

BUSINESS PLAN

2016 - 2020

Issued October 2016



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

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Section 1 Introduction

This business plan provides a detailed overview of the Ministry's work programme for the 2016/2017 financial year. This includes our ongoing, baseline work as well as more defined projects. Where possible, the business plan also provides a high level overview of programmes and initiatives planned for the next five years. This mix reflects the Ministry's unique range of responsibilities under the Civil Defence Emergency Management Act (CDEM) 2002, National CDEM Strategy and National CDEM Plan, and as part of the Department of Prime Minister and Cabinet (DPMC).

A key aim of producing a business plan is to build engagement and promote opportunities for collaborative effort with all those involved in emergency management. This is an exciting time to review our business plan and consider our long-term priorities and opportunities for collaboration and partnership, following an increase to our funding. In May 2016 the Minister of Civil Defence announced an extra \$6.2 million for the Ministry in Budget 2016. The additional funding allows us to maintain our national support services, working alongside all those working in emergency management. In essence it provides for the Ministry to grow by 20%. That's an amazing level of growth and it will require careful management.

An increasing level of interest in emergency management, both domestically and internationally, has been experienced in recent years. There are several reasons for this including increasing vulnerability and frequency of emergencies and disasters. The Ministry's needs to position itself to stay abreast of international best practice and to meet the challenges and opportunities in the emergency management field. This starts with our commitment to the United Nations' Sendai Framework for Disaster Risk Reduction 2015-2030. The Framework signals the need for nations to move from just managing disasters to managing risk. This is shifting the focus of our work and is visible in this work plan.

Changes in technology and use of social media provides opportunities and an expectation of greater uptake by the Ministry. Communities are looking for more information on risks and a rapid response following disasters. In response, public education and information, and an upgrade of the national warning system are all part of this business plan.

The Ministry plays a key role in contributing to DPMC's vision and long term outcomes. This includes the Department's strategic vision to *'increase New Zealand's resilience through engagement with communities, business and the public'*. Being part of the Department enables the Ministry to work with others, across the national security system, to provide support – be that nationally, regionally or locally. We also support the 'all hazards all risks' approach, which underpins emergency management and the national security system.

1.1 Looking Back on 2015/16

1.36 million



people took part in New Zealand ShakeOut 2015, our national earthquake drill – that's **30%** of New Zealanders

61% of those who took part in ShakeOut say they feel more prepared for an earthquake as a result.



More New Zealanders are now aware that they should 'drop, cover and hold' (27% in 2016 compared to 21% in 2015) suggesting that Shakeout was effective in communicating these messages.

NEVER HAPPENS? How prepared are HAPPENS New Zealanders?

92% believe that they have a good understanding of the types of disasters that could occur in New Zealand.

84% have a good understanding of what the effects would be if a disaster struck in their area.

83% have emergency items needed to survive a disaster, such as tinned food and water.



As part of the inter-agency National Exercise Programme, MCDEM supported exercises with over 20 agencies.

Exercise Whakautu II

In May 2016, MCDEM participated in the shipping collision scenario exercise led by Maritime NZ.

5 Director's Guidelines published

- Tsunami Evacuation Zones [DGL 08/16]
- CDEM Group Planning [DGL 09/15]
- Welfare Services in an Emergency [DGL 11/15]
- Emergency Movement Control [DGL 18/15]
- Response Planning in CDEM [DGL 19/15]

National CDEM Strategy Review

A review of the National CDEM Strategy commenced with engaging public workshops held across the country.

Future of Emergency Management Conference

This was the first national emergency management conference for stakeholders organised by MCDEM in many years. Between 31 May and 3 June 2016, 320 attendees were challenged to consider the future of emergency management.

National CDEM Plan 2015

The *National Civil Defence Emergency Management Plan 2015* and *Guide to the National Civil Defence Emergency Management Plan 2015* came into effect on 1 December 2015.

The updated Plan sets out the roles and responsibilities of everyone involved in reducing risks and preparing for, responding to and recovering from emergencies.

The Guide supports the Plan with further detail, diagrams, and operational information.

CDEM Amendment Bill

The *Civil Defence Emergency Management Amendment Bill* was introduced in November 2015. The bill includes provisions to better help communities recover from emergencies. The bill will go through its final parliamentary stages in 2016.

Responsibility for welfare services in an emergency transferred to MCDEM

Responsibility for the leadership and coordination of welfare services in an emergency was transferred from the Ministry of Social Development to MCDEM (nationally) and CDEM Groups (regionally) on 1 December 2015.

Christchurch earthquake response Corrective Action Plan initiatives complete

Over 100 recommendations from the Independent Review of the Civil Defence Emergency Management Response to the 22 February 2011 Christchurch Earthquake have been actioned.

14 projects funded through the CDEM Resilience Fund

National Crisis Management Centre activations



Chile Tsunami
17-18 September 2015



M5.7 Christchurch Earthquake
14 February 2016



Website strengthened
civildefence.govt.nz strengthened in terms of both capacity and support to cope better with high demand during emergencies.



New Learning Management System, *takatū*, developed and implemented with the support of a stakeholder working group.

Section 2 Annual Business Plan 2016-17

2.1 Scope of this plan

This business plan provides a snapshot of our priorities for the next year, within the context of a five year work programme. It is a non-statutory document designed to be accessible to our partners; stakeholders and other interested people. It doesn't include detailed financial information. Rather it describes the work that we plan to do, including ministerial priorities and an outline of planned programmes and projects.

If there are projects or work areas included in this document that you want to know more about, further information may be available on our web site: <http://www.civildefence.govt.nz> or contact emergency.management@dpmc.govt.nz.

Other helpful documents are the Department of the Prime Minister and Cabinet's (DPMC's) four year strategic document 'Strategic Directions', and also its Annual Report that sets out achievements. These are both statutory documents which describes the Ministry's work and achievements as part of the wider DPMC.

The projects and work areas in this business plan reflect the following drivers and constraints:

- priorities from the Minister of Civil Defence
- statutory responsibilities under the Civil Defence Emergency Management Act 2002 and National Civil Defence Emergency Management Plan Order 2015
- agreements the Government or the Ministry have signed up to – international or domestic
- feedback from CDEM Groups and other stakeholders in New Zealand about what support they want from the Ministry
- surveys and assessment about the preparedness and resilience of New Zealand's communities.

Next year's business plan will reflect progress in the next year, any changing priorities and analysis and commentary from those working with us on CDEM programmes.

The plan is based on the year 1 July 2016 to 30 June 2017 – our financial year.

2.2 The budget

The Ministry's operating budget is outlined in the 2016/17 Estimate of Appropriations for DPMC. The total budget is \$11.660M, an increase of \$0.770M from 2015/16.

The 2016 budget announcements provide for significant growth in capability and capacity. It will help ensure New Zealanders are better prepared for natural disasters by providing an extra \$6.2 million of operating funding over the next four years including \$63,000 of new capital funding for the Ministry.

The new increase funding will ensure the Ministry can continue to provide leadership in emergency management. We will focus on strengthening core capability and supporting key programmes of work, including hazard risk management, national planning, capability and operations, public information and education and areas across the 4R's of risk reduction, readiness, response and recovery. A portion of the new funding (\$0.040M) will be for operating the Ministry's office within the Christchurch Justice and Emergency Services Precinct.

The formal output expenses are described as:

- **Community awareness and preparedness** - development and delivery of long-term national programmes to raise individual and community awareness and preparedness. \$1.938M
- **Emergency sector and support and development** - developing and implementing operational policies and projects, advice, assistance and information to the civil defence and emergency management sector. \$5.574M
- **Management of emergencies** - 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. \$3.705M
- **Policy advice – emergency management** - 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 management matters. \$0.443M

Overview of 2016/17 Work Programme

Work Programme 2016/17	
Maintaining appropriate legislative framework and associated guidance	
<ul style="list-style-type: none"> • Progress a National Disaster Resilience Strategy by end of 2017 ★ • Implementation of 2015 National CDEM Plan and Guide • Start reviews of Wellington Earthquake National Initial response Plan and National CDEM Fuel Plan 	<ul style="list-style-type: none"> • Complete CDEM Amendment Bill and progress work on recovery for large scale emergencies ★ • With Treasury and DIA – Review of financial assistance to local authorities for infrastructure repair after an emergency.
Relationships, Partnerships and Deliverables to support Communities across the 4 Rs	
<ul style="list-style-type: none"> • Start delivery of new Public Education Programme (2016-19) ★ • Monitoring, alerting and warning of hazards ★ • Facilitate CDEM courses, workshops and functional forums • Develop and issue risk communications • Risk assessments • Roll out the new takatū learning management system 	<ul style="list-style-type: none"> • Manage and produce public information • Ongoing engagement with CDEM Groups, regional and territorial authorities, lifeline utilities, emergency services, central government agencies, science and research community, private sector, not for profit, national and international learning and development providers, MCDEM counterparts internationally (particularly Australia and USA)
Management of emergencies – national oversight – facilitates management of the National Crisis Management Centre	
<ul style="list-style-type: none"> • National exercises: Exercise Tangaroa in August and September 2016 ★ • Training regime and maintain MCDEM 24/7 duty team • Maintain rapid response capability for the Pacific 	<ul style="list-style-type: none"> • Upgrade EMIS and the national warning system • Leadership and coordination of welfare services and lifeline utilities • Implement 2015 NCMC review recommendations
Monitoring and Evaluation	
CDEM Group capability, community preparedness, adequacy of legislation, training framework, events and exercises	
Ministerial Servicing	Corporate responsibilities
Advice on events and subsequent action plans, assessment of hazards and risks, strategic policy, governance and management structures, other portfolio work programmes, reporting, administer resilience funds and financial assistance policy, and general communications.	Business continuity, communications strategy and financial and programme accountability. Implement budget 2016 decisions to enhance MCDEM capability and capacity.

★ = Ministerial Priorities

2.3 Ministerial Priorities

The Ministry has five ministerial priorities. Other than Exercise Tangaroa (the national CDEM exercise), they will be progressed and implemented over a number of years.

- Deliver a new public education programme
- Active monitoring alerting and warning of emergencies
- National Disaster Resilience Strategy 2017
- Recovery Framework – implementing the CDEM Amendment Bill
- National Exercise – Tangaroa – August/September 2016

2.3.1 Public Education – a new programme and campaign

The Ministry's new public education programme builds on the lessons identified from the very successful New Zealand ShakeOut public education campaign held in 2015. It provides plain English, factual information to the public about the risks we face and the actions needed to be prepared.

Delivery of the programme started in mid July 2016. The new Public Education Programme replaces the previous ten-year strategy. It will have a three-year lifespan (2016-19), with scope for extension.

The programme focuses on those demographic groups in New Zealand who are identified as being poorly prepared, and thus at a higher risk of being adversely affected in an emergency. It has a tailored approach, with resources targeted at CDEM Groups, schools, government agencies, community organisations and NGOs.

2.3.2 National Disaster Resilience Strategy

To fulfil a statutory requirement in the CDEM Act 2002, the Ministry will deliver the National Disaster Resilience Strategy by the end of 2017. This will also provide an opportunity to promote disaster risk management as a collective issue for all New Zealanders. The emergency services, local government, government agencies, private sector, non-governmental organisations and the public will have opportunities to contribute to the Strategy's development.

The current National CDEM Strategy was agreed in 2007, and published in March 2008. Under the CDEM Act the Strategy has a maximum 10-year lifespan. So, the current Strategy should be renewed or replaced by the end of 2017. In 2016 the project will focus on engagement with the aim of running a collective design process to develop the content of the new Strategy.

2.3.3 Legislative Framework for Recovery

The CDEM Amendment Bill is expected to go through its last parliamentary stages in 2016. This Bill strengthens the legislative framework for recovery. In particular, it provides for formal transition periods after emergencies, establishes recovery managers, and provides powers to support the effective recovery.

We have started work on a review of the legislative framework for recovery from large scale emergencies. The scope of this work is still to be confirmed.

2.3.4 CDEM National Exercise Programme: Exercise Tangaroa

The Ministry led a national exercise (Exercise Tangaroa) in August and September 2016 to test New Zealand's arrangements for preparing for, responding to, and recovering from the impact of a tsunami.




Exercise Tangaroa involved all 16 CDEM Groups with input and support from other government agencies and lifeline utilities, as well as international agencies. It was part of the National CDEM Exercise Programme. This programme facilitates a systematic continuum of regular exercise events, linking all levels of CDEM. The National Exercise Programme is owned by the CDEM stakeholders as a collective. The Ministry will continue to facilitate meetings of the National Exercise Programme Governance Group, including providing for the group's secretariat.

Planning will also commence in 2016/17 for another Tier 4 exercise in 2018, which will focus on the higher levels of the government's crisis management arrangements. The Exercise Writing and Management Course will also be delivered at least once each year.

Exercise Tangaroa was also the first full-scale exercise to be held as part of the Interagency (All-of-Government) National Exercise Programme. The Interagency National Exercise Programme was established in 2013 and is chaired by the Department of the Prime Minister and Cabinet. It was established to provide better coordination across government and to help ensure that New Zealand is prepared to effectively respond to national security (all hazard) events. The Interagency NEP builds capability through a coordinated series of interagency exercises and these are measured against a set of national objectives.

The Ministry provides subject matter expertise and it continues to play a key role, with others, to maintain oversight of nationally significant exercises and develop tools and guidance to support exercising consistency.

In an emergency the Ministry:

- leads the national response and recovery for
 -  Geological events – earthquakes, volcanic, tsunami landslides
 -  Weather events – coastal hazards, floods, severe storm
 -  Failure of Infrastructure - e.g, telecommunication, power networks.
- supports CDEM Groups which lead emergency responses at the local level for the above hazards
- supports other agencies when they have the lead, such as Police (e.g. terrorism events), Ministry for Primary Industries (e.g. drought, animal diseases and food safety) and Ministry of Health (human pandemics).

2.4 Key relationships and partnerships

In 2016-17 the Ministry will continue to give priority to its relationships, partnerships and deliverables to support communities across the 4 Rs of risk reduction, readiness, response and recovery.

We will maintain strong relationships with a wide range of local and central government agencies, emergency services, lifeline utilities, private sector, non-government organisations (NGOs) and community organisations across New Zealand. Key relationships and associated projects for the next year are described below. The scope of activities include development of capability throughout New Zealand, communications about hazards and risks, capability development and assessment of readiness, response and recovery.

The Ministry will continue to participate in regional and local working groups and committees. Staff will provide advice and be responsive to calls for assistance in planning, capability development, exercising, management and governance wherever possible.

2.4.1 Government agencies

The Ministry has strong relationships across central government within the context of the National Security System, including Officials Committee for Domestic and External Security Coordination (ODESC), Hazard Risk Board and other agencies. Lead and support agencies in particular carry out critical roles in emergency management across the 4 Rs. Arrangements for emergency management continue to evolve and improve and the Ministry will continue to foster these important relationships and work with partner agencies to further develop arrangements across a wide range of areas. The focus in the 2016/17 year will be to work more closely with other lead agencies to ensure alignment of emergency management arrangements as part of the implementation of the new National CDEM Plan and Guide.

2.4.2 CDEM Groups

The Ministry has always placed a large focus on working collaboratively with CDEM Groups. In the 2016/17 year we aim to maintain this engagement and work in greater alignment and partnership with CDEM Groups on areas of mutual interest or priority.

The Ministry will continue its support to CDEM Groups in a number of areas particularly: management and governance structures; redevelopment of CDEM Group Plans; implementation of arrangements in the National CDEM Plan and Guide and new Director's Guidelines; implementation of new recovery arrangements and responsibilities as set out in revised legislation; and CDEM Group corrective action plans derived from the capability assessment reports.

2.4.3 Lifeline utilities

Lifeline utilities are required by the CDEM Act to operate during and following an emergency. The Ministry works with lifeline utilities and a number of partners including the New Zealand Lifeline Council, the National Infrastructure Unit, regional lifeline utilities (via regional lifeline groups) and CDEM Group Lifeline Utility Coordinators to build capability and capacity and lifeline utility resilience.

In 2014, the Ministry released the Lifeline Utilities and CDEM Director's Guideline (Lifeline Utilities DGL) and has focussed on meeting with lifeline utility Chief Executives to build relationships and better understand the opportunities and challenges to lifeline utility resilience. In 2016/17 a greater focus will be given to support lifeline utilities stakeholders to meet their responsibilities under the CDEM Act 2002, the National CDEM Plan and the Lifeline Utilities and CDEM Director's Guideline.

2.4.4 Welfare services agencies

Responsibility for the leadership and coordination of welfare services in an emergency was transferred from the Ministry of Social Development to the Ministry (nationally) and CDEM Groups (regionally) on 1 December 2015 under the new National CDEM Plan 2015. Significant progress was made in 2015/16 and in 2016/17 we will continue to focus on building capability and capacity.

2.4.5 Research and science organisations

As part of its responsibilities for hazard risk management the Ministry will continue to strengthen networks among experts, leveraging off science research, supporting CDEM portfolios, understanding Crown Research Institute (CRI) work programmes and any other relevant agency input. The aim is to promote effective risk management and risk reduction practices. Science research is analysed for suitable practice and policy advice.

2.4.6 The private sector

As signalled in the 2015/16 business plan the Ministry is increasing its links with the private sector and engaging them in matters of risk and resilience. This focus assists the Ministry's objectives to highlight the private sector's role in addressing risks, and persuade entities to act in the interests and public good of the wider New Zealand society.

The Canterbury experience has reinforced how important it is for businesses to also be prepared for emergencies and to participate during response and recovery. Businesses play a critical role in community recovery and a number of recommendations to work more closely with the business sector have been made following the Canterbury experience. The Ministry will explore how we can work more closely with the private sector and business communities in the 2016/17 year and beyond.

2.4.7 Education and training partners

The Ministry will continue its ongoing programme of engaging with learning & development partners and CDEM stakeholders, including: education and training providers, inter-agency, national and international learning and development community and the Industry Training Organisation.

2.4.8 Non-Government Organisations

Non-governmental organisations (NGOs) are a vital component in the national and local response to, and recovery from, emergencies. Their role in supporting government agencies and CDEM Groups include responsibilities under specific welfare services functions at the national and regional level to coordinate and deliver welfare services to individuals, families/whānau, and communities affected by emergencies.

Section 3 Looking out Five Years

3.1 How we are structured to deliver the five year programme

The Ministry is structured into six units: Office of the Director, Analysis and Planning; Capability and Operations, Development, Policy, and Communications. Generally, every project has a lead person. In addition, the Director is directly responsible for some priority work, supported by individuals or teams/units.

Other parts of DPMC provide support. The Office of the Chief Executive of DPMC, with support from the Ministry, processes Ministerial correspondence, Parliamentary questions and Official Information Act requests. The Central Agency Shared Services (CASS) provides information technology, information management, human resources, legal services and financial services.

The Ministry plays a key role in the wider Departmental responsibilities of performance reporting, select committee and other reporting requirements, performance improvement framework assessments and audits.

3.2 Office of the Director

The Office of the Director covers matters of leadership and governance, organisational-wide initiatives, including 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 development of the National Disaster Resilience Strategy. This will involve extensive engagement with stakeholders at political, executive, and operational levels, across a range of organisations and sectors. The scope of strategy includes delivery on our international commitments, through our Partnership Arrangement with MFAT (for disaster risk management in the Pacific), and other bilateral and NZ Inc initiatives.

Dir 01: Planning and Business Support

Planning and Business Support is responsible for supporting the Ministry projects and programmes, It provides customer-focused business support across the Ministry, including the Director and the Ministry regional offices in Christchurch and Auckland. The team liaises with the CASS and Office of the DPMC Chief Executive on financial and corporate responsibilities on behalf of the Ministry. In an emergency it functions as part of the Logistics desk in the NCMC.

Dir 02: National Emergency Management Conference 2017

Following the successful conference in June 2016 the Ministry intends to host an annual event. The confirmed dates for the next National Emergency Management Conference are 7-9 June 2017.

Int 1: International engagement and agreements

The Ministry's three objectives for international CDEM engagement are:

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

The Ministry contributes advice, support and expertise to a range of national and international initiatives in support of the Ministry of Foreign Affairs and Trade (MFAT).

Int 02: United Nations and Pacific agreements

As part of the partnership arrangement (2013 - 2019) with MFAT we have agreed three Memoranda of Understanding:

- Disaster Risk Management for Pacific Island Countries - a programme is managed by the Ministry for the delivery of disaster risk management support and advice to Samoa, Tokelau, the Cook Islands, Niue and the Kingdom of Tonga. This work is funded by MFAT and delivered in partnership with the national disaster management offices of each country.
- Pacific Rapid Response – the Ministry 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) – the Ministry 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.

Int 03: Oversight of bilateral relationships with Australia and USA and Australia New Zealand Emergency management Committee (ANZEMC)

The Ministry has two bilateral arrangements with international counterparts including:

- an administrative arrangement with Emergency Management Australia (EMA), which is part of the Australian Attorney General's Department to strengthen emergency management cooperation between the two countries, and
- a memorandum of cooperation with the Federal Emergency Management Agency in the USA as part of the United States Department of Homeland Security to strengthen emergency management cooperation between the two countries.

New Zealand has roles in committees as part of the joint Australia-New Zealand Emergency Management Committee governance structure. In 2016/17 a governance review of this Committee is being undertaken. The aim is to maximise the effectiveness of the mechanism and further develop the relationship with EMA.

Int 04: Pacific Tsunami Warning System support

During 2016/17 we will continue in our role to chair the 'Disaster Management, Preparedness and Reduction' working group of the IOC-UNESCO Intergovernmental Coordination Group of the Pacific Tsunami Warning System, and to co-chair the Exercise Pacific Wave task team. This includes developing and coordinating best practice material and guidelines, and enabling the system to assess the readiness of the national tsunami warning centres and emergency response agencies of 42 member states. A Pacific Wave exercise is planned for the first half of 2017.

P/P #	Output description (and 16/17 priority)	16/17	17/18	18/19	19/20	20/21	Lead unit/team
Dir 01	Planning and Business Support	✓	✓	✓	✓	✓	Office of the Director
Dir 02	National Emergency Management Conference	✓	✓	✓	✓	✓	Office of the Director
Int 01	International engagement and agreements	✓	✓	✓	✓	✓	Development
Int 02	UN and Pacific Partnership Arrangements with MFAT	✓	✓	✓	✓	✓	Development (with MFAT funded position)
Int 03	Agreement with USA and Australia - bilateral partners	✓	✓	✓	✓	✓	Analysis and Planning Office of the Director
Int 04	Pacific Tsunami Warning Centre support	✓	✓	✓	✓	✓	Capability and Operations: Analysis and Planning

3.3 Analysis and Planning

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 planning framework, guidance and doctrine and international engagement. It also has responsibility to manage relationships with partner departments and agencies at the national level.

Over the next five years the Unit is focused on multiple programmes of sustained support, coordination and engagement. The scope includes stakeholders involved in welfare services, lifeline utilities, business continuity, hazard risk management and recovery. A primary focus for the 2016/17 year is the recovery management programme being developed in support of the CDEM Amendment Bill.

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

During the 2015-16 year, the Ministry completed the review of the National CDEM Plan 2015 and supporting Guide to the National CDEM Plan, with both documents coming into effect on 1 December 2015. During the 2016-17 year, the Ministry will continue its ongoing engagement with partner agencies and CDEM Groups to implement the new arrangements under the National CDEM Plan and Guide 2015. The Ministry will also be reviewing and amending the National CDEM Plan and Guide to ensure alignment with the CDEM Amendment Bill on recovery arrangements.

A&P 02: Review and implementation of supporting plans

In 2016/17 we will commence a review of the Wellington Earthquake National Initial Response Plan and the National CDEM Fuel Plan. Both plans are supporting plans to the National CDEM Plan. Engagement with partner agencies and CDEM Groups will be needed to carry out the reviews and implement revised arrangements.

Resources are assigned to support South Island CDEM Groups in the development of an Alpine Fault Earthquake Initial Response Plan over the 2016-18 financial years. This project, led by Emergency Management Southland, involving all South Island CDEM Groups, research organisations and partner agencies, including the Ministry, to understand the consequences of an Alpine Fault earthquake and develop initial response planning. In accordance with the National CDEM Plan 2015, this project may require that new, additional or revised national level arrangements are developed or led by the Ministry that are aligned and/or integrated with the Groups' planning arrangements.

A&P 03: Leadership and coordination of welfare services

Responsibility for the leadership and coordination of welfare services in an emergency was transferred from the Ministry of Social Development to the Ministry (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 2016-17 year and carried on in outlying years to build capability and capacity including:

- 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 04: Engagement with lifeline utilities

The Ministry 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 Council 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 05: Business Continuity Management Programme

The Ministry 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 06: Recovery Management

The Ministry 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 CDEM stakeholders (including recovery planning and development of plans), supporting recovery efforts across central government agencies and CDEM Groups as well as maintaining key international relationships.

The Ministry will focus on providing advice, analysis and leadership to CDEM stakeholders on recovery management, including implementation of the CDEM Amendment Bill and related responsibilities such as recovery planning and appointment of Group Recovery Managers.

A&P 07: Focal Point for the Sendai Framework for Disaster Risk Reduction

The Ministry 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 08: Risk Reduction Governance, Coordination and Policy Advice

The Ministry 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.

The Ministry provides hazard specific, subject matter expertise for policy development and advice. This includes the development of Ministerial briefings and the development of government policy and legislation, e.g. input on the Building Act, on a diverse range of hazards and risk management. During hazard events or times when hazard specific information is released within the media, the Ministry provides information to a wide range of stakeholders where required.

A&P 9: Hazard Portfolio Management

The Ministry 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 programme science research is analysed for suitable practice and policy advice. This business plan item also includes larger portfolios of work including the Tsunami Risk Reduction Programme.

A&P 10: Risk Assessment

The Ministry provides various levels of support at the central and local level for the development and completion of risk assessments. This has an all hazards approach and includes working with wider DPMC to ensure all risks of national significance are identified and understood. The Ministry provide ongoing support and advice to CDEM Groups and stakeholders on risk assessment and risk management, including guidance for CDEM Group Plans. This includes providing transparency, alignment and clear articulation of risk management dialogue and implementation.

A&P 11: Risk Communication

The Ministry develops and issues risk communications across all hazards. This involves developing and maintaining relationships with research institutes and academics for knowledge sharing regarding best practice and new research for the social science aspect of understanding risk and disasters. Topics of engagement include behavioural science and risk communication science.

P/P #	Output description	16/17	17/18	18/19	19/20	20/21
A&P01	Implementation of the National Civil Defence Emergency Management Plan and Guide	✓			✓	✓
	Review of the National Civil Defence Management Plan and Guide to align with the recovery provisions in the CDEM Amendment Bill	✓			✓	✓
A&P02	Review the National CDEM Fuel Plan	✓			✓	
	Review the Wellington Earthquake National Initial Response Plan	✓			✓	
A&P03	Leadership and coordination of welfare services	✓	✓	✓	✓	✓
A&P04	Engagement with lifeline utilities	✓	✓	✓	✓	✓
A&P05	Business Continuity Management Programme	✓	✓	✓	✓	✓
A&P06	Recovery Management Programme	✓	✓	✓	✓	✓
A&P07	Focal Point for the Sendai Framework for Disaster Risk Reduction	✓	✓	✓	✓	✓
A&P08	Risk Reduction Governance, Coordination and Policy Advice	✓	✓	✓	✓	✓
A&P09	Hazard Portfolio Management	✓	✓	✓	✓	✓
A&P10	Risk Assessment	✓	✓	✓	✓	✓
A&P11	Risk Communication	✓	✓	✓	✓	✓

3.4 Capability and Operations

The Capability and Operations Unit has two principal functions: CDEM capability development and National CDEM operational readiness and systems. CDEM capability development responsibilities involves developing and maintaining a strategy and framework for CDEM capability development, supporting and coordinating the development of training (including a Learning Management System) and supporting training standards and funding coordination. CDEM operational readiness responsibilities include the management of the National Crisis Management Centre (NCMC) and its systems, processes and staffing, providing a CDEM Emergency Management Information System (EMIS), management of the National Warning System (including the Ministry duty system) and the National Exercise Programme. The unit's primary focus for 2016/17 is the Ministerial priorities and essential capacity and capability elements. The Unit also has responsibility to manage relationships with partner Departments and agencies at the national level.

C&O 01: Common Alerting Protocol

The Capability and Operations Unit will consider the establishment of a Common Alerting Protocol (CAP) in New Zealand. The CAP is an international standard for alerts; adopting it in New Zealand will establish a standardised format and operational protocols for warnings across agencies. A CAP guideline will be published by the Ministry in the 2016/17 financial year.

C&O 02: Emergency Management Information System (EMIS)

During this financial year will focus on the upgrade of the current Microsoft SharePoint version of EMIS to a SharePoint 2016 platform. Preparation for the upgrade commenced in the 2015/16 year with the establishment of a project and a review of user requirements and architecture options. The upgrade project will span across the next two financial years.

Besides providing specialist input to the upgrade project, the Ministry EMIS team will focus on the development of training material (including on-line material) and reviewing user guides to prepare for the launch of the upgraded version by the end of 2017. In parallel, the team will continue to provide maintenance and service support for the current version; noting the EMIS Governance Group agreed not to invest in further enhancements of the current version in view of the pending upgrade.

EMIS will continue to be governed by the CDEM EMIS Governance Group and supported by the CDEM EMIS User Group. The Ministry EMIS team will maintain the secretariat functions for both groups.

C&O 03: National Warning System (including the 24/7 duty system)

The major undertaking this year involves moving the National Warning System to a new platform that will offer enhanced functionality. The change will include a complete review of processes, procedures and training packages. The outcome will enhance our monitoring, decision making and communication capacity in relation to warnings.

The Ministry 24/7 duty system and its procedures will be adjusted in accordance with the changes brought about by the new platform. Duty staff will continue to be supported through roster administration, the supply and maintenance of appropriate equipment, training and the facilitation of opportunities to provide feedback and share experiences.

The National Warning System will continue to be tested at regular intervals to ensure the system is operating at optimum level and that contact addresses are up to date. Standard Operating Procedures are being reviewed and staff trained on an on-going basis.

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. The Ministry will continue to facilitate meetings of the NEP Governance Group, including providing for the group's secretariat.

The team will compile the national report for Exercise Tangaroa (held in August and September 2016), which will be completed by April 2017. They will also. Planning will also commence for another Tier 4 exercise in 2018 that will focus on the higher levels of the Government's crisis management arrangements.

The team will also provide support to CDEM Group exercises at Tier 3 level, while it will continue to deliver an Exercise Writing and Management Course at least once a year to CDEM and central government agency personnel.

C&O 05: Pacific Tsunami Warning System (PTWS) support

At the April 2015 meeting of the Intergovernmental Coordination Group of the Pacific Tsunami Warning System (PTWS) the Ministry was elected to chair the 'Disaster Management and Preparedness' working group of the PTWS. The Ministry was also elected to co-chair of the Exercise Pacific Wave task team that plans and evaluates the series of Pacific-wide tsunami exercises conducted by the PTWS to evaluate the effectiveness of the system and to measure the readiness of the national tsunami warning centres and emergency response agencies of the PTWS member states.

These appointments will span the next two years and will involve (respectively) the development, coordination and sharing of best practice material, and the coordination of exercise Pacific Wave planning across the 42 member states of the PTWS. The next Pacific Wave exercise will be held in February 2017.

C&O 06: Inter-Agency National Exercise Programme

The Inter-Agency National Exercise Programme (NEP), overseen by DPMC's Hazard Risk Board (HRB), 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. The Ministry 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. The Ministry staff will also continue to provide subject matter expertise across all of Government exercises and will contribute to partner agency exercise planning teams.

C&O 07: Debriefs and Corrective Action Plans

We will continue with the 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 also continue with the implementation of existing corrective action plans.

C&O 08: National Crisis Management Centre (NCMC) review and maintenance

The Ministry, on behalf of ODESC, is responsible for the general management, development, and maintenance of the National Crisis Management Centre (NCMC). The Ministry conducted a high level fit-for-purpose review of the National Crisis Management Centre (NCMC) in 2015/16 to ensure New Zealand's national security system is supported efficiently and effectively. Recommendations of this review will be considered by ODESC and in the meanwhile we will continue with on-going maintenance such as the upgrading and replacement of equipment.

An ongoing NCMC training programme will see the upskilling of the Ministry staff in NCMC functions, along with supplementary support staff from other agencies.

C&O 09: Capability Development workshops and training programmes

The Ministry will continue to facilitate specific CDEM courses, workshops and forums. The team will continue with 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.

The Ministry will continue sponsorship of the Controller Development Programme. Progression reporting and the ongoing currency of Controllers knowledge will be an additional focus for 2016-17.

The Ministry's training support will also be targeted at:

- specific new sector projects (such as the EMIS upgrade)
- opportunities presented by lessons identified in responses and exercises
- alignment with new the Ministry guidelines
- training need gaps Nationally identified

E-learning, online learning and blended learning will form an increased part of the Ministry's Capability Development team output.

C&O 10: Integrated Training Framework

The Ministry will continue to support the development and delivery of standardised training through the Integrated Training Framework courses, the aim of which is to promote and support professional development for those working in a Coordination Centre environment. The Ministry participates at the Consultation Group, Working Group and Steering Committee levels.

The team will continue to support the blended learning approach, made possible with takatū, through administration support, course page development and support and advice on online course creation. The feasibility of the Ministry delivering, owning and managing currently developed courses and having further involvement in project management of new course development will be addressed in 2016-17.

C&O 11: Roll out of takatū – the CDEM Learning Management System

During 2016-17 there will be a roll-out, training and support for the new takatū system to CDEM Groups. Takatū (launched in July 2016) is a tool to support the introduction of new learning technologies, share resources, aid tracking and reporting of training. The Ministry will host and maintain takatū, provide specialised input and support the ongoing programme of online courseware. We will also facilitate the takatū advisory group to create and improve processes, so takatū remains a modern tool, relevant and aligned to sector needs.

C&O 12: Review of Competency Framework and Development Needs Analysis

The Competency Framework was established in 2009 and the Development Needs Analysis template and process in 2010, both tools are due for review. The review will include an assessment of the current use of the tools to identify if they are still fit for purpose. The outcome will be updated tools that align with current courses, role maps and link to takatū. Roll-out of the new tools will involve appropriate introduction activities and supporting material.

C&O 13: Qualifications and unit standard reviews

The Ministry will continue to work closely with the sector's Industry Training Organisation, The Skills Organisation. There is a multi-agency review group on the NZQA unit standards based on CIMS. Levels 2 and 4 are nearing completion and Levels 5 and 6 will be addressed in 2016-17. 2016-2017 will also see the review of CDEM qualifications and potentially all CDEM NZQA unit standards. These reviews involve CDEM Group representation to ensure the stakeholders have fit-for-purpose unit standards and qualifications. The Ministry will also seek to align CDEM sector courses to NZQA unit standards when possible.

C&O 14: Emergency Management Adult Community Education (ACE) Fund

A Tertiary Education Commission fund to train volunteers in civil defence emergency management - Emergency Management Adult Community Education (ACE). The Ministry coordinates information collection from the CDEM sector and training providers to better inform fund allocation and course suitability. The Ministry and representatives from the CDEM sector sit on the Governance Group. The Ministry support CDEM Groups to access this funding for their volunteer training.

C&O 15: Engagement with learning & development partners

The Ministry will continue its ongoing programme of engaging with learning & development partners and CDEM stakeholders. This includes:

- emergency management education and training providers, and participation in their governance mechanisms, i.e. steering groups, advisory boards, Boards of Study, and expert panels
- development of interagency relationships and contribution to wider inter-agency initiatives at the national level, in particular the National Security System Training and Development Programme
- engagement with the national and international learning and development community and the related research community to develop professional knowledge and test currency, relevance and occupational best practice awareness, and
- sourcing, evaluating and sharing information on formal and informal learning opportunities for CDEM stakeholders.

P/P #	Output description	16/17	17/18	18/19	19/20	20/21
C&O01	Common Alerting Protocol (CAP)	✓	✓	✓	✓	✓
C&O02	EMIS	✓	✓	✓	✓	✓
C&O03	National Warning System (including the 24/7 duty system)	✓	✓	✓	✓	✓
C&O04	National CDEM Exercise Programme	✓	✓	✓	✓	✓
C&O05	Pacific Tsunami Warning System support	✓	✓	✓	✓	✓
C&O06	Inter-Agency National Exercise Programme	✓	✓	✓	✓	✓
C&O07	Debriefs and Corrective Action Plans	✓	✓	✓	✓	✓
C&O08	NCMC review and maintenance	✓	✓	✓	✓	✓
C&O09	Capability Development workshops and training programmes	✓	✓	✓	✓	✓
C&O10	Integrated Training Framework	✓	✓	✓	✓	✓
C&O11	takatū – the CDEM Learning Management System	✓	✓	✓		
C&O12	Review of Competency Framework and Development Needs Analysis	✓	✓			
C&O13	Qualifications and unit standard reviews	✓	✓			
C&O14	Emergency Management ACE Fund	✓	✓	✓		
C&O15	Engagement with learning & development partners	✓	✓	✓	✓	✓

3.5 Development

The 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. Its five year work programme is largely a programme of sustained support to CDEM Groups.

Dev 01: Resilience Fund

In support of the emergency management initiatives to increase resilience within New Zealand, The Ministry manages an annual contestable Resilience Fund of \$889k. In 2016/17 the Ministry will maintain contact with this year's successful recipients (<http://www.civildefence.govt.nz/cdem-sector/cdem-resilience-fund/>) monitoring progress of their projects and processing submitted invoices. Invitations for applications for the 2017/18 year will be closed on 1 October 2016.

Dev 02: Capability Assessment

Following the completed report on nationwide capability and CDEM Group Capability Assessments, in 2016/17 work will be undertaken to align the current capability assessment tool to the new National Strategy. The Ministry will be involved in reviewing key performance indicators and measures to ensure that the tool remains relevant and aligned to national goals and objectives.

P/P #	Output description	16/17	17/18	18/19	19/20	20/21	Lead unit/team
Dev 01	Resilience Fund	✓	✓	✓	✓	✓	Development
Dev 02	Capability Assessment & Implementation		✓				Development

3.6 CDEM Policy

The Policy team are part of the National Security Policy Directorate of DPMC. 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.

Policy provides advice on the CDEM framework, powers and functions, the financial assistance policy, government priorities and other strategic policy. This involves Cabinet and parliamentary processes, government reporting, and ministerial servicing.

The priority work for the 2016/17 year is completing the CDEM Amendment Bill stages and working on the framework for recovery from large-scale emergencies. Policy is also supporting the Treasury (lead) and Department of Internal Affairs with a review of the '60/40' cost sharing arrangement for local authority infrastructure repair after an emergency.

The Policy team will also assist with the delivery of the National Disaster Resilience Strategy.

Processing claims for financial assistance

Staff process claims and applications for government financial assistance from CDEM Groups (in particular, reimbursement of response and recovery costs, and disaster relief fund contributions).

3.7 Communications

The Communications team leads the public education strategic priority work for public education and it also leads communications when responding to events and emergencies. The unit's priority for 2016/17 is the delivery and ongoing development of our new Public Education Programme, which replaces the previous ten-year strategy. The programme has a three-year lifespan (2016-19), with scope for extension.

The communications team requires specialist expertise to deliver on the Ministry'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

The priority for this financial year is the delivery and ongoing development of our new Public Education Programme, which replaces the previous ten-year strategy. The programme will have a three-year lifespan (2016-19), with scope for extension.

The programme will target those demographic groups in New Zealand who are identified as being poorly prepared, and thus at a higher risk of being adversely affected in an emergency. The programme will adopt a tailored approach, with resources targeted through CDEM groups, schools, government agencies, and NGOs.

Coms 02: Public information management and communications

In addition to the priority work on public education (see page 8), there is baseline work to support communication with the public.

The Ministry has an ongoing critical responsibility to ensure clear effective and authoritative information is available to the public as quickly as possible in an emergency. This includes emergencies or events where there is a low level of risk but high public interest. Improving and maintaining the public information management function within the Ministry, and across CDEM Groups, requires ongoing support and capability building.

In support of public communications the Ministry develops, conducts and monitors an annual survey to measure community preparedness. Results are generally available in August each year.

Coms 03: Effective and timely public information management and communications

The Ministry has a critical responsibility to ensure that clear effective information is available to the public as quickly as possible in an event. Improving and maintaining the Public Information Management function within the Ministry and across CDEM groups requires ongoing management, training and capability building. In addition the Ministry needs to facilitate the resourcing of the on-call duty Public Information Management function and the activation and ongoing operation of the NCMC when required.

Coms 04: The Ministry's Business as Usual (BAU) communications activity

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

Coms 05: Support for policy and Ministerial decisions

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

Coms 06: National communications strategy

A national communications strategy will be developed in the 2016-17 year to provide strategic guidance to inform the Ministry's communications programme, and that of the CDEM sector. The strategy will identify key communications principles, outline objectives and priorities, and plan how and when they will be achieved and measured. This strategy will incorporate a digital strategy, a Public Information Management strategy, the Public Education Programme, and the external publications strategy.

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.

Coms 07: Publications

The Ministry develops and issues guidelines, technical standards or codes on specific subjects related to civil defence emergency management. New guidance may be developed or existing guidance is regularly reviewed and maintained. During 2016-17 the Ministry is reviewing its recovery guidance. Existing or new guidelines, technical standards or codes will be reviewed and developed in outlying years where necessary.

P/P #	Output description	16/17	17/18	18/19	19/20
Coms 01	Public Education	✓	✓	✓	✓
Coms 02	Public information management and communications	✓	✓	✓	✓
Coms 03	Effective and timely public information management and communications	✓	✓	✓	✓
Coms 04	The Ministry's Business as Usual (BAU) communications activity	✓	✓	✓	✓
Coms 05	Support for policy and Ministerial decisions	✓	✓	✓	✓
Coms 06	National communications strategy	✓	✓	✓	✓
Coms 07	Publications	✓	✓	✓	✓

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