



DEPARTMENT OF THE
PRIME MINISTER AND CABINET
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Ministry of Civil Defence & Emergency Management BUSINESS PLAN

2018 – 2022

Issued 20 September 2018



Ministry of Civil Defence
& Emergency Management
Te Rākau Whakamarumarū

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Director's overview

This business plan covers the period 2018 – 2019 for the Ministry of Civil Defence & Emergency Management (the Ministry), with a particular focus on the next 12 months. It outlines how we must shape our work programme so we are able to deliver Government's priorities. 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 Strategy and National CDEM Plan, and as part of the Department of the Prime Minister and Cabinet (DPMC). The Plan should be read in conjunction with the Department's Four Year Plan 2018-2022.

The increased frequency of emergencies over the last few years has led to heightened public awareness. Accordingly, the public have greater expectations of the capabilities of the emergency management system (made up of the Ministry, CDEM Groups and their constituent local authorities, emergency services, other government agencies, science and research, lifeline utilities, education providers, private and not for profit sectors and others) to work cohesively and collaboratively together across the 4Rs – risk reduction, readiness, response and recovery.

In April 2017, the then Minister of Civil Defence initiated a Ministerial review of the emergency response system. A Technical Advisory Group (TAG) was appointed to provide advice to the then 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. The TAG's report 'Better Responses to Natural Disasters and other Emergencies in New Zealand' made 42 recommendations. The TAG was asked to focus on response (and readiness to respond) within the formal emergency response system and the Government acknowledged that community resilience and preparedness is a very important part of emergency management. Across New Zealand, CDEM Groups are working with their partners and communities, to lead localised work to enhance New Zealand's resilience, and we recognise the value of these ongoing efforts.

On 30 August 2018, the Government responded to the TAG's report and its 42 recommendations, by setting out a broad, multi-year work programme that will deliver extensive change to New Zealand's emergency management system. The Ministry welcomes the Government's decisions, which provide certainty and clear direction, together with an opportunity to progress wide-ranging improvements across the system.

The Ministry has already shifted focus to support the Government's decisions, and recognises that a significant step change is required to progress, implement and bed in system-wide changes. I know there is strong support by agencies at all levels in the emergency management system to work collaboratively to build greater resilience for our communities.

We are committed to playing a more active leadership role at the centre of the emergency management system. The Ministry will provide strong leadership and stewardship across the emergency management system including being directive where needed, to grow nationwide consistency and improve how New Zealand responds to emergencies. We will need to demonstrate stronger relationships and identify ways we can leverage our collective experience, capacities and capabilities to make effective progress on the Government decisions.

A number of projects are already well underway. Some actions we will take in the next 12 months, others may need to be sequenced or be multi-year activities, and some areas are still to be scoped to inform other decisions. Wherever possible these are set out in this business plan. This means some areas of the MCDEM work programme may need to be paused, slowed, postponed or stopped altogether to enable progress on key priorities. In addition to specific actions resulting from the Minister of Civil Defence's review of the emergency response system, this business plan reflects commitments to obligations and requirements expected of the Ministry.

We look forward to continuing and stepping up work with our stakeholders on the implementation of activities outlined in this business plan, which will progressively build the resilience of communities throughout New Zealand.

Section 1 Scope of this plan

This business plan provides an outline of our priorities for the 1 July 2018 to 30 June 2019 financial 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 provides high-level financial information and describes the work that we plan to do, including priorities and an outline of planned programmes and projects.

As mentioned in the Director's overview, this business plan and the Ministry's work programme places emphasis on supporting the Government's proposals resulting from the Minister of Civil Defence's review of the emergency response system and the Government's response to the TAG report.

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: <https://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 Plan and the Annual Report that sets out achievements. These are both statutory documents that describe the Ministry's work and achievements as part of DPMC.

Section 2 Financial Overview

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

The Ministry's operating budget is outlined in the 2018/19 Estimate of Appropriations for DPMC. The operating budget for MCDEM for 2018/19 is \$15.5 million and includes depreciation and allocation of overheads.

The MCDEM operating budget for 2018/19 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. **\$7.005M**
- **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**

Ministry's total operating budget	\$15.530M
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2.1 Non-departmental appropriations to support emergency events

As part of supporting the recovery from the November 2016 Kaikōura earthquake, the following non-departmental appropriations were established in 2017/18 and funding for 2018/19 and out-years is as follows:

	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)	2022/23 (\$000)	
Rehabilitation of Kaikōura Harbour 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.	300	0	0	0		
Restoration of Kaikōura District Three Waters Network 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.	0	0	0	0		We estimate that 2017/18 underspend of up to \$2.4 million will be carried forward to 2018/19 in the October Baseline Update.

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

	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)	2022/23 (\$000)	
Emergency Management Preparedness Grants This appropriation is limited to projects endorsed by CDEM Groups and managed or supported by the Ministry of Civil Defence & Emergency Management.	889	889	889	889	889	This appropriation supports emergency preparedness and improved community resilience through funding of relevant projects (known as the Resilience Fund). In addition, we estimate that 2017/18 underspend of up to \$0.25 million will be carried forward to 2018/19 in the October Baseline Update.

	2018/19 (\$000)	2019/20 (\$000)	2020/21 (\$000)	2021/22 (\$000)	2022/23 (\$000)	
Contributions to Local Authorities Following an Emergency Event 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	1,900	1,300	500	500	500	This appropriation effectively provides for non-reimbursement related financial support i.e. to disaster relief funds and “special policy” funding.
Local Authority Emergency Expenses PLA 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.	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.

2.2 Government funding decisions related to better responses to natural disasters and other emergencies

Decisions announced by the Minister of Civil Defence on 30 August 2018 included financial investment in the following areas:

Investment in business case development on an Emergency Management Common Operating Picture and National Emergency Management facility in 2018/2019.

\$million	2018/19	2019/20	2020/21	2021/22	2022/23 & Out-years
Operating:					
Common operating picture	0.400	-	-	-	-
National emergency management facility	0.250	-	-	-	-

To build on the momentum gained through the policy process so far, investment in policy capability and capacity to progress the legislative changes over two financial years.

\$million	2018/19	2019/20	2020/21	2021/22	2022/23 & Out-years
Operating	0.200	0.200	-	-	-

Investment in Fly-in Teams over four years.

\$million	2018/19	2019/20	2020/21	2021/22	2022/23 & Out-years
Operating	0.941	1.303	1.121	1.121	1.121
Capital	0.368	0.368	-	-	-

Section 3 Strategic alignment, priorities & engagement

3.1 DPMC's role

MCDEM is a business unit of the Department of the Prime Minister and Cabinet. The Department's purpose is to support an ambitious, resilient, and well-governed New Zealand. It does this through:

- Working with and across agencies to deliver the government's agenda
- Providing strategic and expert advice to the Prime Minister and other Ministers
- Upholding the principles, systems, and processes of the executive government, and developing future capability
- Ensuring that urgent and important government priorities are achieved.

3.2 DPMC's Strategic Objectives

The DPMC 2018 - 2022 Four Year Plan provides a high-level overview of the purpose and functions of the Department, how it fits within the wider state sector and other strategic objectives. Five high-level strategic objectives are the focus for the next four years and MCDEM, as part of the Department contributes to each of these:

- A proactive and responsive public service, helping shape and deliver the Government's priorities.
- New Zealand's systems and institutions of executive government are trusted, effective and enhance our nation's reputation.
- Our cohesive, risk-based national security system makes New Zealand stronger and more resilient.
- New Zealand is the best place in the world for children.
- Christchurch is a great place to live, work and play.

3.3 The role of MCDEM and the Emergency Management System

New Zealand is vulnerable to a range of hazards including geophysical, meteorological, biosecurity outbreaks, pandemics, cyber incidents, infrastructure failure, and food safety incidents. It is important that we have an emergency management system that is well placed to reduce the risk of disasters occurring, is ready and able to respond when an emergency occurs, and is able to support effective recovery. Strong and effective emergency management capabilities are part of a government's fundamental responsibility to protect communities.

The emergency management system includes all the people, capabilities, plans, infrastructure, assets, systems and processes needed to have effective risk management. MCDEM provides leadership for the emergency management system across risk reduction, readiness, response and recovery (the 4Rs).

MCDEM contributes to the national security outcome of having a high performing and resilient New Zealand. MCDEM is the Government's primary adviser on emergency management in New Zealand and it sets policy on how emergencies are managed in New Zealand. It advises the Government on the regulations and policies that form the framework for emergency management. It also has a role in monitoring the performance of the system and providing assurance that it is fit

for purpose. MCDEM manages central government's response and recovery functions for national emergencies, and supports the management of local and regional emergencies and the emergencies led by other agencies.

To achieve its outcomes, and lead the wider emergency management system, MCDEM works with a diverse range of organisations to uphold its responsibilities under the Civil Defence Emergency Management Act 2002, the National CDEM Strategy, National CDEM Plan and Department of the Prime Minister and Cabinet's (DPMC's) Strategic Intentions. This includes communities and their local authorities, central government agencies, emergency services, lifeline utilities and private sector organisations, education providers, researchers, and non-government organisations. MCDEM also engages internationally with key counterparts as well as in support of New Zealand's foreign policy objectives.

3.4 Ministry Priorities

The Ministry will make progress on three priority areas over a multi-year programme. These are:

- Implementing Government's decisions about improving the system for responding to natural disasters and other emergencies (Ministerial Review decisions)
- Empowering communities to build resilience and manage risk
- Support communities impacted by a disaster to recover

3.4.1 Implementing Government's decisions about improving the system for responding to natural disasters and other emergencies (Ministerial Review decisions)

Over the next 12 months and in out-years, the Ministry will prioritise work to implement Government's decisions to improve the system for responding to natural disasters and other emergencies. This work will focus on five key areas:

- Putting the safety and wellbeing of people at the heart of the emergency response system
- Strengthening the national leadership of the emergency management system
- Making it clear who is responsible for what, nationally and regionally
- Building the capability and capacity of the emergency management workforce
- Improving the information and intelligence system that supports decision making in emergencies.

3.4.2 Empowering communities to build resilience and manage risk

Over the next 12 months and out-years, the Ministry will prioritise work to empower communities to build resilience and manage risk. This includes:

- Developing and releasing a National Disaster Resilience Strategy
- Reporting on New Zealand's implementation of the Sendai Framework for Disaster Risk Reduction
- Undertaking risk assessment, hazard risk management and risk reduction policy and governance

- Administering the Resilience Fund
- Delivering our public education programme
- Working with science agencies and central and local government partners, to develop policy and practice based on robust research – with a particular focus on tsunami.

3.4.3 Support communities impacted by a disaster to recover

Across the country, a number of emergencies has impacted communities in recent years, including flooding, earthquakes, fires and animal disease. These events have lasting effects on those communities, including psychosocial, economic and environmental impacts as well as repairs or reconstruction of buildings and infrastructure. There are many individuals, families and whānau whose lives have been significantly disrupted, and are now adjusting to life after these events. Recent years have seen an increase in the number and severity of severe weather events hitting the country. This trend is likely to continue as a result of climate change.

Over the next 12 months and out-years, the Ministry will improve how it supports communities impacted by emergencies to recover. This includes focusing on:

- Providing support for recovery efforts. Includes –
 - Coordinating the provision of financial support and services from central government where applicable, and support other agencies responsible for the recovery from specific events.
- Elevating recovery preparedness and the national framework for recovery. Includes –
 - Introducing greater requirements to plan for recovery
 - Ensuring CDEM Group Plans now include provisions to strategically plan for recovery.
- Building recovery capacity, capability and collaboration across the emergency management system. Includes –
 - Ensuring all CDEM Groups have appointed Recovery Managers
 - Supporting CDEM Groups to deliver on their recovery commitments through the provision of national guidelines and other resources
 - Providing a capability development programme for Recovery Managers
 - Establishing a recovery practitioners network to share learnings, address common issues and continuously improve New Zealand's recovery arrangements.

3.5 Key relationships and partnerships - who we work with

In 2018/19, the Ministry will continue to prioritise collaborative and effective open communication, relationships, and partnerships to deliver the step change change required to progress, implement and bed in the system-wide changes as well as deliver on our statutory functions. The Departmental values launched in August 2018, resonate strongly with the way MCDEM works with stakeholders and partners. We apply these values to the way we work across our work programme and during emergencies.



The following provides an overview of some of the stakeholders we work with:

The Ministry has strong relationships across **central government agencies, the emergency services and the NZ Defence Force** within the context of the National Security System, and the wider public service. The emergency management system is evolving and improving 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.

CDEM Groups (Joint Committees, Coordinating Executive Groups, Group Managers and their teams) deliver resilience outcomes for communities and the Ministry values its collaborative partnership with them. There is opportunity with mature relationships in place for the Ministry and CDEM Groups to collectively leverage more from our joint capacity and capability, to improve the effectiveness of our collaborative efforts and maximise the return on investments for our communities.

The Ministry is 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 manaakitanga. We recognise that iwi bring a great deal of capability in relation to emergency management. We want greater recognition, understanding and integration of iwi/Māori perspectives and tikanga in emergency management – before, during, and after an emergency. We also want to recognise and support the role of marae who look after people in an emergency. 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 4Rs of risk reduction, readiness, response and recovery and community resilience building.

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. 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, as well as develop capability for national and regional planning and projects.

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. 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 a process of continuous improvements are being progressed through the National Welfare Coordination Group work programme, and in collaboration with Group Welfare Managers.

As part of its responsibilities for hazard risk management the Ministry will continue to strengthen networks among **research and science organisations** and 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.

The Ministry continues to enhance its engagement with the **private sector** by building relationships, partnerships and new alliances at the national 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. Businesses play a critical role in community recovery and further recommendations to work more closely with the business sector have been made following the multiple events during 2017/18. The Ministry will continue to explore how it can work more closely with the private sector including the insurance sector and business communities.

The Ministry will continue its ongoing programme of engaging with learning and development partners and CDEM stakeholders, including: **education and training providers**, government agencies, national and international learning and development community and the Industry Training Organisations.

Non-profit organisations 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.

International engagement is a vital part of the Ministry's effort to create a resilient New Zealand. Aspects of New Zealand's emergency management system, framework, guidelines, research and practice are internationally recognised and adopted overseas or have been informed by overseas practice and knowledge exchange. International engagement provides opportunities including capability development, networking and strategic relationship management, as well as participation in international emergency management efforts to provide disaster relief and assistance to other countries. Such engagements ensure that New Zealand's emergency management arrangements remain compatible with international best practice standards.

Section 4 Annual Business Plan 2018/19

This section provides an overview of the MCDEM work programme for the current financial year (01 July 2018 to 30 June 2019). It provides in a table the details of the streams of work, projects or initiatives under the three priority areas that we are working on now or will progress in the next 12 months. The three priority areas are:

- Implementing Government's decisions about improving the system for responding to natural disasters and other emergencies (Ministerial Review decisions)
- Empowering communities to build resilience and manage risk
- Support communities impacted by a disaster to recover.

In the table:

- Each of the streams of work, projects or initiatives have been colour coded (see key below) to indicate whether the work is already underway or not yet started within MCDEM, or is being progressed by a different part of DPMC or an external agency.
- Where the work relates to an existing project or programme, it will have an abbreviation of the MCDEM team leading the work and a number that indicates the project code. An overview about each of the projects is outlined in Section 5. For example: *A&P 01* means this is initiative 01 on the Analysis and Planning work programme - *National and CDEM Group Planning*.
- Any new initiatives that are short-term delivery or have not been fully scoped to have their own project number are simply listed as *New*.

Key:

Work is underway	
Work has not yet started	
Work will be progressed by a different part of DPMC or an external agency	

Abbreviations

A&P	Analysis and Planning Team
C&O	Capability and Operations Team
Coms	Communications Team
Dev	Development Team
Dir	Office of the Director
Int	International
Pol	Policy

The following are works being progressed in the next 12 months:

	Government decision / initiative	Status	Work programme activities
Priority 1: Implementing Government's decisions about improving the system for responding to natural disasters and other emergencies (Ministerial Review decisions)			
Key area: Putting the safety and wellbeing of people at the heart of the emergency response system			
1	<p>Improve communication with the public in an emergency response so they know what is going on, what to expect, and what to do.</p> <p>MCDEM working with CDEM Groups and government agencies</p>		<p>Coms 01, C&O 02 and C&O 03</p> <ul style="list-style-type: none"> We will continue to implement our public education programme to promote preparedness, information channels, and the right actions to take, while targeting vulnerable groups. We are strengthening our Public Information Management (PIM) arrangements to get timely information and advice to the public, and through the National PIM Programme and PIM ITF course are working to improve capability across the sector. We are making ongoing performance and accessibility improvements to our website and social media channels, and creating a new consolidated public education website to make it easier to find and share messages and resources.
			<ul style="list-style-type: none"> Standardising best practice across the response framework, including a full range of communication channels e.g. iwi radio, access radio, social media.
2	<p>Improve how important strategic information is shared with key decision makers, spokespeople, and the media, so they get the right advice at the right time.</p> <p>MCDEM working with CDEM Groups and government agencies</p>		<p>Coms 02</p> <ul style="list-style-type: none"> Continuous work is underway to strengthen MCDEM's PIM arrangements while also supporting CDEM Groups to raise their PIM capability. We are working closely with media to identify improvements to our respective emergency information arrangements. We will inform the introduction of the Strategic Communications role as a key CIMS function.
	<p>MCDEM working with CDEM Groups, LGNZ and SOLGM</p>		<p>New</p> <ul style="list-style-type: none"> The Mayor in the affected area should be the primary spokesperson. Training opportunities for Mayors to support them in their role to be scoped.
3	<p>Continue current work on improving the consistency of warnings to the public across all hazards.</p> <p>MCDEM working with CDEM Groups and government agencies</p>		<p>C&O 03</p> <ul style="list-style-type: none"> We will continue to lead the Common Alerting Protocol (CAP) working group. More specifically, we will enhance the Emergency Mobile Alert System (EMA) system to publish alerts in CAP format, making them available to third parties for redistribution.

4	Speed up tsunami warnings. MCDEM and GNS Science		C&O 02 and A&P 13 <ul style="list-style-type: none"> We will work with GNS Science to speed up tsunami warnings.
5	Scope work needed to identify and upgrade suitable marae for emergency management purposes.		New <ul style="list-style-type: none"> DPMC assisted by Te Puni Kōkiri.
6	Scope a system to capture and store welfare registration and needs assessment data using common standards and robust processes for data collection. MCDEM working with CDEM Groups and welfare agencies		C&O 03 and A&P 03 <ul style="list-style-type: none"> This work will be undertaken as part of the EMIS replacement project. We will assess the merits of a centralised vs. a decentralised solution, determine what work needs to be centrally managed and funded, and propose an appropriate funding vehicle.
Key area: Strengthening the national leadership of the emergency management system			
8	Enhance stewardship through existing Chief Executive governance arrangements, supported by Ministers, to drive greater cohesion across the emergency management system.		Being progressed by DPMC.
9	The Department of the Prime Minister and Cabinet will work with government agencies to clarify and confirm lead agencies responsible for hazard-specific incidents.		Being progressed by DPMC.
Key area: Making it clear who is responsible for what, nationally and regionally			
10	Continue to review national plans with agencies to improve planning and arrangements for how agencies will work together and who will do what. MCDEM with government agencies and CDEM Groups		A&P 01 <ul style="list-style-type: none"> This work will be undertaken as part of the National Planning team's focus on supporting other lead agencies to develop their national plans. The current focus includes pandemic, foot and mouth disease, mass rescue, and counter terrorism planning. However, the team anticipates further national plan reviews that would emerge as plan interdependencies are identified. Review and finalise the Wellington Earthquake National Initial Response Plan. Support implementation of the South Island Alpine Fault Earthquake Framework and related national planning arrangements. Review and finalise the National CDEM Fuel Plan and the Oil Emergency Response Strategy in partnership with the Ministry of Business, Innovation and Employment. Support the development of the Hikurangi Earthquake Response Plan and related national planning arrangements.

			<p>A&P 01 and Dev 01</p> <ul style="list-style-type: none"> Support CDEM Groups to implement national plans at the local level. <p>C&O 02</p> <ul style="list-style-type: none"> The Director's Guideline on Exercising (and associated Exercise Writing and Management Course) will be updated in 2018/19.
	MCDEM with CDEM Groups		<p>New</p> <ul style="list-style-type: none"> Establish a consistent nationwide process to clarify when an incident is deemed to be an emergency for the purposes of the CDEM Act.
	Emergency services, local and central government agencies		<p>New</p> <ul style="list-style-type: none"> Chief executives of agencies will be required to ensure that there is appropriate representation of their agency at EOC to the extent possible, and that this expectation is reflected in agencies' plans and standard operating procedures.
11	<p>Formalise roles and responsibilities in the Coordinated Incident Management System (CIMS).</p> <p>MCDEM with key partner agencies</p>		<p>C&O 04</p> <ul style="list-style-type: none"> Government decisions related to CIMS will be incorporated into the new version. The review of the CIMS will be concluded in 2019. Twenty agencies participate in the review, led by MCDEM.
12	<p>Clarify in relevant documents what 'lead agency' means (e.g. the Coordinated Incident Management System manual, the National Security Systems handbook, and the National CDEM Plan).</p> <p>MCDEM and National Security Group in DPMC</p>		<p>C&O 04 and A&P 01</p> <p>Changes will be incorporated into:</p> <ul style="list-style-type: none"> The review of the National CDEM Plan. Scoping is anticipated to start from late 2019. The review of the CIMS will be concluded in 2019. Twenty agencies participate in the review, led by MCDEM. The review of the National Security Systems Handbook.
13	<p>Encourage CDEM Groups to co-opt ambulance services onto their Coordinating Executive Groups.</p> <p>MCDEM with CDEM Groups</p>		<p>Dev 01</p> <ul style="list-style-type: none"> Director to write to Groups to encourage ambulance services to be co-opted onto CEG. MCDEM Development Unit Regional Emergency Management Advisors to follow-up with CEG Chairs.
Key area: Building the capability and capacity of the emergency management workforce			
14	<p>Design and implement Fly-in Teams.</p> <p>MCDEM</p>		<p>New</p> <ul style="list-style-type: none"> Will involve multi-agency consultation on the concept development.

15	Implement a revised Controller development programme to replace the current one. MCDEM with the National Security Workforce Directorate in DPMC		<p>C&O 05</p> <ul style="list-style-type: none"> The procurement of a new Controllers and Recovery Managers Development Programme will conclude in September 2018. <p>Dev 01</p> <ul style="list-style-type: none"> Encourage Groups to actively engage in the programme and assist in balancing priorities and building capability across CDEM Group areas.
	MCDEM with CDEM Groups		<p>New</p> <ul style="list-style-type: none"> In advance of any national certification system being implemented, national monitoring of CDEM Groups should require demonstrated evidence from the Group that its Controllers meet the standard that has been set and their plan for achieving this (recognising that it will take time). This links to C&O 05 above.
16	Continue to build capability, through unit standards and training, for those operating in Coordinated Incident Management System roles in central and local government. MCDEM with the National Security Workforce Directorate in DPMC		<p>C&O 05 and C&O 06</p> <ul style="list-style-type: none"> We will continue to drive and support the development of standardised training through the Integrated Training Framework (ITF) courses. In parallel, we will work with the National Security Workforce Team (DPMC) towards the <i>Enabling Consistent CIMS Practice</i> project to align and compliment the ITF courses, and to ensure the next iteration of CIMS is embedded consistently across all agencies. We will develop ITF courses on the following: <ul style="list-style-type: none"> Public Information Management Logistics Recovery Lifeline Utilities Coordination We will develop online learning for: <ul style="list-style-type: none"> Emergency Mobile Alert (EMA) EMIS
17	Work with local government to ensure that capability development solutions work for both central and local government. This includes co-designing the approach to Controller certification. MCDEM with local government and CDEM Groups		<p>C&O 05, C&O 06 and C&O 07</p> <ul style="list-style-type: none"> Local Government and CDEM Groups are represented in all the relevant projects, see 14 and 15 above. <p>Dev 01</p> <ul style="list-style-type: none"> We will encourage Groups to actively engage in the development of programmes and assist in balancing priorities for capability development across CDEM Group areas.
			<p>New</p> <ul style="list-style-type: none"> Local Government and CDEM Groups to participate in the approach to co-design Controller certification.

18	Continue to work across local government, emergency services and relevant government agencies on ways to improve volunteer capability and capacity, and to ensure volunteers are kept safe in the system. MCDEM with Fire and Emergency NZ, Police, Ministry of Health, NZSAR and Maritime NZ, CDEM Groups and response teams		Dir 03 and C&O 08 <ul style="list-style-type: none"> Issue a joint agency intent statement about building a robust and sustainable volunteer capability and capacity for emergency management in New Zealand. Scope and establish a national framework for volunteers working in emergency management.
Key area: Improving the information and intelligence system that supports decision making in emergencies			
19	Include strategic communications and public information experts in Fly-in Teams.		New <ul style="list-style-type: none"> See 11 and 14 above.
20	Continue to upgrade IT infrastructure in the current national emergency management facility.		C&O 03 <ul style="list-style-type: none"> We will complete an upgrade of physical and IT infrastructure in the National Crisis Management Centre. We will commence work on an ICT road map with a view to providing a comprehensive view of current and future capability.
21	Implement arrangements for an Auckland-based facility to manage a national crisis if the Wellington facility is unavailable.		C&O 01 and C&O 05 <ul style="list-style-type: none"> We will complete the establishment of the initial IT infrastructure of the Auckland-based facility and scope the further IT requirements. We will scope the resourcing required to advance and sustain the training of Auckland-based government agency staff to provide surge capacity in the facility. New <ul style="list-style-type: none"> We will ensure that Auckland based staff are actively engaged in supporting the Auckland facility, including engagement with key decision makers in Auckland.
22	Progress elements of the Common Operating Picture, including pulling together existing work on data needs.		C&O 03 <p>We will focus on the alignment and direction of several information management initiatives that are underway across the sector. These include:</p> <ul style="list-style-type: none"> The “GIS for Emergency Management” work, The CDEM Resilience-funded project for data sharing, The Fire and Emergency New Zealand-led Common Operating Picture pilot project, and The replacement of the Emergency Management Information System (EMIS).
23	Develop a business case for a Common Operating Picture.		C&O 03 <ul style="list-style-type: none"> We will develop a business case to inform the requirements, funding and implementation of a Common Operating Picture.

24	Put structures in place to build the capability of those working in the intelligence function in responses. MCDEM with the National Security Workforce Directorate in DPMC		C&O 05 and C&O 06 <ul style="list-style-type: none"> An Intelligence function course for those working in a coordination centre is in development as part of the ITF (see 16 above); content is based upon the review of the CIMS level 5 unit standard for Intelligence carried out under the <i>Consistent CIMS Practice</i> project led by the National Security Workforce Directorate in DPMC.
25	Undertake the first stages of a business case for a new national emergency management facility.		New C&O 01 <ul style="list-style-type: none"> We will develop an indicative business case that will inform options for a new national emergency management facility to support a decision by the Government in this regard.
26	Formalise a system to integrate science advice into emergency responses and document this in CIMS. MCDEM with the National Security Workforce Directorate in DPMC		C&O 04 <ul style="list-style-type: none"> See 11 above.
27	Develop an expert group based on the UK SAGE model. MCDEM with the National Security Systems Directorate in DPMC		A&P 12 and A&P 01 <ul style="list-style-type: none"> We will work with the National Security Systems Directorate and partners to scope and develop a science advisory group based on the UK SAGE model. This arrangement will need to be reflected in the National CDEM Plan.

Priority 2: Empowering communities to build resilience and manage risk

	New National Disaster Resilience Strategy		Dir 04 <ul style="list-style-type: none"> We will assist the Minister of Civil Defence to issue a new National Disaster Resilience Strategy by 10 April 2019.
	Reporting on New Zealand's implementation of the Sendai Framework for Disaster Risk Reduction		A&P 10 <ul style="list-style-type: none"> Annual reporting on New Zealand's progress to implement the Sendai Framework for Disaster Risk Reduction Development of a National Loss Database for New Zealand
	Risk assessment, hazard risk management and risk reduction policy and governance		A&P 11, A&P 12, A&P 13, A&P 14 <ul style="list-style-type: none"> Development of risk assessment guidance for CDEM Groups Advancing national risk assessments Development of tsunami vertical evacuation guidance for CDEM Groups National Tsunami Action Plan Advancing New Zealand's tsunami monitoring and detection capability

	Resilience Fund		<p>Dev 02</p> <ul style="list-style-type: none"> Revised guidance will be developed to further strengthen use of the Fund. Invitations for applications for the 2019/20 year will be closed on 1 October 2018.
	Delivering Public Education Programme		<p>Com 03</p> <ul style="list-style-type: none"> Targeted campaigns for groups with low levels of preparedness, such as families on low incomes, under-30s, migrants and non-English speakers. The ShakeOut annual earthquake drill and tsunami hikoi, the tsunami and earthquake safety campaign. The development of a new public education website will help further promote emergency preparedness to the public.
Priority 3: Support communities impacted by a disaster to recover			
	Support to recovery efforts		<p>A&P 06</p> <ul style="list-style-type: none"> We will support and assist recovery activities carried out by local authorities, CDEM Groups and agencies following a number of recent emergencies.
	Elevate recovery preparedness and the national framework for recovery		<p>A&P 07 and A&P 09</p> <ul style="list-style-type: none"> Implementation of new recovery provisions in the Civil Defence Emergency Management Amendment Act 2016. Development of a new Recovery Preparedness and Management Director's Guideline by June 2019.
	Recovery capacity, capability and collaboration		<p>A&P 08</p> <ul style="list-style-type: none"> Develop and implement a recovery training programme by August 2019. Establishment of a Recovery Managers Practitioners Forum by June 2019.

Section 5 Delivering a multi-year work programme

5.1 How we are structured

The Ministry is currently structured into five units: Office of the Director, Analysis and Planning, Capability and Operations, Development, and Communications.

Generally, each portfolio or project has a project manager or lead person and they 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. An overview about each of the MCDEM Units that have multi-year work programmes is provided in sections 5.4 – 5.9. The majority of Ministry's 53 full-time equivalent staff (supplemented with contractors, specialists and fixed term roles) are based in Wellington, with small teams in Auckland and Christchurch.

Other parts of DPMC provide support to the Ministry. The National Security Group provides policy support to the Ministry, in particular through the Civil Defence Emergency Management Policy team, which is co-located within the Ministry. The team provides policy advice to MCDEM on the legislative and policy framework for emergency management, as part of the broader national security framework. The Strategy, Governance and Engagement Group in DPMC processes Ministerial correspondence, Parliamentary questions and Official Information Act requests, and provides legal services. The Central Agency Shared Services (CASS) provides information technology, information management, human resources, and financial services.

The Ministry also contributes to wider Departmental responsibilities of performance reporting, select committee and other reporting requirements, performance improvement framework assessments and audits.

5.2 Prioritising effort

The Ministry tracks its work programme monthly as part of business unit planning. Monitoring the work programme to make best use of our limited resources is always important, and has been even more so over the last two years due to being impacted by the series of emergencies.

Over this period the Ministry has made some hard decisions about postponing, pausing, slowing and in some cases stopping 'non-essential' work. Other projects have been scaled back and we are taking a light touch approach with them.

We will continue to evaluate the work programme and make adjustments to make best use of resources, expertise and across Ministry capacity and capabilities to deliver on our priorities. The following sections provide an overview of multi-year work programme activities.

5.3 Ministerial Review decisions: What will take a bit longer

The following will be progressed from 2019/2020 onwards

	Government decision / initiative	Status	Work programme
Key area: Putting the safety and wellbeing of people at the heart of the emergency response system			
1	Develop a longer-term approach to working with iwi on matters of governance and planning. DPMC with MCDEM		New <ul style="list-style-type: none"> MCDEM supporting CDEM Groups to seek advice from iwi on strategic governance decisions.
2	Implement agreed changes to welfare registration and data collection systems and processes.		C&O 03 <ul style="list-style-type: none"> Implementation will follow the decisions as a result of the work conducted in this year (see 6 in the table above).
Key area: Strengthening the national leadership of the emergency management system			
3	Strengthen the leadership of our national emergency management agency to set, monitor and enforce national standards for emergency management, so there is a consistent minimum standard of care across the country.		New <ul style="list-style-type: none"> In advance of any national certification system being implemented, national monitoring of CDEM Groups should require demonstrated evidence from the Group that its Controllers meet the standard that has been set and their plan for achieving this (recognising that it will take time). Establish standards for Groups to be monitored by MCDEM or a new agency.
4	Retire the name 'Civil Defence' and replace it with 'Emergency Management' to better reflect the broad and integrated nature of who the emergency management sector is and what it does.		New <ul style="list-style-type: none"> Scope implications of name change.
Key area: Making it clear who is responsible for what, nationally and regionally			
	Changing the Civil Defence Emergency Management Act to:		
5	Require local authorities to cooperate as a CDEM Group within each region with shared emergency management services and personnel.		New DPMC with MCDEM
6	Clarify that Mayors declare states of local emergency for their district or city and require that they consider the advice of a Controller (where this is practicable).		New DPMC with MCDEM
7	Provide for the National Controller, Group Controllers and Local Controllers to each have a clear		New

	function and power to coordinate an emergency response in the appropriate circumstances.		DPMC with MCDEM
8	Require CDEM Groups to have a clear decision point and communications for when there is an emergency, so it is clear who is in charge.		New DPMC with MCDEM
9	Clarify criteria for declaring a state of local emergency (that emergency powers are, or likely to be, necessary).		New DPMC with MCDEM
10	Determine whether the Director CDEM should be able to intervene in a local response where there are matters of national interest.		New DPMC with MCDEM
11	Include ambulance services on each CDEM Group's Coordinating Executive Group.		New DPMC with MCDEM
Key area: Building the capability and capacity of the emergency management workforce			
12	Roll out of a programme for professionalising Controllers, which includes implementing a certification scheme for Civil Defence Emergency Management Controllers.		New <ul style="list-style-type: none"> The contract for the new Controllers and Recovery Managers Development Programme will run over the next four years. Work with stakeholders in local government and the emergency system to adjust expectations, for example, incorporate into the Mayor's training. Scope and develop career pathways, consistent and high-quality training and development, and clear professional standards and accreditation processes.
13	Amend the CDEM Act to enable Fly-in Controllers to undertake their statutory function anywhere in the country, and to enable the Director CDEM to personally accredit/veto Controller appointments.		New DPMC with MCDEM
14	Develop regulations to specify definitions for 'suitably qualified and experienced' in relation to Controllers and 'suitably trained and competent personnel' for other Coordinated Incident Management System functions.		New
15	Enforce the expectation that people in relevant Coordinated Incident		New

	Management System roles are trained and competent.		
Key area: Improving the information and intelligence system that supports decision making in emergencies			
16	Develop and implement a Common Operating Picture.		C&O 03 <ul style="list-style-type: none"> This work will depend on the outcome of the business case that will be developed this year.
17	Build a new national emergency management facility (depending on what the business case shows).		C&O 01 <ul style="list-style-type: none"> This work will depend on the outcome of the business case that will be developed this year.
18	Continue developing the capability of those working in the intelligence function.		C&O 05, 06 & 07 <ul style="list-style-type: none"> Training development and delivery will continue alongside other ITF courses and/or other courses.

5.4 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. Over the next five years, the Director will be supported to provide oversight of statutory and non-statutory obligations and commitments to progress the comprehensive 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-focussed business support across the Ministry, including the Director and the Ministry offices in Wellington, Christchurch and Auckland.

Dir 02: Annual National Emergency Management Conference

Since 2016, the Ministry have hosted an annual National Emergency Management Conference. The conference is a highly regarded event with extensive participation from central government, local government, and the support sector. It is an excellent opportunity to have a wide range of emergency management professionals 'in one room'.

Dir 03: National framework for volunteers in emergency management

The purpose of this project is to progress development of a national framework for volunteers and determine in out-years how an agreed national framework may be implemented and maintained.

Dir 04: National Disaster Resilience Strategy

The National Disaster Resilience Strategy is a multi-year project involving widespread engagement and a strategy development programme. This year will focus on stewarding the draft document through its final development stages, including a public consultation phase, and the (Cabinet) approval process.

The Ministry also intends to work on three supporting programmes: the development of an underlying work plan or 'roadmap' for implementing the Strategy; the development and implementation of a measurement regime for monitoring progress on implementing the Strategy, and a range of supporting material and guidance to help CDEM Groups and others implement the Strategy.

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 ensure that New Zealand's response capability is supported by: access to international assistance following a large emergency in New Zealand; fulfils 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 will participate in and support a number of Asia Pacific Economic Forum (APEC) and United Nations International Strategy for Disaster Risk Reduction (UNISDR) meetings.

Int 02: MCDEM/MFAT Partnership Arrangement

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
- Pacific Rapid Response Capability
- Support for NZ United Nations Disaster Assessment and Coordination Response Capability

The out-years for this programme are under consideration.

Int 03: Oversight of bilateral relationships

The Ministry has two existing bilateral arrangements with international counterparts in Australia and the United States of America to strengthen emergency management cooperation between the two countries. The Ministry represents New Zealand on a number of international committees and these will continue in out years.

5.5 Analysis and Planning

Analysis and Planning is responsible for the research and development of emergency management concepts across hazard risk management, risk 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.

Over the next five years, the Unit will focus on multiple programmes of sustained support, coordination and engagement with stakeholders involved in developing/revising national plans across the national security system, welfare services, lifeline utilities, business continuity, hazard risk management and recovery. The Ministry is the lead agency for recovery in New Zealand. Analysis and Planning manage this portfolio including, but not limited to, development of recovery

frameworks, doctrine to support CDEM legislation, providing leadership to CDEM stakeholders, supporting recovery efforts across central government agencies and CDEM Groups.

A&P 01: National and CDEM Group planning

The Ministry has responsibility for maintaining and developing the national CDEM planning framework to set out the roles and responsibilities of the CDEM sector and all partner agencies across the 4Rs of risk reduction, readiness, response, and recovery. The Ministry also supports CDEM Groups to develop CDEM Group Plans as required under the CDEM Act 2002 and other partner agencies in the development of their hazard specific national plans. A review of the current National CDEM Plan and Guide is scheduled for 2019/20, but is likely to be deferred to 2020 to ensure actions from the Ministerial review to improve the emergency response system are incorporated into the Plan.

A&P 02: Hazard specific supporting plans

The Ministry develops supporting plans in addition to the National CDEM Plan and Guide in response to the identification of a specific sector, hazard or location-specific set of consequences that require additional planning. In out-years, the Ministry will focus on implementation of a number of hazard specific plans that are currently under development. This includes the development of a National Major Earthquake Plan in support of the recent Alpine Fault, Wellington and Hikurangi earthquake planning.

A&P 03: Leadership and coordination of welfare services

The Ministry will continue to place a high priority on developing welfare services capability and capacity. This includes supporting agencies and CDEM Groups in the implementation of their arrangements under the National CDEM Plan and Guide; developing 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; and 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. This will include supporting the development of partner agency infrastructure resilience strategies and plans, and the New Zealand Lifelines Council National Vulnerability Assessment (Phase 2). 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 and look to develop the capability and capacity of Lifeline Utility Coordinators across the country.

A&P 05: Business Continuity Management Programme

The Ministry will continue a programme of work related to business continuity management, including ongoing engagement with central government, local government and researchers in the

business continuity management field. This informs business continuity management practice, advice and promotion via work programmes including exercising and public education.

A&P 06: Support to Recovery Efforts

The Ministry has a key role to monitor and support recovery activities being carried out by local authorities, CDEM Groups and agencies following emergencies. This work includes coordination across central government agencies and provision of advice and support as needed to CDEM Groups and local authorities.

A&P 07: Recovery Framework to Elevate Recovery Preparedness

As part of the implementation of the CDEM Amendment Act 2016, the Ministry will continue to develop and refine Director's Guidelines and other resources to help CDEM Groups meet their legislative duties and to elevate recovery preparedness across New Zealand. The Ministry also works with CDEM Groups to support them to revise and implement their CDEM Group plans to increase recovery preparedness.

A&P 08: Recovery Capacity, Capability and Collaboration

A key focus of the Recovery Programme is to raise recovery capacity and capability and create a learning culture that promotes continuous improvement in recovery preparedness. The Ministry will develop and implement a recovery training programme, providing a learning pathway for those in key recovery roles, and establish a Recovery Forum that brings recovery practitioners together to share lessons learned and collectively address common recovery preparedness issues.

A&P 09: National Recovery framework and arrangements

As part of the implementation of the CDEM Amendment Act and the statutory positions for Recovery Managers, the Ministry will review the national recovery framework and related agencies roles and responsibilities by 2021. This may include the establishment of a cross-government recovery group to improve coordination 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 - Sendai Framework for Disaster Risk Reduction (SFDRR)

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. MCDEM are leading the National Loss Database for New Zealand to provide a lasting, single-location resource for all agencies interested in understanding and managing hazard risk, and will hold information on the social, physical and economic losses caused by natural hazard or technological emergencies. Having a National Loss Database will aid us in reporting on the SFDRR.

A&P 11: Risk Reduction Governance, Coordination and Policy Advice

The Ministry provides multi-sector leadership to implement improved risk reduction in order to prevent new and manage/reduce existing risk. Risk governance and coordination, and

accountabilities align 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 on a variety of risk topics. This includes the development of Ministerial briefings, government policy and legislation (e.g. input to the Building Act, or climate change adaptation), on a diverse range of hazards and risk management, including imminent risk issues and/or legacy work. During hazard events or times when hazard specific information is released by the media, the Ministry provides further 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 emergency management 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.

A&P 13: Tsunami Risk Management Programme (domestic and international)

The purpose of the tsunami risk management 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. The Ministry is also the international focal point for the Intergovernmental Coordination Group (ICG) of the Pacific Tsunami Warning System (PTWS) and other international tsunami risk management programmes. Our commitments within the international and Pacific community include chairing working groups and task teams of the PTWS, which support the Pacific tsunami community to have a better understanding of tsunami risk and work toward common goals and performance measures to promote reduction, readiness and response for all PTWS member states.

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 the wider DPMC to ensure all risks of national significance are identified and understood. The Ministry provides 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 regarding best practice, and

new research in the social science aspects of understanding risk and disasters. Topics of engagement include behavioural science and risk communication science.

5.6 Capability and Operations

The Unit has two principal functions: CDEM capability development and National CDEM operational readiness and systems including with partner agencies both nationally and internationally.

CDEM capability development involves:

- Coordinating the development of training (including managing the Integrated Training Framework providing Coordination Centre-focused courses)
- Delivering and maintaining training
- Managing and supporting the CDEM Learning Management System
- Supporting training standards and funding coordination; and
- Maintaining a framework for CDEM capability development in alignment to national response training directives.

CDEM operational readiness responsibilities include:

- The management of the National Crisis Management Centre (NCMC) and its systems, processes and staffing (including an alternative location in Auckland)
- Management of the National Warning and Alerting Capability (including the National Warning System, Emergency Mobile Alert system and the Ministry's associated 24/7 duty arrangements); the Emergency Management Information System (and its replacement), and
- The National CDEM Exercise Programme.

C&O 01: National Crisis Management Centre

The Ministry, on behalf of the Officials Committee for Domestic and External Security Coordination (ODESC), is responsible for the general management, development, and maintenance of the National Crisis Management Centre (NCMC). We will continue ongoing maintenance and upgrades of the current facility's infrastructure and its standard operating procedures, and in parallel, develop an indicative business case for a new facility. We will also, within means, continue to establish and maintain the infrastructure for the alternative facility in Auckland and sustain the training of Auckland-based government agency staff to provide surge capacity should it be required.

C&O 02: Readiness and Response

The Ministry will continue to facilitate the CDEM National Exercise Programme (NEP) and ensure that CDEM exercises are included in the wider All-of-Government National Interagency Exercise Programme. We will continue with the regime of debriefs, reports and subsequent corrective action plans after responses and exercises. This process provides a robust process for reflection and continuous improvement. We will also continue with the implementation of existing corrective action plans.

Work will continue to enhance the Ministry's 24/7 duty system capability. 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.

We will continue to support CDEM Groups with radio licensing and streamlining the cost recovery of radio licencing and satellite capability.

The implementation of the Fly-in Team concept (to support responses) will stretch into 2019/20; thereafter, we will continue to facilitate the ongoing management of this new capability.

C&O 03: Operational Systems

Depending on the outcome of the business case towards a Common Operating Picture, we will lead the implementation of decisions. We intend that this work will align the spectrum of information management initiatives such as:

- The “GIS for Emergency Management” work
- The CDEM Resilience-funded project for data sharing
- The Fire and Emergency New Zealand-led Common Operating Picture pilot project, and
- The replacement of the Emergency Management Information System (EMIS).

We will continue to refine and/or enhance the National Warning System to further enhance our monitoring, decision-making, communication capacity and system security in relation to warnings. 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.

As the all-of-government system custodian of the *Emergency Mobile Alert (EMA)* system, we will continue to work with the service providers towards general enhancements and ensuring maximum handset capability to receive the alerts. We will also continue to provide support to user agencies through the provision of training, first-level helpdesk support, facilitation of the governance of the system, and maintaining public education.

We will continue to lead the Common Alerting Protocol (CAP) working group and provide oversight with regard to the *CAP Technical Standard for New Zealand (CAP-NZ)*.

C&O 04: Coordinated Incident Management System (CIMS) Review

The Ministry will continue to lead the review of the CIMS that will conclude in 2019. The review involves all the CIMS subscriber agencies as well as some new user agencies. The review reports to the Hazard Risk Board (HRB). We will also work with the *Enabling Consistent CIMS Practice* project led by DPMC to ensure the next version of CIMS is embedded consistently across agencies.

C&O 05: CDEM Capability Development

The Ministry will continue to facilitate emergency management courses, workshops, programmes and forums. E-learning, online learning and blended learning will form an increased part of the Ministry’s Capability team output to support both sector and MCDEM’s own capability development and continuing development.

Specific MCDEM staff training will involve Response Preparation Training, Duty Team training, systems training, and general professional development.

At a system level, we will oversee the new Controllers and Recovery Managers Development Programmes and we will continue our ongoing programme of engaging with learning and development partners and CDEM stakeholders. We will also continue to work with the DPMC

National Security Workforce team to help shape and deliver a system-led approach to core and common learning solutions.

C&O 06: Integrated Training Framework (ITF)

The Ministry will continue to drive and support the development of standardised training through the Integrated Training Framework courses to promote and support professional development for those working in a Coordination Centre environment. This includes a blended learning approach (combined online/face-to-face) through administration support, course development and support, and online course creation and advice. As part of the *Enabling Consistent CIMS Practice* project led by DPMC, the Ministry will work in collaboration with the National Security Workforce to align or complement the ITF courses accordingly.

C&O 07: Capability Tools Development

The Ministry will continue to host and maintain takatū (the CDEM Learning Management System), and providing training and support to CDEM Groups to enable administrators and learners to have appropriate access to online learning, resources and reports. We will also continue to support and maintain frameworks and role maps to support emergency management capability development activities, and update material in accordance with best practice and new Ministerial publications, and work occurring at the national inter-agency training level.

C&O 08: CDEM Qualifications and Training Funding

The Emergency Management Adult Community Education (EM ACE) fund is a Ministry of Education fund to support the training of volunteers in civil defence emergency management. The Ministry will continue to support CDEM Groups to access this funding for their volunteer training needs (the Ministry and the CDEM Groups are represented on the Governance Group of the Fund). Information collected from the emergency management sector and training providers is utilised to better inform fund allocation and course suitability.

The Ministry will continue its engagement with the Unit Standard review, and associated matters such as credit reporting and alignment/accreditation of sector courses to the NZQA framework.

5.7 Development

The Development Unit is responsible for engagement and liaison with local authorities and CDEM Groups. The unit provides advice on delivering all aspects of emergency management to support communities and responds to emergencies to support CDEM Groups, providing advice and guidance as required. The unit also assists CDEM Groups to implement national guidance and plans in the region. As part of promoting continuing improvement, the Development Unit monitors and reports on Group performance and development. The unit processes claims and applications for government financial assistance from local authorities (in particular, reimbursement of response and recovery costs, and disaster relief fund contributions - see Dev04). As part of this business plan (Int01), the Development unit supports the MFAT Partnership Agreement with advice and expertise in support of the MFAT. The ongoing management of the Resilience Fund also sits with the unit. This work programme is largely that of sustained support to CDEM Groups.

Dev 01: CDEM Group engagement

The Development Unit influences and champions the implementation of improvements to governance, capability and operational arrangements across CDEM Groups. This enables key stakeholders (including local authorities, emergency services, utilities, government agencies and volunteer groups) to have arrangements in place to respond to and recover from local and national emergencies. To facilitate this the unit staff will continue to engage with Joint Committees, Coordinating Executive Groups and Group Managers and their teams to ensure CDEM Groups remain fully informed and supported in implementing emergency management arrangements. During emergencies, the unit assists in the response to and recovery from a national or local emergency and ensures that any emergency responses and recoveries stay connected to government initiatives and opportunities, and risks are brought to the attention of the Director.

Dev 02: 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.

Dev 03: Capability Assessment

As part of a continuous improvement programme, the Development Unit will support CDEM Groups to undertake self-assessment on their performance that will support and strengthen the CDEM Groups across the 4Rs. The Development unit will continue to monitor the CDEM Groups' compliance with legislative requirements. There are no nationwide assessments currently planned.

Dev 04: Processing claims for Government financial assistance

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

5.8 CDEM Policy

The Policy team are part of the National Security Policy Directorate within the National Security Group of DPMC. Their primary role is to provide policy advice on the legislative and policy framework for emergency management, as part of the broader national security framework. The team provides advice on the framework, powers and functions, the financial assistance policy, government priorities, and other strategic policy. It supports MCDEM to deliver on their work programme. This involves Cabinet and parliamentary processes, government reporting, and ministerial servicing.

Pol 01: Ministerial Review on Better Responses to Emergencies

The team will support the Minister, the Chief Executive of DPMC and the Director CDEM as required to implement the government response to the Ministerial Review on Better Responses to Natural Disasters and Other Emergencies.

Pol 02: Supporting cross-government policy development

The team, in partnership with other MCDEM teams, contributes to cross-government policy work with implications and opportunities to strengthen how government policies support and encourage a more resilient New Zealand. Currently this includes the Three Waters Review, the Government response to the Climate Change Adaptation Technical Working Group led by the Ministry for the

Environment, and the Building Amendment Bill led by the Ministry of Business, Innovation and Employment.

5.9 Communications

The Communications team leads the public education programme and oversees communications at the national level during emergencies, the implementation of the digital strategy (which includes a new social media engagement approach), a new public education website, and improved accessibility across all online channels.

Coms 01: 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. Most importantly, these channels give effect to the Government's proposals to improve communication with the public in an emergency response so they know what is going on, what to expect, and what to do.

Coms 02: 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. This work again gives effect to the Government's proposals to improve communication with the public in an emergency response so they know what is going on, what to expect, and what to do. 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. We will also support the Government's proposals relating to the strategic communications function, which has a close interdependency with PIM during emergencies.

Coms 03: 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 how to get prepared for, and what actions to take in, an emergency. The programme has a three-year lifespan (2016-19), with scope for extension. The programme contributes towards the Government's proposals to improve communication with the public in an emergency response so they know what is going on, what to expect, and what to do. 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. We also lead the annual ShakeOut national earthquake drill, which incorporates a tsunami hīkoi. In addition, the Ministry will continue to support the Emergency Mobile Alert system by promoting awareness prior to nationwide tests.

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 activities, 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 'BAU' function will be instrumental in providing advice and support to work streams that deliver on the Government's proposals to improve the emergency response system. The Unit also provides support for Ministerial activity, such as briefings, information requests, advice, facilitating Ministerial visits, speeches and media releases/messages.

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Te Rākau Whakamarumarū