

BUSINESS PLAN 2011-2012

26 August 2011



**Ministry of Civil Defence
& Emergency Management**

Resilient New Zealand | Aotearoa Manahau

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This business plan has been developed following one of the most challenging years for the CDEM sector and MCDEM. The September earthquake in Canterbury and the subsequent more devastating February earthquake in Christchurch proved to be the largest civil defence emergencies in almost eighty years. The response to the Christchurch earthquake has been praised and we can all take pride in the performance of the CDEM sector. Nonetheless, there are lessons that can be learnt from the response that will enhance the effectiveness of our work and the resilience of our communities. Some of the lessons are clear now; others will require careful investigation. A review on the September earthquake has been completed but its findings will now be factored into the review of the response to the 22 February 2011 Christchurch earthquake to identify key lessons. The findings of this review and other investigations will drive a large component of our work programme for several years.

This business plan outlines the focus of the Ministry's effort for 2011-12 and points towards the priorities we can expect to face in the two following years out to 2013/14. It is the product of a planning process that joins the needs of the CDEM sector with the roles and responsibilities of MCDEM, the resources available, and the expectations of stakeholders. The business plan shows the work the Ministry will undertake to address the Government's objectives and ministerial priorities and it establishes the linkages between the vision and goals of the National CDEM Strategy and MCDEM's work projects and plans that contribute to making New Zealand communities safer and more resilient.

There is little time to catch breath or rest easy: we face another busy and challenging year in 2011/12. Among the issues to be tackled are:

- The Emergency Management Information System is being deployed and will provide an integrated system for the communication and coordination of response activities. Including in the rollout is the alternative communications pathways for the NCMC and EMIS. The use of EMIS will require commitment from all involved to ensure that staff are trained and CDEM Group members have the necessary systems for the operation of EMIS. The Ministry will work with CDEM Groups to refine and develop the system.
- We are seeking ways to enhance our ability to operate the NCMC for extended activations and to establish an alternative NCMC and capacity in Auckland as a contingency should the NCMC be disabled or unavailable.
- A series of projects will be commenced to address and provide guidance to the sector on some of the immediate lessons identified from the earthquake response. Formal reviews of the response will also provide issues that will warrant attention.
- Drawing on the findings of the CDEM Capability Assessments that have now been undertaken for all CDEM Groups, the Ministry will be looking to enhance the support and guidance it can provide CDEM Groups.

I am firmly of the view that the response to the Christchurch earthquake of 22 February 2011 and the response to other less severe events that have affected communities recently, indicates our approach to CDEM is appropriate and its development is on the right track. Indeed some of our international partners are envious of the very solid foundation for CDEM in New Zealand. We can take pride in our advances but there can be no complacency. The challenge for us is to ensure that we continue to refine and develop the system and improve our capacities and capabilities across the board in risk reduction, readiness, response, and recovery and at all levels of the sector. I look forward to working with you and your contributions during this coming year as we work together to make New Zealand resilient.

John Hamilton
Director

Part A: Strategic setting

1. Context

New Zealand's communities and much of our industry and infrastructure will always be at risk from a broad range of hazards. The hazards and risks faced by communities are dynamic and influenced by demographic and social changes, increasing reliance on technology, the impact of climate change, the effects of modification of the natural environment, and improvements to our knowledge and understanding of causes and consequences.

Goal of a Resilient New Zealand

The National Civil Defence Emergency Management Strategy states the vision for Civil Defence Emergency Management (CDEM) as building:

“Resilient New Zealand – communities understanding and managing their hazards”

The Strategy sets the following four goals to building a resilient New Zealand:

- Increased community awareness, understanding, preparedness and participation in CDEM;
- Reduction of risks from hazards to New Zealand;
- Enhancing New Zealand's capability to manage civil defence emergencies; and,
- Enhancing New Zealand's capability to recover from civil defence emergencies.

The national strategy sets the strategic direction for CDEM in New Zealand until 2018.

The strategy acknowledges that not all risks can be reduced to zero but it emphasises managing the consequences. This requires close coordination across the sector to ensure mechanisms are in place for communities to manage their hazards, generate readiness, to provide local response and recovery, and to support continued functioning of communities during an emergency.

MCDEM's work contributes to all of the four strategic goals and it works with the CDEM sector comprising a diverse range of agencies with different responsibilities and focus, and varying levels of resources and capability. Organisations involved include local authorities, central government departments and agencies, emergency services, welfare agencies, lifeline utilities, science and education providers, international agencies, and non-government organisations.

2. Strategic framework

Government objectives and policy drivers

The Government has set out clear direction on the objectives and policy drivers for the public sector, including:

- Investment in infrastructure
- Improving public services

MCDEM's focus on generating resilience is aligned with the government's key objective of investment in infrastructure by reducing vulnerability to adverse events. The impacts of the September 2010 and February 2011 earthquakes have served to underline the importance of the capability to minimise, quickly adapt to and recover from the adverse consequences of natural or man-made emergencies to ensure the continued prosperity and growth of New Zealand communities.

The priority of improving public services is reflected in the Ministry's effort to develop its own capability to respond to emergency events and support other agencies' capability to operate during and after civil defence emergencies. Effective response requires the services of agencies to be provided at the fullest possible level in an emergency to support the restoration of the communities affected. The response to the February 2011 earthquake demonstrated the strength of the civil defence emergency management system in New Zealand and the capability of the supporting agencies but also pointed to areas where further improvement is required.

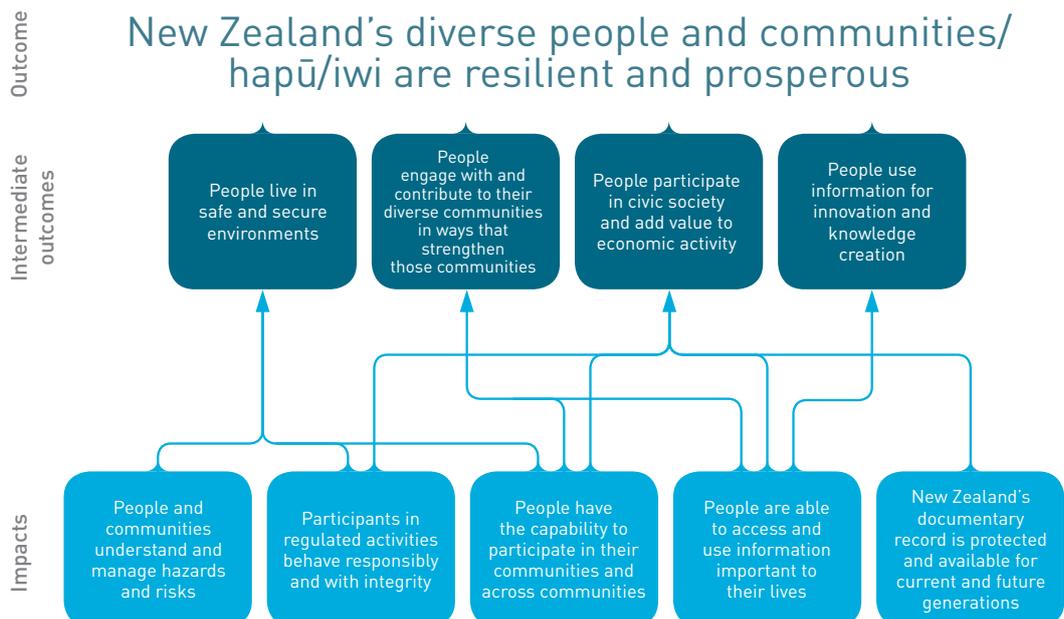
Department of Internal Affairs purpose and areas of focus

As a business group within the Department of Internal Affairs, MCDEM's operation is aligned with wider Department and supported by the moves the Department is making to enhance the quality of the services it provides. The Department of Internal Affairs is positioned to be a transformational force in the public sector as it seeks to deliver the government's objectives of smarter, better services to the public to enable access to services and information when and how it suits them. This has seen the integration of additional functions into the Department and establishment of a new structure and organisational governance. The Department is now well placed to draw on the opportunities arising from the transformation, including:

- provision of smarter,
- customer focussed-services,
- strengthen contribution to the public sector, and
- use of technology to transform how government works

The Ministry's ability to achieve its objective of a more resilient New Zealand is enhanced by its position within the Department and the Department's transformational role in the public sector. The Ministry is able to draw on the resources of the wider Department to plan for and respond to emergencies, as occurred during the response to the Christchurch earthquake. The Department provides linkages to functions that support connections to government, communities and individuals. The Department also holds specialist skills and functions that support the operation of the Ministry. The Department's Government Technology Service has ensured the new Emergency Management Information System provides a highly robust and functional system to meet the requirements of the civil defence emergency management sector. Furthermore, the Department provides an economy of scale and pooling of resources that enables a range of services and support to be provided at lower cost and greater effect.

Department of Internal Affairs purpose and areas of focus



MCDEM's role

The Ministry of Civil Defence & Emergency Management (MCDEM) is the lead agency for the management of civil defence emergencies at the national level. MCDEM provides national leadership in support of the goal set out in the National Civil Defence Emergency Management Strategy of 2008 of a resilient New Zealand.

To achieve that goal, MCDEM works with the diverse range of agencies that comprises the CDEM sector, each with different responsibilities and focus, and varying levels of resources and capability. Organisations involved include local authorities, central government departments and agencies, emergency services, welfare agencies, lifeline utilities, science and education providers, international agencies, and non-government organisations.

Nature and scope of functions

To enhance resilience across New Zealand communities, the Ministry undertakes four broad functions:

1. Development of the capability to lead the national management of civil defence emergencies
2. Support for the development of capability across the civil defence emergency management sector
3. Community engagement and education
4. Contribution to wider government activities

The **development of capability to lead the national management of civil defence emergencies consists** of two distinct activities:

- the maintenance of the national response capability; and
- the provision of the Emergency Management Information System.

The national response capability ensures the necessary coordination and direction is provided to responses to civil defence emergencies that exceed the capability of local and regional CDEM capability. This capability includes the procedures for response, operation of the 24/7 duty arrangements, the system for issuing of alerts and warnings, maintenance and staffing of the National Crisis Management Centre, and the staff to deploy in support of regions managing civil defence emergencies.

The Emergency Management Information System (EMIS) is an information management system that will enhance communication and coordinate response activities during a civil defence emergency. EMIS is a new capability that will be operationally deployed in the 2011/12 financial year and will significantly enhance the effectiveness of response activities. In addition to its employment at the national level in the NCMC, EMIS has been made available to CDEM Groups and their local authorities. It integrates and facilitates information flow and requests across the local, regional and national levels to provide a truly national and standard system for civil defence emergency management. The Department maintains the infrastructure and supports the operation of EMIS on behalf of the sector.

Supporting the development of capability across the civil defence emergency management sector consists of three distinct activities:

- Maintenance and development of the CDEM strategic framework
- The provision of national guidance to the sector
- Support to the development of CDEM capability in CDEM Groups

The CDEM strategic framework consists of the CDEM Act, The National CDEM Strategy, and the National CDEM Plan. It establishes the direction for the sector, outlines fundamental roles and responsibilities, and sets the priorities for effort.

National guidance to the sector provides the operational framework underneath the strategic framework. It includes the Guide to the National CDEM Plan, supplements to the National CDEM Plan, and the Director's Guidelines, best practice guidelines, and other publications that provide guidance to the sector.

Support to development of CDEM capability in CDEM Groups includes the provision of advice and support to CDEM Groups by regional advisers and Wellington based staff. It includes assistance in developing the leadership and governance arrangements that guides the operation of the CDEM Groups, professional development of CDEM staff in the groups, and development of operational procedures.

There is strong linkage between the three activities of supporting the development of sector capability. Developments in the strategic framework have consequences for the type of (and need for) national guidance to be provided to the sector. Likewise, the provision of national guidance has consequences for the type of support needed to be provided to sector in order to ensure the effective implementation of this guidance.

Community Engagement and Education is the provision of advice and guidance to the public and communities in order to increase awareness and preparedness. The Ministry executes a national public education campaign that consists of a mass media campaign (Get Ready, Get Thru), a school education programme (What's the Plan, Stan), and the provision of resources to local authorities and other groups to support public education efforts.

Contribution to wider government activities is the employment of the expertise and knowledge held within the Ministry to support government objectives outside the goals of the National CDEM Strategy. It includes the development of national crisis management arrangements for emergencies where other agencies hold the lead (i.e. NZ Police for terrorism, Ministry of Agriculture and Forestry for bio-security threats, and Ministry of Health for pandemics). It includes the support for government foreign policy objectives through support of aid programmes to enhance the resilience of Pacific Island countries, support to all-of-government hazard risk management, and the "NZ Inc" approach to international connections in disaster risk management.

Strategic direction

The strategic direction of the Ministry over the next three years and the development of the business plan have been shaped by three key factors.

The reviews of the response to the earthquakes in Canterbury

A review of the response to the September 2010 earthquake has been completed and provides a number of recommendations for possible improvements to current CDEM arrangements. A review of the more significant February earthquake response is likely to produce further substantial recommendations. The February 2011 earthquake provided a significant test of the arrangements in place at a local, regional and national level and the response has been praised for its effectiveness. Nonetheless, it is clear that major lessons will be drawn from the event on how arrangements could be improved. In addition to the conduct of debriefs to capture immediate lessons, the Ministry will initiate an independent review of the response to the February earthquake.

Ongoing need to provide services within tight fiscal constraints

A reduction in the 2011/12 baseline and cost pressures has seen decreased allocations for contractors and consultants, travel, and the non-replacement of one staff member. The Department is required to implement a 6 per cent reduction from 2012/13 onwards. Consequently, the work programme will be supported with reduced fiscal resources and the ability to rely on external resources will decline. The output plan will be adjusted to remain within budget.

The rollout of the EMIS

Deployment of EMIS will be a major enhancement of the Ministry and CDEM Groups capability to respond to emergency events through the enhanced and timelier provision

of information to decision makers. Nonetheless, the deployment of EMIS provides a challenge for the organisation with the commitment of additional resources while increasing the demands from the CDEM Groups for support from the Ministry.

3. Key priorities and initiatives

Ministerial priorities

In late 2010 and prior to the Christchurch earthquake, the Minister for Civil Defence agreed on four priorities over the 2011/12 financial year:

- Strengthening the statutory framework for recovery after a major civil defence event
- Leading the national management of civil defence emergencies
- Developing community resilience
- Supporting the development of capability across the CDEM sector.

Strengthening the statutory framework for recovery from a major civil defence emergency event included a planned assessment of the need for specific legislation to provide a standing statutory structure for recovery, and if required what the content of that structure would be. The subsequent establishment of the Canterbury Earthquake Recovery Authority (CERA) following the February 2011 earthquake has provided a possible template for the legislation and the structure required. The lessons learnt from the operation of the CERA and any review of the recovery process will need to be incorporated into the assessment.

Leading the national management of civil defence emergencies includes planned improvements to the ability to operate the National Crisis Management Centre for extended periods by establishing a wider pool of staff from within the Department able to operate in the centre and the establishment of an alternative NCMC in Auckland. A key initiative planned is the development of a business case on telecommunications technologies options to provide a public alerting system to disseminate notifications of alerts and warnings.

Developing community resilience includes the enhancement of the public education campaign and communication with the public in emergencies. Key initiatives include the development of new advertising messages that reflect the lessons from recent emergencies, and the upgrade of the civil defence website.

Supporting the development of sector capability will be guided by the capability assessments that have been undertaken over the previous two years across all the CDEM Groups. The findings of those assessments will shape and focus the support provided by the Ministry to local authority civil defence capability.

Action on lessons learnt from February 2011 earthquake

The February 2011 earthquake has inevitably established a new priority in the need to capture and incorporate the lessons of the earthquake response into standing arrangements and practices. Action on the findings and recommendations of internal debriefs and reviews will need to be implemented through a phased adjustment of the strategic framework, national guidance to the sector, and support to local authority capability.

For the 2011/12 financial year, the immediate requirement is to provide national guidance to the sector to address those gaps or weaknesses that have been already identified in arrangements. Following completion of the review of the response to the

Christchurch earthquake, priority will shift in 2012/13 to implementing necessary changes to the strategic framework that establishes the parameters for the sector. In 2013/14 further work will be required in the development of national guidance to the sector to provide the necessary operational support for implementation of the revisions to the strategic framework. The provision of support to the development of local authority capability will be a priority in 2012/13. The establishment of new national guidance in the previous year will create a need for programmes to be deployed to support local CDEM to implement the new arrangements.

Outline of priority effort over the next three years

Areas of contribution	Areas of Focus	2011/12	2012/13	2013/14	
Operational Capability	Maintenance of national response capability (NCMC, National Warning System, Operational Deployment)	Medium	Medium	High	
	EMIS	Highest	Medium	High	
Sector development	Strategic Framework	Low	Highest	Low	
	National Guidance	High	Medium	High	
	Regional and local sector capability	Governance	High	High	Medium
		Professional Development	Medium	High	Medium
Community Engagement and Education		Medium	High	Medium	
All of Government contributions	Crisis Management	Low	Low	Low	
	International Engagement	Pacific	Medium	Medium	Medium
		Other engagement	Low	Low	Low

Part B – Operational

1. Outputs/Services

The Department of Internal Affairs and MCDEM are funded through Vote: Emergency Management to deliver outputs in support of the outcomes and objectives outlined above. The Department's contribution to the Vote: Emergency Management includes the following three outputs:

(i) Management of national emergency readiness, response and recovery

This involves:

- Monitoring, responding to, and managing the recovery from events outside the capability of local CDEM organisations;
- Maintaining the NCMC in a state of readiness and provide for an Alternate NCMC;
- Provision of training to personnel to operate the NCMC during a major emergency event;
- coordinating and managing central government response and recovery activities to local, regional and national civil defence emergencies; and
- administering central government emergency response and recovery expenditure.

(ii) Policy advice – emergency management

Policy advice is delivered by the Department's Fire and Emergency Policy team of the Policy, Regulation and Ethnic Affairs Branch in coordination with MCDEM. This output covers:

- policy advice and information on matters relating to civil defence and emergency management. Policy advice also involves preparing ministerial briefings and speech notes, and providing support for the Minister of Civil Defence, as required, in Cabinet committees, select committees and Parliament.
- draft replies to ministerial correspondence, Official Information Act 1982 requests, Ombudsman's inquiries and parliamentary questions addressed to the Minister of Civil Defence or referred from other Ministers.

(iii) Support services, information and education

The output covers:

- developing and implementing policies and projects that will support development of capability and the undertaking of activities within the CDEM sector;
- the provision of support, monitoring, information, frameworks, guidelines and professional development for the CDEM sector; and
- developing and delivering long-term national programmes to raise individual and community awareness and preparedness.

The ministerial priorities identified above have been incorporated into the MCDEM work programme alongside other initiatives. The work programme for financial year 2011/12 is organised in two parts: ongoing activity; and strategic initiatives.

Ongoing activity

Ongoing activity is business that has been incorporated into the routine operation of MCDEM and does not require project management. It represents the ongoing delivering of outputs and services rather than the development of new capability or provision of additional services. This work is planned and managed by individual MCDEM teams.

TEAM	UNITS	AREA OF WORK
Operations	National Operations	Maintenance of NCMC and staff readiness
		Oversight of National Warning System and Duty Team arrangements
		Oversight of the National Exercise Programme and providing for CDEM exercises.
		Liaison with sector on operational arrangements
		Operation of the governance and support arrangements for EMIS
	National Planning	National CDEM Plan and Guide to the National CDEM Plan
		Operational planning support and development of supporting plans to the National CDEM Plan
		Oversight and delivery of the Monitoring & Evaluation programme
Business continuity management		
Development	CDEM Sector Support	National coordination and advice to sector areas (lifelines, welfare, recovery, community resilience)
		Liaison with government departments on recovery, welfare and lifeline areas
		Support to local and regional community engagement and resilience
	Regional Teams (Northern, Central, Southern)	Support and guidance to CDEM Groups and Territorial Authorities
		Undertaking CDEM Capability Assessments under the Monitoring and Evaluation programme
		Liaison at regional and local level on national guidance and support
		Engagement of local and regional CDEM leadership
	Specialist Services	Professional Development
Learning and development partnerships with the education providers and ITOs		
Internal staff development (including for NCMC)		
Hazards, Risks and Research		National policy coordination and advice on hazards, risk reduction and research
		Promotion of best practice and stakeholder engagement
		Science and research liaison
		Support and advice to local/regional programmes and MCDEM teams in speciality areas
International Engagement		Pacific programme coordination
		Support to bilateral and regional engagements
Strategic Development and Business Support		Administrative support to other teams
	Organisational planning and development	

2. Initiatives/Programmes/Projects

Strategic initiatives are the projects that seek to develop a new or significantly enhanced capability or provide a new output or service. Typically these projects are finite in time and require the focussed commitment of resources across several of the teams from MCDEM. The strategic initiatives undertaken by MCDEM are aligned to the key functions of the Ministry:

1. Development of the capability to lead the national management of civil defence emergencies

- the maintenance of the national response capability
- the provision of the Emergency Management Information System

2. Support the development of capability across the civil defence emergency management sector

- Maintenance and development of the CDEM strategic framework
- The provision of national guidance to the sector
- Support to the development of CDEM capability in CDEM Groups

3. Community engagement and education

4. Contribution to wider government activities

MCDEM has contributed to New Zealand's resilience through each of those areas over recent years. Identified priority programmes and projects will be commenced in the financial year 2011/12 to build on the progress achieved and address newly identified issues and challenges.

Development of the capability to lead the national management of civil defence emergencies

As the lead agency for civil defence emergencies, MCDEM must maintain an effective capability to respond to events that exceed the capability of local and regional civil defence emergency management and requires national level coordination of response and recovery activities.

MCDEM is working to mitigate some of the risk that currently exists in this area. The response to the Christchurch earthquake underlined the ongoing requirement to deploy an information management system that would enable the effective collection and dissemination of information across the CDEM sector. The requirement for the NCMC to be operational for a continuous period of 66 days reinforced the need for additional resources to be available to support the Ministry staff. Other lessons gained from the national exercise programme and other events have been assessed and led to modification of the arrangements and processes employed.

What MCDEM has achieved

MCDEM has continued to improve its ability to provide national warnings and alerts. Exercise Tangaroa in November 2010 saw the implementation of new tools for the assessment and communication of the tsunami threat to the public. These were subsequently employed successfully during the Japan tsunami event of March 2011.

Considerable progress has been made in the acquisition of the Emergency Management Information System (EMIS) although deployment had been delayed by the September 2010 and February 2011 earthquakes. Configuration of the system is now complete following user acceptance testing. Resources and training have been developed for the sector representatives. The alternative communications arrangements have now been established, providing a level of redundancy for the operation of the National Crisis Management Centre in the event of an emergency event in Wellington or infrastructure failure that affects communication.

MCDEM has developed a training framework for staff to operate in the NCMC. Training modules have been developed and is ready for employment.

How MCDEM will progress this area

Deployment of EMIS will represent a major enhancement of the operational capability of the Ministry and also the participating CDEM Groups. Ongoing areas of activity will be:

- Provision of stakeholder support, governance arrangements, technical support and training to the CDEM Groups
- The Ministry will ensure the continued development and refinement of the system and the extension of the mapping data that will support the presentation of a common operating picture.
- The Standard Operating Procedures for the NCMC will be updated to reflect the changes established by EMIS.

Development of the capability to lead the national management of civil defence emergencies will be continued through the following initiatives:

- MCDEM will enhance its Business Continuity Management arrangements
- Linked to this will be the development of arrangements for an alternative NCMC in Auckland to provide a level of redundancy in the case of Wellington is affected by a major event.
- Arrangements will be established with the Department for the prior identification of staff that will be trained and available to support the NCMC during prolonged activations.
- The Concept of Operations that guides the operation of the NCMC will also be reviewed to take into account the lessons from the response to the Christchurch earthquake.

Support the development of capability across the civil defence emergency management sector

MCDEM's leadership role for the CDEM sector includes the building and maintaining the capabilities of agencies to respond to emergencies. MCDEM achieves this role by establishing the appropriate strategic framework to guide the sector, provision of national guidance, and the support of the development of CDEM Group capability.

What MCDEM has achieved

The Ministry has gained a clearer understanding of the strengths and weaknesses of the CDEM Groups through the implementation of the Capability Assessment Tool to each of the 16 groups. That has highlighted common issues confronting many of the CDEM Groups. The response to the Canterbury earthquakes has also tested arrangements and capability across the sector.

How MCDEM will progress this area

The review of the Christchurch earthquake may produce recommendations that require changes to the strategic framework:

- The completion of the revision of the National CDEM Plan and the Guide to the National CDEM Plan will be delayed until after the findings of the review have been developed and considered.
- An assessment of possible implications for the other components of the strategic framework of the lessons learnt from Christchurch will be undertaken in 2012/13.

National guidance will be developed or revised in the following areas:

- Impact assessment guidance will be developed to provide a standard approach for application across sector to the initial information gathering process.
- Needs assessment guidance will be established to provide clarity on the process

and approach to collecting information on affected individuals and families to enable the appropriate welfare services to be directed to those in need.

- A related area of work will be a review of the Welfare function in emergency events, drawing on the lessons from the Christchurch earthquake response.
- An operational planning guideline will be established to support the development of action plans by Emergency Operations Centres and Emergency Coordination Centres.
- A system for logistics coordination will be developed to provide a standardised arrangement across the sector that is implemented through EMIS
- A guideline will be established on the operation of Emergency Operations Centres.
- Research into community resilience in the Canterbury region will be supported, including liaison with international partners.
- Public Information Management arrangements will be reassessed.

Supporting the development of capability across CDEM Groups will be undertaken in the following areas:

- Development and publication of a best practice guideline on the governance arrangements for CDEM Groups
- The conduct of Development Needs Assessments for CDEM Groups to enable them to identify and prioritise their professional development requirements
- Undertaking of structured work programmes by the Regional Emergency Management Advisors in support of their groups implementing the findings of the Capability Assessment reports.

Community engagement and education

MCDEM leads the national public education campaign and supports the efforts undertaken at the local and regional level to enhance public awareness and preparedness. Heightened awareness of hazards and preparedness to lessen their impacts will reduce the vulnerability of communities and reduce the demands during the response to emergency events.

What MCDEM has achieved

The Ministry has implemented two major public education campaigns over the last five years. The “Get Ready, Get Thru” advertising campaign has employed mass media to deliver key messages to the public on awareness and preparedness. The “What’s the Plan, Stan?” teaching resource has been deployed to schools to support a longer term change in awareness through the education system.

An annual survey has tracked the level of public awareness and preparedness. The “Get Ready, Get Thru” campaign achieved an increase in preparedness that was accelerated by the heightened public awareness following the earthquakes in Canterbury.

How MCDEM will progress this area

MCDEM will undertake the following initiatives to enhance public awareness and preparedness:

- Ongoing development of the Get Ready, Get Thru campaign through the development of new advertisement messages that reflect lessons from Canterbury
- Increasing uptake by schools of the What’s The Plan Stan education resource
- Upgrade of the civildefence.govt.nz website to ensure better communication of public information messages during emergencies.
- Preparation will be commenced for Exercise Shakeout, a national exercise planned for the end of 2012 that will focus on community awareness and preparedness for earthquakes

Contribution to wider government activities

MCDEM supports the government's objectives outside the goals and objectives of the National CDEM Strategy by supporting the work of agencies in the national security and international assistance area.

What MCDEM has achieved

MCDEM has worked closely with the Department of Prime Minister and Cabinet, Police and other security agencies to support the development of crisis management arrangements, including planning for the Rugby World Cup.

MCDEM has maintained support for the development of resilience in the South Pacific through the provision of guidance and support. The Ministry has signed a Memorandum of Understanding with Ministry of Foreign Affairs and Trade that has seen the establishment of a new position within MCDEM to coordinate the programme in the South Pacific.

How MCDEM will progress this area

MCDEM is working in close coordination with Ministry of Foreign Affairs and Trade to implement a detailed work programme to enhance the civil defence emergency management capability in the Pacific island countries, particularly in the resilience to the tsunami hazard.

3. Capability and resourcing

The Ministry maintains a complement of 35 staff (plus a seconded position in the Minister's office). A requirement is to maintain the skills sets and capacity to perform both the ongoing development of the Ministry and wider sector capability and the occasional but highly demanding response to emergency events.

The Ministry will continue to support the professional development of staff through provision of training and other opportunities to extend the development and employment of their skills.

An improved training programme for staff to deploy to the NCMC is being implemented and will be expanded to include other Department staff to provide an enhanced pool of staff to operate the NCMC for extended activations.

Risk Management

MCDEM has identified key risks associated with the function areas in the table below.

Functional area	Nature of risk	Likelihood	Impact	Treatment
Maintenance of national response capability	Insufficient number of trained staff available for prolonged activation	Low	High	Establishment of arrangements and training programme for Department staff to supplement Ministry personnel.
EMIS	Loss of confidence in the effectiveness or reliability of the system	Medium	High	Ongoing investment in EMIS platform, including provision of funds for upgrade of system functionality.
	CDEM Groups lack of capability to operate	Medium	Medium	Establishment of role in MCDEM to provide support to Groups. Ongoing development of training material and guidance.
Strategic framework	CDEM strategic framework not complied with in the implementation of recovery	Medium	Medium	Identification of lessons from recovery process implemented in Canterbury for incorporation in the strategic framework.
National guidance	Non-acceptance by sector of guidance provided	Low	Medium	Implementation of CDEM Group consultation process.
Support to local and regional capability	CDEM Group or local authority fails to meet obligations under Act.	Medium	High	Close engagement of CDEM Groups' leadership to ensure responsibilities understood. Implementation of engagement programmes derived from findings of the capability assessments.
Community engagement and education	Loss of confidence in public messaging during emergency event	Low	High	Upgrade of website Ongoing improvement of communications procedures

4. Operating and capital expenditure

	DO	SS	SDBS	OPS	DEV	COMS	NCMC	PEP	Total
Personnel	383	716	214	738	1,360	*	-	*	3,411
Operating	83	255	417	253	462	44	221	1,201	3,043
Accommodation	-	-	453	-	115	-	5	-	573
Depreciation	-	3	55	-	63	-	582	3	706
Capital charge	-	2	37	-	40	-	242	1	322
Corporate overhead	-	-	1,449	-	-	-	-	-	1,450
GTS charges	-	-	426	-	-	-	903	-	1,343
Total costs	466	975	3,052	1,098	2,040	44	1,968	1,205	10,848
FTEs	3	8	3	7	14	-	-	-	35

*Personnel costs for communications and public education staff are paid from the Business Service Branch of the Department with cost attribution to MCDEM through the corporate overhead.

Notes:

DODirector's Office
 SSCDEM Specialist Services
 SDBSStrategic Development & Business Support
 OPSOperations
 DEVCDEM Development
 COMSCommunications
 NCMCNational Crisis Management Centre
 PEPPublic Education Programme
 FTEsFull Time Equivalent staff numbers

Planned Capital Expenditure over 2011/12 to 2013/14

Proposal Name	Description	Funding (\$000s)					
		2011/12		2012/13		2013/14	
		CAPEX	OPEX	CAPEX	OPEX	CAPEX	OPEX
Development of EMIS	Deployment of EMIS will enable the identification of potential improvements and additional functionality required. Such upgrades are planned on an annual basis and will be based on approval of the submitted change request.	\$30	\$10	\$150	\$30	\$150	\$30

Annex A: Output measures

Output Class: Management of National Emergency Readiness, Response and Recovery

Management of the national emergency readiness, response and recovery support to local civil defence emergency management organisations, maintaining the National Crisis Management Centre in a state of readiness; national training and education, coordination and management of central government's response and recovery activities and administration of related expenses.

The output provided within this output class is:

- Management of National Emergency Readiness, Response and Recovery

Output: Management of National Emergency Readiness, Response and Recovery

Management of the national emergency readiness, response and recovery, including: the development and maintenance of national level readiness capability; support to local civil defence emergency management organisations (covering monitoring, responding to, and managing the recovery from events outside the capability of local Civil Defence Emergency Management (CDEM) organisations); maintaining the National Crisis Management Centre in a state of readiness (including provision of training to personnel to operate the NCMC during a major emergency event); national training and education; coordination and management of central government's response and recovery activities to local, regional and national civil defence emergencies; administration of central government emergency and response and recovery expenditure; and the evaluation of the impacts of emergencies, and the evaluation of recovery strategies, and management of the National CDEM Plan.

	2011/12	2010/11	
Performance Measures	Standard	Standard	Estimated Actual
National Warning System tests conducted*	At least 4	4	3
National warnings issued within 30 minutes after the notification of a pending event that exceeds the thresholds* (of 1-6)	All 100%		
National warning distribution list – accuracy of contact details (at each warning or test)*	At least 95%	95%	98%
Stakeholder satisfaction with the timing and content of national warning messages*	Assessed as 'Satisfied' or better by at least 85% (of est 200)	New measure	n/a
National Crisis Management Centre (NCMC) managed, during activations, with:			
• staffing in place according to the activation mode within two hours*	All	100%	100%
• essential information technology systems available and operating at agreed performance levels*	All	100%	100%
• back-up information technology systems and equipment fully functional*	At least 99.8%	99.8%	100%
• coordination and management consistent with the Response Concept of Operations for extended activations*	All (no variations) ⁵	Achieved	Achieved
National Crisis Management Centre activations reviewed:			
• mode 2 or higher activations – within 3 months*	All	100%	100%
• approved recommendations (lessons identified) actioned – within set timeframes*	All	100%	80%
• outstanding 'lessons identified' from previous reviews actioned – by 30 June 2012	All (from 3 reviews)	New measure	n/a
Measures of Demand – estimates²	Expected Levels	Expected Levels	Expected Levels
Other Expense Appropriations (Non-departmental) • Emergency Expenses (\$2.000m) • Subsidies to Local Government (\$0.889m)	n/a	n/a	n/a

Notes

* Measures with an asterisk are included in the Department's performance information in the 2011/12 Information Supporting the Estimates

1. The order in which the output classes, below, are presented for this Vote is based on responsibility for delivery and is not necessarily alphabetical.
2. Measures of demand provide estimated levels (volumes) at which the Department's services will be required.
3. All satisfaction measures involve a five point scale, either numerical (1-5, with '5' the highest rating) or qualitative: Very Good, Good, Satisfied, Poor, Very Poor.
4. All timeliness measures using 'days' are references to 'working days'.
5. Note that the measure and/or standard have been modified from the Information Supporting the Estimates to improve clarity about the focus of the measure and/or expected performance.

Output Class: Support Services, Information and Education

Development and implementation of operational policies and projects, advice, assistance and information to the civil defence and emergency management sector; development and delivery of long-term national programmes to raise individual and community awareness and preparedness.

The outputs provided within this output class are:

- Emergency Sector Support and Development
- Community Information

Output: Emergency Sector Support and Development

This output involves developing and implementing policies and projects that will support development of capability and the undertaking of activities within the civil defence emergency management (CDEM) sector support. The output covers the provision of information, frameworks, guidelines, monitoring and assistance to the civil defence emergency management sector, including assisting CDEM Group development and planning. It also involves working with the civil defence emergency management sector, employer agencies and educational providers to develop the means, content of, and standards for, professional development of civil defence emergency management practitioners, and developing and delivering long-term national programmes to raise individual and community awareness and preparedness.

Performance Measures	2011/12	2010/11	
	Standard	Standard	Estimated Actual
Director Guidelines, Technical Standards, Codes and other CDEM sector information publications maintained – currency reviewed at least every 4 years*	4-7 (of 25)	New measure	n/a
Satisfaction, assessed as 'Good' or 'Very Good', in relation to³:			
• CDEM Group - coverage of the Guidelines, Technical Standards, Codes and other publications* ⁵	At least 80%	n/a	71.4%
• CDEM Group - quality of the Guidelines, Technical Standards, Codes and other publications* ⁵	At least 80%	80%	66.7%
• the quality of the newsletters / updates – 16-20 issues*	At least 80% (of est 200)	80%	62%
Attendee satisfaction with civil defence and emergency management training courses – assessed as 'Good' or 'Very Good'* ³	At least 90% (of 120-150)	90%	98.5%

Output: Community Information

This output involves the development of long-term national programmes to raise individual and community awareness and preparedness.

Performance Measures	2011/12	2010/11	
	Standard	Standard	Estimated Actual
Advertising reaches the targeted audience demographic (assessed quarterly):			
• television – at least 70%*	Achieved – for at least three quarters	Achieved	Not achieved
• radio – at least 45%*	Achieved – for at least three quarters	Achieved	Not achieved
Availability of the civil defence website 24 hours a day, 7 days a week*	At least 99.9%	New measure	n/a

Notes

* Measures with an asterisk are included in the Department's performance information in the 2011/12 Information Supporting the Estimates

6. The order in which the output classes, below, are presented for this Vote is based on responsibility for delivery and is not necessarily alphabetical.
7. Measures of demand provide estimated levels (volumes) at which the Department's services will be required.
8. All satisfaction measures involve a five point scale, either numerical (1-5, with '5' the highest rating) or qualitative: Very Good, Good, Satisfied, Poor, Very Poor.
9. All timeliness measures using 'days' are references to 'working days'.
10. Note that the measure and/or standard have been modified from the Information Supporting the Estimates to improve clarity about the focus of the measure and/or expected performance.

Annex B: MCDEM organisational chart as at 25 August 2011

