

Wellington Region Civil Defence Emergency Management Group

Business Plan 1 July 2013 - 30 June 2016



Wellington Region Emergency Management Group Business Plan

1 July 2013
Version 1.2 FINAL

Authority

This Business Plan has been developed by the Wellington Region Emergency Management Group and was approved by the Wellington Region CDEM Group Coordinating Executive Group (CEG).

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

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Foreword



This Business Plan is the second document in our Civil Defence Emergency Management (CDEM) family of plans. Whereas the Group Plan provided the strategic direction – the What and Why; this document provides the How, Where and When.

The Business Plan is complemented by companion documents such as the Community Resilience Strategy and these together provide direction for the WREMO Annual Plan as well as the operational plans of our CDEM partners (Councils, Lifeline and Welfare organisations, DHBs, plus Emergency Services).

To be effective, Emergency Management must be holistic in nature, systematic in approach and integrate the collective responsibilities of participating organisations, such that the outcome is greater than the sum of the component contributions.

This Business Plan is a three year functional document promoting those actions required of all key CDEM participants in order to achieve our Group goals. It is intended that progress against these objectives be managed by the Coordinating Executive Group (CEG).

A handwritten signature in black ink, appearing to read 'Pat Dougherty'. The signature is stylized with a large 'P' and 'D'.

Pat Dougherty
Chair, Wellington Region Coordinating Executive Group (CEG).

Introduction

The Wellington Region Civil Defence Emergency Management (CDEM) Group Business Plan 2013-2016 (Business Plan) sets out the general Group work programme across each of the 4Rs.

The work programme has been derived directly from the Wellington Region CDEM Group Plan 2013-2018 (Group Plan). The resulting Business Plan has been developed as an implementation plan to assist the Group to achieve the strategic objectives and goals outlined in the Group Plan.

Vision and goals

The work programme included in the Business Plan will contribute to both the Group vision and goals.

Vision:

“A resilient community, ready and capable”

Strategic goals:

1. **Our communities are prepared, empowered, connected and able to respond to and recover from an emergency;**
2. **CDEM activities are integrated and coordinated across each of the 4 Rs;**
3. **Risk management is conducted collaboratively across the region;**
4. **A flexible and principle based approach is applied to recovery.**

Work programme

The Group work programme identified key areas of activity to be completed over the next three years across each of the 4Rs.

Each project listed in the work programme relates to a strategic objective which in turn is linked to a goal forming part of the Group Plan.

It is important to note that whilst a particular group sector is given overall responsibility for the completion of a project, it is expected that

all agencies contribute as required to ensure the activities completed are integrated, complementary and of the highest quality.

Appendix 1 shows the work programme for each of the group sectors.

Reporting

Progress with the work programme will be reported to the Coordinating Executive Group (CEG) and CDEM Group Joint Committee. Each group sector is represented on the CEG (Local Authorities (including WREMO), welfare, lifeline utilities and emergency services). Each of the partner representatives on the CEG will be responsible for providing information and updates on their respective projects included on the work programme.

A formal report on the progress of the work programme will be completed every six months. This report will detail current status of each project, including any barriers or issues that need to be addressed to ensure completion.

Review

The Business Plan will be reviewed every year to ensure work is being actioned in a timely manner, outcomes are coordinated, and to determine those additional projects that may be added. A full formal review will occur during year three.



Reduction

Reduction is the process of identifying and analysing long-term risk to human life and property from hazards, taking steps to eliminate if practicable, and if not, reducing the magnitude of their impact and likelihood of occurring.

This section shows how the Wellington CDEM Group will work together to actively reduce the region's risk from hazards over the next three years.

Strategic goals

The reduction section will primarily contribute to the following strategic goal:

Risk management is conducted collaboratively across the region.

Key activities

The following key activities will be completed over the next three years:

- establish the Wellington Regional Planning Managers Group;
- develop Natural Hazards Management Strategy;
- develop risk registers across the region;
- ensure actions are consistent with the Regional Policy Statement;
- translate scientific risk information;
- ensure reduction measures are included in risk communication;
- incorporate recommendations of lifelines assessment reports.

Reduction work programme activities

Strategic goal	Objective	Deliverable	Responsibility	Year
Strategic Goal #3: Risk management is conducted collaboratively across the region	(1.1) To adopt a common and integrated approach to hazard management	(1.1.1) Establish Wellington Regional Planning Managers' Group	Planners	1
		(1.1.2) Develop risk registers in each of the operating areas (Wellington, Hutt Valley, Porirua, Kapiti Coast and the Wairarapa)	WREMO	1 2 3
		1.1.2a - Develop Risk Register template	WREMO	1
		1.1.2b - Determine project schedule	WREMO	1
		1.1.2c - Develop Risk Registers as per schedule	WREMO	2 3
	(1.2) To effectively communicate risks to the community and partners	(1.1.3) Ensure actions are consistent with RPS objectives and policies.	Planners	1 2 3
		1.1.3a - Include 1.1.3 in the development of a Regional Natural Hazards Management Strategy	Planners	2
		(1.2.1) Include reduction measures in the It's Easy booklet	WREMO	1
		(1.2.2) Translate scientific risk information so it is suitable for the end-user	WREMO	1
		1.2.2a - Explore and determine end-user requirements with recommendations for utilising scientific information across the Group	WREMO	1
		(1.2.3) Ensure reduction measures are included when communicating risk to the end-user	Planners	1 2 3
		1.2.3a - Include 1.2.3 in the development of a Regional Natural Hazards Management Strategy	Planners	2

	Objective	Deliverable	Responsibility	Year		
Strategic Goal #3: Risk management is conducted collaboratively across the region	(1.3) To ensure planning is based on relevant and accurate risk assessments	(1.3.1) Ensure an all hazard approach is incorporated in Councils Asset Hazard Reduction Programmes	Local Authorities	1	2	3
		(1.3.2) Develop Welfare Risk Management Framework - See 1.3.2a	Welfare		2	3
		1.3.2a - Include welfare in Risk Registers (refer to 1.1.2)	WREMO		2	3
		(1.3.3) Incorporate the recommendations of the Lifelines Assessment Reports	Lifelines	1	2	3
		1.3.3a - All recommendations are considered and investigated	Lifelines	1	2	3
		1.3.3b - Review Auckland Lifeline Group projects and determine if applicable to Wellington	Lifelines			3



		
DROP	COVER	HOLD

Readiness

The readiness section describes how the Wellington CDEM Group will work with its communities to empower and support them in their planning and preparation for an emergency.

CDEM response agencies planning in preparation for an emergency is included in the response section of this plan.

Strategic goals

The readiness section will primarily contribute to the following strategic goal:

Our communities are prepared, empowered, connected and able to respond to and recover from an emergency.

Key activities

The following key activities will be completed over the next three years:

- establish a group-wide public education group for coordination;
- implement the Community Resilience Strategy;
- determine resilience baseline and agreed metrics;
- create web based community engagement repository;
- develop community response plan template;
- promote availability of preparedness enablers;
- identify vulnerable community and develop and communicate targeted plans;
- develop network maps showing agency linkages;
- create a regional capability statement;
- expand volunteer programme;
- strengthen linkages with established volunteer groups.

Readiness work programme activities

Strategic goal	Objective	Deliverable	Responsibility	Year
Strategic Goal #1: Our communities are prepared, empowered, connected and able to respond and recover from an emergency	(2.1) To encourage community ownership of preparedness through effective communication	(2.1.1) Implement the agreed strategy defining resilience and our approach	WREMO	1 2 3
		2.1.1a - Implement programmes outlined in WREMO Community Resilience Strategy (2013)	WREMO	1 2 3
		(2.1.2) Determine our resilience baseline and agreed metrics for measurement	WREMO	1
		(2.1.3) Establish a Group Public Education Group for coordination.	WREMO	1
		2.1.3a - Ensure multi-agency representation. Specifically include representatives from emergency services, lifelines and local authority planners	WREMO	1
	(2.1) To encourage community ownership of preparedness through effective communication	(2.1.5) Create a Web based Community Engagement Repository	WREMO	1 2 3
		2.1.5a - Determine requirements and implementation plan	WREMO	1
		2.1.5b - Implement Plan (2.1.5a)	WREMO	2 3
		(2.1.6) Develop a Community Response Plan template	WREMO	1
		(2.1.7) Implement Community Response Plans	WREMO	1 2 3
(2.1) To encourage community ownership of preparedness through effective communication	(2.1) To encourage community ownership of preparedness through effective communication	2.1.7a - Develop 12 Community Response Plans across the region annually	WREMO	1 2 3
		2.1.7b - Identify communities considered to be "high priority" from hazards	WREMO	1
		2.1.7c - Prioritise the completion of Community response Plans for those communities in "high risk" areas.	WREMO	2 3
		(2.1.8) Promote the availability of preparedness enablers (e.g. Grab and Go bags, water containers)	WREMO	1 2 3

Strategic goal	Objective	Deliverable	Responsibility	Year
Strategic Goal #1: Our communities are prepared, empowered, connected and able to respond and recover from an emergency	(2.2) To identify and make provision for vulnerable communities	(2.2.1) Identify vulnerable communities and develop and communicate targeted plans	WREMO	1 2 3
		2.2.1a - Identify vulnerable communities and list in order of priority	WREMO	1
		2.2.1b - Work with identified vulnerable communities in order of priority to develop emergency plans	WREMO	2 3
		(2.2.2) Develop network maps showing linkages between organisations	WREMO	1
		2.2.2a - Develop a network map identifying linkages for welfare agencies	Welfare	1
		(2.2.3) Develop an Engagement Guide with preparedness tools	WREMO	1
		(2.3.1) Create a regional capability statement	WREMO	1 2 3
	(2.3) To build capability and capacity in the community	2.3.1a - Update Capability Statement annually	WREMO	2 3
		(2.3.2) Expand the volunteer programme across the region	WREMO	1 2 3
		2.3.2a - Complete 10 volunteer training courses annually netting a total of 300 volunteers.	WREMO	1 2 3
		2.3.2b - Review and refine the role of volunteers both in readiness and response. Specifically, identify areas for further development and develop strategy for optimisation of volunteers	WREMO	2
		2.3.2c - Implement strategy (refer to 2.3.2b)	WREMO	3

Strategic goal	Objective	Deliverable	Responsibility	Year		
				1	2	3
Strategic Goal #1: Our communities are prepared, empowered, connected and able to respond and recover from an emergency	(2.3) To build capability and capacity in the community	(2.3.3) - Ensure there is meaningful post training engagement	WREMO	1	2	3
		2.3.3a - Implement strategy (refer to 2.3.2b)	WREMO	1	2	3
		(2.3.4) Strengthen linkages with established volunteer groups (e.g. Marae, Churches and Neighbourhood Support)	WREMO	1	2	3
		2.3.4a - Local Welfare Managers to look at strengthening relationships with local community group coordinators in their areas to encourage participation in CDEM	Local Authorities/ WREMO	1	2	3





Response

Response is the period of time during an incident or emergency when action is immediately required to provide for safety, reduce loss of life, injury, illness or distress or protect property.

This section shows how the Wellington CDEM Group will work together to enhance its response capability over the next three years.

Strategic goals

The response section will primarily contribute to the following strategic goal:

CDEM activities are integrated and coordinated across each of the 4 Rs.

Key activities

The following key activities will be completed over the next three years:

- establish a Group-wide training and exercise group for coordination;
- establish Group-wide training, exercises and key competencies;
- develop Group communications strategy;
- develop capability statements and interdependency matrix;
- ensure agencies have the ability to respond to an emergency;
- ensure Lifeline Utility Coordinator role is contracted and defined;
- ensure Emergency Operation Centres (EOCs) are functional and have the capability to respond to an emergency;
- re-energise and refine working groups;
- develop monitoring and evaluation framework;
- develop and implement emergency planning processes;
- develop plans to address current gaps in capability (as required).

Response work programme activities

Strategic goal	Objective	Deliverable	Responsibility	Year
Strategic Goal #2: CDEM activities are integrated and coordinated across each of the 4 R's	(3.1) To ensure organisations (with a role in CDEM) are capable and ready to respond to an emergency	(3.1.1) Establish a Group-wide Training and Exercises Group for coordination	WREMO	1
		3.1.1a - Ensure multi-agency representation. Specifically include representatives from emergency services and lifelines	WREMO	1
		(3.1.2) Establish Group wide training, exercises and key competencies	WREMO	1 2 3
		3.1.2a - Ensure multi-agency participation	WREMO	1 2 3
		(3.1.3) Develop Group Communications Strategy	WREMO	1
		(3.1.4) Develop capability statements and Interdependency Matrix by cluster groups	Lifelines	1 2
		3.1.4a - Clarify lifeline utilities' emergency roles and procedures	Lifelines	2
		3.1.4b - Encourage self-evaluation checklist to be completed by all WeLG members	Lifelines	1
		3.1.4c - Complete the Key Utilities and Dependencies project	Lifelines	2
		3.1.4d - Develop a welfare agencies capability statement and identify any areas where there are gaps in the ability to provide welfare services across the region	Welfare	1
		(3.1.5) Ensure agencies and organisations ability to respond reviewed/evaluated by both themselves and peers. Final part of evaluation to include planning for recognised interdependencies	WREMO	1 2 3
		3.1.5a - Ensure self-evaluation checklist are sent to all WAG members and are encouraged to complete	Welfare	1

Strategic goal	Objective	Deliverable	Responsibility	Year		
Strategic Goal #2: CDEM activities are integrated and coordinated across each of the 4 R's	(3.1) To ensure organisations (with a role in CDEM) are capable and ready to respond to an emergency	(3.1.6) Ensure a Lifeline Utility Coordinator(LUC) is contracted and role defined	WREMO	1	2	3
		3.1.6a - Identify and explore ways to build capacity and capacity in the LUC role	WREMO		2	3
		(3.1.7) Define the role of the Welfare Advisory Group in an emergency	WREMO	1		
		(3.1.8) Ensure EOCs are functional and have the capability to respond to an emergency	WREMO	1	2	3
		3.1.8a – Develop Operation Readiness Strategy	WREMO	1		
		3.1.8b – Implement the short-term plan from the Operational Readiness Strategy	WREMO	1		
		3.1.8c – Implement medium-long term plan from the Operational Readiness Strategy	WREMO		2	3
		(3.2.1) Re-energise groups e.g. Welfare Advisory Group, Emergency Services Coordinating Committee	ALL	1	2	3
	(3.2) To develop and strengthen relationships with CDEM partner organisations and agencies	3.2.1a – Welfare Advisory Group Chair to actively target agencies who are not attending meetings and encourage the appropriate persons attend meetings	Welfare	1	2	3
		3.2.1b – Review the role of the ESOC	Emergency Services	1		
		3.2.1c – Identify key stakeholders and any groups/meetings where there is replication and redundancy	WREMO	1		
		(3.2.2) Ensure appropriate people attending working groups across all levels	ALL	1	2	3

Strategic goal	Objective	Deliverable	Responsibility	Year		
Strategic Goal #2: CDEM activities are integrated and coordinated across each of the 4 R's	(3.3) To actively monitor, evaluate and address gaps in current and future planning	(3.3.1) Develop and implement a framework for identifying, monitoring and evaluating gaps in the Groups response (could include and recovery) planning.	WREMO	1	2	3
		3.3.1a – Develop monitoring and evaluation framework	WREMO	1		
		3.3.1b – Implement monitoring and evaluation programme	WREMO		2	
		(3.3.2) Develop and implement an emergency planning process to ensure a consistent approach to planning.	WREMO	1	2	3
		3.3.2a – Develop emergency planning process	WREMO	1		
		3.3.2b – Incorporate emergency planning process into training	WREMO		2	
		(3.3.3) Develop plans to address existing gaps in capability e.g. debris disposal.	WREMO	1	2	3
		3.3.3a – Develop Regional Fuel Plan	WREMO		2	
		(3.3.4) Develop and implement a Response Planning Strategy to document where we are at, where we want to be in 5 years.	WREMO	1	2	3
		3.3.4a Implement strategy (refer to 3.1.8a)	WREMO	1	2	3



It's Easy, get prepared for an emergency



1 Know your risks
Emergency officials can't tell you what will happen, but they can help you understand the risks you face. Find out what risks you face and what you can do to prepare for them.

Follow these steps to help you prepare:

Planning for an emergency

2 Meeting places

Identify a meeting place to meet your family and friends if you are not able to reach your home or work. Choose a place that is easy to find and is not likely to be damaged by an emergency.

3 Contacting children

If you have children at school or in an early childhood setting, arrange for them to be contacted if you are unable to reach them.

4 Support at home

Find out what services are available in your area to help you prepare for an emergency. This includes services for people with disabilities, older people, and people who speak English as a second language.

Planning for an emergency

6 Information sources

You need to know where you can get information and advice during an emergency. Find out what sources of information are available in your area.

7 Warning systems

Find out how you can receive warnings about an emergency. This includes services for people with disabilities, older people, and people who speak English as a second language.

8 Other services

Find out what other services are available in your area to help you prepare for an emergency. This includes services for people with disabilities, older people, and people who speak English as a second language.

Preparedness

9 All regions

Work with your neighbours to create a community plan for your area. This plan should include information about the risks you face and what you can do to prepare for them.

10 Safety

Work with your neighbours to create a community plan for your area. This plan should include information about the risks you face and what you can do to prepare for them.

11 Support

Find out what services are available in your area to help you prepare for an emergency. This includes services for people with disabilities, older people, and people who speak English as a second language.

Recovery

Recovery is the process whereby activities are coordinated to bring about the immediate, medium and long-term rehabilitation of a community after an emergency. Recovery involves minimising the escalation of the consequences of an emergency, rehabilitation of the emotional, social, physical and economic wellbeing of communities, taking opportunities to meet future community needs, and reducing future exposure to hazards and risks.

This section shows how the Wellington CDEM Group will work together to enhance its recovery capability over the next three years.

Strategic goals

The recovery section will primarily contribute to the following strategic goal:

A flexible and principle based approach is applied to recovery.

Key activities

The following key activities will be completed over the next three years:

- establish Group-wide training, exercises and key competencies;
- define the roles and responsibilities of each partner agency;
- assist businesses with business continuity planning (BCP);
- develop a Group recovery framework;
- determine appropriate mechanisms for communities to input into recovery plans;
- develop pre-emptive recovery plans;
- encourage task groups/agencies to work collaboratively on recovery framework.

Recovery work programme activities

Strategic goal	Objective	Deliverable	Responsibility	Year	
Strategic Goal #4: A flexible and principle based approach is applied to recovery	(4.1) To better understand each agency and organisations' role in recovery	(4.1.1) Establish Group wide training, exercises and key competencies	WREMO	1	
		4.1.1a - Ensure multi-agency representation. Specifically include representatives from emergency services and lifelines	WREMO	1	
		(4.1.2) Define Roles and responsibilities for each agency/ organisation	WREMO		3
		(4.1.3) Assist businesses with BCP where possible as they have an important role in recovery	WREMO	1	2 3
		4.1.3a - Develop It's Easy for businesses	WREMO	1	
	(4.2) To develop a recovery framework	(4.2.1) Develop Group Recovery Framework	WREMO		2
		4.2.1a - Conduct a workshop with Recovery Manager and Planners to discuss recovery framework	WREMO		2
		(4.2.2) Determine the mechanism for community input into plans	WREMO		3
		(4.2.3) Develop pre-emptive recovery planning	ALL		3

Appendix

CDEM Group Business Plan work programmes by partner groups:

1. Wellington Region Emergency Management Office (WREMO) tasks
2. Local authorities (including planners) tasks
3. Lifeline utilities tasks
4. Welfare tasks
5. Emergency Services tasks

WREMO work programme tasks

Strategic goal	Objective	Deliverable	Responsibility	Year		
REDUCTION	(1.1) To adopt a common and integrated approach to hazard management	(1.1.2) Develop risk registers in each of the operating areas (Wellington, Hutt Valley, Porirua, Kapiti Coast and the Wairarapa)	WREMO	1	2	3
		1.1.2a - Develop Risk Register template	WREMO	1		
		1.1.2b - Determine project schedule	WREMO	1		
		1.1.2c - Develop Risk Registers as per schedule	WREMO		2	3
	(1.2) To effectively communicate risks to the community and partners	(1.2.1) Include reduction measures in the It's Easy booklet	WREMO	1		
		(1.2.2) Translate scientific risk information so it is suitable for the end-user	WREMO	1		
		1.2.2a - Explore and determine end-user requirements with recommendations for utilising scientific information across the Group	WREMO	1		
	(1.3) To ensure planning is based on relevant and accurate risk assessments	1.3.2a - Include welfare in Risk Registers (refer to 1.1.2)	WREMO		2	3
READINESS	Strategic Goal #1: Our communities are prepared, empowered, connected and able to respond and recover from an emergency	(2.1.1) Implement the agreed strategy defining resilience and our approach	WREMO	1	2	3
		2.1.1a - Implement programmes outlined in WREMO Community Resilience Strategy (2013)	WREMO	1	2	3
		(2.1.2) Determine our resilience baseline and agreed metrics for measurement	WREMO	1		
		(2.1.3) Establish a Group Public Education Group for coordination.	WREMO	1		

Strategic goal	Objective	Deliverable	Responsibility	Year	
READINESS Strategic Goal #1: Our communities are prepared, empowered, connected and able to respond and recover from an emergency	(2.1) To encourage community ownership of preparedness through effective communication	2.1.3a - Ensure multi-agency representation. Specifically include representatives from emergency services, lifelines and local authority planners	WREMO	1	
		(2.1.5) Create a Web based Community Engagement Repository	WREMO	1	2 3
		2.1.5a - Determine requirements and implementation plan	WREMO	1	
		2.1.5b - Implement Plan (2.1.5a)	WREMO		2 3
		(2.1.6) Develop a Community Response Plan template	WREMO	1	
		(2.1.7) Implement Community Response Plans	WREMO	1	2 3
		2.1.7a - Develop 12 Community Response Plans across the region annually	WREMO	1	2 3
		2.1.7b - Identify communities considered to be "high priority" from hazards	WREMO	1	
		2.1.7c - Prioritise the completion of Community response Plans for those communities in "high risk" areas areas.	WREMO		2 3
		(2.1.8) Promote the availability of preparedness enablers (e.g. Grab and Go bags, water containers)	WREMO	1	2 3
		(2.2.1) Identify vulnerable communities and develop and communicate targeted plans	WREMO	1	2 3
	(2.2) To identify and make provision for vulnerable communities	2.2.1a - Identify vulnerable communities and list in order of priority	WREMO	1	
		2.2.1b - Work with identified vulnerable communities in order of priority to develop emergency plans	WREMO		2 3

Strategic goal	Objective	Deliverable	Responsibility	Year	
READINESS Strategic Goal #1: Our communities are prepared, empowered, connected and able to respond and recover from an emergency	(2.2) To identify and make provision for vulnerable communities	(2.2.2) Develop network maps showing linkages between organisations	WREMO	1	
		(2.2.3) Develop an Engagement Guide with preparedness tools	WREMO	1	
	(2.3) To build capability and capacity in the community	(2.3.1) Create a regional capability statement	WREMO	1	2 3
		2.3.1a - Update Capability Statement annually	WREMO		2 3
		(2.3.2) Expand the volunteer programme across the region	WREMO	1	2 3
		2.3.2a - Complete 10 volunteer training courses annually netting a total of 300 volunteers.	WREMO	1	2 3
		2.3.2b - Review and refine the role of volunteers both in readiness and response. Specifically, identify areas for further development and develop strategy for optimisation of volunteers	WREMO		2
		2.3.2c - Implement strategy (refer to 2.3.2b)	WREMO		3
		(2.3.3) - Ensure there is meaningful post training engagement	WREMO	1	2 3
		2.3.3a - Implement strategy (refer to 2.3.2b)	WREMO	1	2 3
		(2.3.4) Strengthen linkages with established volunteer groups (e.g. Marae, Churches and Neighbourhood Support)	WREMO	1	2 3
		2.3.4a - Local Welfare Managers to look at strengthening relationships with local community group coordinators in their areas to encourage participation in CDEM	Local Authorities/ WREMO	1	2 3

Strategic goal	Objective	Deliverable	Responsibility	Year	
RESPONSE	Strategic Goal #2: CDEM activities are integrated and coordinated across each of the 4 R's (3.1) To ensure organisations (with a role in CDEM) are capable and ready to respond to an emergency	(3.1.1) Establish a Group-wide Training and Exercises Group for coordination	WREMO	1	
		3.1.1a - Ensure multi-agency representation. Specifically include representatives from emergency services and lifelines	WREMO	1	
		(3.1.2) Establish Group wide training, exercises and key competencies	WREMO	1	2 3
		3.1.2a - Ensure multi-agency participation	WREMO	1	2 3
		(3.1.3) Develop Group Communications Strategy	WREMO	1	
		(3.1.5) Ensure agencies and organisations ability to respond reviewed/evaluated by both themselves and peers. Final part of evaluation to include planning for recognised interdependencies	WREMO	1	2 3
		(3.1.6) Ensure a Lifeline Utility Coordinator(LUC) is contracted and role defined	WREMO	1	2 3
		3.1.6a - Identify and explore ways to build capability and capacity in the LUC role	WREMO		2 3
		(3.1.7) Define the role of the Welfare Advisory Group in an emergency	WREMO	1	
		(3.1.8) Ensure EOCs are functional and have the capability to respond to an emergency	WREMO	1	2 3
		3.1.8a – Develop Operation Readiness Strategy	WREMO	1	
		3.1.8b – Implement the short-term plan from the Operational Readiness Strategy	WREMO	1	
		3.1.8c – Implement medium-long term plan from the Operational Readiness Strategy	WREMO		2 3

Strategic goal	Objective	Deliverable	Responsibility	Year		
Strategic Goal #2: CDEM activities are integrated and coordinated across each of the 4 R's	(3.2) To develop and strengthen relationships with CDEM partner organisations and agencies	(3.2.1) Re-energise groups e.g. Welfare Advisory Group, Emergency Services Coordinating Committee	ALL	1	2	3
		3.2.1c – Identify key stakeholders and any groups/meetings where there is replication and redundancy	WREMO	1		
		(3.2.2) Ensure appropriate people attending working groups across all levels	ALL	1	2	3
	(3.3) To actively monitor, evaluate and address gaps in current and future planning	(3.3.1) Develop and implement a framework for identifying, monitoring and evaluating gaps in the Groups response (could include and recovery) planning.	WREMO	1	2	3
		3.3.1a – Develop monitoring and evaluation framework	WREMO	1		
		3.3.1b – Implement monitoring and evaluation programme	WREMO		2	
		(3.3.2) Develop and implement an emergency planning process to ensure a consistent approach to planning.	WREMO	1	2	3
		3.3.2a – Develop emergency planning process	WREMO	1		
		3.3.2b – Incorporate emergency planning process into training	WREMO		2	
		(3.3.3) Develop plans to address existing gaps in capability e.g. debris disposal.	WREMO	1	2	3
		3.3.3a – Develop Regional Fuel Plan	WREMO		2	
		(3.3.4) Develop and implement a Response Planning Strategy to document where we are at, where we want to be in 5 years.	WREMO	1	2	3
		3.3.4a Implement strategy (refer to 3.1.8a)	WREMO	1	2	3
RESPONSE						

Strategic goal	Objective	Deliverable	Responsibility	Year	
RECOVERY Strategic Goal #4: A flexible and principle based approach is applied to recovery	(4.1) To better understand each agency and organisations' role in recovery	(4.1.1) Establish Group wide training, exercises and key competencies	WREMO	1	
		4.1.1a - Ensure multi-agency representation. Specifically include representatives from emergency services and lifelines	WREMO	1	
		(4.1.2) Define Roles and responsibilities for each agency/ organisation	WREMO		3
		(4.1.3) Assist businesses with BCP where possible as they have an important role in recovery	WREMO	1	2
		4.1.3a - Develop It's Easy for businesses	WREMO	1	
	(4.2) To develop a recovery framework	(4.2.1) Develop Group Recovery Framework	WREMO		2
		4.2.1a - Conduct a workshop with Recovery Manager and Planners to discuss recovery framework	WREMO		2
		(4.2.2) Determine the mechanism for community input into plans	WREMO		3
		(4.2.3) Develop pre-emptive recovery planning	ALL		3

Local authorities work programme tasks

Strategic goal	Objective	Deliverable	Responsibility	Year
REDUCTION	(1.1) To adopt a common and integrated approach to hazard management	(1.1.1) Establish Wellington Regional Planning Managers' Group	Planners	1
		(1.1.3) Ensure actions are consistent with RPS objectives and policies.	Planners	1 2 3
		1.1.3a - Include 1.1.3 in the development of a Regional Natural Hazards Management Strategy	Planners	2
	(1.2) To effectively communicate risks to the community and partners	(1.2.3) Ensure reduction measures are included when communicating risk to the end-user	Planners	1 2 3
		1.2.3a - Include 1.2.3 in the development of a Regional Natural Hazards Management Strategy	Planners	2
READINESS	(1.3) To ensure planning is based on relevant and accurate risk assessments	(1.3.1) Ensure an all hazard approach is incorporated in Councils Asset Hazard Reduction Programmes	Local Authorities	1 2 3
	(2.3) To build capability and capacity in the community	2.3.4a - Local Welfare Managers to look at strengthening relationships with local community group coordinators in their areas to encourage participation in CDEM	Local Authorities/ WREMO	1 2 3
	(3.1) To ensure organisations (with a role in CDEM) are capable and ready to respond to an emergency	(3.1.5) Ensure agencies and organisations ability to respond reviewed/evaluated by both themselves and peers. Final part of evaluation to include planning for recognised interdependencies	ALL	1 2 3
RESPONSE	Strategic Goal #2: CDEM activities are integrated and coordinated across each of the 4 R's	(3.2.1) Re-energise groups e.g. Welfare Advisory Group, Emergency Services Coordinating Committee	ALL	1 2 3

Strategic goal	Objective	Deliverable	Responsibility	Year		
				1	2	3
RESPONSE Strategic Goal #2: CDEM activities are integrated and coordinated across each of the 4 R's	(3.2) To develop and strengthen relationships with CDEM partner organisations and agencies	(3.2.2) Ensure appropriate people attending working groups across all levels	ALL			
RECOVERY Strategic Goal #4: A flexible and principle based approach is applied to recovery	(4.2) To develop a recovery framework	(4.2.3) Develop pre-emptive recovery planning	ALL			3

Lifeline utilities work programme tasks

Strategic goal	Objective	Deliverable	Responsibility	Year		
				1	2	3
REDUCTION	Strategic Goal #3: Risk management is conducted collaboratively across the region	(1.3.3) Incorporate the recommendations of the Lifelines Assessment Reports	Lifelines	1	2	3
		1.3.3a - All recommendations are considered and investigated	Lifelines	1	2	3
		1.3.3b - Review of Auckland Lifeline Group projects and determine if applicable to Wellington	Lifelines			3
RESPONSE	(3.1) To ensure organisations (with a role in CDEM) are capable and ready to respond to an emergency	(3.1.4) Develop capability statements and Interdependency Matrix by cluster groups	Lifelines	1	2	
		3.1.4a - Clarify lifeline utilities' emergency roles and procedures	Lifelines		2	
		3.1.4b - Encourage self-evaluation checklist to be completed by all WeLG members	Lifelines	1		
		3.1.4c - Complete Key Utilities and Dependencies project	Lifelines		2	
		(3.1.5) Ensure agencies and organisations ability to respond reviewed/evaluated by both themselves and peers. Final part of evaluation to include planning for recognised interdependencies	ALL	1	2	3

Strategic goal	Objective	Deliverable	Responsibility	Year		
				1	2	3
RESPONSE	(3.2) To develop and strengthen relationships with CDEM partner organisations and agencies	(3.2.1) Re-energise groups e.g. Welfare Advisory Group, Emergency Services Coordinating Committee	ALL	1	2	3
		(3.2.2) Ensure appropriate people attending working groups across all levels	ALL	1	2	3
RECOVERY	(4.2) To develop a recovery framework	(4.2.3) Develop pre-emptive recovery planning	ALL			3
	Strategic Goal #4: A flexible and principle based approach is applied to recovery					

Welfare work programme tasks

Strategic goal		Objective	Deliverable	Responsibility	Year	
READINESS	Strategic Goal #1: Our communities are prepared, empowered, connected and able to respond and recover from an emergency	(2.2) To identify and make provision for vulnerable communities	2.2.2a - Development of network map identifying linkages for welfare agencies	Welfare	1	
RESPONSE	Strategic Goal #2: CDEM activities are integrated and coordinated across each of the 4 R's	(3.1) To ensure organisations (with a role in CDEM) are capable and ready to respond to an emergency	3.1.4d - Develop a welfare agencies capability statement and identify any areas where there are gaps in the ability to provide welfare services across the region	Welfare	1	
			(3.1.5) Ensure agencies and organisations ability to respond reviewed/evaluated by both themselves and peers. Final part of evaluation to include planning for recognised interdependencies	ALL	1	2 3
			3.1.5b - Ensure self-evaluation checklist are sent to all WAG members and are encouraged to complete	Welfare	1	
		(3.2) To develop and strengthen relationships with CDEM partner organisations and agencies	(3.2.1) Re-energise groups e.g. Welfare Advisory Group, Emergency Services Coordinating Committee	ALL	1	2 3
			3.2.1a – Welfare Advisory Group Chair to actively target agencies who are not attending meetings and encourage the appropriate persons attend meetings	Welfare	1	2 3
			(3.2.2) Ensure appropriate people attending working groups across all levels	ALL	1	2 3
RECOVERY	Strategic Goal #4: A flexible and principle based approach is applied to recovery	(4.2) To develop a recovery framework	(4.2.3) Develop pre-emptive recovery planning	ALL		3

Emergency services work programme tasks

Strategic goal	Objective	Deliverable	Responsibility	Year		
				1	2	3
RESPONSE	(3.1) To ensure organisations (with a role in CDEM) are capable and ready to respond to an emergency	(3.1.5) Ensure agencies and organisations ability to respond reviewed/evaluated by both themselves and peers. Final part of evaluation to include planning for recognised interdependencies	ALL	1	2	3
		(3.2.1) Re-energise groups e.g. Welfare Advisory Group, Emergency Services Coordinating Committee	ALL	1	2	3
	(3.2) To develop and strengthen relationships with CDEM partner organisations and agencies	3.2.1b – Review the role of the ESCC	Emergency Services	1		
		(3.2.2) Ensure appropriate people attending working groups across all levels	ALL	1	2	3
RECOVERY	(4.2) To develop a recovery framework	(4.2.3) Develop pre-emptive recovery planning	ALL			3
	Strategic Goal #4: A flexible and principle based approach is applied to recovery					

