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DEPARTMENT  
*of the* PRIME MINISTER  
*and* CABINET



Ministry of Civil Defence  
& Emergency Management

Te Rākau Whakamarumarū

## **Briefing to the Incoming Minister of Civil Defence**

8 October 2014

# Contents

- Introduction** **3**
- Key messages about the Civil Defence portfolio** **3**
- Civil defence emergency management** **3**
- Roles, responsibilities, and delivery** **4**
- New Zealand’s hazard risks** **6**
- What happens in an emergency?** **7**
- Strategic direction** **10**
- Issues and opportunities** **11**
- International engagement** **14**
- Next steps** **15**
- Appendix A: Upcoming briefings and decisions required** **16**
- Appendix B: New Zealand’s national security coordination system** **17**
- Appendix C: National CDEM framework** **19**
- Appendix D: CDEM Group boundaries** **20**
- Appendix E: Key contacts in MCDEM** **21**
- Appendix F: Civil Defence portfolio – 2014/15 appropriations** **22**

## Introduction

1. As Minister of Civil Defence, you will set the direction and priorities for the Civil Defence portfolio. You will also play an important role in helping the Government to achieve its broader priorities as well as engaging with other Ministers on cross-portfolio issues and policies. The Ministry of Civil Defence & Emergency Management (MCDEM) is a component of the Department of the Prime Minister and Cabinet. MCDEM and the Department of the Prime Minister and Cabinet will support you in your role.
2. This briefing gives an overview of the Civil Defence portfolio area and provides you information to meet your immediate needs (such as the Civil Defence Emergency Management framework and your roles and responsibilities). Matters that will or are likely to require your immediate attention are outlined in Appendix A.
3. This briefing also identifies some of the more significant issues and opportunities in the Civil Defence portfolio. This will assist you to determine your priorities for the portfolio, which you will shortly agree with the Prime Minister.

## Key messages about the Civil Defence portfolio

4. **Civil defence emergency management (CDEM) relies upon communities being prepared and agencies at all levels having effective response and recovery processes.** As the Minister of Civil Defence, you provide critical leadership for stakeholders. Despite this, much of the work occurs at the local or regional level.
5. **A key objective of CDEM is to create greater resilience in our communities.** This can be achieved by participation and commitment at all levels including government, local authorities, businesses, volunteer organisations, individuals, and families. Resilience means being ready for change and having the ability to resist, survive, adapt, and even thrive in the face of adverse events.
6. **An emergency can occur at any time.** As Minister of Civil Defence, you have powers to declare a state of emergency. Most emergencies, however, are effectively managed at the local level and the powers for the Minister to declare are not usually exercised. Pages 7 to 10 summarise what happens in an emergency and what you need to know and do.
7. **You have a central role in ensuring that CDEM in New Zealand is operating effectively.** Much was learned from the Canterbury experience and other emergencies. The findings from the reviews of the response to the earthquakes, the Royal Commissions of Inquiry and other research continue to be implemented and reflected in policy and practice, to improve CDEM.
8. **CDEM issues cut across a range of portfolios.** You and MCDEM will need to work closely with a number of Ministers, agencies and other stakeholders to achieve your priorities for CDEM and address impacts that other portfolios may have on CDEM.

## Civil defence emergency management

9. CDEM forms an important part of New Zealand's national security system under an "all hazards – all risks" approach. A broad outline of the national security system is attached as Appendix B. The Chief Executive of the Department of the Prime Minister and Cabinet has an overall leadership responsibility for national security.

10. The centrality of CDEM to New Zealand's national security is emphasised by recent events such as the Canterbury earthquakes and New Zealand's risk profile, which is particularly exposed to natural hazards.
11. MCDEM moved to the Department of the Prime Minister and Cabinet from the Department of Internal Affairs in April 2014 to provide closer alignment and strengthen the government's capabilities around risk, resilience, and response to emergencies. The transfer will strengthen coordination across the national security sector and provide closer alignment of civil defence emergency management with national security directions. It will enhance MCDEM's ability to take a greater role working with other departments in all-of-government planning and resilience issues as well as strengthening capability to plan for and manage, across government, large-scale emergencies such as the Canterbury earthquakes.
12. In February 2015 the Canterbury Earthquake Recovery Authority (CERA) will become a departmental agency within the Department of the Prime Minister and Cabinet. This is expected to offer further opportunities to MCDEM as well as CERA and the wider Department of the Prime Minister and Cabinet.

### ***National CDEM framework***

13. CDEM in New Zealand is based on the "Four Rs" of risk reduction, readiness, response, and recovery. These four aspects support resilience and are formalised through the components of the national CDEM framework outlined below.
14. Activity across the sector is governed by a national CDEM framework which is comprised of the:
  - Civil Defence Emergency Management Act 2002 (the Act);
  - National Civil Defence Emergency Management Strategy (the National CDEM Strategy);
  - National Civil Defence Emergency Management Plan 2006 (the National CDEM Plan); and
  - Guide to the National CDEM Plan, supporting plans, and a range of guidance materials.
15. These are described in more detail in Appendix C.

### **Roles, responsibilities, and delivery**

16. New Zealand's CDEM system is based on national, regional and local cooperation and coordination. Every regional council must join with the local authorities within its region to establish a Civil Defence Emergency Management Group (CDEM Group) and manage hazards and risks within their area. This includes providing for emergency response and recovery.
17. There are 16 CDEM Groups across New Zealand. These are outlined in Appendix D. While CDEM Groups provide a structure for the planning and coordination of efforts in the region, delivery takes place at the local authority level.

18. From a national level, MCDEM fulfils a range of functions to lead and support CDEM, including:
  - providing advice to government;
  - supporting CDEM planning and operations, and providing guidance and advice;
  - ensuring coordination at local, regional, and national levels;
  - maintenance and operation of the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the NCMC; and
  - managing the central government response to, and recovery from, large scale emergencies resulting from geological (earthquakes, volcanic unrest, landslides, tsunami), meteorological (coastal hazards, floods, severe winds, snow) and infrastructure failure.
19. The basic structure of MCDEM and key contacts are outlined in Appendix E.
20. MCDEM's close links to a wide range of government agencies reflect the many linkages between CDEM and other policy areas. MCDEM's location within the Department of the Prime Minister and Cabinet supports this connected role and promotes MCDEM's involvement in the national security system.

### ***Your role as the Minister of Civil Defence***

21. As Minister of Civil Defence, you have a role both during and outside an emergency. Your role during an emergency is outlined in paragraphs 41 to 45.
22. Your day-to-day role as the Minister of Civil Defence is to set the direction and focus for the Civil Defence portfolio. You play a crucial role in assisting CDEM stakeholders and providing leadership in their planning for, response to, and recovery from, emergencies. MCDEM will support you in this work.
23. Your key statutory powers and duties as Minister of Civil Defence are to:
  - ensure a current National CDEM Strategy and National CDEM Plan are in effect at all times;
  - comment formally on the plans prepared by CDEM Groups before they are approved and adopted by the Groups;
  - declare a state of national or local emergency in particular circumstances, giving access to a range of special powers (e.g. providing for evacuation, and restriction of access to areas);
  - direct the Director Civil Defence Emergency Management or any other person to act according to their statutory functions; and
  - authorise reimbursement for councils' response costs and essential infrastructure recovery repairs up to \$2.0 million in a financial year<sup>1</sup>. Information on appropriations is attached as Appendix F.

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<sup>1</sup> Cabinet approval is required for claims above this amount, or for claims below this limit that are contentious or could set a significant precedent for future claims.

24. With regard to the Civil Defence portfolio, you (with MCDEM to support you) will have relationships with numerous stakeholders including other Ministers, local government, emergency services, state-owned entities, lifeline utilities (e.g. power and telecommunications providers), and community groups (e.g. the Salvation Army and New Zealand Red Cross).
25. The appropriation for civil defence and emergency management sits within Vote Prime Minister and Cabinet. The Prime Minister, as the Minister responsible for the Department, coordinates overall budget planning and reporting for Vote Prime Minister and Cabinet. Responsibility for setting work programmes and priorities in the Civil Defence portfolio area continues to lie with you as portfolio Minister. You are also responsible for managing expenditure within budget and all services under the civil defence emergency management appropriation.

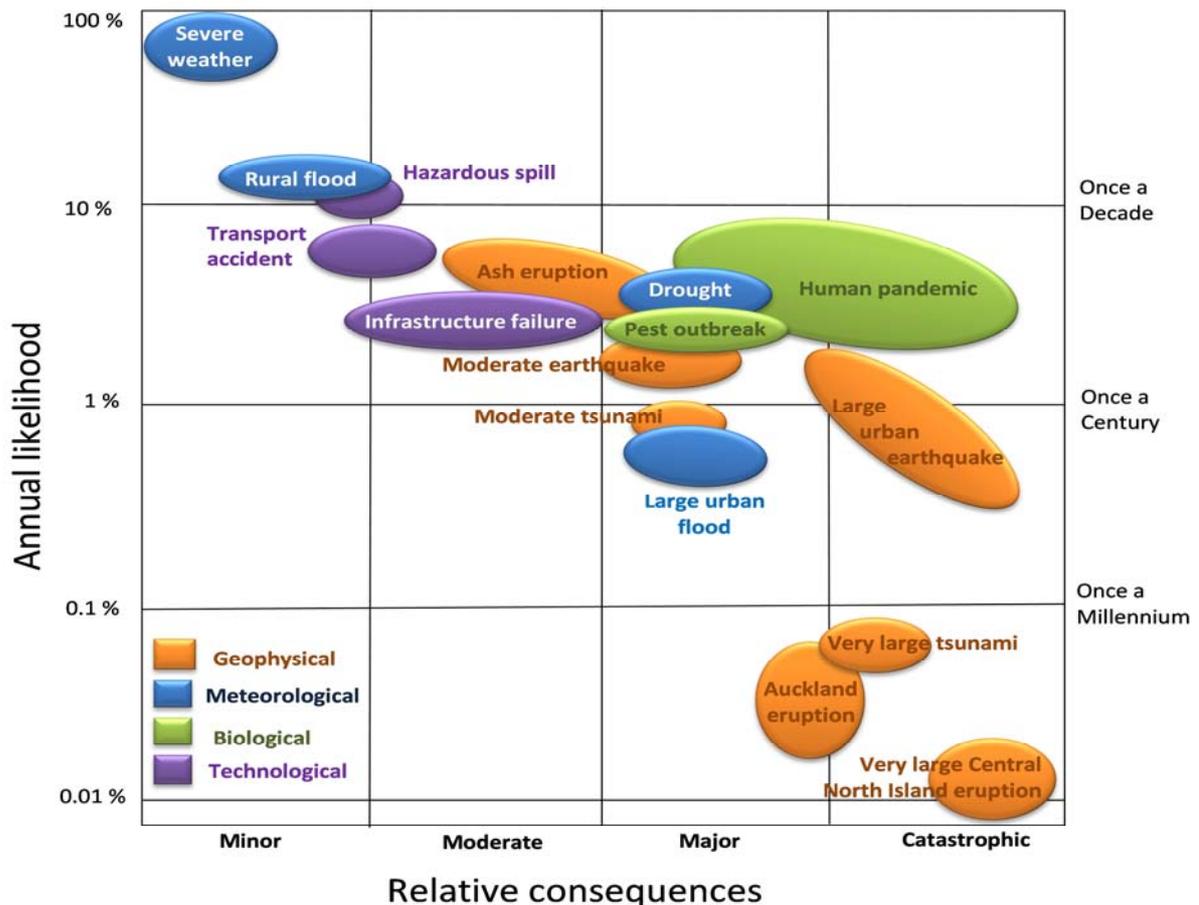
### ***The role of the Director Civil Defence Emergency Management***

26. The Act provides for the appointment of a Director CDEM who has a number of prescribed functions under the Act. These include:
  - providing advice to you on CDEM matters;
  - identifying hazards and risks of national significance;
  - monitoring and evaluating the National CDEM Strategy;
  - developing, monitoring and evaluating the National CDEM Plan;
  - developing technical standards, guidelines and codes;
  - monitoring the performance of CDEM Groups;
  - promoting CDEM; and
  - directing and controlling the resources available for CDEM during a state of national emergency (the role of the National Controller is outlined in paragraphs 46 to 48).
27. The Act provides the Director with a range of powers necessary to effectively perform these functions.

### **New Zealand's hazard risks**

28. New Zealand's position at the border of tectonic plates makes it vulnerable to geological hazards such as earthquakes, tsunamis and volcanic activity. Meteorological hazards such as floods also form a key aspect of New Zealand's risk profile, particularly due to their high frequency.
29. New Zealand has a history of technological disasters ranging from industrial accidents (e.g. Pike River) and transport incidents (e.g. the *Wahine* and *MV Rena*) to infrastructure failures (e.g. the Auckland power outage).
30. Biological hazards such as pandemics and biosecurity also pose a threat to New Zealand. The Ministry of Health and the Ministry for Primary Industries are the lead agencies for the management of these hazards.
31. You will shortly receive more detailed information on the hazards that New Zealand faces in a separate briefing.

32. Figure One illustrates the likelihood of a risk occurring over the course of one year, and the scale of the consequences of the hazard occurring.



**Figure One: National hazard risks**

### What happens in an emergency?

33. The Act and the National CDEM Plan establish the structure for the management of emergencies. Local emergencies are generally managed by local authorities and their personnel, with routine assistance from government agencies and lifeline utilities in the affected area.
34. A state of local emergency can be declared (usually by the council's mayor or chair of the CDEM Group) for affected areas, districts, or the CDEM Group's region if the emergency exceeds either the capacity or geographic boundary of a single local authority. An emergency may, however, not require a declaration if emergency services or local resources are able to manage and coordinate the response.
35. During emergencies, local government elected representatives have key roles as community leaders. A person appointed by the local CDEM Group (called the Local or Group Controller) has a statutory role with responsibility for managing the response.

36. Figure Two illustrates New Zealand’s national crisis management model. This is further described in the following paragraphs.



**Figure Two: New Zealand’s national crisis management model**

**Central government response and the National Crisis Management Centre**

37. The NCMC provides a central facility for gathering information, coordinating support to local responses and, in the event of a state of national emergency, controlling the response. During an emergency, MCDEM will keep you informed of the situation as it evolves.
38. There are four modes of MCDEM response to emergencies as outlined in Table One.

<b>Mode</b>	<b>Activities associated</b>	<b>Examples</b>
I – Monitor	Monitoring and assessing incidents that may lead to a state of local emergency. Normally the monitoring is undertaken by a duty team and field staff, with the NCMC not being activated.	Cyclone Ita, April 2014, Eketahuna Earthquake, 20 January 2014.
II – Engage	As above, plus activation of the NCMC to collect, analyse, and disseminate information, report to government and provide public information. It is likely that a MCDEM staff member will be deployed to the impacted area to advise locally and report to the NCMC.	Seddon Earthquake, 16 August 2013, Solomon Islands Tsunami threat, 13 April 2014.
III – Assist	As above, plus the processing and coordination of requests for assistance from local level CDEM.	Lower North Island Storm, February 2004.
IV – Manage	As above, plus the control of the overall response and the coordination of assistance, including aid from overseas, and international liaison.	Christchurch Earthquake, 22 February 2011.

**Table One: Modes of Emergency Response**

39. For large-scale emergencies an all-of-government response may be required. This response may include the Ministries of Social Development, Education, Health, Primary Industries, Foreign Affairs and Trade, Transport, Environment, and Business, Innovation and Employment (the Building and Construction portfolio) and also, the Treasury, the Departments of the Prime Minister and Cabinet, Internal Affairs and Conservation, the Crown Law Office, the New Zealand Fire Service, the Police and the Defence Force. Staff from MCDEM coordinate the response from the NCMC.
40. Other agencies, including those listed in the preceding paragraph, can have significant involvement in aspects of the response and in the provision of advice to their Ministers. Because of this, when an emergency occurs you may need to engage with a number of your Ministerial colleagues across a variety of issues. Your officials will support you in this.

### ***The role of the Minister of Civil Defence during emergencies***

41. As Minister, during and after emergencies you will brief Cabinet about the emergency and recommend financial assistance, if appropriate, on response and recovery activities. Officials will support you in this role.
42. The Minister of Civil Defence is also likely to be one of the public faces of such an emergency. You have a critical role in leading and assuring the public.
43. MCDEM will also assist you to engage with the National Security Committee of Cabinet, which the Prime Minister intends to establish to succeed the Cabinet Committee on Domestic and External Security (DES). The National Security Committee of Cabinet is likely to be made up of the Prime Minister, Deputy Prime Minister, the Minister responsible for the intelligence agencies, the Foreign Affairs and Defence Ministers and Hon Amy Adams. Other Ministers, including you, are expected to be invited to attend as appropriate. MCDEM provides advice to, and takes strategic direction from, the Officials Committee for Domestic and External Security Coordination (ODESC), which

will provide advice to the National Security Committee of Cabinet Ministers. The structure of the national security coordination system is outlined in Appendix B.

### ***Your powers to declare a state of emergency***

44. While most emergencies are effectively managed locally without a declaration of a state of emergency, the Act gives you powers to declare two types of state of emergency:
  - local – this may be appropriate if an emergency has occurred or may occur in the area of any CDEM Group, and a state of local emergency is required but has not been declared at a local level. This power has never been used by a Minister.
  - national – this can be declared over the whole of New Zealand or any particular areas or districts, if you consider the emergency is, or is likely to be, so severe that its management is beyond the resources of the Group or Groups affected. The only time a state of national emergency has been declared under the current Act was following the February 2011 Christchurch earthquake.
45. The declaration of a state of emergency triggers a range of emergency powers that will be discussed in a separate, more detailed, briefing about your role during an emergency. The Director of MCDEM will explain what is involved and also show you through the NCMC.

### ***National Crisis Management and the National Controller***

46. The National Controller is a statutory position that is held by the Director CDEM but normally delegated by the Director to a senior MCDEM official. During a state of national emergency, the CDEM response will be managed by the National Controller. The National Controller's role is to direct the response and to control and coordinate the use of resources made available under the National CDEM Plan.
47. During a local emergency, the National Controller coordinates national resources to support the local response.
48. The National Controller also determines international assistance requirements (when needed) and coordinates offers of and requests for international assistance with the Ministry of Foreign Affairs and Trade and other agencies.

### **Strategic direction**

49. MCDEM has an ongoing responsibility to monitor the overall performance and effectiveness of the national framework and the CDEM Groups over time. There are a number of threads which feed into the improvement of the CDEM framework as well as addressing particular issues and opportunities. Key initiatives presently underway or about to commence are outlined in the following section. Should you wish to receive further detail, officials will provide you the MCDEM 2014/15 workplan and will be available to discuss it with you.

## Issues and opportunities

### ***Implementing lessons from the Canterbury earthquakes into CDEM planning***

50. An independent review of the response to the February 2011 earthquake examined the sector-wide response. It made 108 recommendations, of which 105 are being progressed by government. In November 2012, Cabinet agreed to a multi-agency Corrective Action Plan to address the recommendations. MCDEM is coordinating the implementation of the Corrective Action Plan. The majority of the actions have been completed, or are currently on target to be completed, within the projected timeframes. Highlights include:
- completion of the review of the National CDEM Plan (see following paragraph);
  - completion of the review of the “Welfare in an Emergency” guideline;
  - new or updated guidelines issued on a number of topics, with others in preparation; and
  - publication of a new edition of the Coordinated Incident Management System.

### ***Reviewing and updating the National CDEM Plan***

51. The Act requires you to review the National CDEM Plan (which sets out the hazards and risks to be managed at the national level and the management necessary) every five years.
52. The 2010 review of the Plan concluded that while the Plan was adequate, some aspects could be improved. Following a delay due to the response to the February 2011 Canterbury earthquake, a draft Plan was released for consultation.
53. MCDEM is now analysing public submissions and working with relevant stakeholders and the Parliamentary Counsel Office to make further amendments to the draft Plan. The Government Administration Select Committee has considered and provided feedback to MCDEM on the draft Plan. The Plan will require an Order in Council to come into force. The Plan and the Guide to the Plan will likely come into force by mid-2015.

### ***Reviewing the framework for recovery from emergencies***

54. MCDEM is undertaking a review of recovery aspects of the legislative framework. This comprises two stages:
- stage one – a review of the recovery provisions of the CDEM Act for recovery from small to moderate emergencies caused by any hazard. This seeks to provide authority and a stronger mandate for those directing, coordinating and managing the recovery, and better support the transition from response to recovery; and
  - stage two – consideration of the merits of developing a template or blueprint for legislation for recovery from emergencies of the scale and impact of the 22 February 2011 Christchurch earthquake.

55. We intend to provide you with a draft Cabinet paper [REDACTED] for your consideration for stage one of the review. It will present policy proposals for amendments to the Act and recommend issuing of instructions to the Parliamentary Counsel Office to draft a Bill. Stage two could commence in 2015. The scope and nature of this stage will likely require consultation with a range of government and parliamentary agencies.

### ***Implementing the results from monitoring and evaluation of CDEM Groups***

56. Lifting the bar across the 16 regional CDEM Groups will support better CDEM performance and build safer, more resilient communities. Capability assessments undertaken on each CDEM Group between 2010 and 2012 indicated the strengths and weaknesses of each Group. Each Group has been assisted to develop actions to address the results of their capability assessment. There has been significant progress and capability improvement in many Groups as a result.
57. A second round of capability assessments started in August 2014. All CDEM Groups will be assessed before August 2015, with a national summary report scheduled for late 2015.

### ***Progressing the concept of holistic resilience***

58. The need to enhance resilience has been gaining momentum over recent years with almost every government agency, and many private and civil sector organisations undertaking resilience-building activities. These activities illustrate the relevance of resilience across sectors (examples include social, economic, environmental and infrastructure) and at different scales (e.g. individual, community, and society).
59. What is missing is the coordination of these activities, an understanding of what it means for New Zealand to be resilient – and the leadership, governance, and a coordinated strategic direction to achieve this. MCDEM supports the concept of ‘holistic resilience’ – a ‘whole of society’ approach to improving New Zealand’s resilience. This acknowledges that we need to be resilient not only to natural hazards, but also to security threats, economic crises, reputational crises, and other known or unknown risks.
60. The concept requires three key things:
- a common understanding of what we mean by ‘resilience’ in New Zealand;
  - common high-level goals for the future, and a plan of action to get there; and
  - governance arrangement that span both the public and private sectors, as well as civil society and other players.
61. Early discussions have taken place with other government agencies, science and research organisations, and within the wider Department of the Prime Minister and Cabinet. MCDEM intends to develop this concept further and seek wider input into it over coming months.

### ***Public alerting***

62. Emergency services and other agencies have identified a need for an enhanced, common emergency alerting capability that can be used by all agencies. This need has been recognised by Cabinet and Ministerial priorities and also reflects public expectations, and advancements elsewhere in the world.
63. MCDEM is leading the development of a business case on the establishment of an effective nation-wide public alerting capability. The development of a two stage business case aims to advise the Government of options and facilitating direction [REDACTED]  
[REDACTED] The initiative is one of eight projects to address the priority areas identified in the Emergency Services Information and Communications Strategy and Roadmap 2013-2017 that was agreed by Cabinet in September 2013.

### ***Reviewing the National CDEM Strategy***

64. The National CDEM Strategy provides long-term direction for CDEM in New Zealand. The Strategy was last reviewed in 2007 and was intended to have a ten year lifespan, meaning it will be due for renewal in 2017.
65. The review of the Strategy provides the opportunity to review the current framework, examine future strategic needs, and set goals for the next ten years. MCDEM intends to start the review this financial year and anticipates undertaking wide engagement with stakeholders.

### ***Increasing public awareness and preparedness***

66. Since 2006 MCDEM has run a disaster preparedness campaign – *Get Ready Get Thru*. The campaign seeks to increase awareness and understanding of disasters and disaster consequences, and encourage preparedness. The campaign is currently under review to see how it can be improved.
67. A key feature of *Get Ready Get Thru* is readiness week. This year readiness week ran from 21-27 September and was themed “What would you do?”.
68. Next year *Get Ready Get Thru* will be focused on a national earthquake preparedness campaign, *New Zealand ShakeOut 2015* which will culminate in a nationwide drop, cover and hold earthquake drill. This will follow a similar model to the highly successful *New Zealand ShakeOut* held in 2012 in which more than 1.3 million people signed up to participate.

### ***Links with other portfolio initiatives***

69. A range of workstreams in other portfolios have implications for your portfolio, or present opportunities for CDEM. They include but are not limited to:
- building management before, during and after emergencies (Building and Construction);
  - the interface between natural hazard risks and resource management (Environment);
  - 111 emergency response system (Communications and Information Technology); and
  - Canterbury recovery, and flood mitigation projects (Canterbury Earthquake Recovery, Environment).
70. In addition, there are significant opportunities to capitalise on work across government, and societal and technological trends to (among other things) strengthen resilience and increase readiness across business, government and in communities.
71. We will brief you on these initiatives as they progress.

### **International engagement**

72. As Minister of Civil Defence, you will be largely focussed on domestic issues. There are, however, several points of international engagement for both you and MCDEM. These are outlined in the following paragraphs.

#### ***United Nations Conference on Disaster Risk Reduction***

73. The Third United Nations World Conference on Disaster Risk Reduction will take place between 14 and 18 in March 2015 in Sendai, Japan. The main outcome of the previous conference in Kobe, Japan was the Hyogo Declaration and the Hyogo Framework for Action (HFA). The HFA provided a global blueprint for disaster risk reduction efforts with a results-based plan of action for 2005 to 2015.
74. New Zealand, along with other states, has reported on the progress made in implementing the HFA. The main item on the agenda of the 2015 conference is agreement on a successor to the HFA. The Ministry of Foreign Affairs and Trade lead the development of the New Zealand position.

#### ***The Partnership Arrangement with the Ministry of Foreign Affairs and Trade***

75. MCDEM, in partnership with the Ministry of Foreign Affairs and Trade, works with the National Disaster Management Offices (NDMOs) of Samoa, Tonga, the Cook Islands, Niue and Tokelau on a range of disaster risk management activities. This partnership has involved MCDEM staff deploying and directly assisting NDMOs enhance local preparedness and in their capacity to respond to emergencies. Under the Partnership Arrangement MCDEM maintains New Zealand's United Nations Disaster Assessment and Coordination (UNDAC) team members. UNDAC is part of the international emergency response system for sudden-onset emergencies.

## ***Maintaining Relationships***

76. MCDEM engages with agencies overseas in order to improve the management of CDEM both locally and regionally, and develop the experience, knowledge and skills of staff. This includes formal agreements with MCDEM's counterparts in Australia and the United States. Agreements with these countries help strengthen resilience and facilitate information sharing. These relationships proved to be crucial in the response to the Canterbury earthquakes.

## ***The Australian Law, Crime and Community Safety Council***

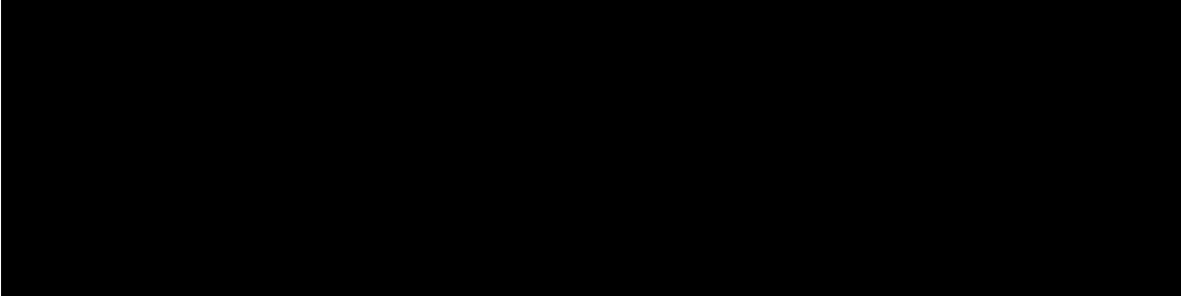
77. The Australian Law, Crime and Community Safety Council (LCCSC) is responsible for developing an Australian and Trans-Tasman focus on fighting crime and promote best practice in law, criminal justice and community safety, including in policy, operations and service provision. The LCCSC consists of Ministers from the Australian Commonwealth, Australian states and territories, and New Zealand with portfolio responsibility for law and justice, police and emergency management.
78. The LCCSC meets twice a year with the most recent meeting held on 2 to 3 October 2014. New Zealand's Ministerial attendance is coordinated between the offices of the Ministers of Justice, Police, and Civil Defence.
79. The Director CDEM is a member of the Australia New Zealand Emergency Management Committee (ANZEMC) which is the officials' group that advises the LCCSC on emergency management matters.

## **Next steps**

80. Matters you will be asked to consider and take action on in the immediate future are outlined in Appendix A. MCDEM will provide you with more detailed briefings as appropriate. These briefings will build on the information introduced above, and supplement the conversations we hope to have with you.

## Appendix A: Upcoming briefings and decisions required

The table below identifies actions or decisions that you will be asked to make shortly as well as briefings and information you will receive.

Issue	Purpose/description	Date with Minister
Oral briefing from the Director CDEM	Meet with Director CDEM to discuss opportunities in the portfolio	Early October 2014
		

## **Appendix B: New Zealand's national security coordination system**

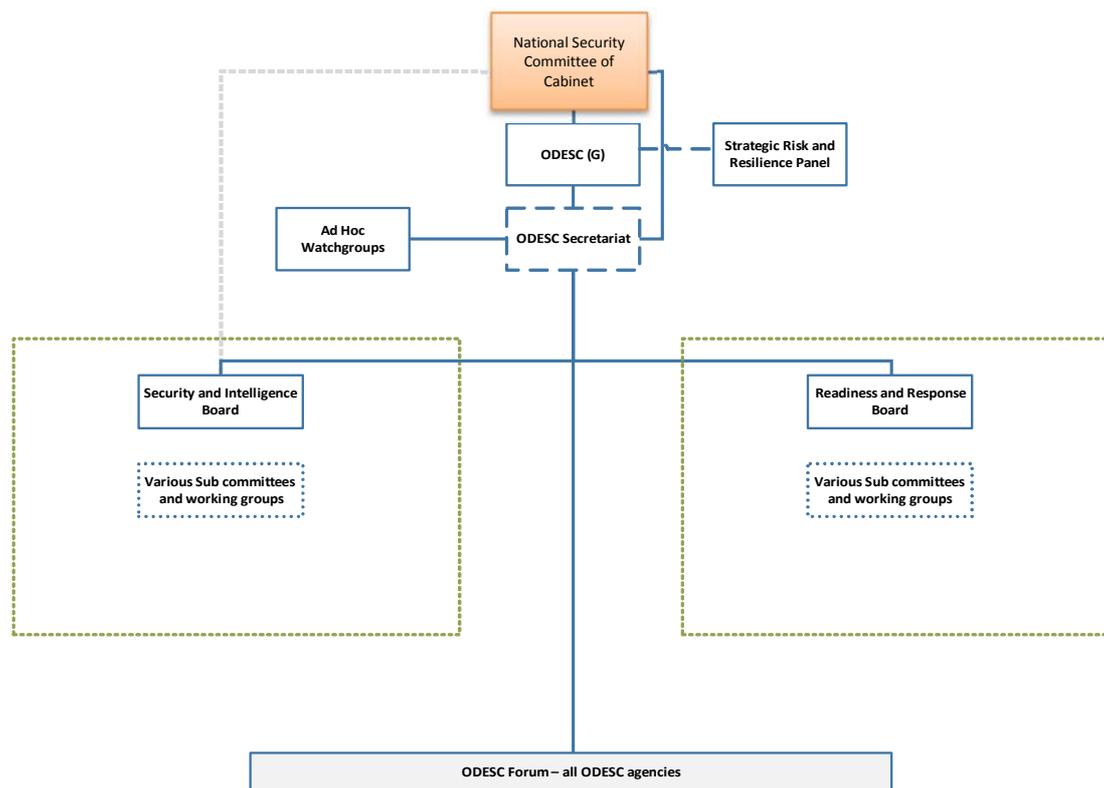
National security events are often highly complex and large in scale and impact, requiring coordination across multiple central government agencies.

The Prime Minister intends to create a new National Security Committee of Cabinet. The Committee is expected to succeed the Cabinet Committee on Domestic and External Security and incorporate its roles of:

- coordinating and directing the national response to a major crisis or to circumstances affecting national security (such as a natural disaster, biosecurity problem, health emergency, or terrorist/military threat) within New Zealand or involving New Zealand's interests overseas;
- considering issues of oversight, organisation and priorities for the New Zealand intelligence community and any issues which, because of their security or intelligence implications, the Prime Minister directs be considered by the committee; and
- considering policy and other matters relating to domestic and external security coordination.

Sitting beneath the National Security Committee of Cabinet will be other parts of the structure that collectively comprise the national security coordination system. The system is the mechanism through which government agencies and officials provide advice and support to the National Security Committee of Cabinet and strategically coordinate national security operational activity, planning and governance. The Chief Executive of the Department of the Prime Minister and Cabinet has an overall leadership responsibility for national security.

The following figure provides an outline of the national security coordination system structure.



### ***New Zealand's national security coordination system***

The key features of the system include:

- The National Security Committee of Cabinet<sup>2</sup> – the key decision-making body of executive government in relation to security, intelligence, and emergency management.
- ODESC(G) – a Chief Executive level national security and resilience sector board focused on governance of the sector, systemic risk management, and assurance.
- The Security and Intelligence Board (SIB) – a group of Chief Executives or senior alternates focused on security and intelligence issues, such as intelligence priorities and national security investments.
- The Readiness and Response Board (RRB) – a group of Chief Executives or senior alternates focused on ensuring New Zealand has the systems and capability in place to respond to significant emergencies.
- ODESC Watch-groups – ad hoc groups of senior officials brought together in the event of major incidents in order to oversee operations and advise the National Security Committee of Cabinet.
- Strategic Risk and Resilience Panel (SRRP) – a group of experts tasked with assessing strategic risks to New Zealand and probing our readiness.

<sup>2</sup> The National Security Committee of Cabinet is yet to be formed but is expected to succeed the Cabinet Committee on Domestic and External Security.

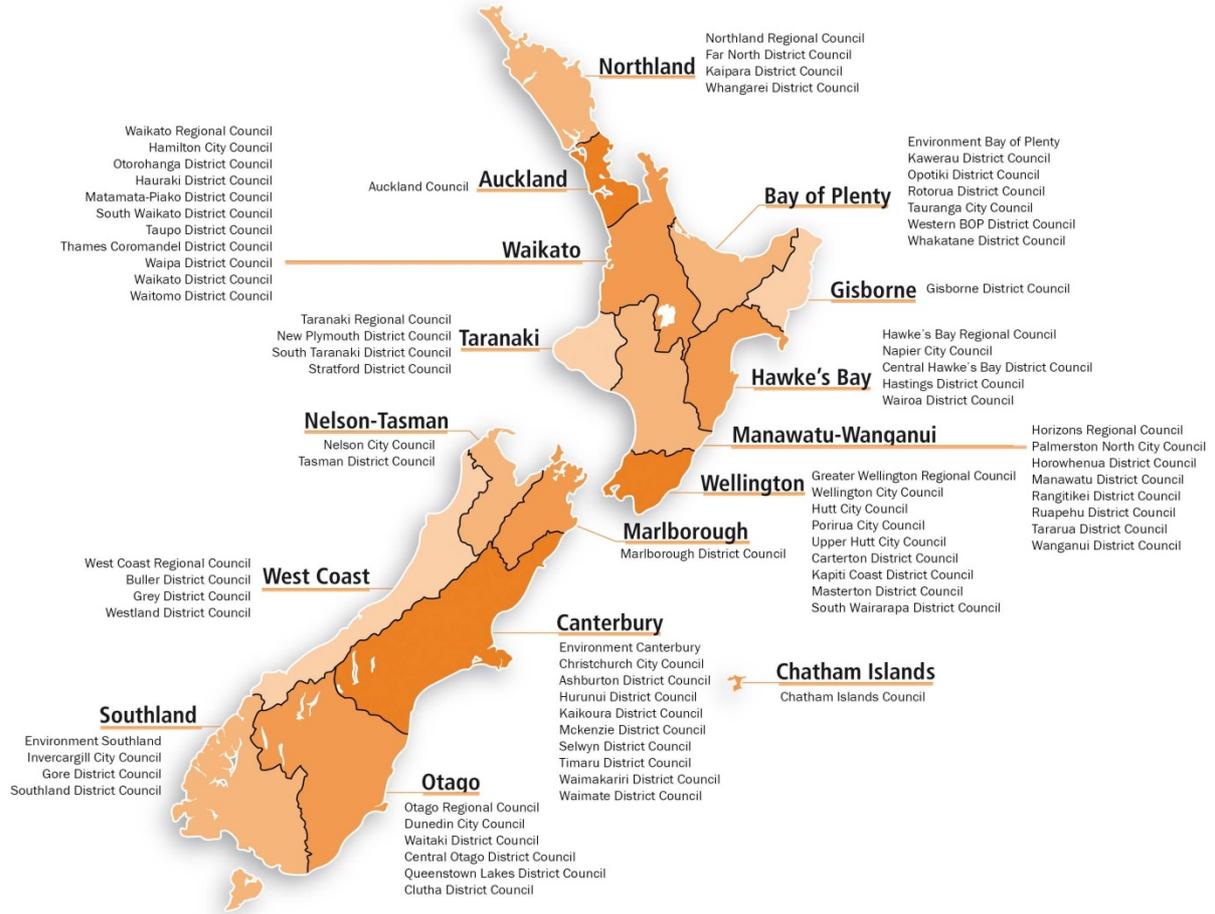
## Appendix C: National CDEM framework

The table below outlines key components of New Zealand's CDEM framework.

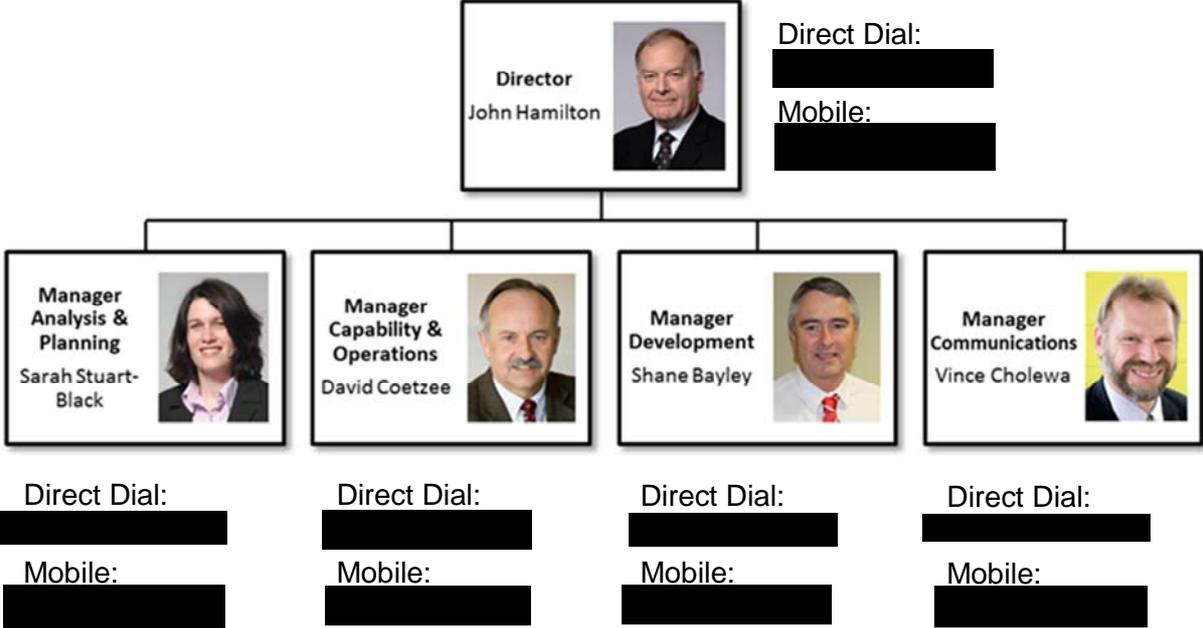
Component	Description	Purpose(s)
Civil Defence Emergency Management Act 2002	The key underlying principles of the Act are regional and local cooperation and coordination. The Act gives CDEM Groups and their member local authorities responsibility to manage, and plan for, hazards and risks at the local level.	<ul style="list-style-type: none"> <li>• To provide a basis for the integration of national and local planning</li> <li>• To encourage the coordination of planning and activities across the wide range of agencies and organisations preventing or managing emergencies</li> <li>• To improve and promote the sustainable management of hazards</li> <li>• To encourage and enable communities to achieve acceptable levels of risk</li> </ul>
National Civil Defence Emergency Management Strategy (2008)	The Strategy provides the vision and strategic direction for CDEM and includes the Government's vision of a resilient New Zealand with communities understanding and managing their hazards.	<ul style="list-style-type: none"> <li>• To increasing awareness, understanding, preparedness and participation in civil defence emergency management</li> <li>• To reducing the risks from hazards to New Zealand</li> <li>• To enhancing New Zealand's capability to manage civil defence emergencies</li> <li>• To enhance New Zealand's capability to recover from civil defence emergencies</li> </ul>
National Civil Defence Emergency Management Plan (and Guide)	<p>The National CDEM Plan is a statement of the principles, arrangements and commitments that apply to the management of significant emergencies.</p> <p>The National CDEM Plan is accompanied by the Guide to the National Plan, a publication that provides further operational detail.</p>	<ul style="list-style-type: none"> <li>• To set out how government will manage a national emergency and how it will support Groups in their management of local emergencies</li> </ul>

# Appendix D: CDEM Group boundaries

The below figure illustrates the CDEM Group boundaries and the districts they are made up of.



# Appendix E: Key contacts in MCDEM



## Appendix F: Civil Defence portfolio – 2014/15 appropriations<sup>3</sup>

Departmental appropriations	
Amount (million)	Purpose
\$4.272	Development and implementation of operational policies and projects, advice, assistance and information to the civil defence and emergency management sector
\$4.183	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
\$1.713	Development and delivery of long-term national programmes to raise individual and community awareness and preparedness
\$0.934	Provision of advice (including second opinion advice and contributions to policy advice led by other agencies) to support decision-making by Ministers on government policy matters relating to civil defence and emergency management
\$0.230	Partnership agreement with MFAT

Non-Departmental appropriations		
Amount (million)	Remaining (as at 30 September)	Purpose
\$2.000	████████	Funding for emergency expense payments (response and recovery), as required, in line with the principles and criteria as detailed in the National CDEM Plan and Guide
\$0.889	████████	Subsidies to local government for emergency management preparation

<sup>3</sup> Figures as at 2014 Budget, Economic and Fiscal Update for 2014/15.

<sup>4</sup> This figure does not take into account funds allocated but not paid out.