Wellington Region
Emergency Management Office

Annual Plan 2026–2027

WELLINGTON REGION
EMERGENCY MANAGEMENT

Contents

Introduction

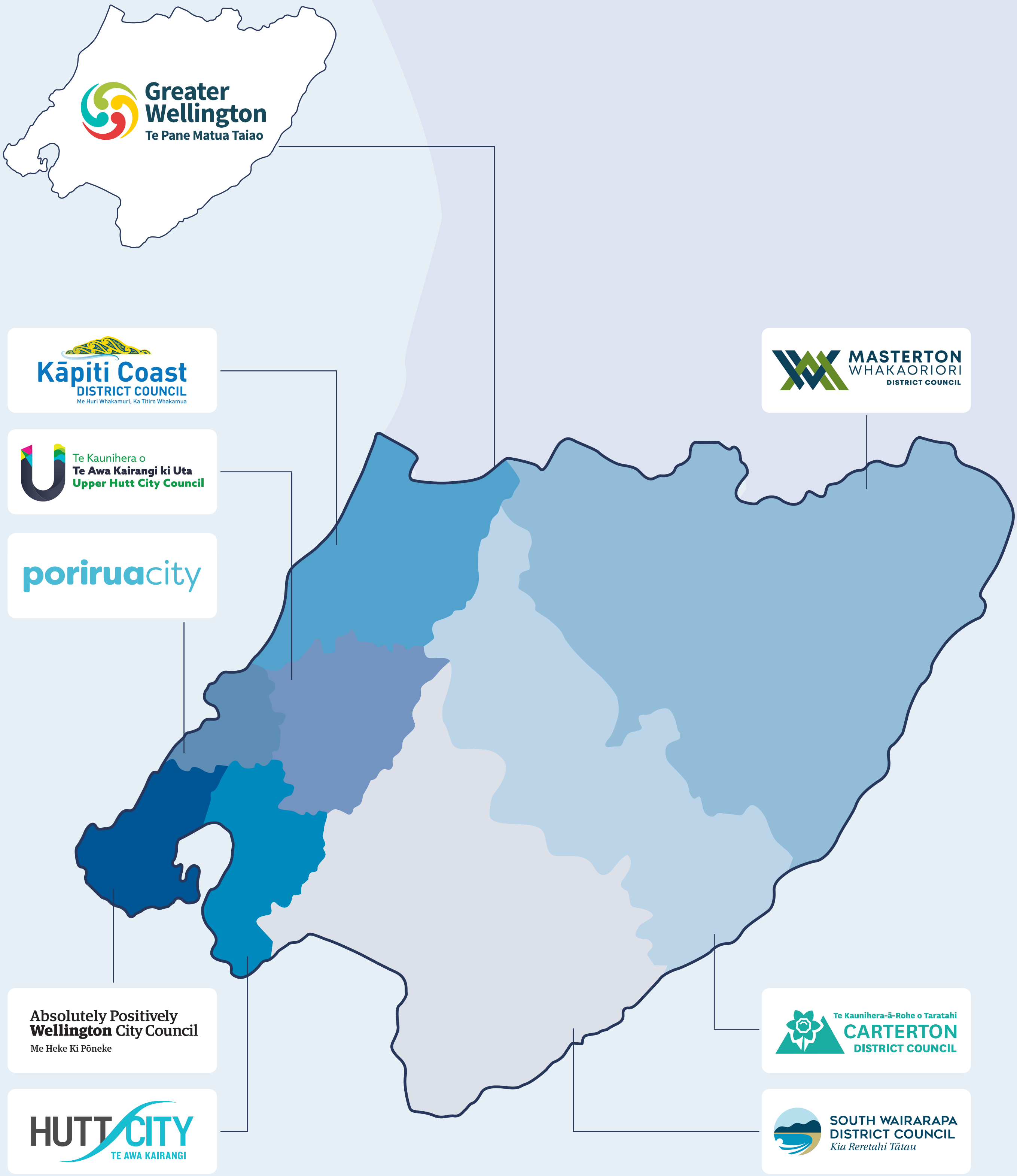
Who is WREMO? What do we do?

The Wellington Region Emergency Management Office (WREMO) is the shared emergency management agency for the nine councils of the Wellington region. Established to create a coordinated, region-wide approach, WREMO works alongside councils, iwi, government agencies, emergency services, community groups, businesses, and volunteers to strengthen our region's ability to reduce risk, prepare for, respond to, and recover from emergencies.

Our role is to coordinate and support the delivery of consistent, high-quality emergency management services across the region – making sure that when a disaster happens, local systems, people, and communities can work together seamlessly and effectively.

We focus on building community resilience, ensuring regional interoperability (so that systems, plans, and teams work together smoothly), and providing the technical expertise, leadership, and coordination needed for both local and region-wide emergencies.

WREMO's work spans everything from developing emergency plans and maintaining critical response systems, to strengthening community preparedness, supporting local marae and iwi, delivering public education, coordinating training for emergency personnel, and leading recovery efforts after events.



This plan outlines the work WREMO does on behalf of the nine councils. WREMO is an organisation that is a part of the wider CDEM Group, and its work aligns with the CDEM Group Strategy and Group Plans.

Services we deliver

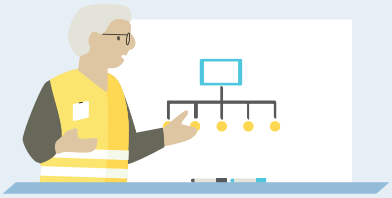
WREMO's work is organised into nine key service areas that together make up the full picture of how we strengthen emergency management across the Wellington region.

These nine key services help break down a complex system into focused areas of delivery, allowing councils, partners, and the public to clearly understand what WREMO does, why it matters, and how each part contributes to keeping our region safe and resilient.

Each service represents a vital part of the system – from maintaining critical response capabilities and supporting local communities, to ensuring robust governance, improving technical expertise, and advancing regional risk reduction. Together, they ensure WREMO delivers consistent, coordinated, and high-quality emergency management services, giving councils confidence that their investment is making a meaningful difference for the region.

24/7 Duty Response

Maintains a reliable, round-the-clock coordination system to ensure the region has rapid, professional emergency management support when incidents arise.



Workforce Development

Facilitates and coordinates training opportunities, exercises, and support systems to help build the capacity and confidence of the region's emergency management workforce.

Partnerships and Relationships

Strengthens connections between councils, iwi, agencies, and communities by fostering collaborative relationships, shared initiatives, and collective approaches to emergency management.

Community Resilience

Provides communities with practical tools, information, and support to help them prepare, self-organise, and recover more effectively when emergencies occur.

Systems, Tools, and Facilities

Manages and maintains the essential systems, tools, and facilities that underpin emergency management operations across the region.

Stewardship of Emergency Management

Supports regional governance and alignment by providing clear leadership advice, reporting, and coordination, helping councils steer the region's emergency management efforts effectively.

Technical Expertise

Delivers specialist advice and technical support to councils and partners to strengthen hazard-based response and recovery planning, emergency management practices, and operational decision-making.

Risk and Assurance

Identifies and monitors regional risks and leads assurance processes to help councils and partners improve our collective readiness, and continuous system improvements.

Emergency Planning

Leads the development, coordination, and review of emergency plans to ensure they are current, well-aligned, and actionable for local and regional needs.

What is WREMO working on and why?

WREMO's work programme is informed by a range of key strategic documents:

- The Civil Defence Emergency Management (CDEM) Act 2002
- The National Disaster Resilience Strategy
- The Wellington CDEM Group Plan
- The Wellington CDEM Group 10-year Strategy 2025–2030

Additionally, insights from a number of recent Assurance activities have been drawn on alongside consultation with the Local Government Emergency Management Collective (LGEMC) to generate this Annual Plan. These Assurance activities include:

- The regional Community Preparedness Survey
- Council Capability Assessments
- Exercise Evaluations
- Recent After-Action Reviews from around the region and country
- The Wellington CDEM Group Environmental Scan 2025

Critical factors that were considered in the development of this Annual Plan include:

! Increasing levels of exposure to hazards and risks. We are anticipating the potential for high levels of operational tempo locally and regionally and significant demands on the emergency management system should Wellington be impacted by a significant event this year.

! "Our level of individual and household preparedness for emergencies (including preparedness for our animals) is not as high as it should be, given our risks." (National Disaster Resilience Strategy, 2019)

! While the region's emergency management system continues to improve, and we are well placed to manage minor local level short duration events, a number of critical capability and capacity risks remain. These risks need to be addressed to improve the ability of the system to respond to more complex, extended and region wide threats.

Some key focus areas for this coming year are (to address some key concerns):

Increased operational capability and capacity
Responds to capability and capacity risks by enhancing the organisation's technical and strategic ability to support councils and improve regional resilience. Supports alignment with council planning processes and enables additional staff capability.

Group Plan implementation
Aligns with the legal requirement under the CDEM Act and provides an updated foundation to guide system-wide planning based on the Wellington CDEM Group Strategy.

Governance engagements
Addresses information gaps and ensures collective strategic direction-setting. Reinforces trust and transparency with councils and partners.

Training and Exercise Programme
Directly targets workforce readiness gaps by strengthening coordination to enhancing skills across functions. Helps to address concerns raised about lack of capacity to manage widespread or prolonged events.

Community resilience activities
Responds to the low levels of household preparedness highlighted in the Wellington CDEM Group Strategy and regional survey data. Supports consistent messaging, local self-organisation, and delivery of the Community Emergency Hub model.

Systems and tools
Supports critical operational readiness and business continuity by maintaining the functionality and resilience of platforms, communication systems, and coordination tools. Addresses potential system and technology failures and ensures readiness during high-tempo or multi-region events.

WREMO's organisational priorities

To enable the successful delivery of the Annual Plan, WREMO applies a set of key organisational priorities that guide how we focus our efforts and resources.

1

Capable Workforce
A highly capable and supported workforce with the skills, leadership, and wellbeing needed to deliver effective emergency management outcomes for the Wellington region.

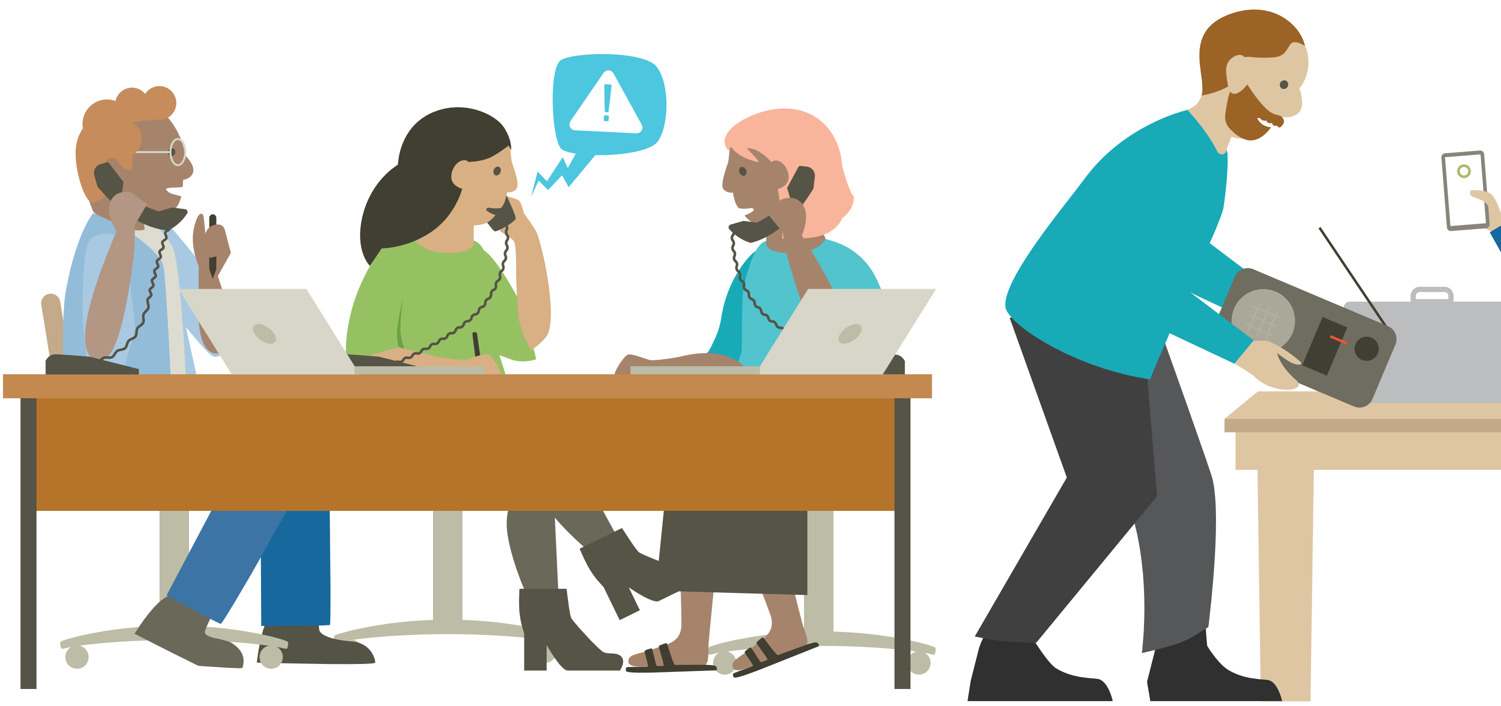
2

Trusted partnerships
WREMO maintains trusted partnerships that strengthen regional coordination and collective emergency management capability.

3

Critical Systems
WREMO's systems and tools are reliable, connected, and accessible, enabling effective communication, coordination, and decision-making during emergencies.

Together, these organisational priorities help WREMO deliver on its commitments to councils and communities and maintain a robust, reliable system across the Wellington region.



Priorities – including how we prioritise

WREMO uses the MoSCoW prioritisation approach – **Must, Should, Could, and Won't (at this time)** – to guide how it plans and delivers work across the region.

- **Must-do activities** are the critical tasks that are essential to keeping the emergency management system operating effectively. These are the non-negotiable pieces of work that ensure the region is ready to respond when an emergency strikes.
- **Should-do activities** are important enhancements or services – work that strengthens the system, improves capabilities, or adds resilience, that can be deferred temporarily if immediate operational needs arise.
- **Could-do activities** are valuable improvements, innovations or additional services that are not essential for core system operation but, when resources allow, can add meaningful value to the region's overall readiness and resilience.
- **Won't-do activities** are activities that are not a priority for this year, due to sequencing or prioritisation. These activities have been logged as potential future areas of work.

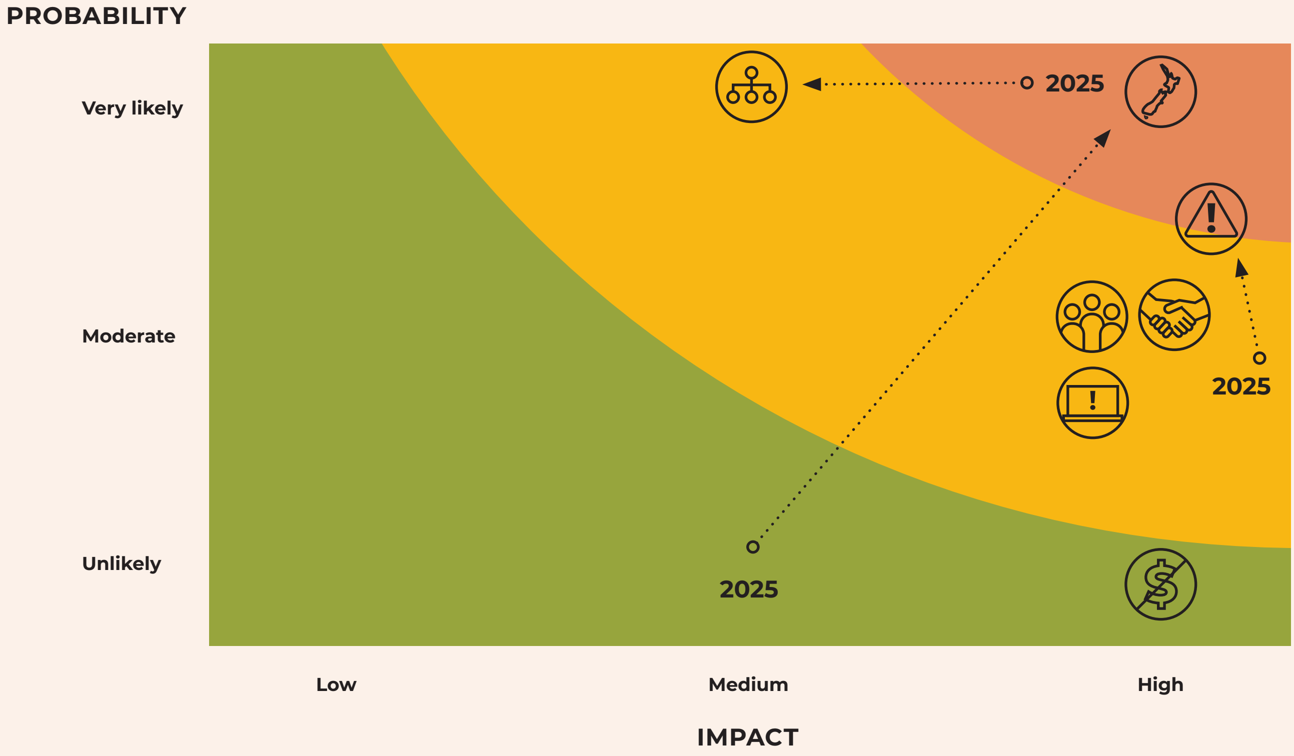
By applying this prioritisation approach, WREMO ensures that when resources are stretched – such as during major responses or competing demands – the most critical functions are protected, and councils can have confidence that their investment is focused on what matters most.

Risk register

The following table outlines the key organisational risks that may affect WREMO's ability to deliver this Annual Plan. These risks will be actively monitored throughout the year, and mitigation actions will be put in place if a risk materialises or becomes very likely.

Compared to 2025, we are anticpating a significant change to external shocks, political and policy changes due to local government reforms. These reforms could impact on how local government delivers CDEM both locally and regionally. Sustained operational demands is also expected to increase as we are experiencing more events (particulalry severe weather) more often.

Risk heatmap



RISK CATEGORY	DESCRIPTION	POTENTIAL IMPACT	MITIGATION ACTIONS
External shocks, political and policy changes	Local government and national reforms, legal changes, or new mandates reshape WREMO's focus and divert capacity from current plans.	Shifting priorities, new compliance burdens, or misalignment between WREMO and council expectations.	Monitor external policy shifts, engage in national working groups, and maintain adaptable planning frameworks.

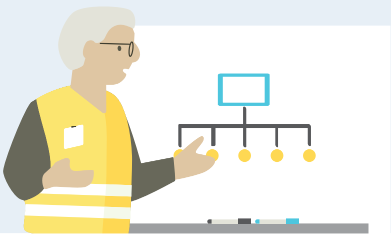
RISK CATEGORY	DESCRIPTION	POTENTIAL IMPACT	MITIGATION ACTIONS
Sustained operational demands	Major or long-duration emergencies or threats divert resources away from Annual Plan activities and improvements.	Postponement or cancellation of non-critical projects, staff burnout, reduced system improvements.	Apply MoSCoW prioritisation, ensure surge capacity plans, and maintain clear deferral protocols.
Organisational change	WREMO will continue to embed significant organisational change, with the adjustments to roles, teams, and processes.	Disruption to workflows, while building team cohesion, and stress or uncertainty while adjustments are implemented and operationalised.	Provide regular updates to staff and councils; ensure adequate induction processes; invest in team building and monitor staff wellbeing and support.
Staffing capability, capacity and retention	Limited capacity (staff), turnover, reduce WREMO's ability to deliver critical functions or planned work.	Delays in deliverables, loss of key institutional knowledge, reduced service quality or response capability.	Maintain workforce planning, cross-train staff, implement retention strategies, and prioritise critical roles.
Partnership or stakeholder challenges	Breakdowns or tensions in key partnerships weaken regional coordination and slow shared project delivery.	Reduced trust, less collaboration, or duplicative/ uncoordinated efforts across the region.	Invest in regular relationship management, clarify roles, share and collaborate on work programmes and maintain active governance engagement.
System or technology failures	Failures or disruptions in IT systems, platforms, or communications tools impair emergency management functions.	Inability to coordinate or communicate effectively during emergencies or routine operations.	Conduct regular system checks, ensure redundancies, and strengthen cybersecurity.
Funding constraints	Changes to council funding or unexpected costs force reprioritisation, reducing delivery on planned commitments.	Scaled-back activities, delayed enhancements, or inability to meet all council expectations.	Engage councils early on funding risks, maintain transparent budgeting, and build contingency planning.

High level success measures – metrics

A set of high-level metrics has been developed for each of the service areas. These metrics will help track and demonstrate the overall performance of the services delivered by WREMO and will be reported on annually.

SERVICE	WHAT DOES SUCCESS LOOK LIKE?	MEASURES	2026 RESULTS (OUT OF 5.0)
Partnerships and Relationships 	Develops and maintains trusted partnerships with councils, agencies iwi, marae, and communities to deliver aligned and coordinated comprehensive emergency management.	Satisfaction Survey measuring:	
		• Mutually benefical partnership	4.2
		• Collaboration with WREMO	3.5
		• Confidence to work together in an emergency	4.1
		• Overall satisfaction with relationship/partnership	3.6
Stewardship of Emergency Management 	Provides strong, transparent leadership that promotes coordinated governance, regional alignment, and continuous improvement across emergency management.	Satisfaction Survey measuring:	
		• Proving quality information to support goverance	3.6
		• Effective engagement with governance	3.3
		• Accountable for outcomes and delivery	3.6

SERVICE	WHAT DOES SUCCESS LOOK LIKE?	MEASURES	2026 RESULTS (OUT OF 5.0)
Workforce Development	Designs and delivers high quality professional development activities to support the region's emergency management workforce.	Number of professional development opportunities delivered (capacity provided). Satisfaction Survey measuring: • Overall average participant feedback • Confidence of participants to implement training	• 93 courses offered with 1300 attendees. 8.55/10 Avg. increasein confidence from 4.6/10 to 8.0/10 (post training)
Community Resilience	Empowers communities with the knowledge, tools, and networks they need to prepare for, respond to, and recover from emergencies.	Satisfaction Survey measuring: • Confidence to develop and implement BCPs in ARC, Schools, and education facilities Biennial community survey measuring: • Communities know where their Hub is • Competed Annual campaign	*To be measured from 1 July 2026. 52% in 2025, Up from 43% in 2023 Long Strong Get Gone - May 2026



SERVICE	WHAT DOES SUCCESS LOOK LIKE?	MEASURES	2026 RESULTS (OUT OF 5.0)
24/7 Duty Response 	Delivers reliable, professional 24/7 initial response, warning and activation capability for the Wellington CDEM Group.	Operable and capable 24/7 Duty Team with minimum staffing levels. Duty Team to Initiate a response to warnings within 15 minutes. Maintain trained cohort of staff to deliver Emergency Mobile Alerts.	Met - 100% Met - 100% 7 trained staff in cohort
Risk and Assurance 	Provides regular and meaningful information about the emergency management system's performance and risk.	Exercise evaluations (annually). Overall system performance reporting. After Action Reviews (as applicable).	1 (regioanlly) Currently in development 20 completed
Technical Expertise 	Provides expert advice, technical support, and specialised capability to enhance hazard-based response and recovery planning, preparedness, and emergency coordination.	Emergency Management Advisors are capable and available to support councils in response and recovery. Key Group appointments are held by WREMO staff. Satisfaction Survey measuring: • Technical expertise received from WREMO has improved council capability	Met - 100% Met - 100% 4.1

SERVICE	WHAT DOES SUCCESS LOOK LIKE?	MEASURES	2026 RESULTS (OUT OF 5.0)
Systems, Tools, and Facilities 	Maintains and improves the operational backbone – the critical systems, tools, and facilities needed to support seamless emergency management.	Maintain 99.9% system uptime per year for WREM.NZ	Met - 99.9%
		Maintain 99.9% system uptime for the WREMO.NZ website, with annual stress tests.	Met - 99.9%
		PACE communications systems are in place and operational.	Met - 100%
Emergency Planning 	Develops and reviews regional plans, and support local plans for both operational and community planning.	Core plans are tested and updated (either Wellington Region Earthquake Response Plan or Orange Zone Tsunami Evacuation Response Plan) annually.	Tsunami Evacuation Plan tested and updated.
		Test and review Group Recovery Operations Guide annually.	Reviewed in 2025/2026 FY.
		All Community Emergency Hub Plans are updated every 36 months.	95%

Budget

Our budget for the 2026–2027 year is $6,655.93 ($000).

This is made up of funding from the nine councils $6,067.93 ($000) and $588.00 ($000) from reserve. The reserve funding is to cover the costs of a number of fixed-term roles, to ensure we could recruit the full compliment of the regional capabilities for the remainder of this Long-Term Plan cycle (30 June 2027) and the provision of additional support to Upper Hutt City.

How do we use this funding?

WREMO FULL YEAR BUDGET	BUDGET $000	PERCENT %
Rates & Levies	1,985.43	33%
External Revenue	4,082.50	66%
TOTAL INCOME	**6,067.93**	
less:		
Personnel Costs	5,357.69	80%
ICT and Communications	325.00	5%
Office and Property	598.24	9%
Travel and Transport	10.00	<1%
Contractor and Consultants	175.00	3%
Total Direct Expenditure	**6,465.93**	
Corporate Overhead Costs	190.00	3%
TOTAL EXPENDITURE	**6,655.93**	
OPERATING SURPLUS/(DEFICIT)	**(588.00)**	
NET FUNDING BEFORE DEBT & RESERVE MOVEMENTS	**(588.00)**	
Reserve Investments Transfer Out	588.00	
NET FUNDING SURPLUS (DEFICIT)	**–**	

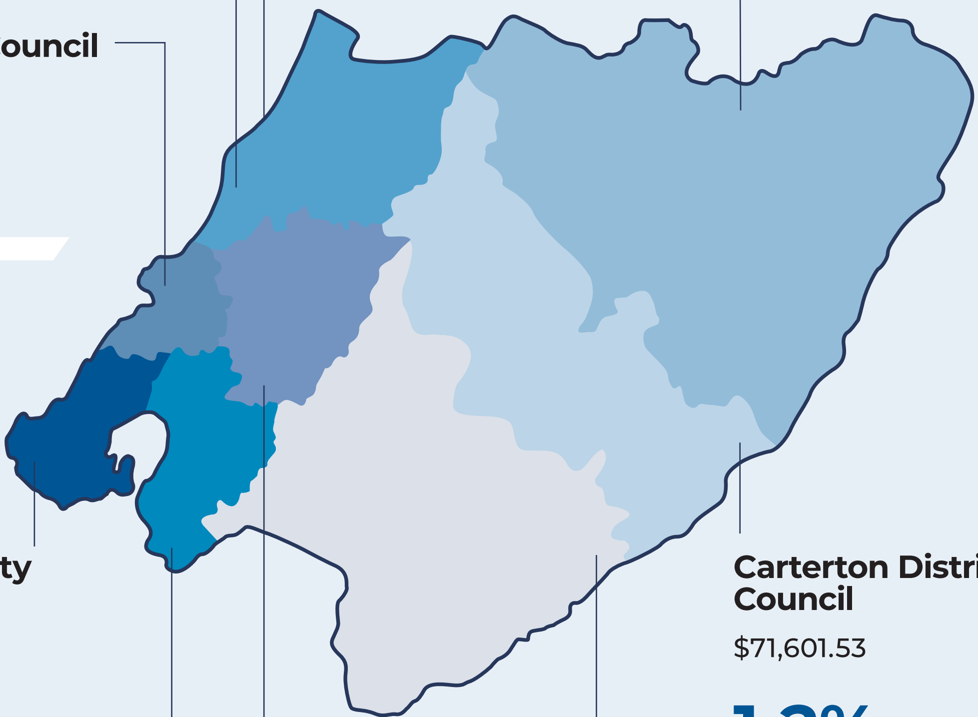
Who funds what?

Kāpiti Coast District Council
$425,361.31
7.1%

Greater Wellington
$1,985,425.39
32.7%

Masterton District Council
$202,061.94
3.3%

Porirua City Council
$447,812.94
7.4%



Wellington City Council
$1,654,116.63
27.3%

Carterton District Council
$71,601.53
1.2%

Lower Hutt City Council
$850,723.23
14.0%

Upper Hutt City Council
$348,298.95
5.7%

South Wairarapa District Council
$85,523.79
1.3%

We currently have $1.763 million in reserve.*

* Some of this reserve is being held to fund some of the regional capabilities and for deferred projects. How the remainder is spent will be based on approval by the Chief Executives of the nine Councils.

How we work with our partners

WREMO's primary relationship is with the nine councils of the Wellington region, who fund and oversee its work to ensure a consistent, coordinated, and effective regional approach to emergency management. Councils are at the centre of this system, working closely with WREMO to align local needs with regional priorities and ensure communities are ready, capable, and supported before, during, and after emergencies.

Alongside this core council partnership, WREMO works with a broad range of other agencies – including emergency services, lifeline utilities, government departments, NGOs, and volunteer groups – to strengthen the collective ability to reduce risk, respond effectively, and recover quickly from disasters.

WREMO is also committed to building stronger connections with mana whenua and Māori, recognising the important roles iwi and marae play in supporting their communities during emergencies and the value of integrating Te Ao Māori perspectives over time.

Together, these relationships allow WREMO to deliver joined-up, region-wide emergency management services that bring consistency, interoperability, and shared purpose across all partners – with councils always at the core.

Who has oversight of WREMO?

Oversight and the approval of WREMO's annual work programme is provided by the chief executives of the nine councils. The implementation of WREMO's work programme and day-to-day engagement is delivered through the Local Government Emergency Management Collective (LGEMC), which includes emergency management representatives from each of the nine councils.

Progress on WREMO's service delivery will be monitored in a number of ways:

1. **Quarterly reporting to councils on progress against the agreed outputs in this Annual Plan**
2. **Regular reporting to the region's Coordinating Executive Group (CEG) and CDEM Joint Committee on progress against the Group's Strategic Objectives as part of the wider CDEM Group**
3. **Biennial survey of 2000 people in the Wellington Region to determine preparedness levels over time**
4. **Annual Satisfaction Survey with relevant stakeholders and partners**
5. **External monitoring and evaluation by the National Emergency Management Agency (NEMA)**

Breakdown by service

Partnerships and Relationships

WHAT WE DO	WHAT WE ARE DOING IN 2026/2027	HOW WE MEASURE SUCCESS
Build and maintain strong relationships with response and recovery partners to enhance multi-agency collaboration and coordination during emergencies.	• Collaborating with a vast number of partners and stakeholders across all (CDEM) areas. • Engaging with technical experts to support CDEM activities.	• Reporting on the collaboration activities across all three WREMO teams. • Utilisation of technical experts to enhance CDEM activities.
Strengthen partnerships with iwi and local marae to enhance collaboration.	• Strengthening strategic relationships with mana whenua and iwi. • Building trusted relationship with local iwi and marae. • Increased collaboration with Council Māori relationship teams.	• Mana whenua and iwi feel valued and are engaged in CDEM governance. • Scheduled, meaningful engagement and partnerships with Council Māori relationship Teams and local marae.
Build strong relationships to enhance community resilience and emergency preparedness across our region.	• Fostering aligned and trusted partnerships with councils through consistent engagement.	• Council and WREMO collaboration projects developed and delivered.

Stewardship of Emergency Management

WHAT WE DO	WHAT WE ARE DOING IN 2026/2027	HOW WE MEASURE SUCCESS
Strengthen governance relationships to ensure cohesive leadership and align the strategic direction of emergency management.	• Regularly engaging with both WREMO and CDEM Group governance. • Improving engagement with governance during events.	• Scheduled engagement with WREMO and CDEM Group Governance. • Alignment of CDEM Group governance meetings with strategic goals. • Strategic engagement and communications with governance during response.
Develop, maintain, and implement strategic plans and governance frameworks that drive regional priorities and guide operational delivery.	• Developing and implementing the WREMO Annual Plan and reporting quarterly on progress. • Facilitating the Implementation of the CDEM Group Plan. • Administering and facilitating governance meetings.	• Approval of WREMO Annual Plan. • WREMO Quarterly Reports. • Governance meetings scheduled and appropriately administered.
Strengthen relationships and influence sector outcomes through active participation and advocacy.	• Represent our region's interests though engagement with NEMA and CDEM Minister. • Representing WREMO and the wider CDEM Group across a number of national, regional and local groups. • Providing submissions on relevant legislation or plans.	• Reporting on representation at national, regional and local levels. • Documented submissions on legislation or plans.

WHAT WE DO	WHAT WE ARE DOING IN 2026/2027	HOW WE MEASURE SUCCESS
Provide transparent reporting and communication to maintain accountability and trust.	• Quarterly reporting on WREMO's Annual Plan progress. • Contributing to the CDEM Group reporting.	• WREMO Quarterly Reports. • WREMO data is represented in CDEM Group reporting.
Promote organisational excellence and foster a supportive, healthy workplace and deliver quality service.	• Scheduling regular meetings across the organisation for HSW. • Ensuring WREMO operates within relevant policies, procedures and best practices.	• WREMO HSW Team meets quarterly. • Met requirements of relevant GW operating policies.

Workforce Development

WHAT WE DO	WHAT WE ARE DOING IN 2026/2027	HOW WE MEASURE SUCCESS
Enhance the skills and capabilities of personnel and volunteers through targeted training, professional development, and collaboration with councils, partners, and communities.	• Strengthening WREMO staff spokesperson (media) skills. • Delivering the Group Training and Exercise Plan. • Strengthen WREMO's cultural capability and understanding of Te Ao Māori.	• Increased capability and capacity for media engagement. • Training delivery reporting. • Increased confidence and demonstrated cultural capability.
Provide and manage access to professional development opportunities through a centrally managed platform.	• Maintaining a training coordination tool.	• Current record of learning for CDEM staff across the region. • Training content is available to view online.
Provide support to NZ Response Teams (NZRTs) by administering available funding and facilitating opportunities for collaborative training and exercises.	• Coordinating the NZRTs quarterly training and ongoing accreditation. • Administering the National CDEM Training Fund.	• NZRT quarterly training. • NZRTs retain accreditation. • National CDEM Training Fund fully utilised.

Community Resilience

WHAT WE DO	WHAT WE ARE DOING IN 2026/2027	HOW WE MEASURE SUCCESS
Develop and promote public education content to enable consistent messaging across the region.	• Annual Public Education Campaign.	• Implementation of Annual Campaign.
Lead and deliver education programmes that build risk awareness and support households, businesses, and communities to minimise the impacts of an emergency.	• Delivering community preparedness and education programmes • Develop short digital modules for Households and businesses. • Conduct the Long Walk Home in 2027.	• Deliver the agreed number of programmes across the region. • A series of modules developed and available to communities. • Completion of the Long Walk Home Event in 2027.
Co-design culturally grounded, accessible preparedness tools and engagements across the region.	• Developing Marae and Pacific Church Planning Templates. • Implement Disability Inclusive Emergency Preparedness (P-CEP model).	• Delivery of Templates. • Reporting on the P-CEP pilot.
Lead and maintain the Community Emergency Hub model and initiatives to support communities to respond and assist one another during an emergency.	• Delivering the Community Emergency Hubs Programme. • Developing HUB-TO-EOC communications options analysis.	• Deliver the agreed number of Community Emergency Hub audits. • Deliver the agreed number of Community Emergency Hub practices. • Completed analysis identifying communication options.

24/7 Duty Response

WHAT WE DO	WHAT WE ARE DOING IN 2026/2027	HOW WE MEASURE SUCCESS
Lead and provide initial emergency management information and warnings.	• Maintaining capability and capacity to issue Emergency Mobile Alerts.	• EMA capability included for all Duty Teams. • Reporting of Emergency Mobile Alerts issued in the region (as required). • Maintenance of Emergency Mobile Alert templates.
Maintain a fully operational 24/7 Duty System that provides immediate, coordinated response to all regional emergencies.	• Operating a 24/7 Duty Team. • Maintaining capability and capacity of WREMO staff to fulfill Duty Team roles. • Activating initial response actions as required. • Regularly reviewing Duty Team Standard Operating Procedures. • Coordinating with partners to manage the impacts of events.	• 24/7 Duty Team in place at all times. • Pool of capable WREMO staff to perform Duty Team roles. • Reporting on initial response actions (as required). • Standard Operating Procedures are up to date. • Report on Initiation of the Regional Coordination Call and associated actions (as required).

Emergency Planning

WHAT WE DO	WHAT WE ARE DOING IN 2026/2027	HOW WE MEASURE SUCCESS
Develop, adapt, and maintain aligned operational plans to support effective coordination across all levels of emergency management.	• Testing and updating one of the core response plans. • Support the enhancement of the flood forecasting and warning systems. • Reviewing the Group Welfare Plan 2027–2032. • Development of a regional Emergency Supply Chain Strategy. • Supporting councils to further enhance Local Emergency Response Plans.	• Wellington Region Emergency Response Plan is updated. • The Severe Weather Technical Advisory Group is operating as part of the flood forecasting capability. • 2027–2032 Group Welfare Plan is approved. • Approval of the regional Emergency Supply Chain Strategy identifying a multi-year work programme. • Councils have effective Local Emergency Response Plans in place.
Strengthen recovery capability to support a coordinated transition from response to recovery and enhance councils' ability to meet legislative and strategic expectations.	• Delivering a structured recovery training programme. • Supporting councils to develop, review and strengthen Pre-Disaster Recovery Plans (PDRPs). • Improving recovery dashboards , assessment tools and systems. • Embedding recovery consideration into exercises, EOC/ECC planning and governance reporting. • Strengthening coordination framework for transition to recovery.	• Recovery Managers are participating in training to increase capability and capacity to deliver recovery outcomes. • Increased PDRP maturity and consistency across the region. • Exercise objectives include recovery. • Smoother transitions during events (when they occur)

Technical Expertise

WHAT WE DO	WHAT WE ARE DOING IN 2026/2027	HOW WE MEASURE SUCCESS
Enable and support the deployments of staff locally, regionally, and nationally.	• Facilitating deployments locally, regionally and nationally. • Providing trained staff to support local and or regional response operations. • Providing WREMO staff to fill key Group appointments.	• Successful deployment of staff (as required). • Councils are supported with WREMO staff in a response and recovery. • WREMO staff hold key Group appointments - Group Controller, Group Recovery Manager and, Group Welfare Manager.
Deliver consistent, accessible public communications across business-as-usual, response and recovery to keep communities informed and supported.	• Developing and delivering public messaging across multiple channels. • Collaborating with councils and partners to coordinate and support messaging.	• Maintain the WREMO website. • Utilisation of multiple channels. • Demonstrated sharing of content across multiple councils and partners (as required).
Provide technical advice and support to enhance hazard-specific planning, preparedness, and alignment with national emergency management initiatives.	• Providing technical advice and support to councils, partners and communities. • Contributing to national working groups.	• Representation on the National Tsunami Working Group and the Severe Weather Technical Advisory Group.
Ensure all CIMS Function specific resources remain updated and consistent to promote greater interoperability and best practice.	• Assessment of current function SOPs, templates and other materials through activations and exercises. • Review and update identified SOPs and role cards.	• Improved CIMS function-specific tools, systems and processes. • Enhanced CIMS function-specific support to councils.

Risk and Assurance

WHAT WE DO	WHAT WE ARE DOING IN 2026/2027	HOW WE MEASURE SUCCESS
Deliver a regional Continuous Improvement and Assurance (CIA) function that enables the identification, assessment, and management of emergency management risks across the system.	• Manage the core activities set out in the Regional Continuous Improvement and Assurance Framework. • Delivering core assurance services to assess and track system maturity. • Develop a "Most Likely Plus" scenario to inform decision making.	• Exercise Evaluation Reports. • After Action Review (as required). • System performance reporting. • A "Most Likely Plus" scenario based on a severe weather event is developed and shared across partners.
Coordinate and support hazard and risk research.	• Facilitating hazards research initiatives as agreed with councils and partners. • Undertake the Community Preparedness Survey	• Participation in the It's Our Fault programme. • Report on the Community Preparedness Survey results.
Provide clear, accessible, and engaging public hazard information through digital tools and targeted communications.	• Maintaining WREMO's website for accurate, accessible hazard information and tools.	• Website is up to date.

Systems, Tools and Facilities

WHAT WE DO	WHAT WE ARE DOING IN 2026/2027	HOW WE MEASURE SUCCESS
Provide and maintain reliable communication tools and platforms.	• Maintaining a robust emergency (duty) notification system. • Providing opportunity for councils to utilise emergency (duty) notification system for own use.	• Fact24 System is operational according to SLA. • Councils are on-boarded and supported with Fact24 (if required).
Support the maintenance and readiness of response and recovery facilities with a focus on improving functionality and readiness for use during emergencies.	• Supporting councils to review and maintain coordination centres. • Maintaining regionally consistent processes and procedures. • Providing support to councils regarding the operation of Emergency Assistance Centres (EACs).	• Conduct bi-monthly readiness checks of Regional ECC and six local EOCs. • Processes and procedures are communicated and up to date. • Councils are supported in the identification and operation of EACs.
Maintain and manage the Group's operating platforms and systems to support effective coordination, collaboration, and ongoing functionality.	• Maintaining WREM.NZ to enable collaboration across all partners. • Maintaining the Key Regional Platforms. • Refine Intelligence Collection Plan and Requests. • Enhance regional PACE Communications Plan through addition of UHF digital network.	• WREM.NZ is operational in accordance with SharePoint SLA. • Regional Needs Assessment is operating and enhanced as agreed. • G-COP is operating and enhanced as agreed. • Mechanisms for information collection is streamlined. • UHF Network is operational in all EOCs and the ECC.

WHAT WE DO	WHAT WE ARE DOING IN 2026/2027	HOW WE MEASURE SUCCESS
Maintain WREMO's critical systems and equipment, incorporating redundancies to support continuous functionality and availability across business-as-usual and emergencies.	• Maintaining WREMO staff equipment for functionality in both BAU and in an emergency. • Maintaining WREMO SharePoint for functionality and collaboration.	• WREMO managed equipment (e.g. Starlink) is maintained and operational. • WREMO equipment is tested and replaced as required. • WREMO SharePoint is operational according to SharePoint SLA.

wremo.nz