

BUSINESS PLAN

2015 - 2019

Issued 23 September 2015



**Ministry of Civil Defence
& Emergency Management**
Te Rākau Whakamarumarū

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Section 1 Introduction

This Business Plan covers the period 2015 - 2019 for the Ministry of Civil Defence & Emergency Management (MCDEM). The Plan takes into account the responsibilities the Ministry has in civil defence emergency management (CDEM), strategic priorities, responsibilities as part of the Department of the Prime Minister and Cabinet and the available resources. This Plan provides partners, external stakeholders and MCDEM staff with the linkages between the National CDEM Strategy's vision of a resilient New Zealand and the MCDEM programmes and projects that contribute to building resilience.

In April 2014, MCDEM transferred from the Department of Internal Affairs to the Department of the Prime Minister and Cabinet (DPMC). DPMC plays a unique role within the public sector, in that many of its functions impact across the state sector. In addition to its core functions, its role as a 'central agency' provides for a work programme that includes coordination of others to undertake transformational change. The core functions of DPMC are:

- Executive Government advice and support: Serving the Prime Minister and Cabinet
- Constitution and Nationhood: Supporting well conducted Government
- Security, Intelligence, Risk and Resilience: Providing effective national security and building resilience
- Greater Christchurch recovery: providing leadership and coordination for the recovery effort through CERA as a Departmental Agency housed within DPMC.

The transfer of MCDEM to DPMC has strengthened the alignment between MCDEM's functions and strategic direction with those of the national security, risk and intelligence community. MCDEM contributes to the DPMC outcome of a confident, well governed and secure New Zealand. The Ministry provides leadership in reducing risk, being ready for, responding to and recovering from emergencies. The key elements to achieve this are:

- Leading: CDEM policy advice for government, setting the strategic direction for CDEM, and coordinating agencies engaged in CDEM activities across the 4Rs.
- Risk reduction: taking a systematic risk management approach to identify, assess and reduce risks from disasters to New Zealand communities.
- Readiness: promoting CDEM awareness and preparedness in communities and organisations.
- Responding: maintaining the capacity and capability to support, coordinate, and manage the response to an emergency and adapt to changing demands.
- Recovering: promoting the development of robust processes and arrangements to enable a coordinated and holistic recovery process, and the capacity to manage or coordinate the recovery from an emergency when required.

MCDEM has the mandate and responsibility to lead the response to and recovery from a number of hazards as listed in the revised National CDEM Plan. MCDEM also performs the role of key support agency when another government agency is leading the response to other types of emergencies.

Effective CDEM is a partnership between individuals and families/whanau within communities, local government, government agencies, emergency services, research, education and science, the private sector and non-government organisations, and at times, our international counterparts. Strong relationships based on collaborative efforts between stakeholders and across sectors play a core role in building a resilient New Zealand.

We look forward to working with our many stakeholders over the 2015/2016 year and beyond.

1.1 Structure of the Business Plan and Annual Plan

MCDEM has a unique range of responsibilities including those mandated in the CDEM Act, National CDEM Strategy and National CDEM Plan. Many programmes are multi-year or enduring and each year the Ministry also undertakes specific time-bound projects.

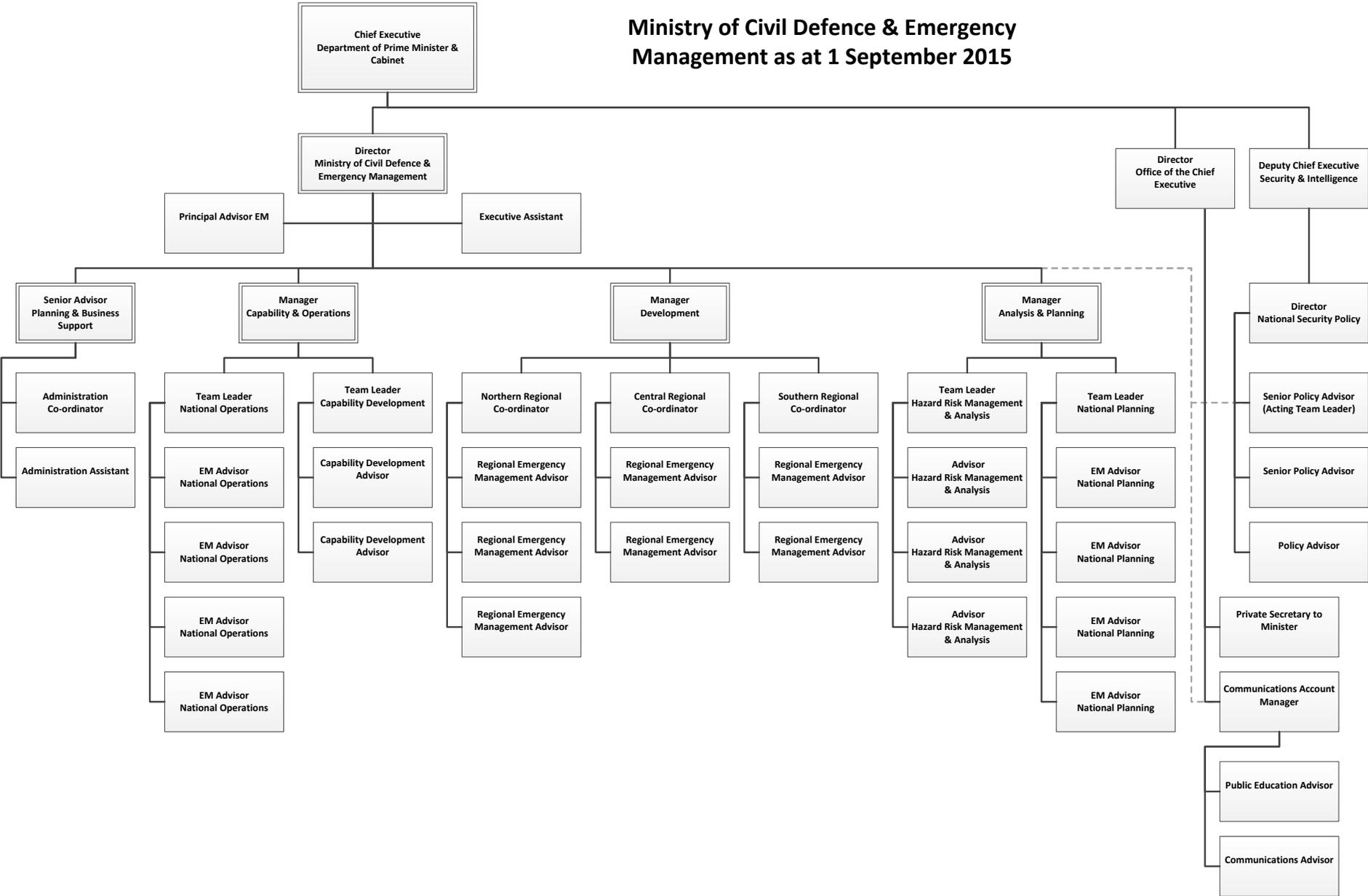
This business plan provides a detailed overview of the Ministry work programme for the 2015/2016 financial year and a higher level overview of the programmes and initiatives planned over the next five years. The business plan operates from 01 July – 30 June and will be refined and re-issued on an annual basis. This approach has been introduced to build engagement and promote opportunities for collaborative effort to be maximised.

1.2 MCDEM structure

MCDEM is structured into six core units: Analysis and Planning; Capability and Operations; Development; Policy; Communications; and Planning and Business Support (see organisation chart overleaf).

Other parts of DPMC provide direct support to MCDEM, including provision of policy staff from DPMC's wider National Security Policy Directorate and support for Ministerial correspondence, Parliamentary questions and Official Information Act requests from the Office of the Chief Executive. The Central Agency Shared Services (CASS) provides information technology, information management, human resources and finance to the Central Agencies, namely - DPMC (including MCDEM), The Treasury and the State Services Commission.

Ministry of Civil Defence & Emergency Management as at 1 September 2015



Section 2 Annual Business Plan 2015-16

The year ahead is one of opportunity. We are keen to deepen our relationships and build partnerships across mutual areas of interest and to explore how we can apply a more collaborative approach to make greater gains towards building a resilient New Zealand.

The current economic climate and fiscal pressure has underlined the importance of all government agencies to seek savings through efficiency gains or to reprioritise resources towards higher value areas of activity. This pressure has resulted in the Ministry undertaking a detailed planning and budget process over recent months to assess the resources needed for our core accountabilities and mandated areas of work. We have had to make some decisions about what activities can be moved to out-years or reprioritised to ensure we are not attempting to be 'spread too thin' across too many deliverables. With 42 FTEs making up the Ministry's staff resources and a very modest operating budget, we recognise the importance of maintaining a flexible approach and being prepared to undertake reprioritisation either during or following emergencies or when strategic requirements for the Ministry have changed, to ensure resources are focussed where they are most needed.

2.1 The budget

The MCDEM operating budget is outlined in the 2015-16 Estimate of Appropriations for DPMC. Emergency Management MCA (M11) has an overall purpose to support communities to be resilient by enhancing their capacity and capability to manage civil defence emergencies. The output expenses are described as:

- **Community awareness and preparedness:** is limited to the development and delivery of long-term national programmes to raise individual and community awareness and preparedness. \$1.938M
- **Emergency sector and support and development:** is limited to developing and implementing operational policies and projects, advice, assistance and information to the civil defence and emergency management sector. \$3.804M
- **Management of civil defence emergencies:** is limited to management of national emergency readiness, response and recovery, including support to local civil defence emergency management organisations, maintaining the National Crisis Management Centre in a state of readiness, national training and exercises, coordination and management of central government's response and recovery activities and administration of related expenses. \$4.205M
- **Policy advice – emergency management:** is limited to the provision of advice (including second opinion advice and contributions to policy advice led by other agencies) to support decision-making by Ministers on government policy matters relating to civil defence and emergency matters. \$0.943M

2.2 Readiness, Response & Recovery

In addition to the work programme set out in this Business Plan, MCDEM must commit to its readiness on an ongoing basis in order to be able to meet our statutory responsibilities with regards to the response to and recovery from emergencies. All MCDEM staff allocate a minimum of one day each fortnight of their normal working time towards National Crisis Management Centre (NCCM) preparedness activities that involve attendance of fortnightly training sessions in the National Crisis Management Centre (NCCM) as well as preparation towards their allocated NCCM functions. In addition to this time commitment, they participate in formal exercises conducted under the National Exercise Programme.

Inevitably the work programme will be impacted by our response to emergencies. Given the unpredictability of response and recovery demands, such impact is not factored into the planning of business as usual activities covered below.

2.3 Strategic Priorities

The Ministry has five strategic priorities identified below. Business Units within the Ministry have been allocated responsibility for each priority and a short description is provided in their section of the annual plan.

- Stp 01 Public Education
- Stp 02 Public Alerting
- Stp 03 Review of the Legislative Framework for Recovery
- Stp 04 Review of the CDEM Strategic Framework
- Stp 05 International Engagement

To assist in clarifying the level of engagement the sector can expect from the Ministry, we've used the following symbols as a guide:



Priority projects and programmes receiving significant attention.



Projects and programmes that are receiving sufficient attention.



Projects and programmes that will be undertaken as resources are available.

2.4 Office of the Director Outcomes

The Office of the Director covers matters of leadership and governance, organisational-wide initiatives, and international commitments.

As part of DPMC, the Ministry also plays a key role in the wider Department responsibilities including usual corporate, human resource and finance functions as well as performance reporting, select committee and other reporting requirements, performance improvement framework assessments and audits as required.

Dir 01: Development of the National CDEM Strategy 2017

This is an important component of *Strategic Priority 04 – review of the Strategic Framework*. The National CDEM Strategy was agreed in 2007, and published in March 2008. The CDEM Act provides that the Strategy has a maximum 10-year lifespan, meaning the current Strategy should be renewed or replaced by the end of 2017. MCDEM will begin a programme of work to review the current Strategy and start development on a new 10-year Strategy on 01 July 2015, with the aim of a new Strategy being in place by end 2017. The first year of the project will focus on engagement with the aim of running a collective design process to develop the content of the new Strategy.

Dir 02: Resilience Programme

MCDEM's resilience programme aims to stay abreast of latest research and best practice on resilience and resilience building approaches. We liaise with stakeholders at a local, national, and international level, promote the importance of resilience principles in policy, programmes, and practice, connect people and programmes of work, and develop tools and resources, where appropriate. The focus for the 2015/16 FY will be to develop the resilience concepts in the new National CDEM Strategy.

Dir 03: Alignment with National Security

Since MCDEM moved into the DPMC, we have been engaged in a programme of work to identify synergies and opportunities for closer alignment with national security programmes. This includes looking at common needs, common capabilities, governance issues, and our respective approaches to risk and resilience. This work will continue in 2015/16 FY as MCDEM continues to integrate into the Department.

Dir 04: National Conference 2016

MCDEM intends to hold the New Zealand National Conference from 01 – 03 June 2016. Planning for the conference will start in earnest at the beginning of the 2015/16 FY with the appointment of an internal working group and external advisory group. The intention is to hold a multi-day conference, with workshops on the margins of the conference aimed at capitalising on the opportunity of having key stakeholders together. An evening event will be held for the Minister to present the annual Ministerial CDEM Awards. Early thoughts are that the conference will be multi-disciplinary, potentially with concurrent sessions aimed at theory, policy, and practice.

Dir 05: Liaison with the private sector

MCDEM is seeking to increase CDEM's engagement with the private sector. This is in line with the holistic, whole-of-society approach to risk that we have been promoting. The private sector carries a large amount of risk, as well as having considerable resources and commitment to be part of the communities in which they are located. It is important to engage the private sector in addressing risks and persuading entities to act in the interests of wider society. As such, MCDEM intends to make a concerted effort, starting in the 2015/16 FY, to build relationships with the private sector, and engage them in matters of risk and resilience.

MCDEM developed three objectives to provide focus for international CDEM engagement:

- Objective One: To ensure that New Zealand's response capability is supported by access to international assistance following a large emergency event;
- Objective Two: To fulfil New Zealand's international obligation to be good a 'global citizen' through response operations, capability development and the provision of international assistance;
- Objective Three: To increase New Zealand's domestic resilience and CDEM capability through increased CDEM knowledge.

There are three programmes that contribute to *Strategic Priority 05 – International Engagement*.

Int 01: Agreement with bilateral partners

MCDEM maintains an Administrative Arrangement with Emergency Management Australia, which is part of the Australian Attorney General's Department to strengthen emergency management cooperation between the two countries.

MCDEM maintains a Memorandum of Cooperation with the Federal Emergency Management Agency as part of the United States Department of Homeland Security to strengthen emergency management cooperation between the two countries.

Int 02: Partnership Arrangement with the Ministry of Foreign Affairs and Trade (MFAT)

As part of the partnership arrangement (2013 – 2019) with MFAT, the two government agencies have agreed three Memoranda of Understanding:

- Disaster Risk Management for Pacific Island Countries - an extensive programme is managed by MCDEM for the delivery of disaster risk management support and advice to Samoa, Tokelau, the Cook Islands, the Kingdom of Tonga and Niue. This work is funded by MFAT and delivered in partnership with the national disaster management offices of each country.
- Rapid Response - MCDEM maintains a rapid response capability, comprising trained staff, to support a New Zealand Inc. response to the Pacific. A small cadre of deployable staff are trained and available for deployment at short notice.
- United Nations Disaster Assessment and Coordination (UNDAC) and Asia Pacific Humanitarian Partnership (APHP) - MCDEM manages the operational element of New Zealand's UNDAC and APHP capability. The team comprises a small number of deployable staff. Members deploy under the auspices of the United Nations and are

funded through MFAT and the member's employer. During the 2015-16 year, MCDEM will be undertaking a recruitment programme to refresh the membership of the UNDAC team.

Int 03: Contribution to NZ Inc Initiatives

MCDEM contributes disaster risk management advice, support and expertise to a range of national, bilateral, regional and global initiatives in support of MFAT as part of the *NZ Inc* approach. This includes but is not limited to initiatives involving the Officials Committee for Domestic and External Security Coordination (ODESC), Emergency Services Information Group (ESIG), Asia Pacific Economic Cooperation (APEC), Association of South East Asian Nations (ASEAN), East Asia Summit (EAS), Pacific Tsunami Warning System (PTWS) and the United Nations.

2.5 Analysis and Planning Outputs

The Analysis & Planning Unit is responsible for the research and development of CDEM concepts across hazard risk management, reduction, readiness, response, and recovery. The unit coordinates science and technical advice and the application of research, national planning, the development and maintenance of the strategic framework, guidance and doctrine and international engagement. It also has responsibility to manage relationships with partner Departments and agencies at the national level.

A&P 01: Review and implementation of the National CDEM Plan and Guide

This is an important component of *Strategic Priority 04 – review of the Strategy Framework*. During the 2015-16 year, MCDEM will complete the revision of the Guide to the new National CDEM Plan 2015, both coming into effect on 1 December 2015. Ongoing engagement with partner agencies and CDEM Groups will continue to both develop and implement the new arrangements.

A&P 02: Review and implementation of supporting plans

MCDEM will carry out a review of the Wellington Earthquake National Initial Response Plan and the National CDEM Fuel Plan, commencing in the 2015-16 year. Both plans are supporting plans to the National CDEM Plan. Engagement with partner agencies and CDEM Groups will be required to carry out the reviews and implement revised arrangements. The need for other supporting plans will be scoped and additional plans may be developed in outlying years for example, an Alpine Fault Earthquake National Initial Response Plan.

A&P 03: Review and implementation of relevant Director's Guideline's, Technical Standards or Codes

During the 2015-16 year MCDEM will complete the development of a new *Response Planning Director's Guideline*. This guideline is intended to assist CDEM stakeholders to develop action plans during response, as well as refine procedures for the planning function in a coordination centre. A review of the *Welfare Services in an Emergency Director's Guideline* will also be completed this year. This guideline will provide a more comprehensive set of guidance for all

three levels of the welfare services framework for CDEM Groups and agencies with responsibilities for welfare services under the *National CDEM Plan 2015*. Future reviews of existing guidelines, technical standards or codes will occur in outlying years as well as the development of new guidance or doctrine where necessary.

A&P 04: Leadership and coordination of welfare services

Responsibility for the leadership and coordination of welfare services in an emergency will transfer from the Ministry of Social Development to MCDEM (nationally) and CDEM Groups (regionally) on 1 December 2015 under the new National CDEM Plan 2015. A number of activities will be commenced in the 2015-16 year and carried on in outlying years to enable this transfer and ongoing building of capability and capacity including:

- Review and implementation of the *Welfare Services in an Emergency: Director's Guideline*.
- Support to agencies and CDEM Groups in development their arrangements for welfare services at national, CDEM Group and local levels.
- Support to capability development tools and initiatives such as training and forums for CDEM Group Welfare Managers and welfare services agencies.
- Review of tools and systems that support increased engagement, coordination and management during readiness, response and recovery.
- Leadership of the ongoing development of arrangements for welfare services sub-functions that CDEM is responsible for including registration, needs assessment, provision of household goods and services and emergency shelter/accommodation.

A&P 05: Engagement with lifeline utilities

MCDEM will continue an ongoing programme of work engaging lifeline utilities and partner agencies to support lifeline utilities in meeting their responsibilities under the CDEM Act 2002; increase lifeline utility and CDEM partnerships including engagement at the national level via forums such as the New Zealand Lifelines Committee and regionally via lifelines groups and the development of sector coordinating entities; and support the development of lifeline utility coordination arrangements at national and CDEM Group levels.

A&P 06: Business Continuity Management Programme

MCDEM will continue a programme of work related to business continuity management including ongoing development of the Ministry's business continuity management planning, and engagement with central government, local government and researchers in the business continuity management field to inform business continuity management practice, advice and promotion via work programmes including, exercising and public education.

A&P 07: Recovery Management

This is an important component of *Strategic Priority 03 – Review of the Legislative Framework for Recovery*. MCDEM is the lead agency for recovery in New Zealand. The management of this portfolio includes, but is not limited to, development of recovery doctrine to support CDEM legislation, providing leadership to the CDEM sector (including recovery planning and development of plans), supporting recovery efforts across central government agencies and maintaining key international relationships.

A&P 08: Focal Point for the Sendai Framework for Disaster Risk Reduction

MCDEM is the national focal point for the New Zealand implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030. This means providing leadership within a multi-sectoral, holistic approach to implementation. It also means coordinating progress reporting, required under the monitoring regime of the new framework.

A&P 09: Risk Reduction Governance and Coordination

MCDEM provides multi-sector leadership, to implement improved risk reduction to prevent new and manage/reduce existing risk. Risk governance and coordination, accountabilities are aligned with the National CDEM Strategy's vision of a Resilient New Zealand. This programme contributes to more resilient communities by reducing risk, enhancing readiness and generating the capability and capacity to respond to an emergency and recover from its consequences.

A&P 10: Hazard Portfolio Management

The HRMA team provides coordinated science research advice by staying abreast of emerging trends in approaches to hazard risk management, hazard risk reduction and research specific to hazard portfolios addressed in the National Hazardscape Report. Hazard risk management includes, but is not limited to, strengthening networks among experts, leveraging off science research, supporting CDEM portfolios, understanding Crown Research Institute (CRI) work programmes and any other relevant agency, to promote effective risk management and risk reduction practices. Through this program science research is analysed for suitable practice and policy advice.

A&P 11: Risk Assessment and Communication

MCDEM provides ongoing support and advice to CDEM groups and stakeholders on risk assessment and communications. Thereafter through the HRMA team MCDEM provides active risk management support for groups, including guidance for their group plans. This includes providing transparency, alignment and clear articulation of risk management dialogue and implementation. A risk communication working group is intended to be formed in the 2015/2016 financial year and will be an ongoing responsibility of the HRMA team.

2.6 Capability and Operations Outputs

The MCDEM Capability and Operations Unit has two principal functions: CDEM capability development and National CDEM operational readiness and systems. These functions are delivered through two teams – the Capability Development Team and the National Operations Team. The Unit also has responsibility to manage relationships with partner Departments and agencies at the national level.

C&O 01: Public Alerting Project

This project addresses *Strategic Priority 02 – public alerting*. The Indicative Business Case for a national mobile-based public alerting system was completed in the 2014-15 year. The business

case proposed a two-channel approach consisting of a smartphone application and a cell-based “push” messaging capability, with both channels supported by one publishing platform. The smartphone application will be part of the MBIE and Police led Emergency Response System (ERS) project in 2015-16. The Public Alerting project will participate fully in that project, while the Detailed Business Case for a publishing platform and a cell-based “push” channel will be completed by MCDEM in 2015-16.

C&O 02: Concepts of Operations: States of National Emergencies

One of the remaining corrective actions under the 2011 Christchurch earthquake response review, this work involves workshops with CDEM Groups on the basis of scenarios that are expected to lead to a state of national emergency. The Christchurch earthquake response resulted in the forward deployment of the National Controller and the creation of one joint Coordination Centre however that model will not suit all scenarios. The workshops will consider the best-fit model for MCDEM and the affected CDEM Groups working together in the management of the response. The outcome will be a document containing a suite of models that can be applied in a state of national emergency.

C&O 03: EMIS

The next year will focus on preparing for an upgrade of Microsoft SharePoint for EMIS (likely to be Microsoft SharePoint 2013 or a later version). The EMIS team will also be involved in parallel projects including enhancing dashboards, open source mapping, rapid impact assessment, and ensuring EMIS stays aligned with new Director’s Guidelines. Products such as online training materials, reviewed user guides and training materials, and marketing solutions will be developed to support users. EMIS will continue to be governed by the CDEM EMIS Governance Group and supported by the CDEM EMIS User Group.

C&O 04: CDEM National Exercise Programme

The National CDEM Exercise Programme (NEP) facilitates a systematic continuum of regular exercise events, linking all levels of CDEM. The NEP is owned by the CDEM stakeholders as a collective. MCDEM will continue to provide the Chair and facilitates meetings of the NEP Governance Group, including providing for a permanent Governance Group Secretariat.

MCDEM will lead the planning for a national Tier 4 (tsunami) exercise in 2016. This will involve all 16 CDEM Groups with input and support from other Government agencies and lifeline utilities. Another Tier 4 exercise is scheduled for 2018. This will be focussed towards NSC and/or ODESC participation only. MCDEM will also provide support to Tier 3 exercises such as **Exercise Te Matau-a-Maui** - a Tier 3 exercise (Hawkes Bay) in 2015.

As part of its continued support to the sector, MCDEM delivers an Exercise Writing and Management Course at least once a year to CDEM and central government agency personnel. The course builds on the CDEM Exercises Directors Guideline for CDEM Groups [DGL 10/09].

C&O 05: Exercise Pacific Wave

The Exercise Pacific Wave series of Pacific-wide tsunami exercises were first conceived and conducted in 2006 by the Intergovernmental Coordination Group of the Pacific Tsunami Warning System (ICG/PTWS). The exercises, using a multitude of Pacific scenarios are used to evaluate the effectiveness of the system and to measure the readiness of countries to respond as national

tsunami warning centres and emergency response agencies, and the public to distant and local tsunamis. At the ICG/PTWS meeting in Hawaii in April 2015, MCDEM was confirmed as Co-Chair of the Task Team for the 2016 and 2017 exercises.

C&O 06: Inter-Agency National Exercise Programme

The Inter-Agency National Exercise Programme (NEP), overseen by ODESC, builds capability through a coordinated series of interagency exercises and these are measured against a set of national objectives. Capability is also built through the capture, and sharing of, lessons identified from previous events and exercises. MCDEM will continue to play a key role in the NEP Planning Team that maintains oversight of nationally significant exercises through the development of tools and provision of guidance towards national exercising consistency.

C&O 07: Debriefs and Corrective Action Plans

MCDEM follows a regime of debriefs, reports and subsequent corrective action plans after every response event and exercise. This process provides a robust process for reflection and continuous improvement. We will continue with the implementation of existing corrective action plans, and will continue the process for exercises and responses in the coming year.

C&O 08: National Warning System (including the 24/7 duty system)

The national warning system is regularly tested to ensure that when the system is used the most up-to-date contacts are notified. Standard Operating Procedures are frequently reviewed and staff trained on all aspects of the system. The MCDEM 24/7 duty system will continue to be supported through the maintenance of appropriate duty equipment, training and opportunities for duty officers and managers to catch up to share experiences. The work this year includes a review of the public information management procedures and training programme in partnership with the MCDEM Communications team to bring it into line with the remainder of the duty arrangements.

C&O 09: National Crisis Management Centre (NCMC) review and maintenance

MCDEM, on behalf of the Official's Domestic and External Security Coordination (ODESC) committee, is responsible for the general management, development, and maintenance of the NCMC. The facility has undergone a number of minor upgrades over the last decade (cosmetic and a number of network and infrastructure modifications), predominantly in response to areas identified as part of real events and exercises. However, there has been no comprehensive fit-for-purpose review during this time.

MCDEM will conduct a high level fit-for-purpose review of the National Crisis Management Centre (NCMC) to ensure New Zealand's national security system is operating efficiently and effectively to manage the full range of New Zealand's hazards.

An ongoing NCMC training programme will see the upskilling of MCDEM staff in NCMC operations, along with continuing to upskill supplementary staff from other agencies. There will be a focus over the period of this business plan to build on SOPs.

The annual CDEM VHF licence cost recovery process will continue to be streamlined.

C&O 10: Capability Development Team Strategic Intentions

Creation, refinement and ongoing 'living document' revision of a strategic intentions document covering the period 2016-2020 to outline the approach, priorities and work programme drivers of the MCDEM Capability Development Team for the next five years.

C&O 11: Role Maps

The Capability Development Team will continue to focus on supporting the CDEM Competency Framework application through the development of tools for greater practical application for CDEM stakeholders. Development of an online skills framework and role maps for Coordination Centre roles are examples of applicable tools.

C&O 12: Controller Development Programme & Capability Development Workshops

Continued development and delivery of the CDEM Controllers Development Programme. The programme was created in 2014 to meet the capability development needs of controllers. Sponsored by MCDEM and delivered by Massey University, it provides current and potential controllers at all levels with a comprehensive, engaging and challenging professional development experience, including:

- A six-week, part-time online learning, self-evaluation and facilitated peer discussion phase;
- An intensive five-day residential development course; and

An 18-month mentor and peer-supported cohort development phase. Continued facilitation of the Public Information Managers workshop, Lifeline Utilities Coordinator workshop and other extant MCDEM functional forums until such time as the ITF Advanced suite of courses matures to the point of subsuming this requirement.

C&O 13: Integrated Training Framework

The Integrated Training Framework (ITF) is an initiative of the Waikato CDEM Group to enhance the overall competency of leadership and staff working in a Coordination Centre (CC) environment through the provision of standardised training delivered in a manner that both promotes and supports professional development.

The ITF programme comprises the design, development and delivery of the following courses:

- CC (CDEM) Foundational
- CC Intermediate
- CC Advanced – Operations
- CC Advanced – Planning
- CC Advanced – Intelligence
- CC Advanced – Logistics
- CC Advanced – Finance
- CC Advanced – Welfare
- CC Advanced – Lifelines Utility Coordinator
- CC Advanced – Leadership
- Train-the-trainer courses for each course (excluding Foundational)
- CC – Public Information Manager
- CC – Interface

The Capability Development Team are well invested in the ITF initiative and will continue to be involved with the development of the ITF courses at the Consultation Group, Working Group and Steering Committee levels. Over time the intention is for the ITF courses to be owned and managed by MCDEM. This will be a progressive activity as courses are developed and as enabling systems and staff structure grow to support the extra workload.

C&O 14: NCMC Supplementary Staffing

Ongoing refinement and delivery of induction training and re-engagement activities for the National Crisis Management Centre (NCMC) Supplementary Staff drawn from other central government agencies.

C&O 15: Capability Development Governance & Relationship Management

Ongoing and active participation and engagement with education and training providers' governance mechanisms, i.e. steering groups, advisory boards, Boards of Study, expert panels, etc.

Ongoing engagement with the national and international Learning and Development community to maintain professional L&D knowledge currency, relevance and occupational best practice awareness. This output includes regular engagement with emergency management education and training providers.

Sourcing, evaluating and sharing information on formal and informal learning opportunities for the CDEM stakeholders, including the development of a framework and tool for illustrating possible learning pathways.

C&O 16: Learning Management System

ICT is a key enabler of capability development. Through the effective use of appropriate technology, systems and relationships, services can be delivered to users where they need them, in a manner that suits the way they want to work. In line with the Government strategy for ICT, the MCDEM Capability Development Team intends to not only support digital approach by default, but also to enable users to be as mobile as possible, with capability development tools available on multiple devices.

C&O 17: Capability Development Strategy and Consultative Group

Ongoing review and development of the CDEM Capability Development Strategy 2013, including leading the formation of a stakeholder consultative group.

C&O 18: Grow the MCDEM Capability Development Team

The expanding role of the Capability Development Team and the organisational overheads of some of the enabling initiatives over the next five years will require the Team to adapt and grow to meet work programme requirements.

2.7 Development Outputs

The MCDEM Development Unit is responsible for engagement and liaison with local authorities and CDEM Groups on their statutory responsibility for delivering all aspects of CDEM to their communities. The unit is responsible for assisting CDEM Groups to implement national guidance and plans in the region, monitor and report Group performance and development including implementing the evaluation process, assisting Groups to enhance capability development and managing the resilience fund process.

Dev 01: Engagement with CDEM Group management and governance

During the 2015-16 year, MCDEM will continue to engage with CDEM Groups' in support of management and governance structures. The release of the revised National CDEM Plan and the Guide to the Plan will likely see an increase in advice, support and direction being provided to Groups in this regard. In addition, advice is likely to be required on revised Director's Guidelines such as Response Planning, Logistics, Welfare, and CDEM Group Planning as well as the upcoming revision of the National CDEM Strategy. Unit staff will be maintaining close engagement of CDEM Group corrective action plans derived from the recent capability assessment reports and the integration of corrective actions as part of the Group Plan development.

Dev 02: Engagement with regional and local agencies

During the 2015-16 year, staff will continue to maintain strong operational relationships with key regional and local agencies. Participation in regional and local working groups and committees will continue. MCDEM staff will provide clear advice and support on national level doctrine and will be responsive to calls for assistance in planning, training, exercising, management and governance wherever possible. During the year, opportunities to increase knowledge of the CDEM Groups across Regional Emergency Management Advisors will be undertaken.

Dev 03: Support national level outputs

Development unit staff are integral to ensuring that national doctrine and guidance are practical and deliverable. Staff form part of project teams that lead the development and delivery of new programmes of work, or develop/review doctrine. Development Unit staff also support CDEM Groups to ensure that new areas of work are effectively promulgated locally. Additionally Development Unit staff also have areas of expertise that enable them to take the lead in a number of areas. As well as routine support, staff will be taking the lead for projects on rapid impact assessment, radio communications, and New Zealand Response Teams.

Dev 04: Monitoring and evaluation

Following implementation of the 2014-15 monitoring and evaluation programme, final assessments will be undertaken to complete this work in 2015-16. Following the completion of the CDEM Group Capability Assessment Reports, a report on nationwide capability will be developed. Further work will need to be undertaken to align the current capability assessment tool to the new National Strategy. Staff will be involved in reviewing KPI's and measures to ensure that the tool remains relevant and aligned to national goals and objectives.

Dev 05: CDEM Resilience Fund

Projects for the 2015-16 Resilience Fund have been approved and notified. MCDEM will maintain oversight of the projects and manage the Fund to best effect during the year. Applications for the 2016-17 Fund close on 31 July 2016 and will be notified in November.

2.8 Policy Outputs

The staff who deliver CDEM Policy are sourced from the National Security Policy (NSP) Directorate of the Department of the Prime Minister and Cabinet, in full or part time capacity (capacity will vary as needs across NSP and MCDEM require). Their primary role is to provide policy advice on the legislative and policy framework for civil defence emergency management, as part of the broader national security framework. As part of this, Policy staff are involved in projects across MCDEM, particularly where there is a statutory duty (e.g. the review of the National CDEM Strategy). Policy staff are responsible for preparing cabinet papers for the Minister of Civil Defence and leading legislative reform to the CDEM Act.

Pol 01: The review of the legislative framework for recovery **(Stage One only)**

This work delivers on *Strategic Priority 03 – Review of the Legislative Framework for Recovery*. This legislative project has two stages:

Stage One: The review has Cabinet agreement for a Bill to amend the Civil Defence Emergency Management Act to strengthen its provisions for recovery, particularly for small to moderate emergencies. In the 2015 calendar year the Bill is scheduled to be introduced into the House and referred to Select Committee. In the 2016 calendar year the Bill will likely complete its second and third stages; and be enacted. Staff will support the Minister through the parliamentary stages, and deliver advice and reports to fulfil standard Select Committee processes.

Stage Two: This project has not yet commenced. It will comprise a review of the legislative framework for large scale emergencies including consideration of a template for bespoke legislation. It is not related to, but has synergies with, the Select Committee inquiry into Parliament's legislative response to future national emergencies.

Pol 02: Public alerting

This work delivers on *Strategic Priority 02 Public alerting*. Policy support for this project includes preparing the Cabinet paper that will seek agreement to the detailed business case for a national public alerting system. In addition, Policy will contribute high-level advice on government funding, and a procurement and implementation strategy (if the government decides to proceed with the system).

Pol 03: First and second opinion policy advice (depends on project -

MCDEM is consulted at various stages of policy development and on policy proposals in draft Cabinet papers, by other agencies, on matters that might impact on the CDEM legislative

framework, policy and operations. Policy liaises with subject matter experts within MCDEM to respond appropriately.

In addition, staff provide policy advice for and to MCDEM on matters such as the CDEM legislative framework, financial assistance policy, Government priorities and other strategic policy, Cabinet and parliamentary processes, government reporting, and ministerial servicing. Staff prepare information briefings on an ad hoc basis.

Pol 04: Financial assistance policy

Staff finalise the processing of claims and applications for financial assistance from CDEM Groups (in particular, reimbursement of response and recovery costs, and mayoral/disaster relief contributions), through providing ministerial briefings or Cabinet papers. In addition, at least two special policy applications can be expected over the period of this plan. The resource required varies, depending on the scale and complexity of the emergency, and the existing social, economic and environmental context of the affected area.

In addition, Policy staff are involved in the review of the '60/40' cost sharing arrangement, an interagency project led by the Treasury, and with input from the establishment board of the proposed Local Government Risk Agency.

Pol 05: Ministerial servicing

Policy staff support the Office of the Chief Executive to deliver ministerial services for the Minister of Civil Defence. This work mainly comprises ministerial correspondence and responses to Parliamentary Questions and Official Information Act requests.

2.9 Communications Outputs

The communications team requires specialist expertise to deliver on MCDEM's strategic priorities and to also be able to respond to events and emergencies. This involves flexibility with the communications resource when there is an event, and specialist communications skills to build and roll out a relevant engaging education programme.

Coms 01: Public Education

This work delivers on *Strategic Priority 01 – Public education and NZ ShakeOut 2015*. The priority for this financial year is the delivery of the ShakeOut public education drill.

The civil defence emergency management public education strategy is due for review. The current strategy had a ten year life span.

It is proposed that the review be prioritised following the Shakeout exercise to examine how we engage the right audiences, with the right messages. This will involve examining the channels used and the approaches taken to get the outcomes needed to help support New Zealanders to prepare, be able to respond and build their resilience if and when there is an event.

ShakeOut and the review of public education will be the focus for this financial year.

Coms 02: Event and emergency management public information and communications

A crucial part of the CDEM is having clear, simple information available to the public as quickly as possible. Maintaining the Public Information Management function within MCDEM requires ongoing management and familiarisation, training and resourcing of the on-call duty Public Information Managers and the activation and ongoing operation of the Public Information Manager role when there is an event or emergency and in the NCMC.

Coms 03: MCDEM communications of BAU activity

This business as usual communications activity supports MCDEM, DPMC and other relevant government agencies, and CDEM Groups engage with the public and stakeholders about MCDEM activity, changes to the CDEM strategy, planning and guidance, new initiatives contained in the business plan, exercises and policy updates and changes.

Coms 04: Support for policy and Ministerial decisions

Briefings, information and communications support for policy and Ministerial decisions, Ministerial visits, speeches and media information.

2.10 Planning and Business Support Outputs

The effective functioning of MCDEM in its routine work as well as during an activation in the response to and recovery from an emergency is reliant on responsive and instinctive administration support to staff. MCDEM has an efficient, effective and customer-focused team of administrators who assist all MCDEM teams, including the Director and the MCDEM regional offices in Christchurch and Auckland.

Section 3 The Five Year Plan

This is the first year that MCDEM has undertaken a five year business planning process. It is expected that this approach will be refined in future years as part of the annual planning and review cycle.

3.1 Budget projections

The continuing focus on fiscal restraint and savings are expected to further influence the priorities of the Ministry business plan and the ability to deliver the broad range of outcomes desired by the sector. The business plan has been developed in such a way that should priorities need to be changed as a result of an emergency an indication of priorities has been provided.

3.2 MCDEM Priorities

In addition to the statutory requirements, priorities are also agreed with the Minister of Civil Defence. These priorities are reviewed on an annual basis.

P/P #	Output description	15/16	16/17	17/18	18/19	19/20
Stp 01	Public Education					
Stp 02	Public Alerting					
Stp 03	Review of the Legislative Framework for Recovery					
Stp 04	Review of the CDEM Strategic Framework					
Stp 05	International Engagement					

3.3 Office of the Director

The Office of the Director covers matters of leadership and governance, organisational-wide initiatives, and international commitments. As such, these are largely ongoing. However the next two to three years will see a focus on developing the new strategic direction for CDEM, via the review and re-development of the National CDEM Strategy. This will involve extensive engagement with stakeholders at political, executive, and operational levels, across a range of organisations and sectors.

We will also continue to deliver on our international commitments, through our Partnership Arrangement with MFAT (for disaster risk management in the Pacific), as well as through other bilateral and NZ Inc initiatives.

P/P #	Output description	15/16	16/17	17/18	18/19	19/20
Dir 01	Development of the National CDEM Strategy 2017	★	✓	✓		
Dir 02	Resilience Programme	●	✓	✓	✓	✓
Dir 03	Alignment with National Security	●				
Dir 04	National Conference 2016 (The frequency and scale will be determined after June 2016)	★		✓		✓
Dir 05	Liaison with the private sector	●	✓	✓	✓	✓
Int 01	Agreement with bilateral partners	●	✓	✓	✓	✓
Int 02	Partnership Arrangements with MFAT	★	✓	✓	✓	
Int 03	Contributions to NZ Inc Initiatives	▲	✓	✓	✓	✓

3.4 Analysis and Planning Unit

The five year work programme for the Analysis & Planning Unit involves multiple programmes of sustained support, coordination and engagement with a number of sectors and stakeholders involved in welfare services, lifeline utilities, business continuity, hazard risk management and recovery. Some of these programmes include projects with distinct outputs including doctrine.

P/P #	Output description	15/16	16/17	17/18	18/19	19/20
A&P01	Review of the National Civil Defence Emergency Management Plan					✓
	Review of the Guide to the National Civil Defence Management Plan	★				✓
A&P02	Review existing supporting plans including the National CDEM Fuel Plan and the Wellington Earthquake National Initial Response Plan	▲				
	Develop and publish the Alpine Fault National Initial Response Plan		✓			✓
A&P03	Review, republish and implementation of relevant Director's Guidelines, Technical Standards or Codes including Response Planning and Welfare Services in an Emergency	★				
	Develop and publish the CDEM Intelligence Director's Guideline		✓			
	Review and republish the Donated Goods Management Best Practice Guide		✓			
	Review and republish the Mass Evacuation Planning Director's Guideline			✓		
	Review of Spontaneous Volunteer Management Director's Guideline			✓		
	Review and republish Including People with Disabilities Information Series				✓	
	Review and republish Including Culturally & Linguistically Diverse Communities Information Series				✓	
A&P04	Leadership and coordination of welfare services	★	✓	✓	✓	✓

A&P05	Engagement with lifeline utilities					
A&P06	Business Continuity Management Programme					
A&P07	Recovery management					
A&P08	Focal Point for the Sendai Framework for Disaster Risk Reduction					
A&P09	Risk Reduction Governance and Coordination					
A&P10	Hazard Portfolio Management					
A&P11	Risk Assessment and Communication					

3.5 Capability and Operations Unit

The Capability and Operations Unit's primary focus for 2015/16 FY is on Ministerial priorities and essential capacity and capability elements. The priority outcomes will have an impact on both MCDEM and wider CDEM stakeholder capacity and capability. Due to resource constraints some outcomes will have to be delayed or achieved in slower time.

P/P #	Output description	15/16	16/17	17/18	18/19	19/20
C&O01	Public Alerting Project					
C&O02	Concepts of Operations: States of National Emergency					
C&O03	EMIS					
C&O04	National CDEM Exercise Programme					
C&O05	Exercise Pacific Wave					
C&O06	Inter-Agency National Exercise Programme					
C&O07	Debriefs and Corrective Action Plans					
C&O08	National Warning System (including the 24/7 duty system)					
C&O09	NCCM review and maintenance					
C&O10	Capability Development Team Strategic Intentions					
C&O11	Role Maps					
C&O12	Controller Development Programme & Capability Development Workshops					
C&O13	Integrated Training Framework					

C&O14	Supplementary Staffing					
C&O15	Capability Development Governance & Relationship Management					
C&O16	Learning Management System					
C&O17	Capability Development Strategy & Consultative Group					
C&O18	Grow the CDEM Capability Development Unit					
C&O19	Establishment of a Cadre of Experienced Emergency Managers					
C&O20	DNA for CDEM Groups					
C&O21	CDEM Competency Framework					
C&O22	e-Learning					
C&O23	Review of CIMS					
C&O24	NCMC Upgrade					
C&O25	National Warning System Review & Upgrade					

3.6 Development Unit

The five year work programme for the Development Unit is largely a programme of sustained support to the sector. Whilst some activities follow a project timeline with clear outcomes and outputs, this is typically not the case.

P/P #	Output description	15/16	16/17	17/18	18/19	19/20
Dev 01	Engagement with CDEM Group management and governance Proactively engage with the management and governance elements of every CDEM Group to provide strategic advice and support on national level policies, plans and direction.					
Dev 02	Engagement with regional and local agencies Proactively engage with managers and officers of CDEM Groups, emergency services, lifeline agencies and government departments at the regional and local level to provide operational advice and support on national level policies, plans and direction.					
Dev 03	Support national level outputs: Advise and support the development of national level guidance, technical standards, documentation and reports.					
Dev 04	Monitoring and evaluation: Completion of individual CDEM Group and the nationwide capability assessment reports.					
Dev 05	Management of the CDEM Resilience Fund.					

3.7 Policy Unit

P/P #	Output description	15/16	16/17	17/18	18/19	19/20
Pol 01	The review of the legislative framework for recovery: <u>Stage One</u> (CDEM Act Amendment Bill)	★	✓			
	The review of the legislative framework for recovery: <u>Stage Two</u> (legislation required for recovery from large scale emergencies)	★		✓	✓	
Pol 02	Public alerting (Cabinet paper, funding and potential procurement)	★	✓	✓	✓	✓
Pol 03	First and second opinion policy advice for MCDEM and other government agencies (includes involvement in substantive MCDEM projects, and preparing Cabinet papers)	▲	✓	✓	✓	✓
Pol 04	Financial assistance policy (processing claims for reimbursement of response and recovery costs; mayoral/disaster relief funds; and special policy)	▲	✓	✓	✓	✓
	Financial assistance policy (review of the 60:40 cost-sharing arrangement)	▲	✓			
Pol 05	Support for ministerial servicing (Ministerial correspondence, PQs and OIAs)	▲	✓	✓	✓	✓

3.8 Communications Unit

The Communications Unit's priorities for 2015/16 FY are implementing ShakeOut, Ministerial briefings and information and getting the Public Information Management function in shape to fulfil a readiness and response function and capability.

P/P #	Output description	15/16	16/17	17/18	18/19	19/20
Coms 01	Implement ShakeOut	★			✓	
	Advertising & marketing activity	●	✓	✓	✓	✓
	Review Public Education Strategy	●		✓		✓
	Implement revised Public Education Strategy		✓	✓	✓	✓
Coms 02	Resource, train and activate Public Information Managers	★	✓	✓	✓	✓
Coms 03	Develop MCDEM communications strategy to support BAU	●				
	Implement communications strategy actions	●	✓	✓	✓	✓
	Review communications strategy			✓		
	Communications of BAU and support for Business Plan initiatives	●	✓	✓	✓	✓
Coms 04	Support for policy and Ministerial decisions	★	✓	✓	✓	✓

3.9 Planning and Business Support Unit

The Planning and Business Support Unit is responsible for coordinating all corporate accountability Government processes and assist MCDEM teams to enable them to complete work projects and programmes. In addition to developing and maintaining best practice administrative systems in their BAU role, they also function as part of the Logistics desk in the NCMC.

P/P #	Output description	15/16	16/17	17/18	18/19	19/20
PBS1	Corporate accountabilities documents, including Statement of Intentions, Annual Report, Estimates Documents and Select Committee responses					
PBS2	Develop Business Plan, Work Programme, Risk Register and monthly reports					
PBS3	Develop and monitor the Annual Stakeholder Survey					
PBS4	Maintain the Contacts Database					
PBS5	Assist MCDEM by developing and maintaining BAU administrative systems and procedures					

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Te Rākau Whakamarumarū