



Wellington Region  
Emergency Management Office

# Annual Plan 2025–2026

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# Introduction

## Who is WREMO? What do we do?

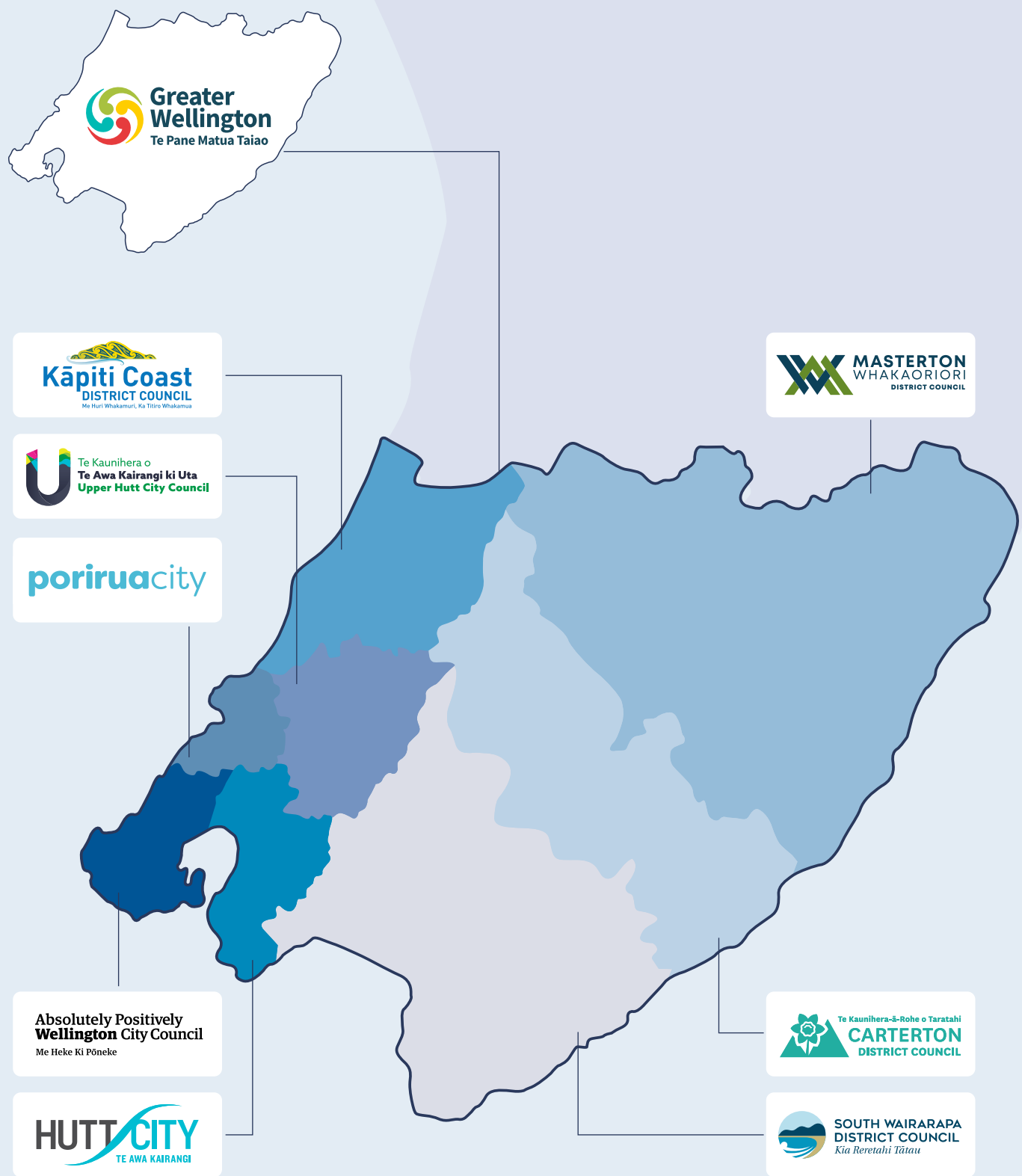
The Wellington Region Emergency Management Office (WREMO) is the shared emergency management agency for the nine councils of the Wellington region. Established to create a coordinated, region-wide approach, WREMO works alongside councils, iwi, government agencies, emergency services, community groups, 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.

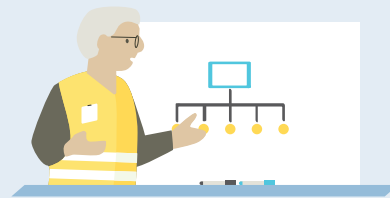
These nine key services help break down a complex system into focused areas of delivery, allowing councils, partners, and the public to clearly understand what WREMO does, why it matters, and how each part contributes to keeping our region safe and resilient.

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 Annual Assessments
- Exercise Evaluations
- Recent After-Action Reviews from around the 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.

“It is clear from the Government Inquiry into the Response to the North Island Severe Weather Events (NISWE Inquiry) that our emergency management system is not fit for purpose. It does not have the capacity or capability to deal with significant, widespread events that impact multiple regions at once.”

**Minister for Emergency Management, 2024**



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



#### **Long-Term Plan capability uplift**

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 development**

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 exercises 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 (e.g., PACE), 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

## **Staff health, safety, and wellbeing**

First, we place high importance on staff health, safety, and wellbeing – recognising that our people are the backbone of the region's emergency management system. By supporting a healthy, safe, and resilient workforce, we ensure WREMO remains ready to respond when communities need us most.

2

## **Strong partnerships**

Second, we emphasise the importance of strong partnerships. While councils are our core partners, WREMO's work depends on trusted relationships across the emergency management system – including with iwi, emergency services, government agencies, lifeline utilities, and community organisations. These partnerships help ensure a well-connected and collaborative system that can deliver for the region in both steady-state and crisis.

3

## **Critical operational functions**

Finally, we maintain a sharp focus on our critical operational functions – the systems, tools, and capabilities that must always remain operational to support emergency readiness, coordination, and response. By prioritising these core functions, WREMO ensures that when emergencies arise, the region's emergency management system can activate smoothly and effectively.

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, but 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.

## Risk heatmap



RISK CATEGORY	DESCRIPTION	POTENTIAL IMPACT	MITIGATION ACTIONS
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**Organisational change**

WREMO will be undergoing a significant organisational change, onboarding of new staff, and adjustments to roles, teams, and processes.



Disruption to workflows, slower delivery of some activities, reduced team cohesion, and stress or uncertainty for existing staff during the transition period.

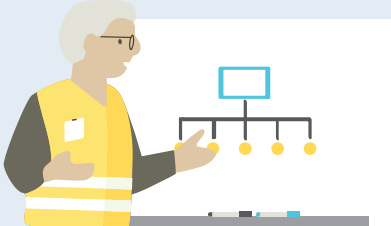

Develop and communicate a clear change management plan; provide regular updates to staff and councils; ensure adequate handover and induction processes; invest in team building and onboarding to integrate new staff smoothly; monitor staff wellbeing and support through the transition.

RISK CATEGORY	DESCRIPTION	POTENTIAL IMPACT	MITIGATION ACTIONS
 <b>Staffing capability, capacity and retention</b>	Limited staff numbers, turnover, or vacancies 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.
 <b>Partnership or stakeholder challenges</b>	Breakdowns or tensions in key partnerships weaken regional coordination and slow shared project delivery.	Reduced trust, lower 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.
 <b>System or technology failures</b>	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.	Maintain IT resilience plans, conduct regular system checks, ensure redundancies, and strengthen cybersecurity.
 <b>Sustained operational demands</b>	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.
 <b>Funding constraints</b>	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.
 <b>External shocks, political and policy changes</b>	Local government elections, 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.

# 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?	OVERARCHING MEASURE
<b>Partnerships and Relationships</b> 	Develops and maintains trusted partnerships with councils, agencies iwi, marae, and communities to deliver aligned and coordinated comprehensive emergency management.	Satisfaction Survey measuring: <ul style="list-style-type: none"> <li>• Trust and reciprocity in WREMO</li> <li>• Collaboration with WREMO</li> <li>• Confidence to work together in an emergency</li> <li>• Measure of relationship/partnership</li> </ul>
<b>Stewardship of Emergency Management</b> 	Provides strong, transparent leadership that promotes coordinated governance, regional alignment, and continuous improvement across emergency management.	Satisfaction Survey measuring: <ul style="list-style-type: none"> <li>• Trust and confidence in WREMO</li> <li>• Demonstrated leadership and stewardship</li> <li>• Engagement and accountability by governance</li> </ul> Ability to assess system with good information and guidance and information.

SERVICE	WHAT DOES SUCCESS LOOK LIKE?	OVERARCHING MEASURE
<div><b>Workforce Development</b></div> <div></div>	<p>Designs and delivers high quality professional development activities to support the regions emergency management workforce.</p>	<p>Number of professional development opportunities delivered (capacity provided).</p> <p>Satisfaction Survey measuring:</p> <ul style="list-style-type: none"><li>• Overall average participant feedback</li><li>• Confidence of participants to implement training</li></ul>
<div><b>Community Resilience</b></div> <div></div>	<p>Empowers communities with the knowledge, tools, and networks they need to prepare for, respond to, and recover from emergencies.</p>	<p>Satisfaction Survey measuring:</p> <ul style="list-style-type: none"><li>• Confidence to implement BCP/NGO</li><li>• Confidence to implement plans in ARC, Schools, and education</li></ul> <p>Biennial community survey measuring:</p> <ul style="list-style-type: none"><li>• Communities know where their Hub is</li><li>• Effectiveness of annual campaign</li></ul>

**SERVICE****WHAT DOES SUCCESS LOOK LIKE?****OVERARCHING MEASURE****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.

**Risk and Assurance**

Provides regular and meaningful information about the emergency management systems performance and risk.

Exercise evaluations (twice yearly).

Overall system performance reporting.

After Action Reviews (as applicable).

**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:

- Satisfaction from councils with technical expertise





SERVICE

WHAT DOES SUCCESS LOOK LIKE?

OVERARCHING MEASURE

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

Maintain 99.99% system uptime for the WREMO.NZ website, with annual stress tests.

PACE communications systems are in place and operational.



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.

Test and review Group Recovery Operations Guide annually.

All Community Emergency Hub Plans are updated every 36 months.



# Budget

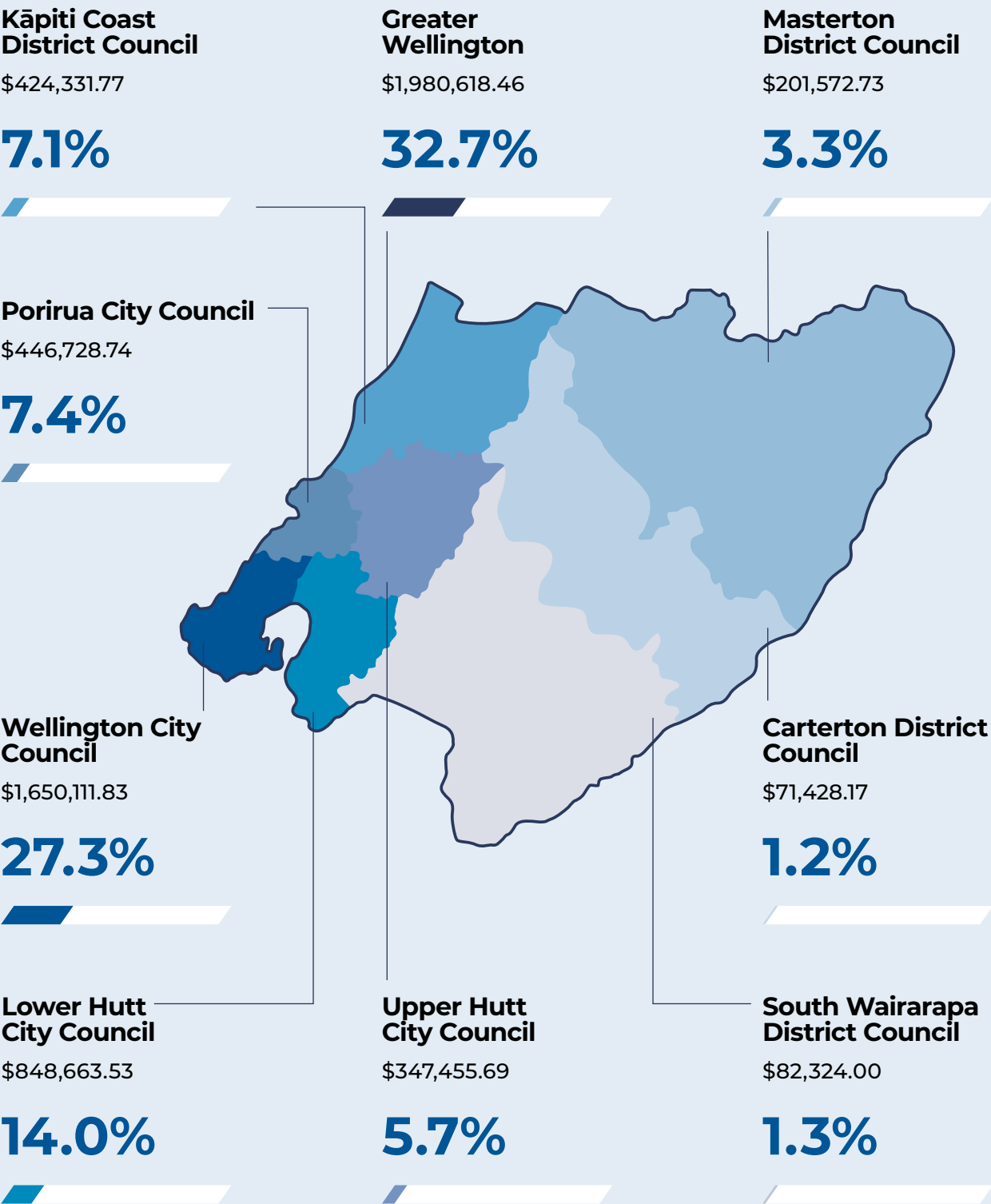
Our budget for the 2025–2026 year is \$6,123.24 (\$000).

This is made up of funding from the nine councils \$6,053.24 (\$000) and \$70.00 (\$000) from reserve. The reserve funding is to cover the costs for the new capabilities (personnel) that were delayed from the 2024–2025 year.

## How do we use this funding?

WREMO FULL YEAR BUDGET	BUDGET \$000	PERCENT %
Rates & Levies	1,980.62	33%
External Revenue	4,072.62	66%
<b>TOTAL INCOME</b>	<b>6,053.24</b>	
less:		
Personnel Costs	5,025.00	83%
ICT and Communications	225.00	4%
Office and Property	498.24	8%
Travel and Transport	10.00	<1%
Contractor and Consultants	175.00	3%
<b>Total Direct Expenditure</b>	<b>5,933.24</b>	
Corporate Overhead Costs	190.00	3%
<b>TOTAL EXPENDITURE</b>	<b>6,123.24</b>	
<b>OPERATING SURPLUS/(DEFICIT)</b>	<b>(70.00)</b>	
<b>NET FUNDING BEFORE DEBT &amp; RESERVE MOVEMENTS</b>	<b>(70.00)</b>	
Reserve Investments Transfer Out	70.00	
<b>NET FUNDING SURPLUS (DEFICIT)</b>	<b>–</b>	

# Who funds what?



We currently have \$1 million in reserve.\*

\* Some of this reserve is being held for deferred projects. How the remainder is spent will be based on approval by the Chief Executive 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 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 2025/2026	HOW WE MEASURE SUCCESS
<b>Build and maintain strong relationships with response and recovery partners to enhance multi-agency collaboration, coordination during emergencies.</b>	<ul style="list-style-type: none"> <li>• Collaborating with a vast number of partners and stakeholders across all (CDEM) areas.</li> <li>• Engaging with technical experts to support CDEM activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting on the collaboration activities across all three WREMO teams.</li> <li>• Utilisation of technical experts to enhance CDEM activities.</li> </ul>
<b>Strengthen partnerships with iwi and local marae to enhance collaboration.</b>	<ul style="list-style-type: none"> <li>• Strengthening strategic relationships with mana whenua and iwi.</li> <li>• Building trusted relationship with local iwi and marae.</li> <li>• Increased collaboration with Te Hunga Whiriwhiri and Council Māori relationship teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Mana whenua and iwi feel valued and are engaged in CDEM governance.</li> <li>• Scheduled, meaningful engagement and partnerships with local marae.</li> <li>• THW engaged for guidance on mana whenua and iwi-based engagement activities.</li> </ul>
<b>Build strong relationships to enhance community resilience and emergency preparedness across our region.</b>	<ul style="list-style-type: none"> <li>• Engaging with council community development teams to align resilience-building efforts.</li> </ul>	<ul style="list-style-type: none"> <li>• Council and WREMO collaboration projects developed and delivered.</li> </ul>



# Stewardship of Emergency Management

WHAT WE DO	WHAT WE ARE DOING IN 2025/2026	HOW WE MEASURE SUCCESS
<b>Strengthen governance relationships to ensure cohesive leadership and align the strategic direction of emergency management.</b>	<ul style="list-style-type: none"> <li>• Regularly engaging with both WREMO and CDEM Group governance.</li> <li>• Strengthening WREMO strategic communications capability.</li> <li>• Improving engagement with governance during events.</li> </ul>	<ul style="list-style-type: none"> <li>• Scheduled engagement with WREMO and CDEM Group Governance.</li> <li>• Alignment of CDEM Group governance meetings with strategic goals.</li> <li>• Strategic engagement and communications with governance during response.</li> </ul>
<b>Develop, maintain, and implement strategic plans and governance frameworks that drive regional priorities and guide operational delivery.</b>	<ul style="list-style-type: none"> <li>• Developing and implementing the WREMO Annual Plan and reporting quarterly on progress.</li> <li>• Developing the CDEM Group Plan.</li> <li>• Administering and facilitating governance meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Approval of WREMO Annual Plan.</li> <li>• WREMO Quarterly Reports.</li> <li>• Governance meetings scheduled and appropriately administered.</li> </ul>
<b>Strengthen relationships and influence sector outcomes through active participation and advocacy.</b>	<ul style="list-style-type: none"> <li>• Represent our region's interests through engagement with NEMA and CDEM Minister.</li> <li>• Representing WREMO and the wider CDEM Group across a number of national, regional and local groups.</li> <li>• Providing submissions on relevant legislation or plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting on representation at national, regional and local levels.</li> <li>• Documented submissions on legislation or plans.</li> </ul>



WHAT WE DO	WHAT WE ARE DOING IN 2025/2026	HOW WE MEASURE SUCCESS
<p><b>Provide transparent reporting and communication to maintain accountability and trust.</b></p>	<ul style="list-style-type: none"><li>• Quarterly reporting on WREMO's Annual Plan progress.</li><li>• Contributing to the CDEM Group reporting.</li><li>• Developing audience-specific material that clarify WREMO's role.</li></ul>	<ul style="list-style-type: none"><li>• WREMO Quarterly Reports.</li><li>• WREMO data is represented in CDEM Group reporting.</li><li>• A variety of collateral that clearly articulated the role of WREMO for different partners and stakeholder groups.</li></ul>
<p><b>Promote organisational excellence and foster a supportive, healthy workplace and deliver quality service.</b></p>	<ul style="list-style-type: none"><li>• Scheduling regular meetings across the organisation for HSW.</li><li>• Ensuring WREMO operates within relevant policies, procedures and best practices.</li></ul>	<ul style="list-style-type: none"><li>• WREMO HSW Team meets quarterly.</li><li>• Met requirements of relevant GW operating policies.</li></ul>



# Workforce Development

## WHAT WE DO

**Enhance the skills and capabilities of personnel and volunteers through targeted training, professional development, and collaboration with councils, partners, and communities.**

**Provide and manage access to professional development opportunities through a centrally managed platform.**

**Provide support to NZRTs by administering available funding and facilitating opportunities for collaborative training and exercises.**

## WHAT WE ARE DOING IN 2025/2026

- Strengthening WREMO media skills.
- Delivering the Training and Exercises Plan.
- Maintaining a training coordination tool.
- Coordinating the NZRTs quarterly training and ongoing accreditation.
- Administering the National CDEM Training Fund.

## HOW WE MEASURE SUCCESS

- Increased capability and capacity for media engagement.
- Training delivery reporting.
- Current record of learning for CDEM staff across the region.
- Training content is available to view online.
- NZRT quarterly training.
- NZRTs retain accreditation.
- National CDEM Training Fund fully utilised.



# Community Resilience

WHAT WE DO	WHAT WE ARE DOING IN 2025/2026	HOW WE MEASURE SUCCESS
<p><b>Develop and promote public education content to enable consistent messaging across the region.</b></p>	<ul style="list-style-type: none"><li>• Annual Public Education Campaign.</li></ul>	<ul style="list-style-type: none"><li>• Implementation of Annual Campaign.</li></ul>
<p><b>Lead and deliver education programmes that build risk awareness and support households, businesses, and communities to minimise the impacts of an emergency.</b></p>	<ul style="list-style-type: none"><li>• Supporting ECEs, Schools, small businesses and community groups/ NGOs in developing their emergency plans.</li><li>• Tailoring preparedness key messages to our regions risk profiles to reach a wider audience.</li></ul>	<ul style="list-style-type: none"><li>• Deliver the agreed number of workshops with a portion of participant's developing plans.</li><li>• Key messages are developed and communicated to and increasing number of our diverse communities.</li></ul>
<p><b>Lead and maintain the Community Emergency Hub model and initiatives to support communities to respond and assist one another during an emergency.</b></p>	<ul style="list-style-type: none"><li>• Conducting annual Community Emergency Hub Audits.</li><li>• Facilitating Community Emergency Hub practices across the region.</li></ul>	<ul style="list-style-type: none"><li>• Deliver the agreed number of Community Emergency Hub audits.</li><li>• Deliver the agreed number of Community Emergency Hub practices.</li></ul>



# 24/7 Duty Response

## WHAT WE DO

**Lead and provide initial emergency management information and warnings.**

**Maintain a fully operational 24/7 Duty System that provides immediate, coordinated response to all regional emergencies.**

## WHAT WE ARE DOING IN 2025/2026

- Maintaining capability and capacity to issue Emergency Mobile Alerts.

- Operating a 24/7 Duty Team.
- Maintaining capability and capacity of WREMO staff to fulfil 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.

## HOW WE MEASURE SUCCESS

- EMA capability included for all Duty Teams.
- Reporting of Emergency Mobile Alerts issued in the region (as required).
- Maintenance of Emergency Mobile Alert templates.
- 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).



# Risk and Assurance Response

WHAT WE DO	WHAT WE ARE DOING IN 2025/2026	HOW WE MEASURE SUCCESS
<b>Enhance and deliver a regional Continuous Improvement and Assurance (CIA) function that enables the identification, assessment, and management of emergency management risks across the system.</b>	<ul style="list-style-type: none"><li>• Refining the Continuous Improvement and Assurance Framework.</li><li>• Delivering core assurance services to assess and track system maturity.</li><li>• Providing regular and meaningful information to decision makers.</li></ul>	<ul style="list-style-type: none"><li>• Exercise Evaluation Reports.</li><li>• After Action Review (as required).</li><li>• System performance reporting.</li></ul>
<b>Coordinate and support hazard and risk research.</b>	<ul style="list-style-type: none"><li>• Facilitating hazards research initiatives as agreed with councils and partners.</li></ul>	<ul style="list-style-type: none"><li>• Participation in the It's Our Fault programme.</li></ul>
<b>Provide clear, accessible, and engaging public hazard information through digital tools and targeted communications.</b>	<ul style="list-style-type: none"><li>• Maintaining WREMO's website for accurate, accessible hazard information and tools.</li></ul>	<ul style="list-style-type: none"><li>• Website is up to date.</li></ul>
<b>Develop and maintain the hazard profile for the Wellington Region as detailed in the Group Plan.</b>	<ul style="list-style-type: none"><li>• Reviewing the hazard profile as part of the Group Plan.</li></ul>	<ul style="list-style-type: none"><li>• Hazard profile is updated and included in the 2026–2031 CDEM Group Plan.</li></ul>



# Technical Expertise

WHAT WE DO	WHAT WE ARE DOING IN 2025/2026	HOW WE MEASURE SUCCESS
<b>Enable and support the deployment of staff locally, regionally, and nationally.</b>	<ul style="list-style-type: none"> <li>• Facilitating deployments, locally, regionally and nationally.</li> <li>• Providing trained staff to support local and or regional response operations.</li> <li>• Providing WREMO staff to fill key Group appointments.</li> </ul>	<ul style="list-style-type: none"> <li>• Successful deployment of staff (as required).</li> <li>• Councils are supported with WREMO staff in a response and recovery.</li> </ul>
<b>Implement the additional LTP-funded capabilities to enhance delivery of emergency management priorities across the region.</b>	<ul style="list-style-type: none"> <li>• Developing and implementing an organisational structure to enable the agreed additional capabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional capabilities are implemented and operational.</li> </ul>
<b>Deliver consistent, accessible public communications across business-as-usual, response, and recovery to keep communities informed and supported.</b>	<ul style="list-style-type: none"> <li>• Developing and delivering public messaging across multiple channels.</li> <li>• Collaborating with councils and partners to coordinate and support messaging.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain the WREMO website.</li> <li>• Utilisation of multiple channels.</li> <li>• Demonstrated sharing of content across multiple councils and partners (as required).</li> </ul>
<b>Provide technical advice and support to enhance hazard-specific planning, preparedness, and alignment with national emergency management initiatives.</b>	<ul style="list-style-type: none"> <li>• Providing technical advice and support to councils, partners and communities.</li> <li>• Contributing to national working groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Representation on the National Tsunami Working Group and the Severe Weather Technical Advisory Group.</li> </ul>

WHAT WE DO	WHAT WE ARE DOING IN 2025/2026	HOW WE MEASURE SUCCESS
Maintain and support a pool of function leads and key appointed roles to provide specialist skills and leadership in emergency response and coordination.	<ul style="list-style-type: none"><li>• Developing function-specific tools, systems and processes.</li><li>• Supporting councils to strengthen key CIMS roles.</li><li>• Providing WREMO staff to fill key Group appointments.</li></ul>	<ul style="list-style-type: none"><li>• Improved CIMS function-specific tools, systems and processes.</li><li>• Enhanced CIMS function-specific support to councils.</li><li>• Group Controller, Group Recovery Manager, Group Welfare Manager and Group PIM Manager are held by WREMO staff.</li></ul>



# Systems, Tools and Facilities

WHAT WE DO	WHAT WE ARE DOING IN 2025/2026	HOW WE MEASURE SUCCESS
<b>Provide and maintain reliable communication tools and platforms.</b>	<ul style="list-style-type: none"> <li>• Maintaining a robust emergency (duty) notification system.</li> <li>• Providing opportunity for councils to utilise emergency (duty) notification system for own use.</li> </ul>	<ul style="list-style-type: none"> <li>• Fact24 System is operational according to SLA.</li> <li>• Councils are onboarded and supported with Fact24 (if required).</li> </ul>
<b>Support the maintenance and readiness of response and recovery facilities with a focus on improving functionality and readiness for use during emergencies.</b>	<ul style="list-style-type: none"> <li>• Supporting councils to review and maintain coordination centres.</li> <li>• Maintaining regional consistent processes and procedures.</li> <li>• Providing support to councils regarding the operation of Emergency Assistance Centres (EACs).</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct bi-monthly readiness checks of Regional ECC and six local EOCs.</li> <li>• Processes and procedures are communicated and up to date.</li> <li>• Councils are supported in the identification and operation of EACs.</li> </ul>
<b>Maintain and manage the Group's operating platforms and systems to support effective coordination, collaboration, and ongoing functionality.</b>	<ul style="list-style-type: none"> <li>• Maintaining WREM.NZ to enable collaboration across all partners.</li> <li>• Maintaining the Regional Needs Assessment Platform.</li> <li>• Maintaining the GIS Common Operating Picture (G-COP) platform for shared situational awareness.</li> <li>• Implementing the regional Primary, Alternative, Contingency and Emergency (PACE) communications for redundancy.</li> </ul>	<ul style="list-style-type: none"> <li>• WREM.NZ is operational in accordance with SharePoint SLA.</li> <li>• Regional Needs Assessment is operating and enhanced as agreed.</li> <li>• G-COP is operating and enhanced as agreed.</li> <li>• PACE Communications Plan is developed and communicated.</li> </ul>



WHAT WE DO	WHAT WE ARE DOING IN 2025/2026	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.	<ul style="list-style-type: none"><li>• Maintaining WREMO staff equipment for functionality both BAU and in an emergency.</li><li>• Maintaining WREMO SharePoint for functionality and collaboration.</li></ul>	<ul style="list-style-type: none"><li>• WREMO managed equipment (e.g. Starlink) is maintained and operational.</li><li>• WREMO equipment is tested and replaced as required.</li><li>• WREMO SharePoint is operational according to SharePoint SLA.</li></ul>



# Emergency Planning

WHAT WE DO	WHAT WE ARE DOING IN 2025/2026	HOW WE MEASURE SUCCESS
<b>Develop, adapt, and maintain aligned operational plans to support effective coordination across all levels of emergency management.</b>	<ul style="list-style-type: none"> <li>• Testing and updating one of the core response plans.</li> <li>• Coordinating the development of a Severe Weather Forecasting and Warning System.</li> <li>• Developing the Group Welfare Plan 2026–2031.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Tsunami Evacuation Plan is updated.</li> <li>• The Severe Weather Technical Advisory Group is operating as part of the flood forecasting capability.</li> <li>• 2026–2031 Group Welfare Plan is approved.</li> </ul>
<b>Support councils to develop and refine local emergency response plans.</b>	<ul style="list-style-type: none"> <li>• Supporting councils to further enhance Local Emergency Response Plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Councils are supported to further enhance their Local Emergency Response Plans.</li> </ul>
<b>Lead and facilitate the development of local response planning to recognise and support communities to respond more effectively during emergencies.</b>	<ul style="list-style-type: none"> <li>• Facilitating workshops with communities to update their plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Response Plan are reviewed and updated as agreed.</li> </ul>
<b>Increase recovery preparedness across the region to enable an effective recovery response and minimise harm to affected communities.</b>	<ul style="list-style-type: none"> <li>• Enhancing recovery systems, structures and processes.</li> <li>• Building recovery awareness, knowledge and skills.</li> <li>• Advocating for the development of Pre-Event Recovery Plans.</li> <li>• Integrating recovery consideration into response planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Recovery tools and guides are developed.</li> <li>• Scheduled engagement with elected members and partners.</li> <li>• Participation of Recovery managers in exercises and other engagement opportunities.</li> </ul>

WHAT WE DO

**Lead and facilitate the development of emergency planning to co-design and align marae and faith-based organisations to respond to emergencies.**

WHAT WE ARE DOING  
IN 2025/2026

- Developing tools and templates to support marae and Pacific churches to develop emergency plans.

HOW WE MEASURE SUCCESS

- An emergency planning template is available for marae and churches.



