

BUSINESS PLAN

2017 - 2021

Issued September 2017



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

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Section 1 Introduction

This business plan covers the period 2017 – 2018 for the Ministry of Civil Defence & Emergency Management (Ministry). Where possible, the business plan 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).

In the last year New Zealand has had multiple emergencies with CDEM as the lead or as a support agency, including the 14 November 2016 Kaikōura earthquake and tsunami, February 2017 Christchurch Port Hill Fires and April 2017 Ex-Tropical Cyclone Debbie and Cook Floods. This has impacted the Ministry's work programme resulting in some projects being fast tracked and others being postponed. We anticipate it is likely to be another busy year.

The increased frequency of emergencies over the last few years has led to a heightened public awareness of the risks posed by natural hazards. Accordingly, the public have greater expectations of the capabilities of the civil defence emergency management sector (made up of the Ministry, CDEM Groups and local authorities, emergency services, other government agencies, lifeline utilities and others), to access the 4Rs – risk reduction, readiness, response and recovery.

In April 2017 a Technical Advisory Group (TAG) was appointed to provide advice to the Minister of Civil Defence on the most appropriate operational and legislative mechanisms to support effective responses to natural disasters and other emergencies in New Zealand. At the time of writing this plan the TAG had provided its interim report to the Minister of Civil Defence on Better responses to Natural Disasters and Other Emergencies in New Zealand. The Ministry is mindful that outputs from the TAG review could impact this business plan and is prepared and ready to shift focus into supporting the Government's decisions.

In the meantime, this business plan reflects commitments made to the current work programme which aligns to obligations in the National CDEM Strategy, and Department of Prime Minister and Cabinet's (DPMC's) Strategic Intentions, particularly Challenge Goal Four: Increase New Zealand's Resilience — through leading and building a risk-based, community-focussed, and integrated national security system.

We look forward to continuing to work with our stakeholders.

1.1 Looking Back on 2016/17



Post-analysis for the Drop Cover Hold, and Long or Strong Get Gone advertising campaign activity between April-June 2017:

80% of all people aged 25-54 reached at least once; 70% at least 3 times; and - on average across 3 months - advertising reached them 15.5 times.

11,000 people clicked through to the website, from website banners served over 5 million times.

300,000 impressions from Video on Demand, with 590 people clicking through to the website.



How prepared are New Zealanders?

91% believe that they have a good understanding of the types of disasters that could occur in New Zealand.

86% have a good understanding of what the effects would be if a disaster struck in their area.

85% have emergency items needed to survive a disaster, such as tinned food and water.

National Crisis Management Centre activations



- East Cape Earthquake & Tsunami 2 September 2016
- Solomon Islands Tsunami 9 December 2016

- Kaikoura Earthquake and Tsunami 14 November 2016

- Papua New Guinea Tsunami 17 December 2017



- Port Hills Fire February 2017



- Ex-Tropical Cyclones Debbie and Cook April 2017

Resilience Fund

We funded 8 projects for 2016/2017, with a claim value \$889,000.

CDEM Act amendments

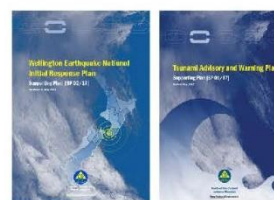
Four Acts and one Regulation were passed to help communities recover from emergencies:

1. Civil Defence Emergency Management Amendment Act 2016 (passed 15 November 2016)
 2. Civil Defence Emergency Management Amendment Act 2016 Amendment Act (passed 29 November 2016)
 3. Hurunui/Kaikōura Earthquakes Emergency Relief Act 2016 (passed 5 December 2016)
 4. Hurunui/Kaikōura Earthquakes Recovery Act 2016 (passed 12 December 2016)
- Civil Defence Emergency Management (Transition Period Notices) Amendment Regulations 2017 (passed 10 April 2017)



2 supporting plans updated

1. Wellington Earthquake Initial Response Plan (version 1.1) [SP 02/17]
2. National Tsunami Advisory and Warning Plan [SP01/17]



Exercise Tangaroa

In September 2016, 101 government and non-government agencies, including five international organisations, participated in an exercise based on regional source tsunami scenario - the largest collaboration to date under the National CDEM Exercise Programme.



It's been a busy first year for takatū - the CDEM Learning Management System.

1500+ users and rising with every resource added

100+ Active Courses



CDEM ITF
CDEM Controllers Development Programme



November 2016 Earthquake



- 1500 damaged sites
- 194km of road affected between Leithfield and Blenheim
- 69 damaged road bridges - 9 full replacements
- 2.5km of sea walls being built north of Kaikoura (7000 x 5 tonne seawall blocks)



- 900+ quake damaged sites on Main North Rail Line
- 100% of track repaired
- 12km track rebuilt
- 5km realigned



- 7 - 15 minutes saved in response time now coastguard ramp has been fixed
- 130 piles to be installed = 7 rugby fields long



- farmers contacted and supported
- 93 farms received MPI Earthquake Relief grants
- 64 farms received skilled worker and volunteer programme help
- 12000 skilled worker hours
- 2000 volunteer hours

7.8 - the magnitude of the earthquake that struck on 14 November 2016. Widespread damage to Kaikōura, Hurunui, Marlborough and Wellington.

85 - landslides, 12 of them major. removed from the slip sites

85% - of all the material has now been removed from the slip sites.



- \$1.2 Billion in Government Support
- Opex + Capex



- 200 seedlings propagated from 6 rare Ohau Point rock daisy seeds
- 191 archaeological sites identified



- 589 red and yellow placarded households supported with housing and other social needs including finding ways to keep them in their homes
- 370 people supported by MBIE's temporary accommodation service



- \$1 Million in Business Support
- 910 businesses supported by MBIE
- 44 Business Recover Grant Programme recipients
- 866 Earthquake Support Subsidy recipients



April 2017 Flooding

Stop bank breaches

in Edgumbe and Porororo caused widespread flooding, causing 1,900 people to be evacuated from their homes.



- More than 2,926 tonnes of silt has been taken to landfill from EQC section-clearing operations
- 3,533 tonnes of refuse sent to landfill



- \$3.7 million in support to date
- \$11.9 million from local authorities
- \$1.5 million from NGO's and community groups
- \$850k in 2000 Civil Defence payments for food, clothing and bedding



- Significant roading damage isolated some rural communities for over a week
- All roads now open



- 135 people supported by MBIE's temporary accommodation service
- 185 registrations for Eastern Bay Energy Trust funded free insulation (45 complete, 27 underway)
- 300 Whakatāne District claims lodged with EQC (271 from Edgumbe)



- 30 businesses affected by flooding (19 now open, 10 need repair)
- 12 Businesses supported by an Edgumbe Business Support Grant



- 75 farms badly affected
- 71 registered for Enhanced Task-force Green Cleanup
- 74 supported by Rural Support Trust Facilitators
- \$200k MPI Grant distributed

Section 2 Annual Business Plan 2017/18

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.

As mentioned in the introduction, this business plan and the Ministry's work programme could be affected by the TAG review and government's subsequent direction. Additionally, there could be changing priorities from an incoming government following the 2017 General Election.

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, National CDEM Strategy 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.

The 2018/19 business plan will reflect progress over this current financial year, any changing priorities and an overview of programmes and key projects being undertaken.

The plan is centred on the year 1 July 2017 to 30 June 2018 — our financial year.

2.2 The budget

MCDEM is a unit within DPMC and is funded through Vote Prime Minister and Cabinet.

The Ministry's operating budget is outlined in the 2017/18 Estimate of Appropriations for DPMC. The operating budget for MCDEM for 2017/18 is \$15.9 million and includes depreciation and allocation of overheads.

It has increased for the 2017/18 financial year to ensure the effective delivery and responsiveness of New Zealand's civil defence emergency management services. This includes:

- the recovery expenses from the 14 November 2016 Kaikōura earthquake and tsunami, and other events during the 2016/17 financial year. Additional funding is provided for a contribution to Kaikōura District Council to support additional resilience, capacity, improved materials, or other alternatives to the original infrastructure as part of restoration of essential infrastructure systems.
- the Ministry's capability and capacity that was announced in the 2016 budget.

The MCDEM operating budget contributes to the following categories:

- **Community Awareness and Readiness** – 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 emergency management sector.
\$5.644M
- **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.
\$7.713M
- **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 emergency matters.
\$0.943M

2.3 Non-departmental appropriations to support emergency events

As part of supporting the recovery from the Kaikōura earthquake the following specific appropriations were established:

	2017/18 (\$000)	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)	
Rehabilitation of Kaikōura Harbour <i>This appropriation is limited to a contribution to the Kaikōura District Council acting on behalf of Environment Canterbury for work necessary to restore the functionality of Kaikōura Harbour.</i>	720	0	0	0	0	In addition, we estimate that 2016/17 underspend of up to \$3.5 million will be carried forward to 2017/18 in the October Baseline Update.
Restoration of Kaikōura District Three Waters Network <i>This appropriation is limited to a contribution to Kaikōura District Council to support additional resilience, capacity, improved materials, or other alternatives to the original infrastructure as part of restoration of essential infrastructure systems.</i>	1,800	0	0	0	0	In addition, we estimate that 2016/17 underspend of up to \$0.6 million will be carried forward to 2017/18 in the October Baseline Update.

In addition, the following appropriations also support emergency preparedness and response costs:

	2017/18 (\$000)	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)		
Emergency Management Preparedness Grants <i>This appropriation is limited to projects endorsed by CDEM Groups and managed or supported by the Ministry of Civil Defence & Emergency Management.</i>	889	889	889	889	889	This appropriation supports emergency preparedness and response capability in the local community through funding relevant projects managed by local authorities (known as the Resilience Fund).	

Contributions to Local Authorities Following an Emergency Event <i>This appropriation is limited to contributions to local authorities (other than contributions authorised by section 115A of the Civil Defence Emergency Act 2002) following an emergency event, as prescribed in the current Guide to the National Civil Defence Emergency Management Plan</i>	500	500	500	500	500	This appropriation effectively provides for non-reimbursement related financial support i.e. to disaster relief funds and "special policy" funding.	NOTE: This appropriation was approved by Joint Ministers after Budget 2017 and so does not appear in the estimates document which instead shows the previous Emergency Expenses appropriation \$2m. These changes will be reflected in the supplementary estimates.
Local Authority Emergency Expenses PLA <i>This appropriation is limited to reimbursing a local authority for, or meeting, expenses incurred by a local authority in connection with an emergency as authorised by section 115A of the Civil Defence Emergency Management Act 2002.</i>	5,000	5,000	5,000	5,000	5,000	This appropriation was established with Permanent Legislative Authority (PLA). As such the figures shown here are forecasts of expenditure, not appropriated expenditure. Actual expenditure will vary according to demands related to specific emergency events.	

Overview of 2017/18 Work Programme

Work Programme 2017/18	
Maintaining appropriate legislative framework and associated guidance	
<ul style="list-style-type: none"> Progress a National Disaster Resilience Strategy by April 2019 ✓ Implementation of 2015 National CDEM Plan and Guide Continue reviews of Wellington Earthquake National Initial response Plan and National CDEM Fuel Plan 	<ul style="list-style-type: none"> Ongoing work on preparing for recovery from 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"> Continue delivery of Public Education Programme (2016-19) ✓ Monitoring, alerting and warning of hazards and risks ✓ 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	
<ul style="list-style-type: none"> Implement Cell Broadcast Alerting ✓ Response Preparedness Training regime and maintain MCDEM 24/7 duty team Maintain rapid response capability for the Pacific Recovery Management 	<ul style="list-style-type: none"> Upgrade EMIS and Phase 2 of the National Warning system Leadership and coordination of welfare services and lifeline utilities Action NCMC enhancement 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.

✓ = Ministerial Priorities

2.4 Ministerial Priorities

The Ministry has four ministerial priorities that will be progressed and implemented over a number of years. These priorities are a carry-over from 2016/17 and may change as a result of the Ministerial Review and/or any changes in priority following the 2017 General Election.

- Implementation of Cell Broadcast Alerting
- Deliver public education programmes
- Active monitoring alerting and warning of emergencies
- National Disaster Resilience Strategy.

2.5 Cell Broadcast Alerting

An enhanced public alerting capability is part of the *Emergency Services Information and Communication Strategy* that was approved by Cabinet in 2013. Cell Broadcast Alerting will quickly deliver messages targeted to a specific area without the problem of mobile network congestion.

Delivery of the project started in November 2016, with the capability owned by MCDEM on behalf of other emergency agencies: Ministry of Health, Fire and Emergency New Zealand, New Zealand Police, Ministry for Primary Industries and Civil Defence Emergency Management. Cell Broadcast Alerting will be available by the end of 2017.

2.6 Monitoring, alerting and warning (24/7)

In November 2016, the Hazard Risk Board (HRB) approved the terms of reference for a project, led by the Ministry, to undertake a stocktake of the current warning and monitoring capability and capacity of New Zealand government agencies. The intent of the stocktake was to explore current arrangements for 24/7 monitoring, alerting and warning. In August 2017, the HRB agreed for MCDEM to scope the feasibility of a multi-agency 24/7 monitoring, alerting and warning centre.

2.7 Public Education – the programme and campaign

The importance of public education has been emphasised with the multiply CDEM events during 2016/17. Work continues on our public education programme, redeveloped in July 2016 to make preparedness easy, real and relevant for all New Zealanders. The “Never Happens? Happens” campaign was launched in July 2016 with a website www.happens.nz, a simplified guide to getting ready and light-hearted videos showing how easy it is to get prepared. At the same time we also launched the “Kids’ Questions” campaign, aimed at getting families talking about preparedness and making a plan.

Earlier this year we launched the “You can plan” campaign aimed at showing younger people that getting prepared is easier than they think. During the 14 November 2016 Kaikōura earthquake and tsunami event we also developed a multi-media campaign on earthquake and tsunami safety, which we intend to run as funds allow.

Get Ready Week is held every year to mark the International Day for Natural Disaster Reduction (13 October) and encourage Kiwis to get prepared. This year's theme is Stay Safe, Stay Informed. We'll be promoting the different ways people can stay informed during an emergency –

which radio stations to listen to, which website and social media to follow, the importance of getting to know your neighbours and checking if you can receive Emergency Mobile Alerts.

As mentioned above, the Government will soon be launching Cell Broadcast Alerting to keep people informed in an emergency. A multi-media advertising campaign will ensure New Zealanders know the system is coming and what to do when they receive an alert.

CDEM Groups and partner agencies are being encouraged to share both the Get Ready Week and Emergency Mobile Alerts campaign resources.

2.8 National Disaster Resilience Strategy

The current National Civil Defence Emergency Management Strategy was due to expire on 8 January 2018. Under the CDEM Act the Strategy has a maximum 10-year lifespan. A programme of engagement has been in place for the last two years to develop a new Strategy, and MCDEM were nearing completion of that work.

In April 2017, the then Minister of Civil Defence, Hon Gerry Brownlee, initiated a Ministerial Review including a Technical Advisory Group (TAG) review of New Zealand's responses to emergencies. The Government will consider the recommendations of the TAG before a new Strategy is considered and finalised. Waiting for the review process to conclude would mean missing the statutory deadline for a new Strategy (the CDEM Act does not provide a 'continuation' clause for the Strategy as it does for the Plan).

In August 2017 Parliament unanimously passed the Civil Defence Emergency Management Amendment Act (No 2) to allow the current Strategy to remain in place until 9 April 2019. MCDEM will remain committed to finalising the new Strategy (proposed 'National Disaster Resilience Strategy') as soon as practicable. This will include further engagement with stakeholders and public consultation.

2.9 Key relationships and partnerships

In 2017–18 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 open, two-way communications 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 contribute to regional and local working groups and committees, providing advice and being responsive to calls for assistance in planning, capability development, exercising, management and governance wherever possible.

2.10 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. 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 2017/18 year will be to work more closely with other government agencies to ensure alignment of emergency management arrangements and to develop capability and capacity across government.

2.11 CDEM Groups

CDEM Groups deliver resilience outcomes for communities and the Ministry values its collaborative partnership with them. In the 2017/18 year we recognise that ensuring this partnership is effective and aligned is vital to a number of Ministry led initiatives which will support national resilience outcomes. This particularly relates to the CDEM Groups as they implement: revised recovery legislation through CDEM Group planning revisions; emergency management alerting; ongoing recovery from emergencies and continue to progress CDEM corrective action plans derived from capability assessments.

2.12 Lifeline utilities

Under the CDEM Act, lifeline utilities are responsible for improving the resilience of their critical infrastructure by reducing the impact of any emergency and minimising the likelihood of the lifeline utility being the cause of an emergency. They are also responsible for planning cooperatively with other lifeline utilities, relevant government agencies and CDEM Groups to optimise readiness arrangements. This will allow lifeline utilities to effectively respond to and recover from the consequences of an emergency.

The Ministry works with lifeline utilities, other central government agencies, the New Zealand Lifelines Council, CDEM Groups, regional lifeline groups and sector coordinating groups to help lifeline utilities meet their responsibilities. The Ministry also works with the same partners to develop capability for national and regional planning and projects as well as Lifeline Utilities Coordination personnel and Lifeline Liaisons in times of response.

In 2017/18 a greater focus will be given to supporting lifeline utilities in building resilience, planning, with a focus on interdependencies, and legislative tensions or inconsistencies, where they may exist.

2.13 Iwi, hapū, whānau, and Māori communities

The Ministry remains committed to strengthening the relationship between Maori and the CDEM stakeholders. Iwi, hapū, whānau, and Māori communities play an important role not only in community resilience building, but also during response and recovery when affected communities may be supported with manaa-kitanga.

The Ministry will continue to work alongside central and local government to build stronger relationships with iwi hapū, whānau, and Māori communities to develop strategies for

engagement across the 4R's of risk reduction, readiness, response and recovery and community resilience building.

2.14 Welfare services agencies

The Ministry continues to work alongside CDEM Groups, and national welfare services agencies, in implementing welfare services arrangements as part of the mandated responsibilities under the National CDEM Plan 2015.

Since these welfare services arrangements came into force on 1 December 2015, a number of emergencies have tested these arrangements allowing for reflection on their robustness and implementation.

Consequently, significant progress has been made on building capability and capacity within the sector and further work in 2017/18 will continue through the National Welfare Coordination Group work programme, and in collaboration with Group Welfare Managers.

2.15 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.

In 2017/18 we will continue to progress work which fosters an understanding of our hazards and risks and with a particular focus on tsunami risk management.

2.16 The private sector

The Ministry continues to enhance its engagement with the private sector by building relationships, partnerships and new alliances at the national, regional and local levels 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 recent events including the 14 November 2016 Kaikōura earthquake and tsunami, and April 2017 Ex-tropical cyclones Debbie and Cook resulting in flooding in Whakatane, 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 further recommendations to work more closely with the business sector have been made following the multiply events during 2016/17. The Ministry will continue to explore how it can work more closely with the private sector and business communities in the 2017/18 year and beyond.

2.17 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.

2.18 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, each portfolio or project has a project manager or lead person and are responsible for the delivery of key milestones and deliverables. In addition, the Director is directly responsible for some priority work, supported by individuals or teams/units.

Other parts of DPMC provide support to the Ministry, such as the Office of the Chief Executive of DPMC, processing 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, governance, organisational-wide initiatives and international commitments. As part of DPMC, the Office of the Director is responsible for the Ministry's strategic planning, corporate and performance reporting.

The Office of the Director continues to focus on developing the new strategic direction for CDEM, including the review and development of the National Disaster Resilience Strategy. It is also developing a strategic framework for the Ministry's work programme.

Dir 01: Planning and Business Support

The Business Support Team is responsible for administrative, programme and project support to the Ministry. It provides customer-focused business support across the Ministry, including the Director and the Ministry regional offices in Christchurch and Auckland. The team is responsible for organising the National Emergency Management Conference and coordinates facilities support for the National Crisis Management Centre.

Dir 02: National Emergency Management Conference 2018

Since 2016 the Ministry have hosted an annual National Emergency Management Conference. In 2018 it is New Zealand's turn to host the Australasian Natural Hazards Management Conference. In 2018, the Ministry will hold the National Emergency Management Conference in partnership with Australasian Natural Hazards Management Conference. The joint Conference will be held in Wellington from 30-31 May 2018.

Int 01: International engagement and agreements

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). The Ministry's international engagement programme aims to achieve the following three objectives:

- 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.

Int 02: United Nations and Pacific agreements

Under a Partnership Arrangement for International Development Coordination (2013-2019), the Ministry and MFAT have agreed three Memoranda of Understanding:

- Disaster Risk Management in the Pacific: In support of *strengthened DRM across risk reduction, readiness, response and recovery in targeted Pacific Island countries*, the Ministry supports the Cook Islands, Niue, Samoa, Tokelau and the Kingdom of Tonga to improve their preparedness and response capabilities through the provision of technical advisory support, equipment and maintenance investments. Funded by MFAT and delivered in partnership with national disaster management offices, the programme is expected to increase public awareness, community readiness and national disaster risk management capacity and capability.
- Pacific Rapid Response Capability: In support of *strengthened DRM across risk reduction, readiness, response and recovery in targeted Pacific Island countries*, the Ministry ensures fast and effective support is provided to Pacific Island governments during an NZ Inc response to a disaster through training and rapid deployment of experienced Emergency Management Personnel.
- Support for NZ United Nations Disaster Assessment and Coordination Response Capability: In support of effective New Zealand participation in United Nations Office for the Coordination of Humanitarian Affairs led response mechanism, the Ministry maintains and manages New Zealand's UNDAC deployable capability to ensure suitably trained members are able to be deployed under the auspices of the United Nations on the request of an affected country.

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

The Ministry has two existing bilateral arrangements with international counterparts including an administrative arrangement with Emergency Management Australia (EMA), which is part of the Australian Attorney General's Department (moving to be part of the new Department of Home Affairs in 2017/18) 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. The focus in 2017/18 is to meet the obligations of these bilateral arrangements and to explore further arrangements and better

aligned work programmes to meet the objectives of the Ministry's international engagement programme.

New Zealand has roles in committees as part of the joint Australia-New Zealand Emergency Management Committee (ANZEMC) governance structure. Following a review of the ANZEMC governance structure, the focus for MCDEM is to support the establishment of the new governance committee and related Mitigation and Risk and Community Outcomes and Recovery sub-committees. The aim is to maximise the effectiveness of the mechanism and further develop the relationship with EMA.

Table Office of the Director programme over five years

P/P #	Output description (and 16/17 priority)	17/18	18/19	19/20	20/21	21/22	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	✓	✓	✓	✓	✓	Office of the Director
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

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, and international engagement. The Unit also has responsibility for managing relationships with partner departments and agencies at the national level as well as international bilateral relationships across the 4R's. Over the next five years the Unit is focused on multiple programmes of sustained support, coordination and engagement with stakeholders involved in welfare services, lifeline utilities, business continuity, hazard risk management and recovery. Areas of primary focus for the 2017/18 year include the recovery programme to support the implementation of the CDEM Amendment Act 2016, and strengthen recovery preparedness; progressing New Zealand's responsibilities under the Sendai Framework for Disaster Risk Reduction through implementation of responsibilities in the revised National Disaster Resilience Strategy, and developing/revising national plans.

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

During 2017/18, the Ministry will continue to review and prepare to amend the National CDEM Plan and Guide to ensure alignment with the CDEM Amendment Act 2016 on recovery arrangements, as well as on legislative amendments developed by other partner agencies.

The Ministry continues its engagement with partner agencies and CDEM Groups in the implementation of the National CDEM Plan 2015 and Guide arrangements.

In 2018/19, the Ministry will commence scoping the next review of the National CDEM Plan and Guide.

A&P 02: Review and implementation of supporting plans

The Wellington Earthquake National Initial Response Plan and the National CDEM Fuel Plan are both supporting plans to the National CDEM Plan and are due for review.

In 2016/17, post the 14 November 2016 Kaikōura earthquake and tsunami, the Wellington Earthquake National Initial Response Plan was given an initial fit-for-purpose review to ensure an effective response could be initiated. This review was in advance of a comprehensive review and focussed on enablers of our planning, including an update on the initial planning scenario, and initial supply chain.

The Wellington Earthquake National Initial Response Plan 1.1 was released May 2017 and the Ministry will in 2017/18 continue with its more comprehensive review of the Wellington Earthquake National Initial Response Plan. Extensive engagement with partner agencies and CDEM Groups is anticipated throughout this review and implementation of revised arrangements.

In 2017/18, the Ministry will be conducting a joint review with the Ministry of Business, Innovation and Employment of the National CDEM Fuel Plan and the Oil Emergency Response Strategy given their common objectives to minimise the effects of a disruption to New Zealand's fuel supply. Relevant organisations, agencies, and CDEM Groups will be consulted with throughout this review and the development of revised arrangements.

In 2017/18, the Ministry will continue to support South Island CDEM Groups in the development of a South Island Alpine Fault Earthquake Response Plan. 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. This is will be scoped in 2018/19.

A&P 03: Leadership and coordination of welfare services

A number of activities commenced in the 2016/17 year, which will continue in the 2017/18 year and outlying years to build capability and capacity including:

- Support to agencies and CDEM Groups in the implementation of 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 and building resilience under the CDEM Act 2002 and the National CDEM Plan Order 2015.

The Ministry will also work to increase lifeline utility and CDEM partnerships including engagement at the national level, via forums such as the New Zealand Lifelines Council and the Sector Coordinating Entities; and regionally via lifelines groups.

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 frameworks, 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.

During 2016/17 the Ministry increased its recovery resources to develop and implement a recovery programme to implement the CDEM Amendment Act 2016, enable greater preparedness for recovery, and to support recovery efforts across the country where needed.

A key focus for the 2017/18 year will be to support recovery activities being carried out by local authorities and agencies following a number of emergencies in the 2016/17 year, including but not limited to, the Kaikoura earthquake and tsunami and the Edgecumbe flooding. This work will include progressing and transitioning of a number of functions and arrangements being carried out by the temporarily established MCDEM National Recovery Office.

A&P 07: Director's Guidelines to support recovery preparedness and management

As part of the implementation of the CDEM Amendment Act 2016, the Ministry is developing/reviewing a number of Director's Guidelines to help CDEM Groups meet their requirements to strategically plan for recovery and also implement new provisions introduced by the Act. These include:

- Revised *Declarations and Notices Director's Guideline*,
- New *Strategic Planning for Recovery Director's Guideline*, and
- Revised *Managing Recovery Director's Guideline*.

A&P 08: Support CDEM Groups to strategically plan for recovery

A key focus of the Recovery Management Programme in the 2017/18 year is to support CDEM Groups to state and provide for the strategic planning for recovery in their CDEM Group plans by 1 June 2018, as required by the CDEM Amendment Act 2016.

A&P 9: National Recovery framework and arrangements

As part of the implementation of the CDEM Amendment Act and the new statutory position of a National Recovery Manager, the Ministry is considering the what national recovery framework and related agencies roles and responsibilities across the four recovery environments of built, social, natural and economic are required. This may include the establishment of a cross-government recovery group to improve co-ordination and collaboration across government agencies to prepare for and support recovery. Amendments to the Guide to the National CDEM Plan arrangements will be required to ensure alignment with the CDEM Amendment Act 2016 and any advancements on recovery arrangements.

A&P 10: 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 11: 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 12: 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 13: National Tsunami Risk Management Programme

The national tsunami risk management programme is coordinated by the Ministry. The purpose of the Programme is to support evidence-based, end-to-end tsunami risk management for New Zealand that is appropriate to our tsunami risk from local, regional and distant sources. The Programme draws on expertise from tsunami hazard research, risk assessment, risk management, planning, social science and public education from central and local government and research agencies. The programme of work extends across all 4Rs, and is flexible and adaptive, incorporating lessons from international and national events, new research and technology.

A&P 14: 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 15: 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.

Table of Analysis & Planning Unit's programme over five years

P/P #	Output description	17/18	18/19	19/20	20/21	21/22
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	✓	✓	✓	✓	✓
A&P07	Director's Guidelines to support recovery preparedness and management	✓	✓			
A&P08	Support CDEM Groups to strategically plan for recovery	✓	✓	✓	✓	✓
A&P09	National recovery framework and arrangements	✓	✓	✓	✓	✓
A&P10	Focal Point for the Sendai Framework for Disaster Risk Reduction	✓	✓	✓	✓	✓
A&P11	Risk Reduction Governance, Coordination and Policy Advice	✓	✓	✓	✓	✓
A&P12	Hazard Portfolio Management	✓	✓	✓	✓	✓
A&P13	National Tsunami Risk Management Programme	✓	✓	✓	✓	✓
A&P14	Risk Assessment	✓	✓	✓	✓	✓
A&P15	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 managing the development of the CDEM Integrated Training Framework and facilitating 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), implementing Cell Broadcast Alerting and the

National Exercise Programme. The unit's primary focus for 2017/18 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 CAP is an international standard for alerts, setting the format and operational protocols for warnings across agencies. A CAP guideline for New Zealand was completed by the Ministry during 2016/17, and it leads on-going quarterly meetings of the CAP-NZ working group. The group is made up of representatives from New Zealand's emergency response agencies, together with hardware and software suppliers whose products issue alerts.

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

The focus will be on the upgrade of the current Microsoft SharePoint version of EMIS to a SharePoint 2016 platform. Preparation for the upgrade commenced in the 2016/17 year with the establishment of a project and finalisation of requirements and architecture options.

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 in 2018. 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)

A major upgrade of the National Warning System to a new platform was undertaken in the 2016/17 year. This year will see further refinement of the new system through a phase 2 project. The outcomes will further enhance our monitoring, decision making and communication capacity in relation to warnings.

The Ministry's 24/7 duty system and its procedures were adjusted in accordance with the changes brought about by the new system. Duty staff will continue to be supported through training, roster administration, the supply and maintenance of appropriate equipment, 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.

We will also do scoping work towards a 24/7 all of government monitoring and warning centre.

C&O 04: Cell Broadcast Alerting

The implementation of a Cell Broadcast Alerting system started in 2016/17 and will be completed in 2017/18. The initial focus will be on the system's launch before the end of 2017.

We will continue to be involved in all aspects the project, with MCDEM having the role as the all-of-government system custodian. This will involve on-going oversight and support towards its

uptake by agencies and CDEM Groups as well as providing training, first level helpdesk support, facilitating the governance of the system, and maintaining public education.

We will also continue to work with network operators and the supplier of the network infrastructure and publishing platform systems towards general enhancements as well as handset capability.

C&O 05: 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 plan for and undertake a Tier 4 (All of Government) 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.

C&O 06: Pacific Tsunami Warning System (PTWS) support

At the March 2017 meeting of the Intergovernmental Coordination Group of the Pacific Tsunami Warning System (PTWS) the Ministry was elected to chair the 'Understanding Tsunami Risk' and the 'Disaster Management and Preparedness' working groups 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 the second half of 2018.

C&O 07: 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 08: 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 09: 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 completed a high

level fit-for-purpose review of the National Crisis Management Centre (NCMC) in 2016/17 to ensure New Zealand's national security system is supported efficiently and effectively. Recommendations of this review and the Minister's technical Advisory Group will be consolidated, planned for and where possible implemented in 2017/18. We will also continue with on-going maintenance including the upgrading and replacement of equipment, such as computer hardware and screen projectors.

An ongoing NCMC training programme will see the upskilling of the Ministry staff in NCMC functions. As part of the Alternate NCMC project (see Dev 04), we will also provide training to a pool of supplementary support staff from other agencies to support activations of the NCMC.

C&O 10: Integrated Training Framework

The Ministry continues to drive and support the development 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 works with Consultation Groups, Working Groups and a Steering Committee to offer sector-driven and best-practice development and training options. This includes a blended learning approach (combined online/face to face) made possible with takatū (the CDEM Learning Management System), administration support, course page development and support, and online course creation advice. New course development will continue in 2017/18, along with pilots, train-the-trainer sessions, and planning for maintenance, review, credentialing and unit standard alignment.

C&O 11: takatū

The roll-out, training and support for the new takatū system to CDEM Groups will continue through 2017/18. 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 hosts and maintains takatū, provides specialised input and support to the increasing programme of online courses. We will work with the sector to ensure takatū remains a modern tool, relevant and aligned to sector needs.

C&O 12: Emergency Management Adult Community Education (ACE) Fund

The Tertiary Education Commission has a fund to train volunteers in civil defence emergency management, the Emergency Management Adult Community Education (ACE). The Ministry coordinates information collected 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 supports CDEM Groups access this funding for their volunteer training.

C&O 13: Collaboration and engagement with learning & development partners

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

- Capability Development Advisory Group (CDAG): CDEM Group focussed on collaboration and sharing.
- working closely with the sector's Industry Training Organisation, Skills, on issues such as credit reporting, CDEM and CIMS unit standard reviews, and alignment/ accreditation of sector courses to the NZQA framework.

- 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 (NSSTDG) and implementation of NSSTDG recommendations.
- emergency management education and training providers, and participation in their governance mechanisms, i.e. steering groups, advisory boards, boards of study, and expert panels
- 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.

C&O 14: Capability Development workshops and training programmes

The Ministry will continue to facilitate specific CDEM courses, workshops, forums, E-learning, online learning and blended learning will form an increased part of the Ministry's Capability team output, including:

- Specific MCDEM staff training, including Response Preparation Training, Duty Team training, and other related internal projects, such as the new National Warning System training
- continued sponsorship of the CDEM Controller Development Programme
- Emergency Management Officers course – for those new to CDEM
- Takatū training
- specific new sector projects (such as the EMIS upgrade)
- continued refinement and delivery of training and re-engagement activities for the National Crisis Management Centre (NCMC) and Alternative NCMC Supplementary Staff drawn from other central government agencies
- opportunities presented by lessons identified in emergencies and exercises
- alignment with new Ministry guidelines.

Table of Capability and Operation Unit's programme over five years

/P #	Output description	17/18	18/19	19/20	20/21	21/22
C&O01	Common Alerting Protocol (CAP)	✓	✓	✓	✓	✓

C&O02	EMIS	✓	✓	✓	✓	✓
C&O03	National Warning System (including the 24/7 duty system)	✓	✓	✓	✓	✓
C&O04	Cell Broadcast Alerting	✓	✓	✓	✓	✓
C&O05	National CDEM Exercise Programme	✓	✓	✓	✓	✓
C&O06	Pacific Tsunami Warning System support	✓	✓	✓	✓	✓
C&O07	Inter-Agency National Exercise Programme	✓	✓	✓	✓	✓
C&O08	Debriefs and Corrective Action Plans	✓	✓	✓	✓	✓
C&O09	NCMC review and maintenance	✓	✓	✓	✓	✓
C&O10	Integrated Training Framework	✓	✓	✓	✓	✓
C&O11	takatū – the CDEM Learning Management System	✓	✓	✓	✓	✓
C&O12	Emergency Management Adult Community Education (ACE) Fund	✓	✓	✓	✓	✓
C&O13	Collaboration and engagement with learning & development partners	✓	✓	✓	✓	✓
C&O14	Capability Development workshops and training programmes	✓	✓	✓	✓	✓

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 2018/19 year will be closed on 1 October 2017.

Dev 02: Capability Assessment

Following the completed report on nationwide capability and CDEM Group Capability Assessments, in 2017/18 work will be undertaken to align the current capability assessment tool to the new National Strategy which is under development. 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.

Dev 03: New Zealand – Response Teams review

The purpose of this project is to consider the appropriate model for the operation of NZ-RTs. This is particularly in relation to rescue but within the context of the broader roles that some teams play and the changes to capacity and capability that have occurred across agencies over recent years.

Dev 04: Alternative NCMC and Communications Cache

The purpose of this project is to coordinate and drive the establishment of a fully functional alternative National Crisis Management Centre (NCMC) based in Auckland. New Zealand has not had an alternative NCMC outside of Wellington (a city with a number of hazard vulnerabilities), nor sufficient staff trained in emergency response. Alternative operational arrangements will be implemented, including having trained staff, communications and operational facilities. Work is progressing on establishing two interim alternative NCMC's location in Auckland.

Dev 05: 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).

Table of Development Unit's programme over five years

P/P #	Output description	17/18	18/19	19/20	20/21	21/22	Lead unit/team
Dev 01	Resilience Fund	✓	✓	✓	✓	✓	Development
Dev 02	Capability Assessment & Implementation				✓		Development
Dev 03	New Zealand – Response Teams review	✓	✓				Development
Dev 04	Alternative NCMC & Communications Cache	✓	✓				Development
Dev 05	Processing claims for financial assistance	✓	✓	✓	✓	✓	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.

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 are already engaged in the development of the National Disaster Resilience Strategy.

It will also assist building a Recovery Framework for Large Scale Emergencies which will draw on institutional knowledge, lessons learned (including from the 2010-2011 Canterbury earthquakes) and international experience to ensure that it is well positioned to provide timely, robust advice to government on the appropriate legislative, governance and/or financial arrangements to facilitate and expedite recovery from a range of types of large-scale emergencies.

3.7 Communications

The Communications team leads the public education programme and communications during emergencies. The unit's priority for 2017/18 is supporting the improvement and maintenance of the Public Information Management function within the Ministry and across CDEM Groups

The communications team requires specialist expertise to deliver on the Ministry's strategic priorities and provide Public Information Management, web and social media in emergencies. This involves flexibility with the communications resource when there is an emergency, and specialist communications skills to build and roll out a relevant engaging education programme.

Coms 01: Public Information Management (PIM)

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 PIM function within the Ministry and across CDEM groups requires ongoing management, training and capability building. The Communications priority for 2017/18 is supporting the management and ongoing improvement of the Ministry's PIM function, and supporting, through the national PIM programme, a staged and continuous programme of improvement for PIM function in regional and local CDEM Groups.

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. A key focus for the 2017/18 year will be supporting DPMC's All of Government Surge Capacity project.

Coms 02: Public Education

The Ministry will continue to deliver its Public Education Programme, which plays a vital role in keeping people safe by ensuring they know what actions to take in an emergency. The programme will have a three-year lifespan (2016-19), with scope for extension.

The programme targets 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 takes a tailored approach, with resources targeted through CDEM groups, schools, government agencies, and NGOs.

In addition, the Ministry will be supporting the development and implementation of a public education programme to inform the public about the cell broadcast alerting system, which will be operational in late 2017.

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

Coms 03: Profile management

A key communications function is to manage MCDEM's public profile through a range of informative mechanisms – primarily its digital channels, proactive and reactive media management, and through its publications and publicity material.

A key focus of 2017/18 will be a review of MCDEM's digital channels and a programme for their ongoing improvement and management to ensure they are fit for purpose and performing effectively.

Coms 04: "Business as usual" (BAU) support

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, new initiatives contained in the business plan, exercises and policy updates and changes. The Ministry also develops and issues guidelines, technical standards or codes on specific subjects related to civil defence emergency management. New guidance may be developed and existing guidance is regularly reviewed and maintained.

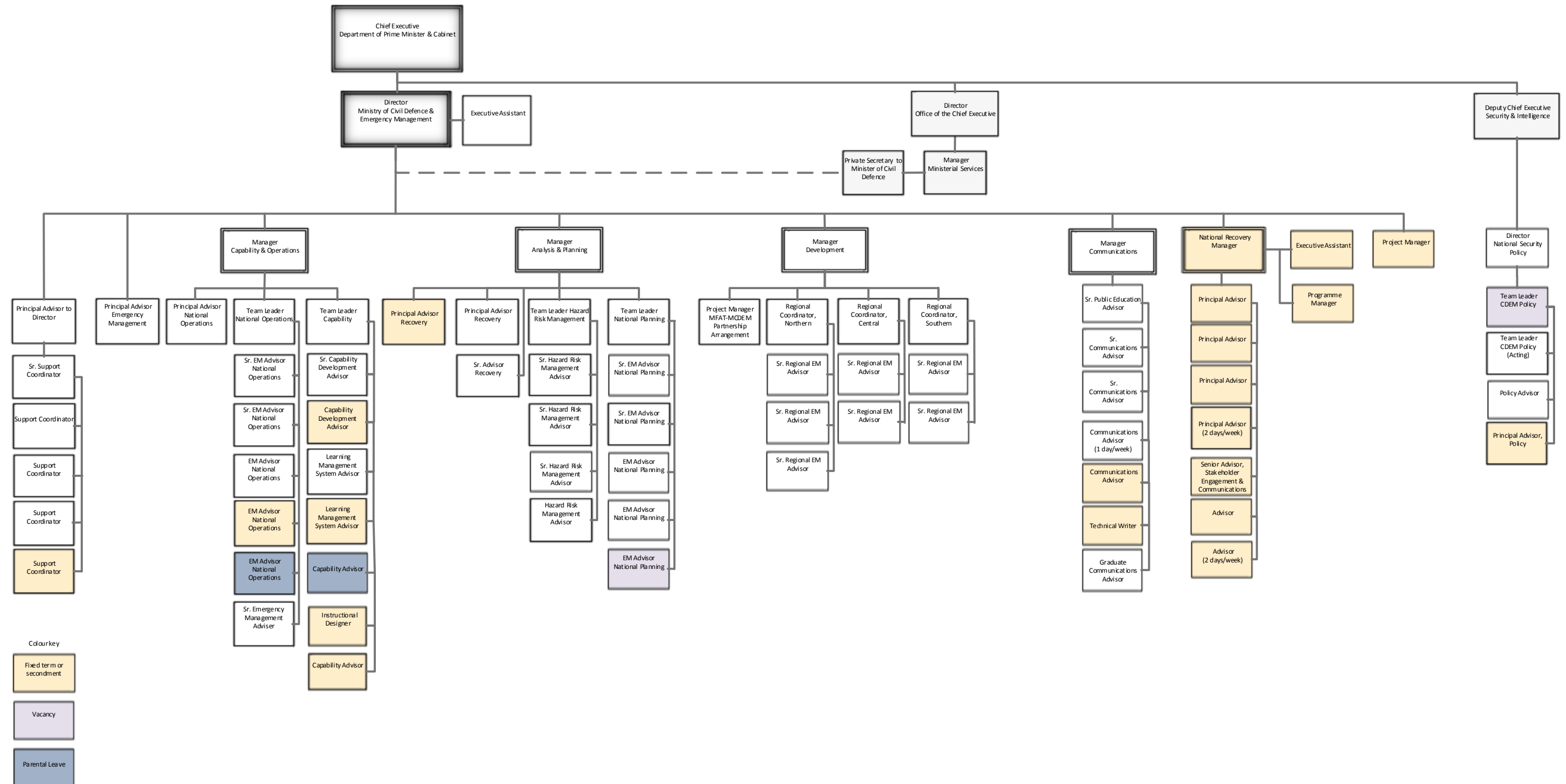
The Ministry also provides support for Ministerial activity, such as briefings, information requests, advice, facilitating Ministerial visits, speeches and media releases/messages.

Table of Communication Unit's programme over five years

P/P #	Output description	17/18	18/19	19/20	20/21
Coms 01	Public Information Management (PIM)	✓	✓	✓	✓
Coms 02	Public Education	✓	✓	✓	✓
Coms 03	Profile management	✓	✓	✓	✓
Coms 04	Business as usual" (BAU) support.	✓	✓	✓	✓

Ministry of Civil Defence & Emergency Management Organisational Chart

Ministry of Civil Defence & Emergency Management as
at 12 September 2017



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**Ministry of Civil Defence
& Emergency Management**

Te Rākau Whakamarumarū