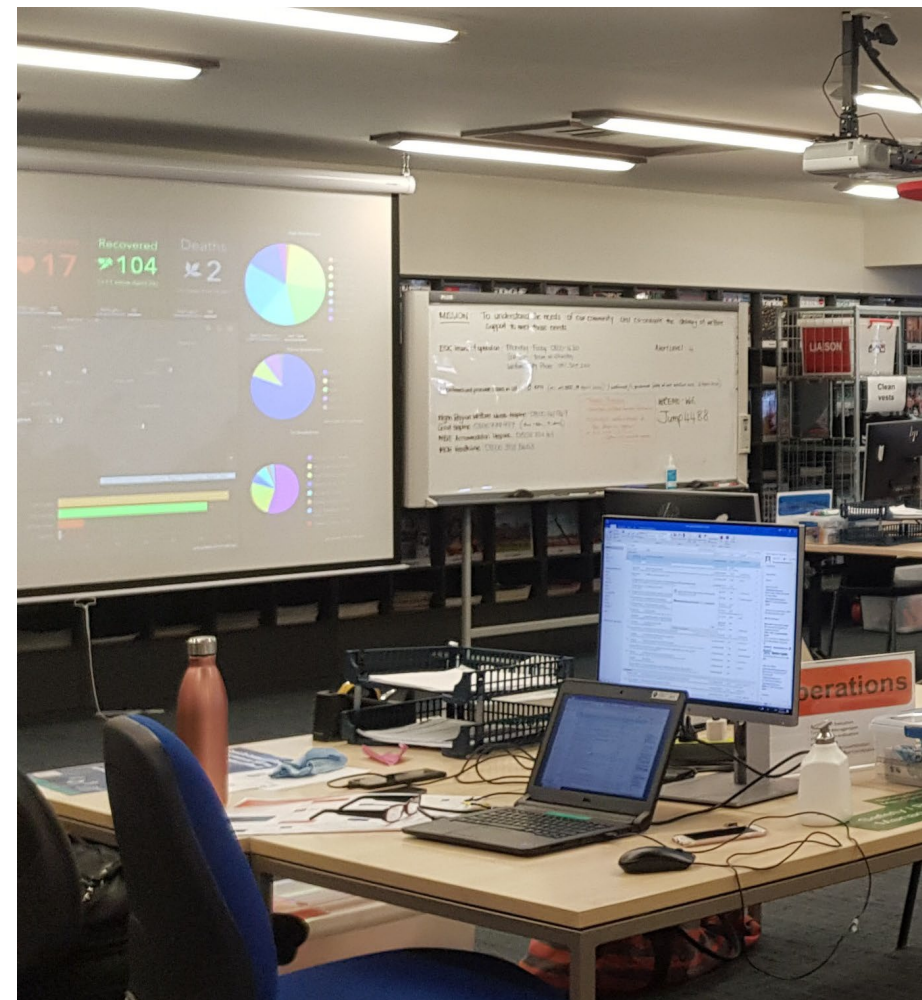
**WHERE**

**Upper Hutt City Library**

**ABOUT**

In early 2020 equipment from the Upper Hutt EOC was relocated from the Civic Building to the recently strengthened Upper Hutt City Library, with the intent of operating the EOC from the library building in the event of an activation.

In March the decision was made to activate the Upper Hutt EOC in response to COVID-19. With the country on lockdown, strict restrictions around travel and physical distancing presented an additional challenge for setting up and operating EOCs. The Library proved to be an ideal location, with plenty of space and access to additional resources and equipment.



Upper Hutt EOC operated with a combination of remote and on-site staff to ensure that physical distancing was maintained in the EOC.



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

### CDEM Group stakeholders (OR&R)

Improve the coordination, integration and interoperability of Wellington CDEM Group stakeholders.

**KPI:**

Participate in the GWRC Flood Risk Management Programme to ensure the reduction, readiness and response requirements of the Group are included.

STATUS: COMPLETED

Participation in the Flood Risk Management Programme has continued throughout the year. This involvement will progress into the next year following clarification of WREMO's role in the project.



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

### Regional welfare (OR&R)

Enhance regional welfare advocacy, coordination and planning.

**KPI:**

A Welfare Needs Assessment system and process is developed for use in any event, regardless of type or scale.

STATUS: COMPLETED

The national Āwhina Needs Assessment system was used by each of the region's six EOCs during the COVID-19 response.

The system, and lessons learned during the response, will be used as a foundation for needs assessment in the Wellington Region going forward.

**KPI:**

A volunteer framework for Emergency Assistance Centres (EAC) across the Wellington Region is investigated and developed with a partner agency(s).

STATUS: POSTPONED

This project was postponed due to the COVID-19 response.



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

Regional welfare (OR&R)	
Enhance regional welfare advocacy, coordination and planning.	
<p><b>KPI:</b></p> <p>The Regional Welfare Work Programme is developed and agreed by welfare stakeholders.</p>	<p><b>STATUS: POSTPONED</b></p> <p>This document was developed in conjunction with an updated Wellington Region Group Welfare Plan and is in the process of consultation.</p> <p>Lessons learned from the COVID-19 response will be incorporated into an updated plan.</p>
<p><b>KPI:</b></p> <p>Local and regional welfare planning and activities are supported through guidance and relationship enhancement.</p>	<p><b>STATUS: COMPLETED</b></p> <p>The COVID-19 response has demonstrated the importance of close relationships between council and WREMO welfare teams.</p> <p>Local welfare meetings held during the response provided opportunities to incorporate councils' input into regionally consistent response outputs.</p>



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

Regional welfare (OR&R)	
Enhance regional welfare advocacy, coordination and planning.	
<p><b>KPI:</b></p> <p>CDEM Welfare is advocated for as part of agency planning, exercising and events.</p>	<p><b>STATUS: COMPLETED</b></p> <p>The COVID-19 response brought a large number of welfare stakeholders together, requiring consistent approach across agencies and CIMS functions.</p> <p>The response highlighted the importance of CDEM Welfare's role in identifying and meeting emergency needs.</p>
<p><b>KPI:</b></p> <p>Chair 4 x Wellington Region Welfare Coordination Group (WCG) meetings to enhance individual and collective agency capability and planning.</p>	<p><b>STATUS: COMPLETED</b></p> <p>Four quarterly WCG meetings were held during the year, as well as five additional WCG meetings during the COVID-19 response.</p> <p>The last WCG meeting was held on 15 June 2020.</p>







## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

Regional welfare (OR&R)		
Enhance regional welfare advocacy, coordination and planning.		
<p><b>KPI:</b></p> <p>Post-event and/or scenario meetings have been held to build regional welfare capability, confidence and understanding are completed.</p>	STATUS: COMPLETED	<p>A welfare debrief was held on 24 June 2020, providing an opportunity for local welfare managers and liaison agencies to provide feedback on the COVID-19 response.</p>
<p><b>KPI:</b></p> <p>The EAC best practice guide is completed by 31 December 2019.</p>	STATUS: COMPLETED	<p>The EAC best practice guide has been completed, and is set to be integrated into EAC training opportunities in the future.</p>



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

Duty Officer systems and processes (OR&R)		
Manage the WREMO Duty Officer systems and processes.		
<p><b>KPI:</b></p> <p>Duty Officer induction/ refresher training is delivered at least once per year.</p>	STATUS: COMPLETED	<p>Duty Officer induction / refresher training was conducted in July 2019.</p>







## Capable

Identify vulnerabilities in infrastructure and have robust and tested emergency plans that align with those of key stakeholders and community plans.

### Duty Officer systems and processes

Manage the WREMO Duty Officer systems and processes.

<p><b>KPI:</b></p> <p>The Duty Officer systems and processes are reviewed every 6 months to ensure they are up-to-date and accurate.</p>	STATUS: COMPLETED	<p>Duty Officer systems and processes were reviewed in the first half of year and after the South Coast swell inundation event on 15 April 2020, with associated changes made to the swell warning process as a result of the latter.</p>	 <p><b>Reviews</b></p>
<p><b>KPI:</b></p> <p>WREMO Duty Officer activation procedures are tested every three months.</p>	STATUS: COMPLETED	<p>The WREMO Duty Officer activation procedure was tested quarterly.</p>	 <p><b>System Tested</b></p>



## Capable

Identify vulnerabilities in infrastructure and have robust and tested emergency plans that align with those of key stakeholders and community plans.

### ECC and EOCs have the capability to respond effectively in an emergency (OR&R)

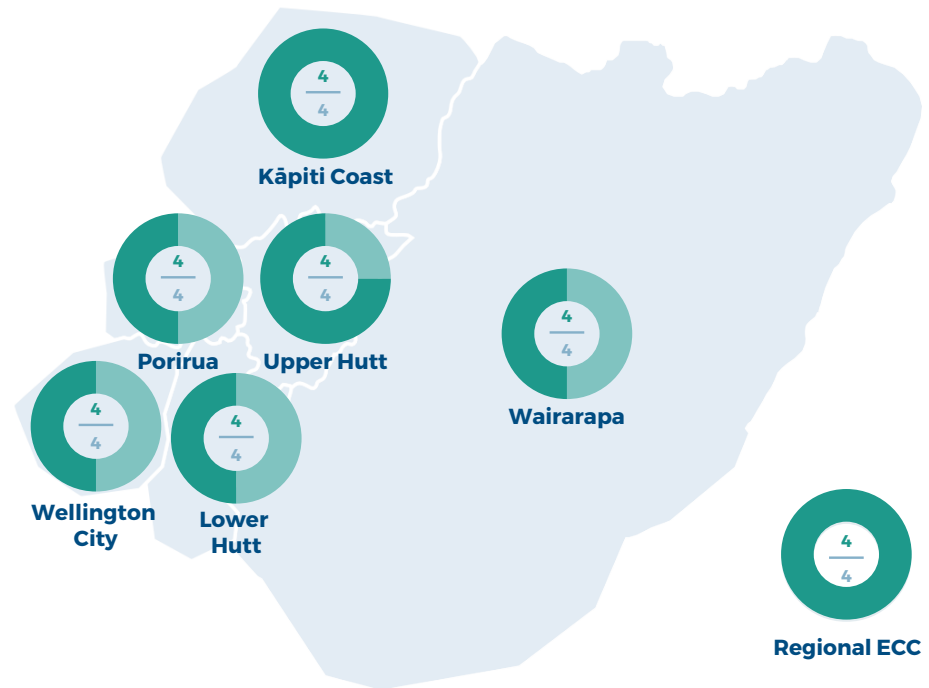
ECC and EOCs across the Wellington Region are functional and have the capability to respond effectively in an emergency.

**KPI:**

ECC and EOCs activation notification process is tested every three months.

STATUS: COMPLETED

The ECC and six EOCs were activated during the third and fourth quarter for the COVID-19 response. The activation notification process was tested and refined on multiple occasions throughout the response to communicate with staff and key stakeholders.





## Capable

Identify vulnerabilities in infrastructure and have robust and tested emergency plans that align with those of key stakeholders and community plans.

### ECC and EOCs have the capability to respond effectively in an emergency (OR&R)

ECC and EOCs across the Wellington Region are functional and have the capability to respond effectively in an emergency.

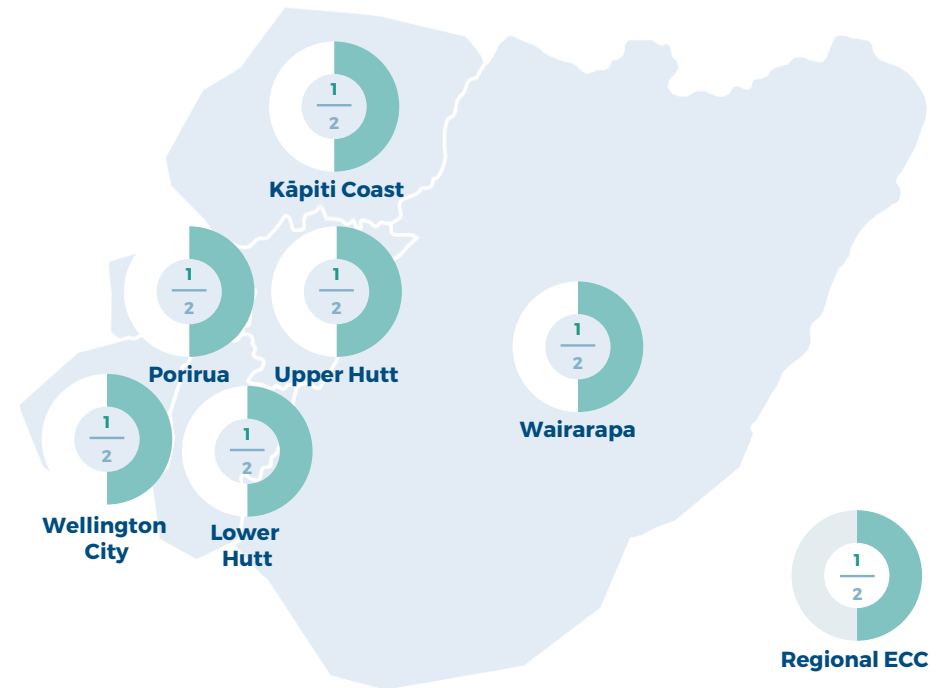
**KPI:**

A six monthly audit of all ECC and EOC operational documentation and resources is conducted to ensure they are up-to-date and accurate.

STATUS: REDUCED DELIVERY

Operational documents, templates and resources were thoroughly tested and refined at the regional ECC and all six EOCs during the COVID-19 response. The COVID-19 After Action Review is expected to highlight key enhancements that can be made to these resources.

In the latter part of June, the ICT team visited the EOCs and ECC to identify and record any additional resources which were procured during the COVID-19 response.



**EVENT**

**Controllers Huddle**

**WHEN**

7 November 2019

**WHERE**

GNS Science

**ABOUT**

A Controllers Huddle was hosted at GNS Science to prepare Local Controllers and Response Managers for November's Exercise Rangī Pouri (Dark Skies).

A group of 21 Controllers and 18 Response Managers participated in this activity, gaining an overview of volcanic hazards and an initial understanding of response priorities.



Wellington Region Controllers and Response Managers hear a presentation from a GNS Science Volcanologist.



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

<b>ECC and EOCs have the capability to respond effectively in an emergency (OR&amp;R)</b>	
ECC and EOCs across the Wellington Region are functional and have the capability to respond effectively in an emergency.	
<p><b>KPI:</b></p> <p>Councils are supported with the roll out of the national Emergency Management Information System (EMIS) replacement</p>	<p><b>STATUS: POSTPONED</b></p> <p>The introduction of the new Emergency Management Information (EMI) system was delayed at the national level due to the COVID-19 response.</p>
<p><b>KPI:</b></p> <p>A robust notification process for alerting WREMO staff in response is investigated, with consideration of the viability for use as a region wide notification system.</p>	<p><b>STATUS: POSTPONED</b></p> <p>Due to the COVID-19 response, the planned trial of the Whispir notification system has been postponed.</p>



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

<b>Operational capability gaps (OR&amp;R)</b>	
Address operational capability gaps through the development and enhancement of plans and systems.	
<p><b>KPI:</b></p> <p>A Regional Response Framework is developed that clearly articulates the operational doctrine for the region.</p>	<p><b>STATUS: POSTPONED</b></p> <p>The development of a doctrine manual detailing operational processes and procedures in response has been delayed due to the COVID-19 response. This will be carried over to the next reporting period.</p>
<p><b>KPI:</b></p> <p>The Wellington Region Earthquake Plan (WREP) is updated to ensure currency.</p>	<p><b>STATUS: COMPLETED</b></p> <p>The WREP has been updated to incorporate changes as required. A NEMA project to develop a framework for responding to an earthquake of national significance is set to commence soon. This is expected to require updates of the WREP once completed.</p>



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major emergency).

### Operational capability gaps (OR&R)

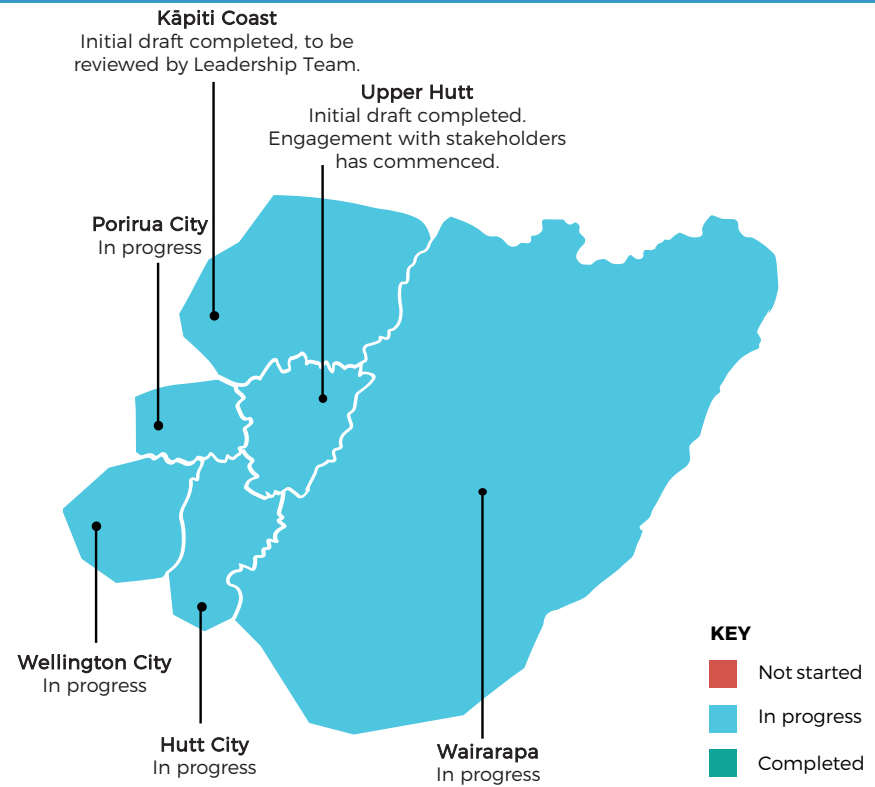
Address operational capability gaps through the development and enhancement of plans and systems.

**KPI:**

The development of six local territorial authority Local Earthquake Response Plans is facilitated.

Due to the COVID-19 response, further development of the Local Earthquake Response Plans has been delayed.

STATUS: POSTPONED





## Capable

Identify vulnerabilities in infrastructure and have robust and tested emergency plans that align with those of key stakeholders and community plans.

### Operational capability gaps (OR&R)

Address operational capability gaps through the development and enhancement of plans and systems.

**KPI:**

Wellington CDEM Group operational readiness plans, Standard Operating Procedures and processes are developed and amended.

STATUS: COMPLETED

An operational documents library was completed in the second quarter.  
The next phase of development of an Operational Doctrine Manual will begin during the next reporting period.

**KPI:**

Work with the Wellington Lifelines Group (WeLG), the Wairarapa Engineering Lifelines Association (WELA) and individual lifelines partners to enhance response capability.

STATUS: COMPLETED

The CDEM Group worked closely with lifeline utilities during the COVID-19 response to assist with resolving issues that may have had an impact on the continuation of essential services.  
Due to the COVID-19 response, some opportunities to work with lifelines partners were delayed into the next reporting period.



## Capable

Have a clear understanding of the expectations of their response requirements and the capability of their assets (e.g. the ability to supply potable water to all communities from day eight onwards after a major

### Radio Network Upgrade project (OR&R)

Progress the Wellington Region CDEM Group Radio Network Upgrade project.

**KPI:**

The Request for Proposal (RFP) process is completed and a preferred supplier is identified.

STATUS: POSTPONED

GWRC will be responsible for conducting the initial Request for Information (RFI) process. This is on hold due to COVID-19 and will commence again in the new year.



**EVENT**

**Southland Flooding Deployment**

**WHEN**

February 2020

**WHERE**

Southland Emergency Coordination Centre

**ABOUT**

In February 2020, following severe weather conditions, CDEM Groups from across the country were requested to support the response to subsequent flooding that disrupted communities across the Southland CDEM Group area.

WREMO staff were deployed in two groups to assist with the response. One of the groups had the opportunity to meet the Prime Minister and Minister of Civil Defence, who popped in to thank the local Southland team for their efforts.



WREMO staff members meet Prime Minister Jacinda Ardern during her visit to the Southland ECC.





## Capable

Teams identified in the Capability Development (Skilled People) Strategy are able to progress and grow their respective levels of capability.

People strive to progress along the developmental pathways and are also recognised for their contribution.



## Capable

Organisations have the required levels of capability to respond effectively and efficiently.

### Group Training and Exercises Plan (B&CD)

Implement the Group Training and Exercises Plan in accordance with the Capability Development (Skilled People) Strategy.

**KPI:**

Capability Development initiatives for the Wellington Region CDEM Group teams (WREMO staff, ECC/EOC staff, Controllers, welfare support staff, and partner agencies, council ELT and elected officials) are developed and delivered in accordance with the training schedule.

STATUS: COMPLETED

The delivery of the Training and Exercise Plan 2020 was put on hold due to the COVID-19 response. However, staff from across the region contributed significantly to the response, providing an opportunity for on-the-job learning and professional development.

### Group Training and Exercises Plan (B&CD)

Implement the Group Training and Exercises Plan in accordance with the Capability Development (Skilled People) Strategy.

**KPI:**

A handbook is developed to support EOC/ECC staff in training and a response.

STATUS: POSTPONED

This project is on hold pending the outcome of the COVID-19 response After Action Review and subsequent implications for the future Training and Exercise Plan.



## Capable

Organisations have the required levels of capability to respond effectively and efficiently.

### Group Training and Exercises Plan (B&CD)

Implement the Group Training and Exercises Plan in accordance with the Capability Development (Skilled People) Strategy.

#### 2019-2020 Target:

Each ECC/EOC has 12 staff trained to Foundation level on the Professional Development Pathway by 30 June 2020.

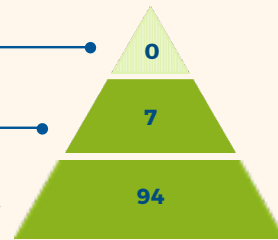
The COVID-19 response interrupted training delivery, reducing the number of opportunities for staff to progress through the pathway. Despite this, the region has made significant progress towards the target of 12 staff in each Coordination Centre trained to Foundation level.

Further work will be done to review the COVID-19 response and its impact on professional development. This may justify some recognised prior learning (RPL) against some appropriate steps on the region's Emergency Management Professional Development Pathway.

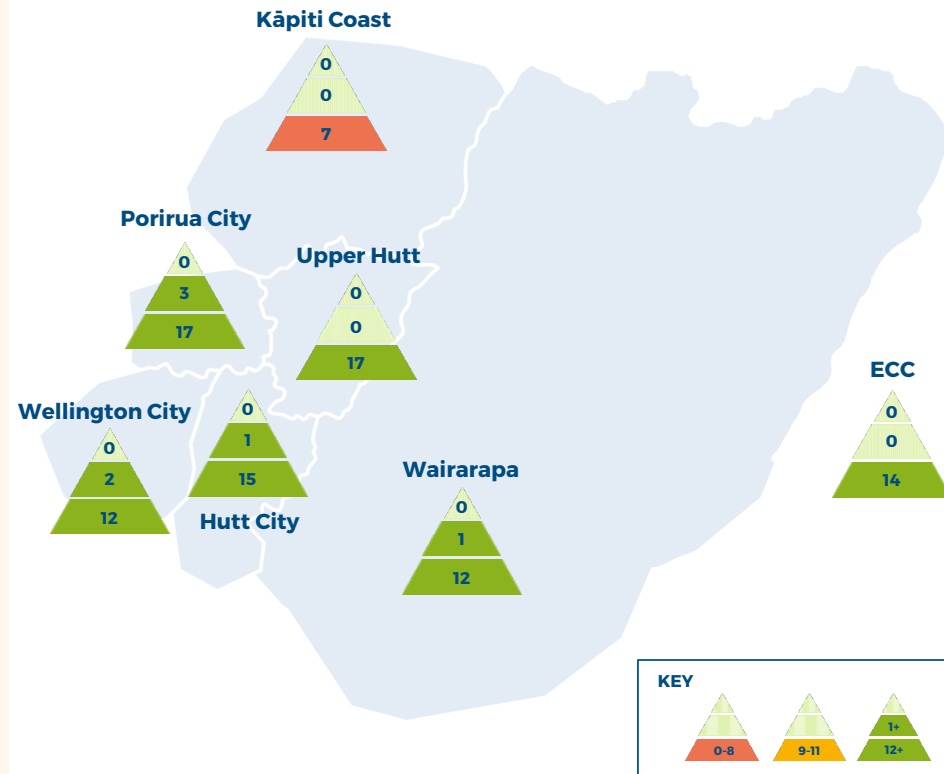
Advanced

Intermediate

Foundation



Total in the region





## Capable

A timely and effective response to an emergency, enhanced by previously established relationships, skills, experience and understanding, is delivered by the Wellington Region CDEM Group.



## Capable

A collective and integrated approach to the development of skilled people is rolled out across the region.

### Group Training and Exercises Plan (B&CD)

Implement the Group Training and Exercises Plan in accordance with the Capability Development (Skilled People) Strategy.

**KPI:**

A Wellington Region CDEM Group Capability Report will be completed and distributed by 28 February 2020.

STATUS: COMPLETED

The completed CDEM Group Capability Report was presented to the Coordinating Executive Group Sub-Committee on 28 February 2020.

### Group Training and Exercises Plan (B&CD)

Implement the Group Training and Exercises Plan in accordance with the Capability Development (Skilled People) Strategy.

**KPI:**

The Group Learning Management System (takatū) incorporates enhancements implemented at the national level.

STATUS: COMPLETED

The national learning management system takatū has undergone an upgrade during the year. The new version now live across the country.

Due to the COVID-19 response, the Wellington CDEM Group was not involved in this upgrade. Future work will be undertaken at the regional level to refine the Group's takatū experience.

**EVENT**

**Elected Members Training**

**WHEN**

18 November 2019

**WHERE**

Hutt City Council

**ABOUT**

The second quarter saw the development of a new Elected Members Handbook and the delivery of emergency management training for elected members in all councils.

The handbook provides an overview of Emergency Management in the Wellington Region and further information about an elected member's role across the 4Rs of comprehensive emergency management (reduction, readiness, response and recovery).



Councillors Brady Dyer and Josh Briggs attend an elected members' training session at Hutt City Council.



## Capable

Consistent delivery at a national, regional and local level is achieved, ongoing improvement in the region's levels of capability and capacity is confirmed, and ongoing strategic direction and initiatives are informed by credible monitoring and evaluation processes.



## Capable

Organisations are able to support a significant emergency response over a sustained period, while also fulfilling other relevant legislative requirements.

### Group Training and Exercises Plan (B&CD)

Implement the Group Training and Exercises Plan in accordance with the Capability Development (Skilled People) Strategy.

#### *KPI:*

National level capability development advisory groups, programmes and initiatives are supported.

STATUS: COMPLETED

The Wellington CDEM Group has developed a range of ideas and initiatives, including a Professional Development pathway and collateral, Response Manager course content and delivery, exercise injects and instructions, as well as initial input into the Āwhina roll out plan.

These initiatives have been shared at the national level as appropriate.

### Group Training and Exercises Plan (B&CD)

Implement the Group Training and Exercises Plan in accordance with the Capability Development (Skilled People) Strategy.

#### *KPI:*

The Wellington Region CDEM training fund is administered to enable training for volunteers across the region.

STATUS: COMPLETED

A significant portion of the CDEM training fund was used in 2019 to strengthen the region's volunteer capability.

The administration of the fund for 2020 has been on hold due to COVID-19. The funding is based on a calendar year, so the remainder of the fund will be administered between July and December 2020.



## Connected

Communities are aware of and contribute to local Community Response Planning.

Community Response Planning (CR&R)		
Conduct Community Response Planning to raise the awareness of Hubs and participation in Hub exercises.		
<p><b>KPI:</b></p> <p>16 new communities have completed the Community Response Planning process across the region</p>	<p><b>STATUS: COMPLETED</b></p> <p>Workshops were completed in Hutt City and the Wairarapa in the third quarter. Additional workshops in the Wairarapa. Upper Hutt and Porirua were cancelled due to COVID-19 event restrictions.</p> <p>Earthquake Drills (formerly Hub Exercises) are due to be completed in a number of these areas in the next financial year to complete the Community Response Planning process.</p>	<p><b>Community Response Plans</b></p>
<p><b>KPI:</b></p> <p>21 Community Response Hub exercises are conducted across the region.</p>	<p><b>STATUS: REDUCED DELIVERY</b></p> <p>Five Earthquake Drills (formerly Hub Exercises) were held across the region in the third quarter receiving positive feedback from local communities.</p> <p>A number of Earthquake Drills were cancelled due to COVID-19 restrictions and are expected to be re-scheduled in the next financial year.</p>	<p><b>Hub Exercises</b></p>
<p><b>KPI:</b></p> <p>21 Hub awareness events are completed across the region.</p>	<p><b>STATUS: REDUCED DELIVERY</b></p> <p>Staff completed a range of activities promoting hub awareness at different events across the region. Progress on developing additional hub awareness activities was halted due to the COVID-19 response.</p>	<p><b>Awareness Events</b></p>



## Connected

Communities are aware of and contribute to local Community Response Planning.

Communities know where their Community Emergency Hubs are located and participate in Hub exercises.

### Community Response Planning

Conduct Community Response Planning to raise the awareness of Hubs and participation in Hub exercises.

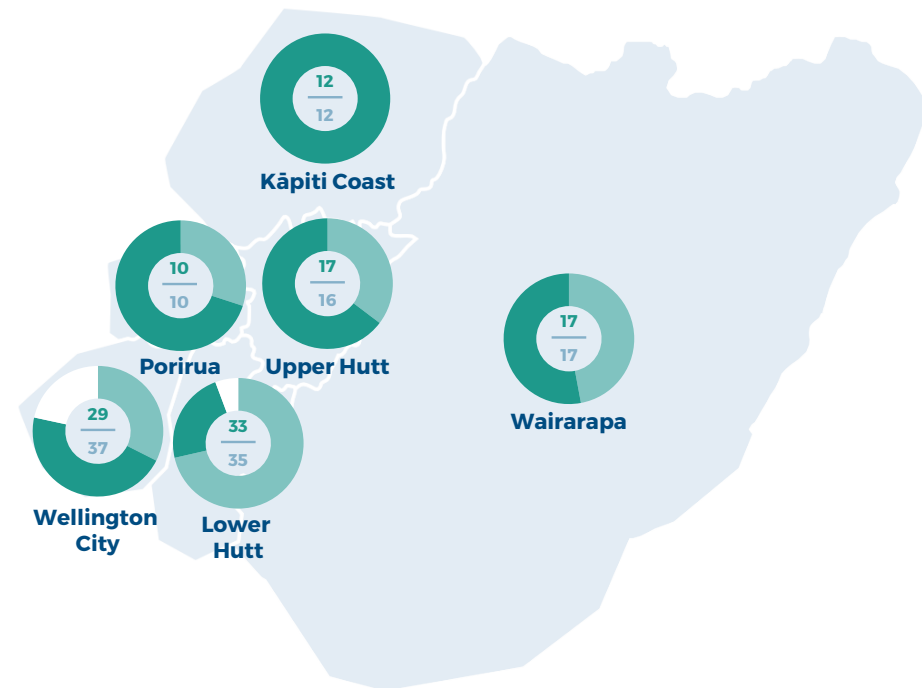
**KPI:**

127 Hubs across the region are audited to ensure they are able to function in an emergency.

Hub audits were put on hold during the COVID-19 response. However, 118 audits of Community Emergency Hubs across the region were completed by 30 June.

A new Community Emergency Hub kit was established at Riverstone Terraces this year, bringing the total number of Hubs to 128.

STATUS: REDUCED DELIVERY





## Connected

Are aware and contribute to local Community Response Planning.  
Know where their Community Emergency Hubs are located and participate in Hub exercises.

### Community Response Planning (CR&R)

Conduct Community Response Planning to raise the awareness of Hubs and participation in Hub exercises.

<p><b>KPI:</b> An annual email newsletter is distributed to Community Emergency Hub key holders and owners to raise awareness of their role and confirm commitment.</p>	<p>STATUS: COMPLETED</p>	<p>The newsletter was sent in June following completion of the majority of Hub audits.</p>
<p><b>KPI:</b> A process for the communication of information between Hubs and EOCs is developed.</p>	<p>STATUS: POSTPONED</p>	<p>This project is on hold pending further action on the Regional Communications Upgrade Project.</p>





## Connected

Iwi are recognised for the capability they bring to emergency management and integrated into planning for response and recovery.

### Marae Engagement Plan

Implement the Marae Engagement Plan.

**KPI:**

Relationships are developed with at least 12 Marae to enhance their resilience and the level of support they can provide to their communities in an emergency.

STATUS: COMPLETED

Engagement with marae continued across the region, with staff delivering Earthquake Planning sessions and initiating and participating in discussions around emergency planning. A number of meetings were postponed due to the COVID-19 response. However, during the response, considerable engagement occurred with local marae across the region through the Māori Liaison Officers at the ECC.



**Marae Engaged**

Wellington Region Emergency Management Office Annual Report  
1 July 2019 to 30 June 2020



# Response



## Capable

Receive Emergency Management alerts in a timely fashion and know what actions to take after receiving alert.

### ECC and EOCs have the capability to respond effectively in an emergency (OR&R)

ECC and EOCs across the Wellington Region are functional and have the capability to respond effectively in an emergency.

**KPI:**

Regional ECC and local EOCs after action review process is facilitated following any activations.

STATUS: COMPLETED

The Wellington CDEM Group ECC and all six local EOCs were activated for various periods during the COVID-19 response. During the COVID response, the region also had the Ōwhiro Bay coastal inundation event on 15 April and the Levin earthquake on 25 May. Regional after-action reviews were carried out following all three events.

**KPI:**

A Corrective Actions Register is adopted as a way of incorporating lessons learnt into future response processes.

STATUS: POSTPONED

A Corrective Actions Register is still under development due to the COVID-19 response. It will be carried over into the next financial year.



## Capable

Quickly establish EOCs and an ECC to coordinate response efforts effectively within and across councils, and with partner agencies and communities.

### ECC and EOCs have the capability to respond effectively in an emergency (OR&R)

ECC and EOCs across the Wellington Region are functional and have the capability to respond effectively in an emergency.

**KPI:**

Response Managers are provided to EOCs/ECC during an activation.

STATUS: COMPLETED

Response Managers were provided to the regional ECC and five of the six local EOCs to support the COVID-19 response.

**EVENT****Porirua EOC Response to COVID-19****WHEN**

18 April 2020

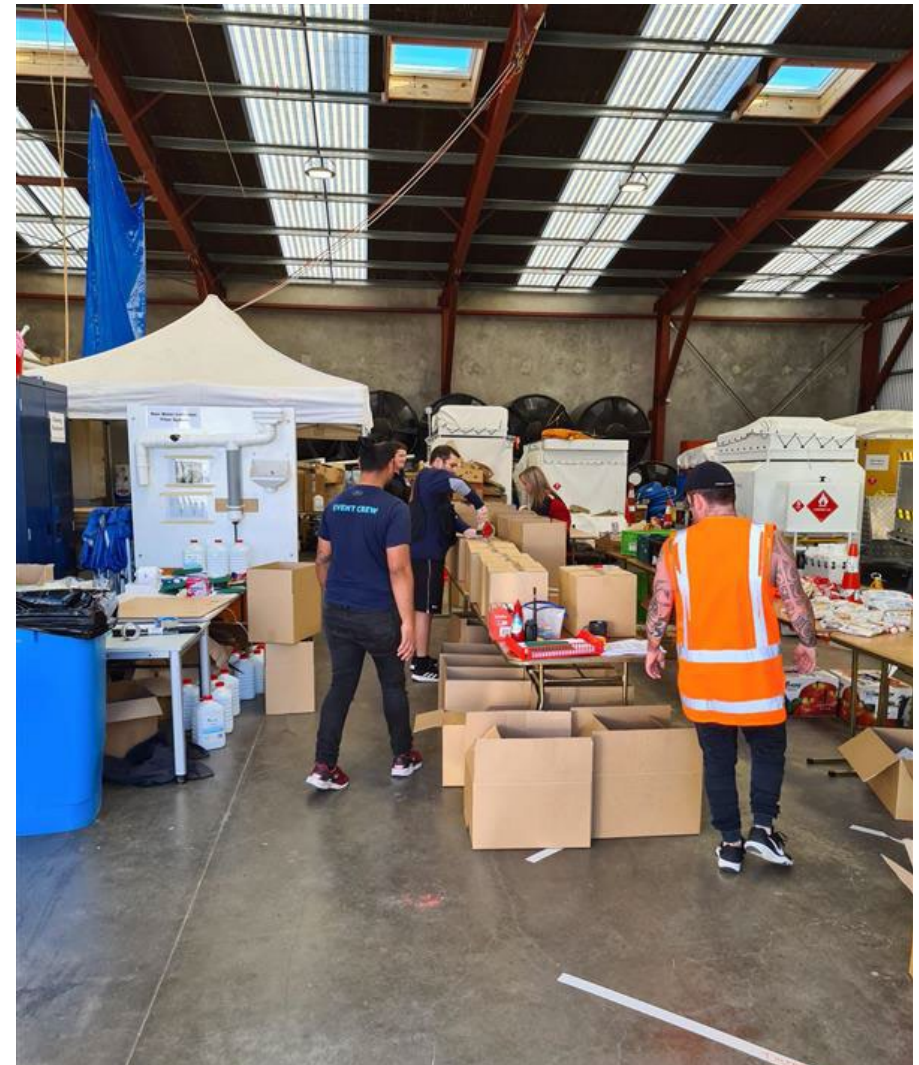
**WHERE**

Porirua EOC

**ABOUT**

The Porirua EOC activated on 28 March 2020 to coordinate the local response to COVID-19. Lockdown restrictions made it difficult for a number of people in the community to access essential household goods and services.

The Porirua EOC directly delivered packages to over 500 households in the Porirua area and indirectly supported another 500 through local social service agencies. More than 90 Porirua City Council staff assisted with the response over the 68 day activation period.



Porirua EOC Operations and Logistics staff in full swing preparing food parcels and hygiene packs to be sent to communities in need during lockdown.



## Capable

Liaise with the ECC to ensure timely and accurate information is provided on infrastructure impacts and their ability to restore to emergency levels of service within agreed timeframes.

### Strategic and operational marketing (B&CD)

Provide strategic and operational marketing and communications advice and support, for WREMO and the Group ECC.

**KPI:**

Media coordination, management and support is provided to the Regional Manager and the ECC in an emergency as required.

STATUS: COMPLETED

Media coordination was provided to the Regional Manager, ECC and local EOCs for the COVID-19 response, Ōwhiro Bay coastal inundation event and Levin earthquakes.



## Capable

Liaise with the ECC to ensure timely and accurate information is provided on infrastructure impacts and their ability to restore to emergency levels of service within agreed timeframes.

### ICT support (B&CD)

Provide ICT support to WREMO business functions, staff, ECC and EOCs as required.

**KPI:**

High level ICT support is provided to the EOCs/ECC who use WREMO supported hardware and networks in an emergency.

STATUS: COMPLETED

Before activation of the ECC and EOCs for the COVID-19 response, weekly visits were conducted to identify and fix issues with any ECC and EOC technology. Due to travel restrictions during lockdown, movement around the region was restricted. These visits restarted once the restrictions were eased.



## Capable

Quickly establish EOCs and an ECC to coordinate response efforts effectively within and across councils, and with partner agencies and communities

### Organisational administrative functions (B&CD)

Provide organisational administrative functions for both WREMO and the Group.

**KPI:**

Staff rostering, health and wellbeing is managed appropriately in an emergency.

STATUS: COMPLETED

Staff wellbeing was an important part of the response to COVID-19. A number of initiatives were put in place to provide support to WREMO staff, including close management of staff hours and ensuring access to support systems.

By the end of June all staff had completed their stand-down, ensuring they had an appropriate rest period in preparation for a second wave or another type of emergency event.



## Capable

Quickly establish EOCs and an ECC to coordinate response efforts effectively within and across councils, and with partner agencies and communities.

### Network Attached Storage (B&CD)

Ensure Network Attached Storage is available across the region and easily accessible to EOC and ECC staff.

**KPI:**

Network Attached Storage is installed across the region with data syncing to WREMO SharePoint for the network to assist users with connection and trouble shooting.

STATUS: POSTPONED

The purchasing and setup of the equipment required for the Network Attached Storage project was put on hold due to COVID-19.

**KPI:**

Documentation for the Network Attached Storage is developed to assist users with connection and trouble shooting.

STATUS: POSTPONED

Documentation will be developed alongside the implementation of the Network Attached Storage.



**EVENT****Wellington Region ECC Activation****WHEN**

March – May 2020

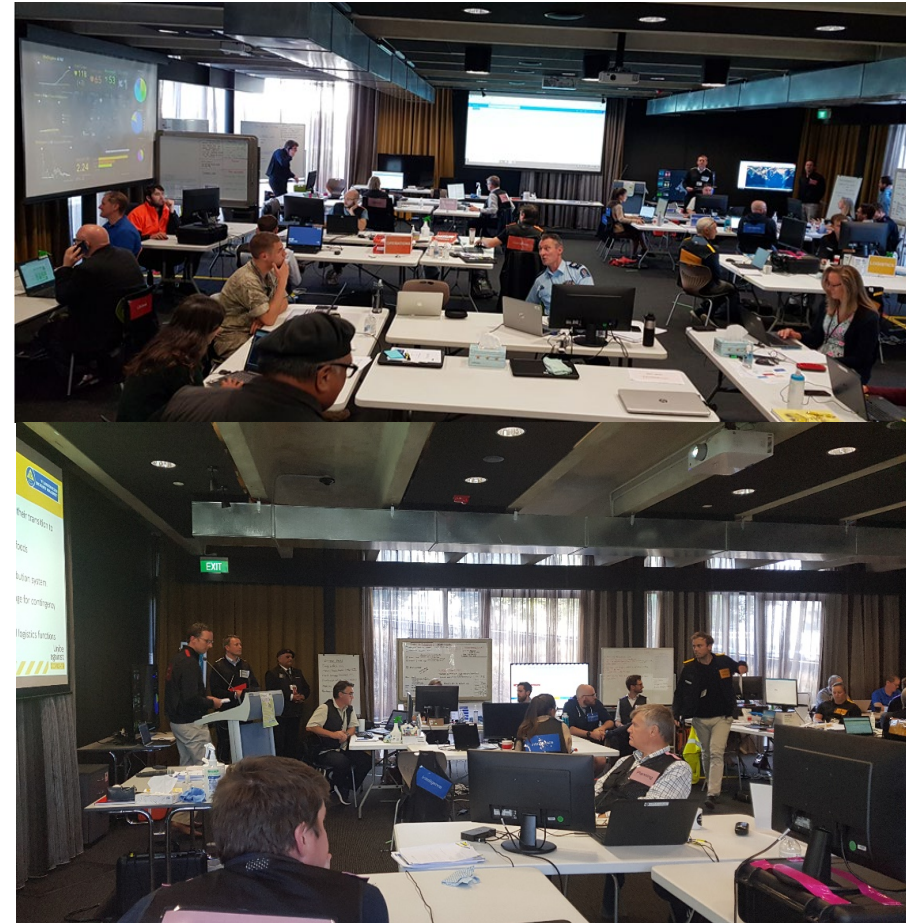
**WHERE**

Royal Society, Thorndon

**ABOUT**

For 94 days the Wellington CDEM Group Emergency Coordination Centre (ECC) was activated to coordinate the region's response to COVID-19. The core objectives of the ECC were to reinforce public messaging and coordinate the region's welfare response.

The nature of the COVID-19 restrictions caused a significant increase in the number of requests for assistance with welfare service delivery. These requests, at times, overwhelmed established welfare service providers. With guidance from the NCMC, the ECC and local EOCs worked alongside local welfare service providers to provide emergency support, where it was most needed, to communities across the Wellington Region.



Staff participate in a COVID-19 response briefing in the main Operations Room of the Wellington CDEM Group ECC.



## Capable

Quickly establish EOCs and an ECC to coordinate response efforts effectively within and across councils, and with partner agencies and communities

### Just-in-time training (B&CD)

Staff are able to attend just-in-time training to provide surge capacity for utilisation in an event.

**KPI:**

Just-in-time training is delivered to staff as required.

STATUS: COMPLETED

Support was provided to NEMA to develop COVID-19 just-in-time training for NCMC staff. Regionally, a just-in-time training and induction package was developed and distributed for regional and local level delivery.



Wellington Region Emergency Management Office Annual Report  
1 July 2019 to 30 June 2020



# Recovery



## Capable

A common set of resources are adopted and applied in recovery planning and operation.

### Resources and tools (CR&R)

Develop a set of resources and tools for Recovery Managers.

**KPI:**

A resource library is established and accessible.

STATUS: POSTPONED

A proof of concept for a searchable, sortable online database is under development. This has been delayed due to the COVID-19 response.



## Capable

Pre-event Recovery Governance Framework is established between central government and the Group that guides cooperation and decision-making during recovery.

### Strategic Recovery Framework (CR&R)

Develop the region's Strategic Recovery Framework and resources to enhance the region's ability to recover effectively after an event.

**KPI:**

The Recovery Governance Framework is completed and approved by the Joint Committee by 30 June 2020.

STATUS: POSTPONED

This project has been postponed due to the COVID-19 response. Governance structures are being discussed as part of the Group's recovery from the impacts of COVID-19.



## Capable

Capability Development Strategy initiatives are implemented for Recovery Managers and other strategic recovery partners that build knowledge, skills and personal attributes required for recovery leadership and management.

### Resources and tools

Develop a set of resources and tools for Recovery Managers.

<p><b>KPI:</b> 3 Recovery exercises are delivered to councils and recovery partners.</p>	STATUS: POSTPONED	<p>Exercise materials were under development, but the exercises were put on hold due to the COVID-19 response. The transition to recovery provided opportunities for Local Recovery Managers to meet and work together to plan for the COVID-19 recovery.</p>	 <p><b>Recovery exercises</b></p>
<p><b>KPI:</b> 2 Recovery Roundups have been delivered to provide a forum to build capability, share information and strengthen relationships.</p>	STATUS: REDUCED DELIVERY	<p>The first of two Recovery Roundups was held on 4 December 2019. Planning was underway for a second Recovery Roundup but this was cancelled due to the COVID-19 response.</p>	 <p><b>Recovery roundups</b></p>

**EVENT**

**Recovery Roundup**

**WHEN**

4 December 2019

**WHERE**

WREMO Thorndon

**ABOUT**

At this workshop, Recovery Managers addressed the tough question of how to plan for recovery at the local and regional level. Attendees explored ways that they could support decision-making during a response in order to improve recovery outcomes.

The workshop provided an opportunity for participants to connect and collaborate with fellow Recovery Managers and share lessons learned from previous recovery efforts.



Recovery Managers take part in an activity as part of the December Recovery Roundup



## Capable

Capability Development Strategy initiatives are implemented for Recovery Managers and other strategic recovery partners that build knowledge, skills and personal attributes required for recovery leadership and management.



## Capable

The Regional Recovery Framework establishes a recovery vision, concept of operations and roles and responsibilities to coordinate recovery efforts.

### Capability Development (Skilled People) Strategy (B&CD)

Lead the implementation of the Capability Development (Skilled People) Strategy.

**KPI:**

Support the development of a Recovery exercise and Recovery Roundup.

STATUS: COMPLETED

Development of the first Recovery Roundup was supported as required.

### Strategic Recovery Framework (CR&R)

Develop the region's Strategic Recovery Framework and resources to enhance the region's ability to recover effectively after an event.

**KPI:**

The Strategic Recovery Framework is further enhanced with the development of the Recovery Support Services section.

STATUS: POSTPONED

The review of the Recovery Support Services section has been delayed due to the COVID-19 response.



## Capable

Implement the Group Recovery Framework and Local Recovery Plan to ensure recovery efforts are coordinated and aligned.

### Strategic Recovery Framework (CR&R)

Develop the region's Strategic Recovery Framework and resources to enhance the region's ability to recover effectively after an event.

**KPI:**

2 recovery newsletters are sent out to partners to communicate updates and ideas.

STATUS: REDUCED DELIVERY

The first recovery newsletter was sent in December 2019. A second newsletter scheduled for the fourth quarter was not completed due to the COVID-19 response.



Newsletters



## Capable

Temporary Housing Plan is developed to guide housing programmes during recovery.

### Strategic Recovery Framework (CR&R)

Develop the region's Strategic Recovery Framework and resources to enhance the region's ability to recover effectively after an event.

**KPI:**

Version 3 of the Temporary Housing Study is completed including actionable guidance for councils.

STATUS: POSTPONED

This project is under development. It has been delayed due to the COVID-19 response.

**Civil Defence and Emergency Management Group**  
**7 August 2020**  
**Report 20.272**



**For Decision**

**WELLINGTON CDEM GROUP COVID-19 AFTER-ACTION REVIEW**

**Te take mō te pūrongo**

**Purpose**

1. To inform the Wellington Civil Defence Emergency Management (CDEM) Group Joint Committee (the Joint Committee) of the lessons identified from the Wellington CDEM Group's COVID-19 response.

**He tūtohu**

**Recommendation**

That the Joint Committee **approves** the Wellington Civil Defence Emergency Management Group's COVID-19 After Action Review Executive Summary (Attachment 1) as an accurate record of the event and lessons identified.

**Te tāhū kōrero**

**Background**

2. The After Action Review (AAR) Executive Summary ([Attachment 1](#)) provides a qualitative review of the actions taken in response to the COVID-19 pandemic emergency as a means of identifying best practices, gaps and lessons learned for the Wellington CDEM Group.
3. The AAR found four key lessons, being:
  - a Capability development – a need for ongoing staff training and agreement on staff availability to support an emergency response
  - b Relationships – improve relationships to support integrated planning between agencies (including health) and across levels of coordination
  - c Coordination – further work is needed to improve the use of CIMS response structure in a full activation, including identifying the implications on coordination centre processes and opportunities for national consistencies
  - d Implementation of national level directives – a clearer process and feedback loop is required for the implementation of national level initiatives and work



programmes like Āwhina needs assessment system and isolation and quarantine, including clear identification of ownership at the national level.

- Both the CEG Subcommittee and the CEG have approved the COVID-19 Response After Action Review. We recommend that the Joint Committee also approves this report.

#### **Ngā hua ahumoni** **Financial implications**

- There no financial implications arising from the matters for decision.

#### **Ngā tikanga whakatau** **Decision-making process**

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

#### **Te hiranga** **Significance**

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

#### **Te whakatūtakitaki** **Engagement**

- Given the low significance of the matter, no related engagement was required.

#### **Ngā tūāoma e whai ake nei** **Next steps**

- No further action is required.

#### **Ngā āpitihanga** **Attachment**

Number	Title
1	<a href="#">Wellington Civil Defence Emergency Management Group's COVID-19 After Action Review Executive Summary</a>

**Ngā kaiwaitohu**  
**Signatories**

Writer	Jess Hare – Manager, Business and Capability Development
Approver	Jeremy Holmes – Regional Manager

<p><b>He whakarāpopoto i ngā huritaonga</b>  <b>Summary of considerations</b></p>
<p><b><i>Fit with Council's roles or Committee's terms of reference</i></b></p> <p>The CDEM Group Joint Committee is required to ensure an effective and efficient region-wide civil defence emergency management capability to respond to and recover from emergencies, which includes a review of responses.</p>
<p><b><i>Implications for Māori</i></b></p> <p>There are no known implications for Māori.</p>
<p><b><i>Contribution to Annual Plan / Long term Plan / Other key strategies and policies</i></b></p> <p>WREMO's Annual Plan identifies an After-Action Review is a requirement following any activation of the EOCs/ECC and the strategic goals from the CDEM Group Plan:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Prompt activation of local Emergency Operations Centres (EOCs) and regional Emergency Coordination Centre (ECC) to effectively manage and coordinate response efforts by Group members to assist communities</li> </ul>
<p><b><i>Internal consultation</i></b></p> <p>Both the CEG Subcommittee and the CEG have approved the report as an accurate record of the event and lessons identified.</p>
<p><b><i>Risks and impacts: legal / health and safety etc.</i></b></p> <p>There are no known risks.</p>



# Wellington CDEM Group COVID-19 After Action Review Executive Summary

Prepared by David Russell  
Wellington Region Emergency Management Office

July 2020



## Table of Contents

<b>Executive Summary</b> .....	<b>3</b>
1. Introduction .....	3
2. Wellington CDEM Group Structure .....	3
3. Response Priorities .....	4
4. Workstreams and Outputs .....	4
5. Lessons Identified .....	5
6. Recommendations .....	5
7. Summary .....	6

DRAFT

## Executive Summary

### 1. Introduction

The arrival of COVID-19 cases in New Zealand in March 2020 triggered the activation of CDEM Groups across the country to support the nationally led response to COVID-19. Between mid-March and early May 2020, the Greater Wellington Region saw 123 confirmed/probable cases of COVID-19. Of these, two cases died, and 121 cases recovered. The Wellington Region CDEM Group was responsible for coordinating the delivery of welfare support, disseminating public messaging and helping to ensure the continuation of essential services. The Regional ECC and all six local EOCs were activated to coordinate the Wellington CDEM Group’s response.

### 2. Wellington CDEM Group Structure

During the response, the region adopted the following structure:

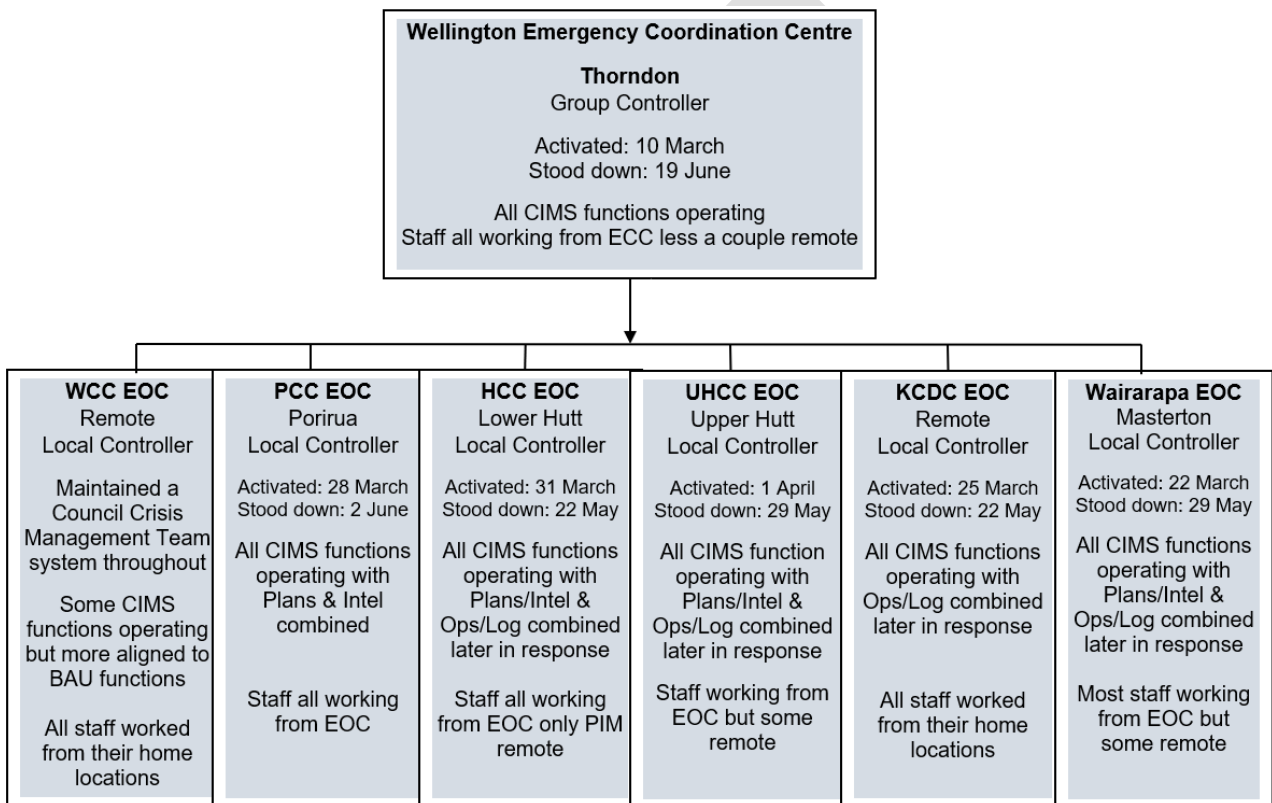




Image: Regional Emergency Coordination Centre (ECC) at Thorndon

### 3. Response Priorities

The region's key priorities, outlined in the first Wellington CDEM Group COVID-19 Action Plan, were released on 19 Mar 2020. The mission and intent of the Group during the response were as follows:

- **Mission:** The Wellington CDEM Group is to provide a timely and effective response to COVID-19, that is able to be sustained for up to a year, in order to manage the ongoing health, safety and wellbeing of the Wellington communities, minimise serious disruption, maintain public confidence and help the Wellington region recover as quickly as possible from its impacts.
- **Intent:**
  - The Wellington CDEM Group is to set up a coordinated regional response through unified control, integrated action planning, information sharing and synchronised public information management in order to prepare for and coordinate a regional COVID -19 response to all NZIPAP<sup>1</sup> response phases.
  - The overarching intent for this response is to maintain/continue business as usual activities across the region, as much as possible, throughout this response, without endangering communities or creating opportunities for the virus to spread. Maintenance of normality will help lessen community concerns, help alleviate anxiety and fear which creates such occurrences as panic buying and irrational actions, and ultimately to lessen discrimination against those suspected of the virus.
  - The Wellington CDEM Group is to enable continuation of essential services throughout all phases of the response. Wherever possible, response decisions that impact on the Wellington communities are made at the Joint Committee level, to ensure consistency in decisions and commonality in actions taken across the region e.g. cancellation of larger events, mitigation measures for community activities etc.

### 4. Workstreams and Outputs

Page 16 provides a detailed list of the CDEM Group's response workstreams. An overview of outputs delivered by the Wellington CDEM Group during the course of the response is shown in the following graphic:

<sup>1</sup> New Zealand Influenza Pandemic Plan: A framework for action, Ministry of Health, August 2017



## 5. Lessons Identified<sup>2</sup>

The Lessons Learned and Recommendations section (p21) provides a breakdown of the lessons identified and recommended actions. Based on the qualitative feedback received from those involved in the response, as outlined in **Appendices 2 and 3** of this AAR Report, the key emerging themes of the lessons identified are as follows:

- **Capability Development** - Need for ongoing staff training and agreement on staff availability to support an emergency response.

*Feedback quote: "A number of participants had had no EOC training or experience and did not understand the purpose of a particular form or document or what was important to complete on these processes."*

- **Relationships** - Improved relationships to support integrated planning between agencies (including health) and across levels of coordination (local, regional, national and governance).

*Feedback quote: "Across the Coordination and Operations Centres many staff identified a lack of understanding of the mandates of Regional Public Health and the DHBs in this response. Conversely it was evident that these health agencies did not understand the CDEM response model or what workstream actions the coordination and operations centres undertake."*

- **Coordination** - Further work is needed to improve the use of the CIMS response structure in a full region activation, including identifying the implications on coordination centre processes and opportunities for national consistency.

*Feedback quote: "Regional ECC to local EOC structure worked very well, with well understood boundaries of influence and responsibility."*

- **Implementation of national level directives** - A clearer process and feedback loop is required for the implementation of national level initiatives and work programmes like Āwhina needs assessment system and isolation and quarantine, including clear identification of ownership at the national level.

*Feedback quote: "Real tension and misunderstanding caused by differing expectations of Āwhina at National level. It was designed in line with welfare director's guidelines to be strictly a tool to meet needs NOT gather data. But some arms of NEMA wanted to collect the data from it."*

## 6. Recommendations

Detailed lessons identified and recommendations for improvement are contained in the Lessons Learned and Recommendations section (p21). Based on the lessons identified in this report, the following recommendations across the key themes are tabled for the Wellington CDEM Group to consider (acknowledging that the Lessons Learned and Recommendations section (p21) provides more detailed recommendations that are not listed below):

<sup>2</sup> Lessons learned embodies two inter-related concepts: identification of the lesson and the learning or change that results.



- a. **Capability Development** - Continue to work with councils to train staff, with a renewed focus on CIMS Function Desk Managers competencies and identify staff to fill identified gaps in function capability (for example finance capability within the Logistics function).
- b. **Relationships** - Foster relationships with regional stakeholders, with a particular focus on health agencies, to build a greater understanding of roles and capability between agencies.
- c. **Coordination** - Work to achieve a greater level of consistency across response structure levels (local, regional and national), and advocate for and adopt nationally consistent Standard Operating Procedures (SOPs), and training and exercise opportunities.
- d. **Implementation of national level directives** - Support and participate in the rollout of national-level initiatives such as Emi (the EMIS Replacement System) and Āwhina (the Welfare Needs Assessment System), and develop initiatives regionally to enhance national-level understanding of CDEM Group activities and capability. Actively encourage consideration of regional capability in the implementation of national programmes.

## 7. Summary

The Wellington CDEM Group coordinated a successful regional response to COVID-19 through unified control, integrated action planning, effective information sharing and synchronised public information management. The Health led component of the response ensured the continuation of essential health services throughout all COVID-19 Alert Levels. Where possible, response decisions that impacted Wellington communities were made at the Joint Committee level to ensure regional consistency (e.g. when public facilities would be closed for lockdown). The response required a significant welfare component that at times overwhelmed the capabilities of existing social services agencies and organisations. This generated a significant demand for welfare needs assessment and delivery to affected individuals and communities.

The Wellington CDEM Group has now transitioned to a recovery phase but remains ready to re-activate if a second wave of COVID-19 infection should occur. Implementation of the recommendations identified in this report will enhance the Group's capability to respond to a second wave of COVID-19 and will also serve to strengthen the Group's response to other emergency events in the future.