

Foreword

Just over one year ago, the Government announced *Better Responses to Natural Disasters and other Emergencies in New Zealand* – its response to the Technical Advisory Group’s Ministerial Review recommendations.

At the time, the response set out a significant multi-year programme of work and change for emergency management.

Five key areas were identified to improve how New Zealand responds to natural disasters and other emergencies.

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

One year on, progress has been made. Through the Emergency Management System Reform, the government is seeking a transformative change that will shape how emergency management will need to work in the future.

One of the key parts of the Emergency Management System Reform is the decision to establish the National Emergency Management Agency – or NEMA. Currently, the establishment process is continuing at pace. The Government’s decision to establish NEMA acknowledges the importance of integrated action across the 4Rs – risk reduction, readiness, response and recovery – and for all hazards and all risks. NEMA’s primary focus will be on the performance and capability of the emergency management system as a whole. It will be across the 4Rs and be all-hazards and all-risks, not just those areas traditionally considered ‘Civil Defence’.

To make sure NEMA is in a strong position to fulfil its role in the emergency management system, legislative and other regulatory changes will be introduced later in the transition process.

There has been plenty of work progressing in the Emergency Management System Reform programme. This work brings about the system-wide changes in the five key areas identified by the Government and has been done with and across a range of partners, agencies and stakeholders that we have worked with over the last year.

This update provides you with an overview of what’s been achieved so far in the Emergency Management System Reform and what’s on the horizon – both short-term and longer-term. All of the work that comes from this programme ensures that people are at the heart of New Zealand’s emergency management system.

These changes will ensure that all New Zealanders can rely on a system that will support them in any emergency, now and in the future.

Everyone who is part of the emergency management system has a role to play. Thank you for your efforts, commitment and support as we continue this journey together.



Sarah Stuart-Black
Executive Director, Ministry of Civil Defence & Emergency Management

Putting the safety and wellbeing of people at the heart of the emergency response system

What has been achieved?

- Signed an agreement with Deaf Aotearoa to increase the use of New Zealand Sign Language in emergencies.
- Launched a new public education website (getready.govt.nz) and enhanced the current Civil Defence website (civildefence.govt.nz).
- Provided support and resources for Mayors regarding their role in an emergency.
- Worked with media to increase understanding of the tsunami warning process.
- Agreed on IT requirements for the welfare registration and needs assessment process.
- Created the Emergency Management Assistance Team. The Emergency Management Assistance Team includes experienced Public Information Managers and capability to engage with Māori.
- Engaging with Civil Defence Emergency Management Groups via the National Public Information Management programme to create closer working relationships with media.
- Introducing Strategic Communications to Response and Recovery Managers through the Response and Recovery Leadership programme. Civil Defence Emergency Management Controllers are also being introduced to Strategic Communications through the Controller's Toolbox.
- Making sure that Emergency Mobile Alerts will be available for third party redistribution.
- Developing a welfare registration and needs assessment tool. The tool will be implemented in 2019, and in 2020 it will begin to be embedded across the civil defence emergency management sector.

What are we doing now?

- Developing best practice approaches for communicating with CALD (culturally and linguistically diverse) communities so that they are more involved in reduction, readiness, response and recovery.

What are we planning?

- Create Level 5 Unit Standards for Public Information Management in 2020.

Strengthening the national leadership of the emergency management system

What has been achieved?

- The Government has announced that a new emergency management agency (National Emergency Management Agency – NEMA) will be established and that the Ministry of Civil Defence & Emergency Management will transition into the National Emergency Management Agency.
- The Government has decided on lead agency responsibilities for infrastructure failure with the Ministry of Business, Innovation, and Employment (for ICT, energy or fuel supply failure) and with the Ministry of Transport and transport agencies (for transport infrastructure failure).

What are we doing now?

- Working on the first phase of the National Emergency Management Agency (NEMA) transition programme. The first phase includes the legal mechanisms needed to establish the National Emergency Management Agency and the transition from Ministry of Civil Defence & Emergency Management to National Emergency Management Agency.

- Working on the second phase of the National Emergency Management Agency (NEMA) transition programme. The second phase includes designing the future organisational strategy, operating model and organisational design.

What are we planning?

- Work with the Ministry of Business, Innovation, and Employment; the Ministry of Transport; and transport agencies to introduce lead agency arrangements. These arrangements will be confirmed in the revised National Civil Defence Emergency Management Plan.

Making it clear who is responsible for what, nationally and regionally

What's been achieved?

- Published the Wellington Earthquake National Initial Response Plan (WENIRP).
- Published *Coordinated Incident Management System (CIMS)* 3rd edition. From 1 July 2020, this third edition will replace all previous editions.
- Encouraged Civil Defence Emergency Management Groups to co-opt ambulance services onto their Co-ordinating Executive Groups.
- Developed nationally consistent Role Profiles for *Coordinated Incident Management System (CIMS)* 3rd edition.

What are we doing now?

- Developing the National Fuel Emergency Plan. This Plan includes lead agency responsibilities for infrastructure failure and the roles and responsibilities of support agencies.
- Completing the last of the nationally consistent Role Cards and Descriptions for *Coordinated Incident Management System (CIMS)* 3rd edition.

- Continuing to work with lead agencies on the development of their national plans to improve planning and arrangements for how agencies will work together and who will do what across the national security system.

What are we planning?

- Begin reviewing the National Civil Defence Emergency Management Plan in 2020.
- Update the National Security System handbook and the National Civil Defence Emergency Management Plan to reflect the new definition of 'lead agency'.
- Develop the National Earthquake Framework over the next 36 months.

Building the capability and capacity of the emergency management workforce

What has been achieved?

- Formed the new Emergency Management Assistance Team (previously called Fly-in Teams).
- Designed and delivered three Response and Recovery Leadership programme Tier 1 courses. These courses are designed to support the capability of Controllers (replacing the previous course), Recovery Managers and Response Managers.
- Developed and released ITF (Integrated Training Framework) courses for Public Information Management in a Coordination Centre and Logistics in a Coordination Centre.
- Revised Level 5 Unit Standards for Intelligence, Operations, Logistics and Planning. These standards are due for wider sector consultation in November 2019 and will be registered on the New Zealand Qualifications Framework early 2020.
- Developed a Coordinated Incident Management Level 2 online assessment. This assessment is expected to be launched November 2019.

What are we doing now?

- Continuing to co-design core and common products to support embedding *Coordinated Incident Management (CIMS)* 3rd edition.
- Developing a Recognition of Current Capability process.
- Revising Coordinated Incident Management System Level 2 and Level 4 Unit Standards to align with *Coordinated Incident Management System (CIMS)* 3rd edition.

- Developing a discussion document on standards and accreditation for response and recovery leaders. This document is expected to be completed by the end of 2019.
- Developing an ITF (Integrated Training Framework) course for Lifeline Utility Coordination in a Coordination Centre.
- Building a response and recovery capability framework with a current focus on leadership.
- Implementing national governance structures to coordinate and oversee volunteer response teams working in emergency management.

What are we planning?

- Design and deliver Response and Recovery Leadership programme Tier 2 courses.
- Develop Level 5 Unit Standards for Public Information Management, Welfare and Safety.
- Develop nationally consistent training and assessment packages for Level 5 Unit Standards in Intelligence, Planning, Operations and Logistics.
- Develop a Level 6 Unit Standard for the Incident Management System.
- Develop guidelines to support *Coordinated Incident Management System (CIMS)* 3rd edition.
- Develop and implement a capability, competency and accreditation framework for volunteer response teams working in emergency management.

Improving the information and intelligence system that supports decision-making in emergencies

What has been achieved?

- Included experienced Public Information Managers and people with Māori engagement capability in the Emergency Management Assistance Team.
- Completed an IT infrastructure upgrade of the National Crisis Management Centre.
- Developed an initial business case for a new emergency management facility. New investment is being made for strengthening National Crisis Management Centre resilience.
- Established IT infrastructure at the Auckland alternative National Crisis Management Centre.
- Developed online learning for EMIS (emergency management information system).
- Completed a business case for the Common Operating Picture programme stage 2, progressed some simple elements and identified priority datasets.
- Developed a new Intelligence course.
- Identified a new information management system that will support the emergency management sector and help achieve shared situational awareness.

What are we doing now?

- Providing agencies and Civil Defence Emergency Management Groups with access to critical datasets, e.g. power outages.
- Working on the new emergency management information management system. This will be ready for use from early 2020 and support will be available to embed the new system in emergency management agencies.
- Developing an ITF (Integrated Training Framework) course for Intelligence in a Coordination Centre.

What are we planning?

- Consider a model for integrating science advice.

Longer-term objectives

There are other longer-term objectives that came from the the Government's response to the Technical Advisory Group's recommendations and many of these relate to the National Emergency Management Agency (NEMA). Some objectives are underway but require further work. For others, we need to consult with the civil defence emergency management sector before work can begin.

National Emergency Management Agency

- Ensure the National Emergency Management Agency (NEMA) has the systems, processes and resources in place for national monitoring of Civil Defence Emergency Management Groups against standards, assessment against Unit Standards, and support of Civil Defence Emergency Management Groups to work with iwi and monitor progress on engagement.
- Ensure the National Emergency Management Agency (NEMA) has the systems and resources to manage national standards and carry out system assurance.
- Consider regulations that would allow the National Emergency Management Agency (NEMA) to enforce standards.
- Ensure Civil Defence Emergency Management Groups have iwi representation on Co-ordinating Executive Groups.
- Consider regulations that would establish national standards for technical and personal competency for National, Regional and Civil Defence Emergency Management Controllers.
- Consider regulations for Recovery Manager and Controller accreditation.
- Consider empowering the Director of Civil Defence Emergency Management to accredit Recovery Manager and Controller appointments made under the Civil Defence Emergency Management Act 2002.
- Consider national systems for continual professional development and re-accreditation.
- Consider regulations that would establish minimum standards for Groups.
- Consider legislative changes or regulations that would require civil defence emergency management consultation with iwi/Māori when planning.

Regulations and legislation

- Continue to engage with partners and stakeholders over proposed amendments to the Civil Defence Emergency Management Act 2002.

Capability and capacity

- Consider the consequences of introducing career pathways, consistent and high quality training and development, and clear professional standards and accreditation processes.



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