Wellington Region Emergency Management Office

Interim Annual Plan
1 July 2012 - 30 June 2013

WELLINGTON REGION EMERGENCY MANAGEMENT OFFICE

Wellington Region Emergency Management Office
Annual Plan

1 October 2012
Version 1.0 FINAL

Authority
This Annual Plan has been developed by the Wellington Region Emergency Management Office and is effective from the 1st October 2012 following approval from the Coordinating Executive Group (CEG).

This Annual Plan should be read in conjunction with the Wellington Region CDEM Group Plan.

WREMO BD01: OCTOBER 2012

Contents

Foreword

Modern successful organisations are characterised by a small core leveraging off the efforts of others. They are agile, networked, focus all actions on achieving strategy, and gain momentum by creating an environment that inspires people to perform. This model works for the full spectrum of organisations, including business, not-for-profit organisations and non government networks. Our challenge therefore was create a modern successful Civil Defence Emergency Management (CDEM) organisation that both met these criteria and in the process, grasped the opportunities for improvement identified in the May 2011, Ministry of CDEM Capability Assessment Report.

Disasters are oblivious to territorial boundaries and the traditional model of councils being both accountable for Civil Defence Emergency Management (CDEM) and providing entirely for their own security and continuity is an anachronism. This is particularly relevant for the Wellington Region, where many people live in one city/district, work in another and in some instances, their children go to school in yet another. Regardless of the circumstances, the region is inextricably linked with well defined transport corridors transiting through the various territorial authorities supporting the flow of commerce and pattern of social interaction.

This along with lessons learned from the Christchurch experience, presented a compelling reason for change. The expected benefits were several and varied. Primarily it was to enhance the previous levels of achievement against the CDEM 4Rs - reduction, Readiness, Response, and Recovery; across the region. The previous territorial based approach while containing by pockets of excellence, was fragmented and characterised by in some cases entirely different approaches to doing business, with the resulting mixed messages for the communities involved.

In 2011, the Joint Committee, a legislated body under the Civil Defence Emergency Management Act 2002, comprising the region's eight Mayors and Chair of the Regional Council, made a bold decision to create a new semi-autonomous CDEM organisation to manage the function across all nine councils. The model adopted presented an opportunity to deliver more from existing resources by taking a coordinated, integrated, holistic and functional approach to the design and delivery of CDEM services, building on established relationships, inter and intra council, with the community and with traditional emergency service partners (Police, Fire, DHBs etc).

The resulting concept of operation and structure, Network Enabled Civil Defence, represents a paradigm shift with councils required to give up direct control of their CDEM staff in return for an enhanced service across the region. To be effective, the new CDEM team must be aligned with MCDEM direction and responsive to its customer chain (council - community - individuals). The 12 month period characterised by this Annual Plan is phase one of making this concept a success.

Bruce Pepperell

Regional Manager and Group Controller
Wellington Region Emergency Management Office (WREMO)

Introduction

The Wellington Region Emergency Management Office (WREMO) Annual Plan sets out the key objectives, projects, target and associated budget for the 2012/2013 financial year.

It is intended that this plan be aligned with MCDEM direction. Future WREMO Annual Plans will be informed by the contents of both the Wellington Region CDEM Group Plan (2013 – 2018) and Business Plan (2013-16).

WREMO is the Emergency Management Office established by the nine Councils of the Wellington region, responsible for providing a holistic, coordinated integrated service with emphasis on developing resilient communities and providing the systems, equipment and resources to respond appropriately during an emergency.

Vision and Mission

The key activities and targets identified in the annual plan will contribute to both the WREMO vision and mission.

Vision:

"A resilient community, ready and capable"

Mission:

"Empowering communities to build the resilience and continuity necessary so that the region is prepared to respond to and recover from natural and man-made emergencies"

Values

The following set of core values provides the motivation, focus, and standards required for us to achieve our vision for success. The values are summarised as follows:

- **Teamwork.** Teamwork is where the collective output exceeds the sum of the efforts of the individuals involved. We foster teamwork by, sharing our knowledge and skills; contributing to collective improvement; welcoming and respecting different ideas and perspectives; engaging regularly with key stakeholders; being accountable to each other for our actions; looking for the fun in what we do; celebrating successes on and off the field; and, displaying a passion which drives superior performance plus a desire to achieve.

- **Professionalism.** This is our commitment to be the best we can be. We display professionalism by setting challenging goals, planning, and then striving to achieve them; achieving our full potential as individuals, teams and as an organisation; leading through innovation; producing performance and consistency on which the community can rely; possessing the agility to change and adapt; producing outcomes which meets the needs of our customer chain; and, pride in promoting our role in a positive way.

- **Integrity.** This is having the courage to "do the right thing"; ensuring our actions pass the "mirror test"; transparent processes producing credible outcomes; earning the respect of work colleagues and others; and, acting with honesty and displaying a sense of honour at all times.

- **Community.** This is having a sense of community which underpins all our actions and motivations; displaying pride and a sense of affinity for our region; promoting a sense of belonging; and, achieving the synergy that comes with partnership.

Concept of operation

The following principles describe WREMO's concept of operation. That is, how WREMO will conduct business.

- **Network Enabled.** There are two key aspects to this theme. Firstly, establishing and maintaining key relationships and (in some cases) partnerships with key stakeholders; inter and intra council, with emergency and support services, and most importantly, with the community. The second aspect is harnessing modern technology to provide effective control and communication, a common operating picture and associated data, allow centralised planning with decentralised delivery, effective priority setting and the appropriate matching of resources.

- **Agile.** Focusing on those tasks that are conducted 99% of the time, i.e. readiness (and reduction) responsibilities, yet able to quickly reconfigure to respond effectively to emergency situations, noting these may vary in type, intensity, impact, and location; with each requiring a tailored response.

- **High Performance.** We aspire to be the **best.** This requires an organisational philosophy, culture, cohesion, training, and systems present in any top performing organisation, plus a willingness to search for alternative solutions to traditional challenges.

- **Single Team.** A unified approach, with clear lines of control, a single loyalty, common approaches to conducting business.

Operational structure

WREMO has three core groups, Business and Development, Community Resilience and Operational Readiness. Each of these groups is responsible for different CDEM functions. A diagram showing the WREMO operating structure is included on page 3.

Strategic goals

The following goals have been set for the 2012/2013 year. These goals are consistent with the National CDEM Strategy, and will positively contribute to achievement of both the mission and vision. Normally these would be articulated in the Group and Business Plans, for implementation in the Annual Plan. On this occasion however, the goals have been set in advance of these two documents. It may be, that some realignment is required in future years.

SG 1 – Resilience Building. An increase in community resilience through engagement, empowerment and connectedness

SG 2 – Operational Excellence. Operational capacity is built to provide appropriate response during an emergency.

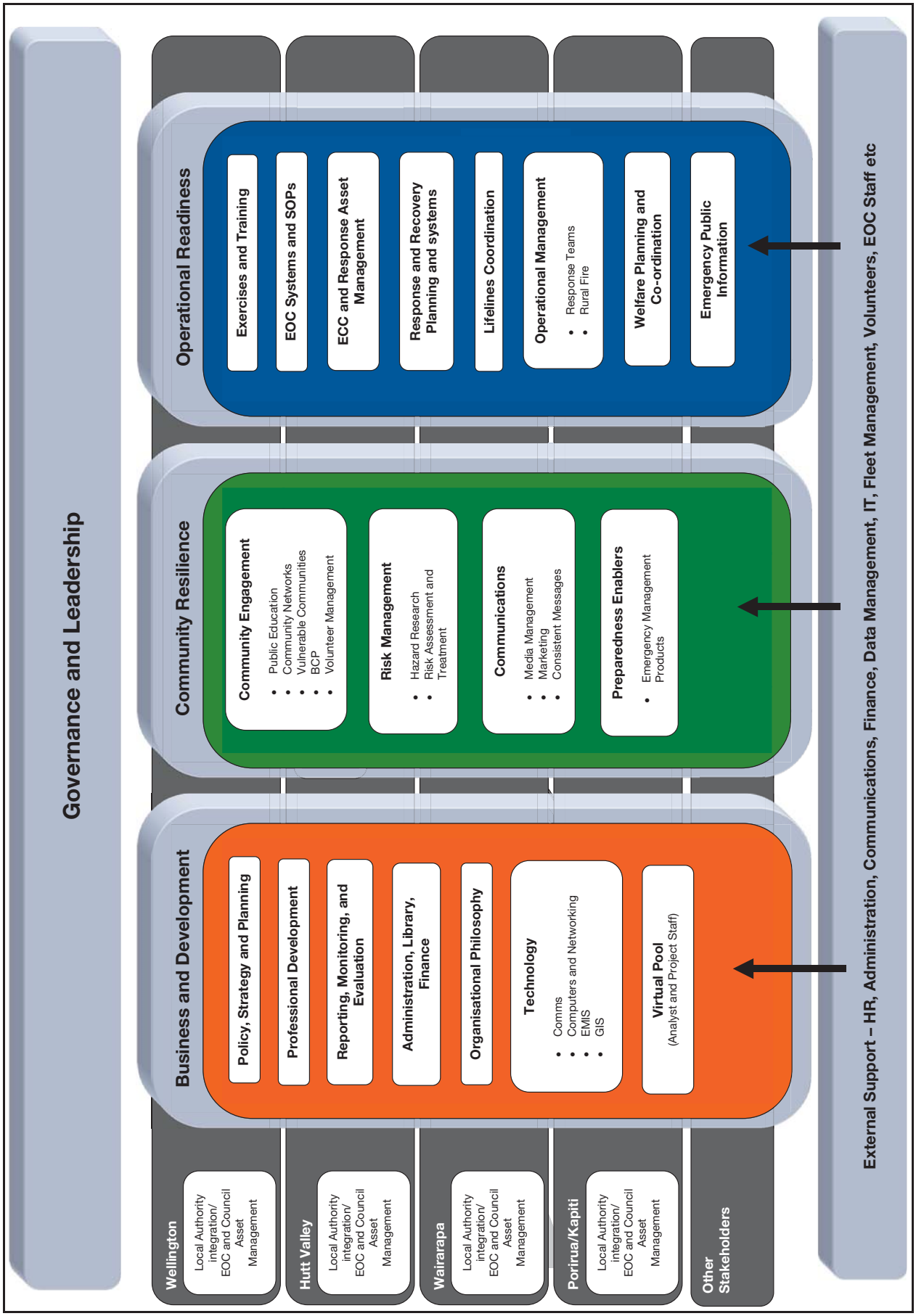
SG 3 – Organisational Excellence. Systems, policy and procedures are developed which establishes the organisational foundation for WREMO

Budget

The budget for the 2012/2013 year is as follows:

WREMO	Total	$3,337,300
	Personnel	$1,862,000
	Projects	$1,225,300
	Transition	$250,000
Community Resilience	Total	$1,109,900
	Personnel	$558,500
	Projects	$551,400
Operational Readiness	Total	$801,400
	Personnel	$372,500
	Projects	$428,900
Business and Development	Total	$1,176,000
	Personnel	$931,000
	Projects	$245,000

WREMO operating structure



Community Resilience

Future focus

Over the next three years the focus is on increasing our region's ability to anticipate, respond to and recover positively from an emergency event. The team serves as the face of WREMO in the community and will integrate itself into across a range of stakeholder groups to build capacity, increase connectedness and foster cooperation with an aim to increase resilience. Emphasis will be on facilitating outcomes that are appropriate for our customers and that result in ownership of their preparedness.

Over the next 12 months, the Community Resilience team will revamp existing CDEM related products and services, and evaluate and develop new tools. The team will develop a database of networks throughout the region from which they can leverage to increase preparedness.

Strategic goals

The Community Resilience team will primarily contribute to the following goal:

An increase in community resilience through engagement, empowerment and connectedness.

Key activities

The following key activities are carried out by the Community Resilience team. Further details are provided in the table overleaf.

- **Community engagement**
- **Communications**
- **Preparedness enablers**
- **Risk management**
- **Support local authority specific projects**

Summary of activities and targets

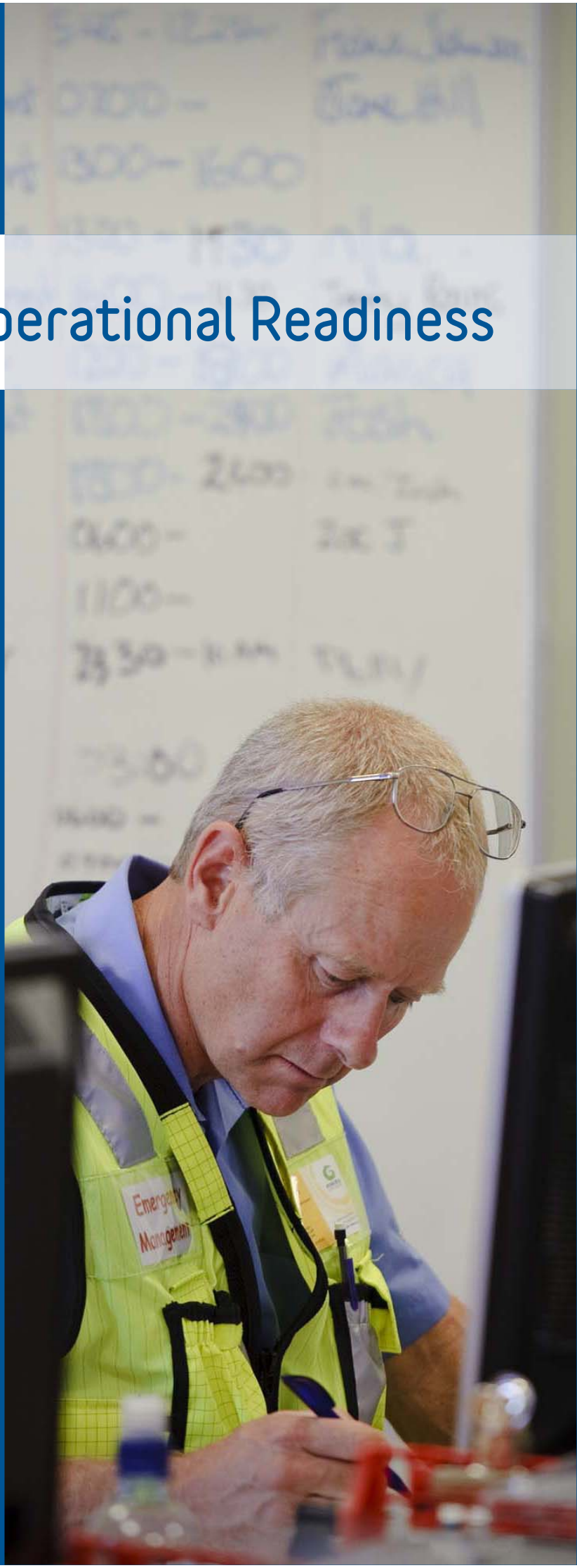
Activity	Details	KPIs - Completion by 30th June 2013
Community Engagement	Development of an engagement strategy that accounts for a range of products and services that build capacity, increase connectedness and fosters cooperation	• Engagement strategy is developed and approved by the leadership team
	Development of a CD Volunteer programme that empowers communities across each of the 4Rs	• CD Volunteer programme is developed and approved by the Leadership Team
	Development of a Community Response Plan toolkit to facilitate communities to be self-sufficient after an event	• Community Response Plan toolkit is developed and approved by the leadership team and implemented in at least three communities
	Investigate the creation of a community online database open to the public to connect stakeholders across the region	• A report detailing the investigation into the creation of a webpage to connect stakeholders across the region is developed and provided to the leadership team for review.
	Working with NGO's and the Public Sector to increase their capacity to connect with and respond to vulnerable communities	• "Building Social Agency Networks" programme is implemented in at least three organisations
	Working with schools to ensure they are connected to CDEM	• Programme for working with primary and secondary schools is developed where each school across the region will be contacted and visited at least once a year by a WREMO Advisor
	Development of an Easy BCP for SMEs	• Easy BCP is developed and approved by the Leadership Team
	Engaging communities and organisations in the planning process to better understand emergency management expectations and limitations	• WREMO plans are consulted and shared with public and put online for viewing thoughout the region
Risk Management	Ensuring the region has an effective understanding of its hazardscape	• Work with council planners, GIS staff and external partners to provide accessible and usable information

Summary of activities and targets

Activity	Details	KPIs - Completion by 30th June 2013
Communications	Standardisation and development of a public education suite to reflect a regional approach and more community examples	• "It's Easy" suite is redeveloped for regional approach and approved by Leadership Team
	Investigating and expanding the use of new technologies to communicate with the public	• Quarterly updates are provided to the leadership team detailing the ongoing investigations into new technologies that can be used to communicate with the public
	Traditional media is continued to be used appropriately	• A program is in place to use radio and print media
Preparedness Enablers	Facilitating the availability of preparedness enablers across the region	• Grab & Go kit will be on offer across the region • Other enablers are investigated and approved by Leadership Team if appropriate
Local authority specific projects[1]	Further implementation of the Tsunami blue lines project in Wellington City	• Wellington City has the Tsunami Blue Lines in place from Owhiro Bay through to Miramar Peninsula (across 7 suburbs)
	Manage the installation of rainwater collection tanks (PCC - cost $ 80,000)	• 16 water tanks are installed and functioning in the Porirua community
	Manage ongoing project installing rainwater collection tanks in the community (HCC and UHCC - cost $20,000)	• 8 water tanks are installed and functioning in the Hutt Valley community
	Complete the South Wairarapa District Tsunami Awareness Programme including signage and customised information cards and for coastal settlements (Wairarapa Councils - cost $7,000)	• South Wairarapa Tsunami Awareness Programme is completed for all coastal settlements
	Plan and conduct CD volunteer training in the Wairarapa	• Training is completed for volunteers recruited by the respective councils

[1] These projects are not included in the WREMO budget as they are paid for by the individual local authority. The projects are implemented by WREMO. The costs to the local authority are shown where applicable.

Operational Readiness



Future focus

Over the next three years, the Operational Readiness Team will build operational capacity with each of the Local Authorities that make up the Wellington Region Civil Defence Group to ensure that local functionality is utilising the same operational platform and that resources are able to be mobilised in assistance of each other.

The first 12 months will be spent undertaking assessment of current capacity (strengths and weaknesses) along with the development of practice and procedures both for training and establishment of core capacity in the Group.

Strategic goals

The Operational Readiness team will primarily contribute to the following goal:

Operational capacity is built to provide appropriate response during an emergency.

Key activities

The following key activities are carried out by the Operational Readiness team. Further details are provided in the table overleaf.

- **Response planning and systems**
- **Recovery planning and systems**
- **Operational management**
- **Emergency public information management**
- **Lifelines coordination**
- **Regional response teams**
- **Welfare planning and coordination**
- **Exercises and training**

Summary of activities and targets

Activity	Details	KPIs - Completion by 30th June 2013
Response planning and systems	Review of existing "essential" (EOC activation, Duty Officer) SOPs and development, and development of common SOPs for regional use	• Approximately 80 current generic SOPs across the region which will be rationalised to suit all the EOCs in the region • Common SOPs are developed and provided for approval
	Assessment of each ECC/EOC to determine the suitability of systems and equipment for operation	• A report outlining the suitability of equipment and recommendations will be provided to the leadership team for review
Recovery systems and planning	Review of existing recovery frameworks with a view to developing a standardised recovery framework	• Recovery Framework produced
Operational Management	Management of the duty officer function to ensure all warning are dealt with appropriately	• All warnings are dealt with in accordance with the appropriate SOPs
	Build relationships and understanding with operational partners and stakeholders to enhance cooperation and collaboration in integrated planning and during emergencies.	• Attend ESCC meetings • Attend WELA and WELG meetings • Coordinate resource registers held by Area Coordinators
Emergency Public Information	Provide structure for Regional Public Information Managers (PIM) Group	• Regional PIM Group meetings are held at least quarterly • Confirm the appointments of the local and Group PIM Managers • Provide a schedule identifying the region's PIM Managers and their contact details
Lifelines Coordination	Establish and strengthen relationships with lifelines organisations	• Attend WELA and WELG meetings
	Review existing lifelines projects and determine the areas for future development	• A report identifying the existing lifelines projects and recommendations for future development will be provided to the leadership team for review

Summary of activities and targets

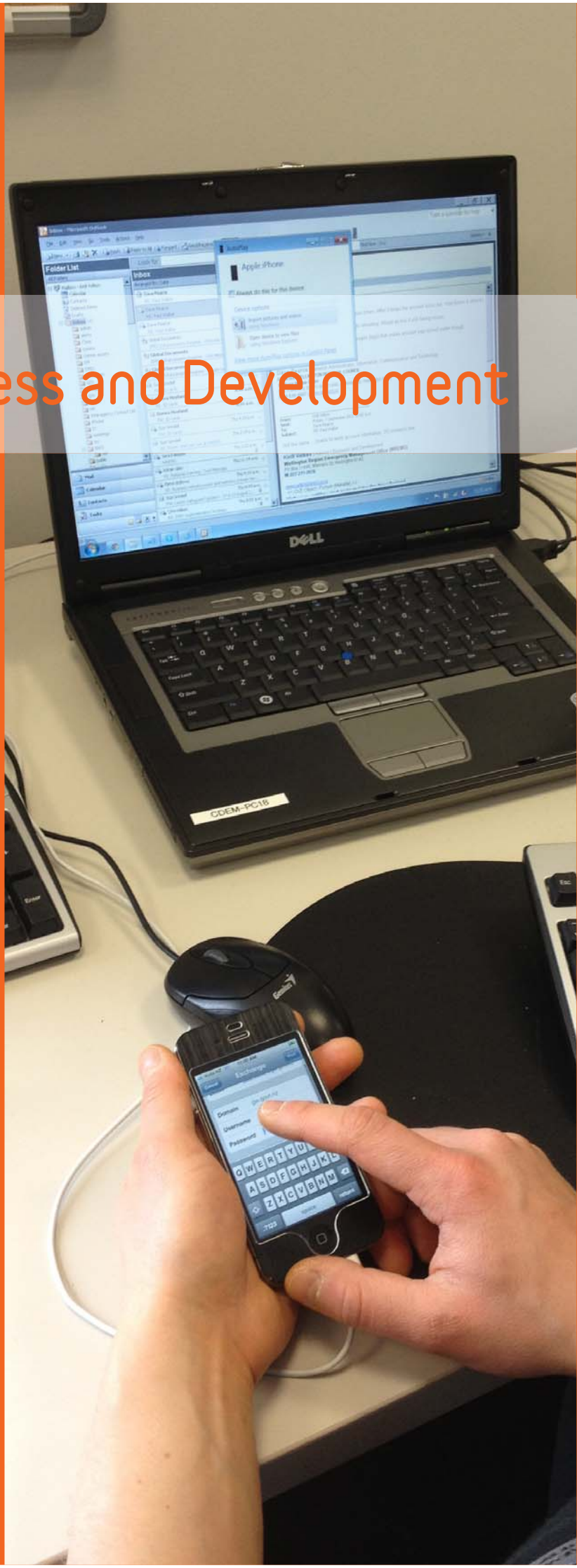
Activity	Details	KPIs - Completion by 30th June 2013
Regional Response Teams	Coordinate Regional Response Teams	• Establish Audit Team for audit of NZRT teams for their re-registration • Coordinate any operational activation of Regional teams.
Welfare Planning and Coordination	Assess the functionality of local welfare arrangements, capability and resourcing across the region	• A report identifying the current functionality of local welfare committees and recommendations for further engagement will be provided for review • A local welfare plan is developed in consultation with relevant stakeholders
	Partiicipate in the Welfare Advisory Group	• Attend Welfare Advisory Group meetings and provide input as required
Exercises and Training	Develop a Training Plan for all ECC/EOC staff	• Training plan developed for approval

Summary of activities and targets

Activity	Details	KPIs - Completion by 30th June 2013
Local authority Projects[2]	Transition towards self management for Hutt City (NZRT18) and Wellington City (NZRT8) Response Teams Establish the role and capacity for PERT (cost HCC $22,000 ,WCC $15,000, PCC $10,000)	• Regular training is conducted • Equipment is maintained up to a standard ready for deployment • Proposal developed to transition RTs as independent business units
	Coordinate tasking of area siren systems through Area Coordinators for early warning re flooding or tsunami. (HCC cost $22,000)	• Siren system maintenance with quarterly equipment checks • Annual siren test conducted as per local SOP
	Management of the Hutt Valley Secondary Schools Rescue Programme (HCC and UHCC - cost $9,000)	• Programme is completed by 30 May each year that involves 80% of the secondary schools in the Hutt Valley
	Establish Civil Defence Centres (CDC) in Carterton and South Wairarapa (cost $5,000)	• CDC centres established in Carterton and South Wairarapa
	Develop a comprehensive Wairarapa resource register	• Resource register produced and available.
	Actively encourage all agencies/organisations that are listed in the Wairarapa District Welfare Plan to plan collectively to ensure deliver their respective tasks/functions in an emergency.	• Attend Wairarapa welfare meetings and provide planning support to agencies as required

[2] These projects are not included in the WREMO budget as they are paid for by the individual local authority. The projects are implemented by WREMO. The costs to the local authority are shown where applicable.

Business and Development



Future focus

Over the next three years the business and development team will be focusing on ensuring that WREMO as an organisation is functioning in an effective, efficient, cooperative and consistent manner, thereby enabling WREMO to provide an enhanced CDEM service to the Wellington regions communities. The business and development team functions as the WREMOs strategy arm, and will look at innovative ways for WREMO to continually improve on our current levels of service.

Over the next 12 months the business and development team will focus on creating the strategies, policies and procedures that lay the organisational foundations for WREMO, and to support and assist both the community resilience and operation readiness teams.

Strategic goals

The Business and Development team will primarily contribute to the following goal:

Systems, policy and procedures are developed which establishes the organisational foundation for WREMO

Key activities

The following key activities are carried out by the Business and Development team. Further details are provided in the table overleaf.

- **Policy, strategy and planning**
- **Technology**
- **Professional development**
- **Reporting, monitoring and evaluation**
- **Administration, library, finance**
- **Organisational philosophy**
- **Virtual pool**

Summary of activities and targets

Activity	Details	KPIs - Completion by 30th June 2013
Policy, Strategy and Planning	Development of WREMO's Strategic Plans	• The following plans are developed and implemented: Group Plan (2013-2018), Business Plan (2013-2015) and Annual Plan (2013-2014)
	Development of WREMO policies	• Policies on H&S, IT, vehicles, petty cash, file management, and media are developed and approved by the Regional Manager • Policies are distributed to all WREMO staff
	Development of project planning, management and delivery policy	• A project plan template is developed and approved by the Regional Manager • A policy on project management (including planning, delivery and evaluation) is developed and approved by the Regional Manager
	Development of plan review and evaluation policy	• Rolling review programme developed • Four plans/strategies/guidelines reviewed
Technology	Development of an EMIS Implementation Strategy	• An EMIS Implementation Strategy is developed, approved and deployed
	Development of a Website Development Strategy	• A Website Development Strategy is developed and approved and implemented
	Investigate the development of an Alternative IT Platform for WREMO	• A report detailing an investigation into an alternate IT platform is developed and provided for review.
	Ensure radio communications are maintained with regional stakeholders	• Weekly radio checks are conducted on behalf of WREMO • Monthly "Services" radio checks are conducted on behalf of WREMO

Summary of activities and targets

Activity	Details	KPIs - Completion by 30th June 2013
Professional Development	Development of a Professional Development Policy and Strategy	• A Professional Development Strategy is developed and approved by Regional Manager • Policy on professional development is developed and approved by Regional Manager • All staff have the opportunity to attend at least one professional development opportunity
Reporting, Monitoring and Evaluation	Development of a reporting template and policy	• A reporting template for the various CDEM committees is developed and apimplemented • Policy on reporting to various CDEM committees, is developed and implemented • Monthly and quarterly reports completed on time
	Administrative support is provided for CDEM committees	• All administrative requirements of the Joint Committee are facilitated • All administrative requirements of CEG and CEG Subcommittee are met
Administration, Library, Finance	Establishment of WREMO library	• Relevant materials for the WREMO library are transferred from GW • A process for the ongoing operation of the library is established
	Health and Safety requirements are met	• Any incidents are logged in SafeTsmart
	Administrative support is provided to the WREMO business groups (Community Resilience, Operational Readiness and Area Co-ordinators)	• The following registers are regularly updated: Interagency contact list, resource lists and registers • Petty cash is reconciled as required and correctly administered

Summary of activities and targets

Activity	Details	KPIs - Completion by 30th June 2013
Organisational Philosophy	Promotion of WREMO mission, vision and values	• Create a visual workplace (mission, vision and values and metrics)
	Facilitate team building	• Organise at least one team building event for all WREMO staff
	Facilitate sharing in information within WREMO	• Every two months all WREMO staff are invited to attend a knowledge workshop with the leadership team
Virtual Pool	Manage Resilience Fund Projects and 2013/2014 bids	• Completion of quarterly reporting to MCDEM on Resilience Fund Project 2012/2013 • Outputs for the Resilience Fund 2012/2013 projects are provided to MCDEM • 2013/2014 Resilience Fund applications are completed and submitted on time
	Support provided to both Community Resilience and Operational Readiness plus Area Coordinators as required	• Staff provide support to all other business units to assist in meeting WREMO objectives and goals

WREMO | PO Box 11646 Wellington, 6142
Wellington Office | 2 Turnbull Street, Thorndon, Wellington | 04 460 0650
Hutt Valley Office | 25 Laings Road, Lower Hutt | 04 560 6666
Satellite Offices: Porirua Office | 04 237 5089, Kapiti Office | 04 296 4700, Wairarapa Office | 06 370 6300