

Ministry of Civil Defence & Emergency Management

Te Rākau Whakamarumarū

BUSINESS PLAN

1 July 2014–30 June 2015



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1. Introduction

This Business Plan covers the 2014/15 year for the Ministry of Civil Defence & Emergency Management (MCDEM). The plan takes into account the responsibilities the Ministry has in the Civil Defence Emergency Management (CDEM) sector and to stakeholders and is based on the Minister's priorities and the resources available.

This plan provides partners, external stakeholders and MCDEM staff members with the linkages between the National CDEM Strategy's vision of a Resilient New Zealand and the programmes and projects that will be undertaken that contribute to generating more resilient communities by reducing risk, enhancing readiness and generating the capability and capacity to respond to an emergency and recover from its consequences.

In April 2014 MCDEM transferred from the Department of Internal Affairs to the Department of the Prime Minister and Cabinet (DPMC). While 2014/15 will be the first full year of MCDEM operating in the new environment, the roles and responsibilities are unchanged and the resources are similar to previous periods. DPMC is responsible for the National Security and Resilience Plan and the co-ordination mechanisms for crisis management at the national level. The transfer of MCDEM to DPMC is expected to strengthen the alignment between MCDEM's functions and strategic direction and those of the national security, risk and intelligence community. The MCDEM Business Plan provides for some development in this area. MCDEM will continue to lead the coordination of the response to a civil defence emergency, and when required, contribute support to managing the consequences of other types of emergencies or crisis.

Effective civil defence emergency management is a partnership between people, communities, local government, central government departments and agencies, the private sector and non-government organisations, and at times, our international partners. MCDEM's role is to provide leadership and to promote, develop and co-ordinate the relationships, initiatives and arrangements that contribute to generating a Resilient New Zealand. This Business Plan indicates the areas in which we will be working in 2014/15 to contribute to enhanced resilience in New Zealand.

This will be the last time I will introduce MCDEM's business plan. At the end of October 2014 I will relinquish the appointment of Director. I have enjoyed my eight years with CDEM and feel the arrangements and practices are well founded and appropriate. Of course there are aspects that can be improved and part of this plan looks at finding and developing the adjustments. I appreciate the support I have had from all those contributing to CDEM and I wish you every success in what is a critical service to our communities.

John Hamilton
Director

September 2014

2. Nature and Scope of Functions

The Ministry of Civil Defence & Emergency Management (MCDEM) is now a business unit of the Department of the Prime Minister and Cabinet (DPMC). The purpose of DPMC is to advance a confident, well governed and secure New Zealand. The Prime Minister is the responsible Minister for DPMC, overseeing the government's ownership interests. These interests encompass DPMC's strategy, capability, integrity and financial performance. Through the department and its Vote, MCDEM is responsible to the Minister of Civil Defence.

As a component of DPMC, MCDEM contributes to a secure New Zealand through the development of a *Resilient New Zealand* (the vision for the National Civil Defence Emergency Management (CDEM) Strategy) by providing leadership in reducing risk, being ready for, responding to and recovering from the consequences of natural hazards.

MCDEM also contributes to DPMC's responsibility for the National Security and Resilience Plan and assists ODESC (Officials committee for Domestic and External Security Co-ordination) partners to manage crises. MCDEM is responsible for co-ordinating the government's response and recovery functions for civil defence emergencies, and contributes to the management of the consequences of other emergencies.

The primary function of MCDEM is leading the development of civil defence emergency management in New Zealand through:

- promoting initiatives that identify and research hazards and their consequences,
- promoting CDEM awareness and preparedness in communities and organisations,
- maintaining the capability to support, co-ordinate and manage the response to and recovery from, an emergency,

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

As the lead government agency for civil defence emergency management, MCDEM is responsible for the following:

- Managing civil defence emergencies at the national level. MCDEM's ability to co-ordinate the national-level response to a civil defence emergency is a core accountability.
- Maintaining the readiness of the National Crisis Management Centre (NCMC) and operating the centre during a civil defence emergency. When the NCMC is activated for a non-CDEM emergency in which another agency has the lead, some MCDEM staff will be required to provide support.
- Maintaining the Emergency Management Information System (EMIS) and the National Warning System at high levels of readiness and reliability to co-ordinate the CDEM sector in an emergency.
- Ensuring that the legislative and strategic framework that guides the CDEM sector and the Ministry is appropriate and reflects current understanding of best practice in emergency management
- Monitor the performance of CDEM Groups and facilitate development by providing direction, advice and guidance, assisting with standardisation of local and regional

efforts, and providing a forum for an exchange of views and the development of a national perspective.

- Engaging national-level bodies, government departments and organisations, and interacting with international agencies involved in emergency management.
- Leading the national CDEM public education programme. The Ministry co-ordinates and funds programmes across mass media and through the education system to improve public awareness and preparedness.
- Providing development for MCDEM staff to enable them to be competent to perform operational roles and supported by appropriate procedures, systems.

3. Our Operating Environment

New Zealand's communities and much of our prosperity and infrastructure are located in areas that are likely to be affected by hazards. The increasing reliance on technology and infrastructure, urbanisation, intensification of land use and climate change all compound New Zealand's exposure and vulnerability to losses and social and economic disruptions. The continuing challenge is to understand the nature of the hazards, the increasing complexity arising from interdependencies, the potential consequences and how best to manage the risk.

Effective CDEM relies on strong partnerships at all levels. Key partnerships for MCDEM are with the CDEM Groups and local government, and with other government departments and agencies particularly Police, NZ Fire Service, Ambulance, Defence, Health, Transport, and Social Development. Our partnerships will be challenged by competing priorities and budget restrictions. MCDEM will continually examine ways of co-ordinating its work with other agencies to provide smarter and better services and support with less resource.

Resources available to MCDEM will continue to be constrained. Decisions on the allocation of funding and MCDEM's work programme will therefore come under scrutiny to ensure they represent best value for money and that expenditure contributes to the goal of generating resilient communities.

Despite these pressures MCDEM will face high and growing expectation from the public and government that it has the ability to prepare for and is ready to respond to emergencies, natural disasters and security crises.

Success for MCDEM will be when New Zealand is seen to be building national resilience to its hazard risks through world class processes that deal with emergencies and national security events. As a successful contributor to national resilience, MCDEM will be known for its teamwork, vigilance, responsiveness and organisational agility. It needs to understand the requirements of CDEM, and have the ability and influence to find solutions that support the sector to meet their responsibilities. MCDEM will inspire trust and confidence, and demonstrate professionalism, willingness and enthusiasm. It will be renowned for a 'can do' approach that puts the needs of others before itself.

4. Priorities

MCDEM has the following priorities that will guide its work programme for this year and into the years beyond:

1. Complete the Corrective Action Plan from the review of the Christchurch response

In 2012 Cabinet approved the Corrective Action Plan (CAP) based on the recommendations from the review of the response to the Christchurch earthquake. The CAP provides the following 10 themes:

- Management and control
- Emergency Operation Centres (EOC) and staffing
- Emergency welfare arrangements
- First level response
- Lifelines
- Building management
- Logistics
- Information management
- Public information
- Community preparedness and response.

Work in each theme is generally led by MCDEM but involves other departments and agencies in consultation with CDEM Groups. Progress through the list has been good and has resulted in completing a range of actions including the production of revised guidance covering the management of volunteers, logistics and lifeline utilities. A new version of the New Zealand Co-ordinated Incident Management System (CIMS) has been published and there have been changes to the way welfare services are to be delivered.

To be completed in 2014/15 is the remainder of the actions which have been incorporated into the MCDEM Work programme in Annex A.

2. Revise the National CDEM Plan established through an Order in Council

The National CDEM Plan Order 2005 provides for roles and responsibilities in CDEM. Its revision is required by legislation but completion was delayed by the response to the Christchurch earthquake and the need to incorporate lessons identified by reviews. MCDEM is leading the revision of the Plan with significant multi-agency involvement across local, regional and central government, emergency services, lifeline utilities, non-governmental organisations and the private sector.

Towards the end of 2013/14 the revised draft was approved by the Minister of Civil Defence for public consultation. The processing of submission, the development of amendments and achieving agency sign-off will take place at the end of November 2014. The Government approval process is expected to be completed by December 2014. The new Plan will come into effect when changes to the Guide to the National CDEM Plan have been developed.

3. Progress options for legislative change in the CDEM Act 2002 for recovery from small to large scale emergencies

Reviewing the legislative framework for recovery has been a Ministerial priority since 2013. Stage 1 of the review looked at the Civil Defence Emergency Management Act 2002 and in May 2014 the Minister agreed in principle to a set of policy proposals for amendments to the Act that will strengthen the provisions for recovery in small to moderate scale emergencies, and for recovery more generally. These proposals are scheduled to be considered by Cabinet by the end of 2014 with the legislation-making process anticipated to be completed in 2015.

Stage 2 of the review will investigate the development of template legislation for recovery from significant emergencies. This stage will commence in 2015.

In an associated work stream, MCDEM has commenced a review of the doctrine and guidance that underpins recovery. The revision process involves consultation with a broad range of external stakeholders including local, regional and central government, emergency services, lifeline utilities, non-governmental organisations and the private sector. The revised guidance is anticipated to be finalised and published in 2015.

4. Develop the business case for public alerting

MCDEM will lead an all-of-government project to define user requirements and conduct investigation that will inform a business case to Government for the implementation of a public alerting system using telecommunications technologies that will quickly distribute a high volume of messages, to all cellphones in a geographically specific area. The business case will be submitted to Cabinet for consideration with a request for funding for the preferred solution. Depending on the outcome, a second phase of the project may be launched to implement the project.

5. Commence the capability assessment of CDEM Groups

MCDEM is responsible for monitoring the performance of the CDEM Groups. All Groups were evaluated in the period leading up to the end of 2012 and given written reports. Most Groups have implemented action plans based on the findings of the first assessment.

In 2014 MCDEM began a second round of assessments of CDEM Groups.

6. Complete the CDEM development programme

The capabilities of those involved in CDEM is critical to the successful delivery of CDEM doctrine in the readiness phase and paramount to their effective involvement in any response and recovery operation. MCDEM is responsible for ensuring that training and development opportunities exist for the CDEM sector. Through the Capability Team MCDEM will:

- Lead the implementation of a national strategy for CDEM capability development.
- Promote partnerships with education providers.
- Participate in a targeted review of CDEM qualifications to ensure there is a suite of relevant, accessible qualifications underpinned by the CDEM Competency Framework.
- Provide support for and input into the development and delivery of training for functional Co-ordination Centre roles.

- Implement a programme of professional development for CDEM Controllers.
- Continue to deliver a series of workshops for a number of key CDEM roles, including PIM Managers, Lifelines Utilities Coordinators, Welfare Officers and NCMC Supplementary Staff.

7. National Crisis Management Centre (NCMC) Readiness

Effective CDEM is increasingly reliant on ICT support for critical systems such as the Emergency Management Information System (EMIS), the National Warning System (NWS), websites and other technologies and applications that might be acquired. A stable NCMC systems environment is essential and during 2014/15 mechanisms are to be put in place to monitor system availability and reliability. In addition ICT support to MCDEM in an emergency is critical and through an MOU, the Central Agencies Shared Services unit will be engaged to provide NCMC ICT maintenance, rectification, development and support.

MCDEM will continue to develop and support EMIS through the introduction of system enhancements, providing advice and 'helpdesk' support to users, developing and providing training to local authorities and integrating the NWS into the EMIS.

NCMC hardware will be refreshed in 2014 to improve storage capacity, enhance system speed and help reduce risks associated with system reliability and availability.

We will continue to refine and develop NCMC procedures that will enhance the ability to coordinate and control the response to an emergency. Some of the procedural adjustments developed will be applicable to the operation of Emergency Coordination Centres (ECCs) and EOCs by local government.

As part of the transition to DPMC we now have in place Memorandum of Understanding with a number of partner departments and agencies to provide staff to the NCMC for the response to a long duration or complex operation to supplement MCDEM staff. MCDEM is responsible for training the supplementary staff, which will be undertaken during the year.

8. Public Education Programme (PEP)

Public education and awareness and the distribution of messages that encourage readiness are critical to building community resilience. The "Get Ready Get Thru" campaign is the cornerstone of the public education programme and will continue but again this year with a reduced budget. The specific mix of television, radio and Yellow Pages advertising will be decided after discussion with the advertising agency, Clemenger BBDO, and the researcher Colmar Brunton. A review of the effectiveness of the Get Ready Get Thru component of the PEP will be undertaken to suggest additional options for increasing preparedness, including the use of social media.

We will commence preparations for conducting New Zealand Shakeout in the second half of 2015.

9. Work in partnership with Ministry of Foreign Affairs & Trade

In 2014 MCDEM agreed to a revised Partnership Agreement with the Ministry of Foreign Affairs and Trade's (MFAT) International Development Group to apply MCDEM's knowledge and experience in CDEM to support New Zealand projects to enhance Disaster Risk Management in selected Pacific Island countries. MFAT will fund the projects, the details of

which will be described in a separate MOU between MFAT/IDG and MCDEM. MCDEM staff will be available to deploy quickly to Pacific countries when requested, to support the National Disaster Management Office as a component of New Zealand's contribution during a response.

MCDEM will continue to select, train and maintain the New Zealand UNDAC deployment capability and work with MFAT on the policy settings and mobilisation processes

10. Explore closer integration of MCDEM in the national security framework.

During 2014/15 MCDEM will work closely with the Department's Security and Intelligence Group to explore synergies with MCDEM in national security and crisis management; and contribute to the bedding-in of the revisions made to the Officials' Committee for Domestic and External Security (ODESC) and in particular, its Readiness and Response Board (RRB). We will collaborate across the Department to investigate how the concept of resilience might be adopted in other components of the New Zealand national security framework.

5. Building the Team's Capability

MCDEM is a small team with a wide range of skill and experience in emergency management. The majority of MCDEM's staff is Wellington-based and provide the capacity to develop guidance for the CDEM sector and provide the national-level response and recovery capability. Regional staff based in Auckland, Wellington and Christchurch provide the direct support to the CDEM Groups and contribute to the development of CDEM capabilities in the regions. The work programme will involve staff working in multi-disciplinary project teams drawn from across MCDEM to bring skills and experience available to bear on a particular project.

MCDEM's organisational structure and processes implemented in 2012/13 have matured and are working well in the new departmental arrangements. However the 2014/15 work programme still places high demand on all staff at a time when adding resources is nearly impossible. There will be a challenge for managers to balance workloads and prioritise tasks.

During 2014/15 MCDEM will look to implement individual development utilising leadership development opportunities offered by the New Zealand Defence Force, and emergency management professional development for selected staff through courses provided by the Australian Emergency Management Institute and partner providers in New Zealand.

6. Key Risks

Through a risk management process MCDEM identifies its organisational risks and the likelihoods, consequences and mitigations are assessed regularly, and the level of residual risk reappraised. Risks identified by MCDEM are fed into the Department's risk register.

The Department uses a 3 x 3 risk matrix of low medium and high consequences rated against the likelihood of unlikely, possible and likely.

The critical risk areas for MCDEM are grouped into five categories:

- Organisational capacity
- Budget constraints
- ICT system reliability
- National Crisis Management Centre (NCMC) operation
- Stakeholder confidence

The table shows the potential impacts of these risks, the treatments and the current and treated risk assessments.

Functional area	Nature of risk	Impact	Likelihood	Treatment	Impact after treatment
Insufficient staff for routine MCDEM business	Inability to maintain effective performance High work demands and stress on existing staff outputs and CDEM development compromised Reduced credibility Loss of stakeholder confidence		Likely	Ensuring staff are well trained and supported. Work prioritised	Medium
Insufficient resources to produce outputs	Inability to maintain effective performance High work demands and stress on existing staff Outputs and CDEM development compromised Reduced credibility Loss of stakeholder confidence	Medium	Likely	Prioritise work Improve forecasting of outputs and capacities	Low

Functional area	Nature of risk	Impact	Likelihood	Treatment	Impact after treatment
Inadequate ICT systems availability and reliability	Poor operational response Loss of stakeholder confidence Prolific adverse media comment	High	Possible	Ensure high collaboration with CASS for support including use of performance based SLA. Maintain system update programme	Medium
NCMC facilities compromised disrupting management of a response	Poor response Loss of stakeholder confidence Prolific adverse media comment	High	Possible	Ensure back-up arrangements are in place, and systems accessible from alternative site. Ensure staff trained to adapt to alternative sites.	Medium
Inadequate NCMC processes for managing a response	Poor response Loss of stakeholder confidence Prolific adverse media comment reputational damage	High	Possible	Continually review and adjust procedures Ensure staff are well trained	Medium
Insufficient trained staff for sustained operation of the NCMC	Lack of capacity to manage the response leading to a poor response Stakeholders lose confidence Adverse media coverage / reputational damage	High	Possible	Implement inter-agency MOU for supplementary staff Ensuring agency staff are knowledgeable and trained	Medium

Functional area	Nature of risk	Impact	Likelihood	Treatment	Impact after treatment
Inadequate training for staff operating the NCMC	Poor response Stakeholders lose confidence Reputational damage	High	Possible	Ensuring staff are well trained and knowledgeable	Low
Scale of response exceeds capabilities of supporting agencies	Poor response Loss of stakeholder confidence Prolific adverse media comment	High	Possible	Collaborate with agencies through exercises and training to build capacity	Low
Inadequate support by MCDEM to CDEM Groups	Adverse media comment	Medium	Possible	Roles and responsibilities well defined. Ensure MCDEM supports Groups to implement M&E actions. REMAs well equipped to support Groups	Low

7. Finance

The table below shows how the appropriation of \$11.102M is budgeted in MCDEM. This budget does not include non-departmental expenditure on reimbursing local government for response costs or funding for the CDEM Resilience Fund.

Branch Output Expenditure	Crown	Third-party	Total
	\$(000)	\$(000)	\$(000)
Revenue			
Revenue Crown	10,872		10,872
Revenue Department		230	230
Revenue Other			0
Total Branch Revenue	10,872	230	11,102
Expenditure			
Personnel	4,352		4,352
Other Operating	135		135
Travel	596	208	804
Accommodation	394		394
IT & Communications	217	22	239
Professional Services/Consulting	498		498
Promotion/Publicity	927		927
Depreciation	93		93
DPMC Overhead	1,253		1,253
CASS Charges	2,406		2,406
Total Branch Expenditure	10,872	230	11,102
Net Surplus / (Deficit)	0	0	0

8. 2014/15 Work Programme

The 2014/15 Work Programme at Annex A shows the key activities that will be undertaken during FY2014/15.

The programme and its milestones will form the basis of organisational performance monitoring and reporting during the year. For CDEM Groups the work programme indicates milestones planned for each activity and project and indicates when they may be asked to contribute to the project.

In addition to the activities shown in the programme, MCDEM staff will continue to undertake a considerable range of routine tasks that ensure high readiness of our facilities, systems and procedures, and includes strong engagement with our partners often through the work of the Regional Emergency Management Advisers (REMAs).

9. MCDEM staff

Annex B shows the current organisation chart for MCDEM. Importantly it indicates the relationships between MCDEM and units providing the policy, Private Secretary and Communications/PIM functions. While non-MCDEM units are responsible for managing the staff undertaking these functions, the Director is responsible for their tasking and outputs. The Central Agencies Support Services (CASS) provides HR, ICT and Financial support services to MCDEM and other DPMC units.

Annex A MCDEM Work Programme 2014/15- 17

Serial	Programme/Project	Activity/Milestone		
		2014/15	2015/16	2016/17
1	Corrective Action Plan (CAP)			
a	Development of concepts of operations for states of national emergency	Concepts documented and agreed by ODESC <ul style="list-style-type: none"> • Concepts documented: Nov 2014 • Paper to ODESC Feb 2015 	Procedures for concepts developed	Maintenance
b	Support MBIE with the development of building management arrangements	Support to MBIE to develop and begin implementing building management arrangements	Support to MBIE to implement Building Management arrangements	
c	Development of a 'cadre' of suitably experienced emergency managers	MCDEM's further involvement is subject to ownership and funding of the subject	Maintenance	Maintenance
d	Establish cordon management arrangements	Guideline consulted and published <ul style="list-style-type: none"> • Consultation with EM services: Sept 2014 • Consultation with CDEM Groups: Oct 2014 • Publication: Feb 2015 	Maintenance	Maintenance
e	Issue Logistics Guidelines	Logistics Guideline completed by 30 June	Implementation of Logistics Guideline	
f	Issue Operational Planning Guidelines	Operational Planning Guideline completed by 30 June	Implementation of Operational Guideline	

Serial	Programme/Project	Activity/Milestone		
		2014/15	2015/16	2016/17
g	Support Police with options for integrated enquiry system	Police is the responsible agency for the inquiry function and is developing an inquiry system.	Support Police in the implementation of the inquiry system	Maintenance
h	Review welfare arrangements	Progress actions in the Welfare CAP	Complete actions in the Welfare CAP by 30 June 2016	
2	Revise the National CDEM Plan			
a	Approval of the National CDEM Plan	Government approval process of the revised National CDEM Plan completed by 30 June	Implement revised National Plan	
b	Review of the Guide to the National CDEM Plan	Review of the Guide to the National CDEM Plan begins from September 2014	Review of the Guide to the National CDEM Plan completed by 30 June 2016. Implement revised Guide.	
c	Review of supporting plans to National CDEM Plan		Review of the Wellington Earthquake National Initial Response Plan (WENIRP) begins	Development of additional necessary support plans
3	Progress Options for Recovery Framework			
a	Recovery Framework	Proposals finalised. <ul style="list-style-type: none"> • CDEM Groups consulted Sept-Nov 2014 • CAB 100 consultation on Cabinet paper and Regulatory Impact 	Support the progress of amendments through the Parliamentary process: <ul style="list-style-type: none"> • First reading July 2015 • Select Committee July – Dec 2015 	Stage Two of Review Develop proposals for template legislation if project approved

Serial	Programme/Project	Activity/Milestone		
		2014/15	2015/16	2016/17
		Statement Dec 2014 <ul style="list-style-type: none"> • Draft Cabinet paper to Minister Dec 2014/Jan 2015 • Ministerial consultation Feb 2015 Cabinet processes: <ul style="list-style-type: none"> • Cabinet committee Feb 2015 • Cabinet March 2015 • PCO drafts Bill March-April 2015 • Bill to Cabinet LEG Committee June 2015 Bill introduced 2015	<ul style="list-style-type: none"> • Second and third readings by end of 2015 • Bill enacted STAGE TWO OF REVIEW Investigate the development of template legislation for significant emergencies.	
b	Recovery Guidance	<ul style="list-style-type: none"> • Collate lessons learned from Canterbury by 30 Nov 15 • Undertake revision of recovery guidelines in 2015 	Complete by 30 June 2016 and Implement guidelines	
c	Recovery Managers Workshop		Redevelopment of a workshop for Recovery Managers to reflect new guidelines by 30 June 2016	
4	Develop the Business Case for Public Alerting			
	Public Alerting	Stage one: Develop Indicative Business Case (IBC) and present to Cabinet <ul style="list-style-type: none"> • Appoint BC specialist: 	Implementation	Maintenance

Serial	Programme/Project	Activity/Milestone		
		2014/15	2015/16	2016/17
		July 2014 • Conduct ILM: August 2014 • Develop Project Plan: Sept 2014 • Develop Strategic Assessment: Sept 2014 • Determine Requirements: Sept 2014 • Issue RFI: Sept 2014 • Assess Options: Oct 2014 • Gateway Review: Nov 2014 • IQA: Nov 2014 • Consult Cab Paper: Nov 2014 • IBC to Cabinet: Dec 2014 Stage two: Develop Detailed Business Case • TBD subject to outcome of Stage one. Aiming at May 2015.		
5	Conduct Monitoring and Evaluation Programme			
a	CDEM Group Capability Assessments	Complete assessments of: • Northland (October) • Auckland (October) • Gisborne (December) • Marlborough	Complete assessments of: • Hawkes Bay (July) • West Coast (July) • Bay of Plenty (September)	There are no CDEM Group assessments currently planned for 2016/17

Serial	Programme/Project	Activity/Milestone		
		2014/15	2015/16	2016/17
		(December) <ul style="list-style-type: none"> • Chatham Islands (March) • Otago (March) • Manawatu-Wanganui (March) • Wellington (April) • Taranaki (May) • Southland (May) • Nelson-Tasman (June) • Canterbury (June) 	Report to Minister (December)	
b	Support the implementation of CDEM Group capability assessment results	Assist Groups to develop and implement action plans to address increased capability	Assist Groups to develop and implement action plans to address increased capability	Assist Groups to develop and implement action plans to address increased capability
c	Government Departments' Monitoring & Evaluation	Develop approach and process for M&E of government departments (by June)	Implement government departments' M&E in association with the introduction of the revised National CDEM Plan	
d	Lifelines' Monitoring & Evaluation	Review Lifelines M&E pilot and develop future approach/process (by Nov)		
6	CDEM Capability Development			
a	CDEM Capability Development Strategy	Strategy Steering Group re-engaged: Nov 14 Key Result Area projects implemented: Ongoing – Primary projects listed below.	Key Result Area projects implemented	

Serial	Programme/Project	Activity/Milestone		
		2014/15	2015/16	2016/17
b	CDEM Controllers Development Programme	Programme developed and implemented. 2 cohorts: • Oct 14 • Apr 15	Programme implemented. 3 cohorts	Programme implemented. 3 cohorts
c	Integrated Training Framework (ITF) Courses	Intermediate Course implemented: Nov 14 Advanced suite of courses developed: Priority for development yet to be set	Advanced suite of courses implemented.	
d	NCMC Supplementation	NCMC Induction Course developed, implemented and delivered: Monthly	NCMC Induction Course delivered as required	
e	CDEM Qualifications Review	NZQA Targeted Review of Qualifications (TRoQ) completed: Dec 14		
f	National Co-ordination Centre (NCC) Induction Course	NCC Induction Course developed on behalf of invested agencies and implemented. • Consultation Sep 14 • Review Oct 14 • Implementation from Nov 14	NCC Induction Course delivered as required	
g	EOC/ECC/NCMC Role and Key Tasks Maps	EOC Role Map scope expanded to include NCMC & ECC key responsibilities and tasks. • Alignment of enabling projects Oct 14 • Functional Responsibilities Aide Memoire published Nov 14		

Serial	Programme/Project	Activity/Milestone		
		2014/15	2015/16	2016/17
		<ul style="list-style-type: none"> • Role Map published Jan 15. 		
h	MCDEM Workshops	PIM, Recovery Manager, Lifelines and Welfare workshops delivered as required: <ul style="list-style-type: none"> • Apr 15 	PIM, Recovery Manager, Lifelines and Welfare workshops delivered as required: <ul style="list-style-type: none"> • Oct 15 • Apr 16 	PIM, Recovery Manager, Lifelines and Welfare workshops delivered as required: <ul style="list-style-type: none"> • Oct 16 • Apr 17
7	NCMC Readiness			
a	Oversight of the National CDEM Exercise Programme	<ul style="list-style-type: none"> • Start development of Shakeout 2015; • Assist CDEM Group exercises; exercise course delivered, • Maintain calendar 	Conduct ShakeOut 2015; Assist CDEM Group exercises; exercise course delivered, write annual report, maintain calendar	Write annual report, maintain calendar
b	National InterAgency Exercise Programme	<ul style="list-style-type: none"> • Assist Police planning Exercise Guardian and Exercise Resolution • Provide guidance and support to other agencies for exercises. 	Attend NEP meetings, provide guidance and support to other agencies for exercises.	Attend NEP meetings, provide guidance and support to other agencies for exercises.
c	Exercise Pacific Wave	Plan and conduct Ex PacWave15		Plan and conduct PacWave 17
d	Upgrade (or Transfer to EMIS) of National Warning System	Investigate, decide, implement	Implement	Maintenance
e	Implementation of the new PTWC products	Train staff and go live 1 October 2014		
f	Mapping upgrade	Testing and release		

Serial	Programme/Project	Activity/Milestone		
			2014/15	2015/16
8	Public Education Programme (PEP)			
a	PEP	Review content of PEP October 2014	Implement revised PEP as budget allows	
b	PEP Social Media	Implementing the social media strategy Following review of PEP, October 2014		
c	ShakeOut 2015	ShakeOut planning and preparation Starting September 2014	Conduct ShakeOut	
9	International Engagement			
a	Partnership with MFAT	<ul style="list-style-type: none"> Partnership Agreement between MFAT and MCDEM signed in Sept 2014 Activity design document developed and agreed. MOU(s) developed, agreed and signed by December 2014 Revised programme begins implementation – Year 1 programme activities completed by 30 June 	Year 2 programme activities completed by 30 June	Year 3 programme activities completed by 30 June
b	Regional Partnerships	<ul style="list-style-type: none"> Bilateral commitments with EMA and FEMA are completed by 30 	Bilateral commitments with EMA and FEMA are completed by 30 June.	Bilateral commitments with EMA and FEMA are completed by 30 June.

Serial	Programme/Project	Activity/Milestone		
		2014/15	2015/16	2016/17
		<p>June.</p> <ul style="list-style-type: none"> • Trilateral commitments with EMA and FEMA are completed by 30 June. • Regional commitments with APEC, ASEAN and EAS are completed by 30 June. • Global commitments with UNOCHA including UNISDR are completed by 30 June. 	<p>Trilateral commitments with EMA and FEMA are completed by 30 June. Regional commitments with APEC, ASEAN and EAS are completed by 30 June. Global commitments with UNOCHA including UNISDR are completed by 30 June.</p>	<p>Trilateral commitments with EMA and FEMA are completed by 30 June. Regional commitments with APEC, ASEAN and EAS are completed by 30 June. Global commitments with UNOCHA including UNISDR are completed by 30 June.</p>
10	Integration with National Security			
a	ODESC arrangements	Participating in the implementation of the National Security System including participating in Readiness and Response Board meetings, watch groups, exercises and other related activities during 2014/2015	Participating in the National Security System	Participating in the National Security System
11	Revision of Guidelines			
a	MCDEM Guideline and document revision or development	Up to four MCDEM guidelines or documents to be revised or developed. DGLs to be completed by 30 June: Welfare in Emergencies,	Up to four MCDEM guidelines or documents to be revised or developed	

Serial	Programme/Project	Activity/Milestone		
			2014/15	2015/16
				2016/17
		CDEM Group Planning, Logistics and Operational Planning		
b	Guide implementation of Rapid Impact Assessment	Work with NZFS to support the completion of the Rapid Impact Assessment app by 30 June Begin implementation in partnership with NZFS from February 2015 for the Rapid Disaster Impact Assessment app		Implementation of the app by 30 June
12	Review National CDEM Strategy 2017			
a	Gather evidence base	Gather evidence base for review of the current Strategy, and development of a future strategy by 30 June		Monitor developments in emergency management policy, practice, and strategy
b	Engagement and communications	Develop Engagement and Communications Plan Develop engagement 'products' Start early engagement by 30 June		Main phase of engagement Consultation
c	Strategy development	Establish project governance Develop project plan and strategy development process by 30 June		Main strategy development phase; Write new National CDEM Strategy Signoff and ODESC/Cabinet processes

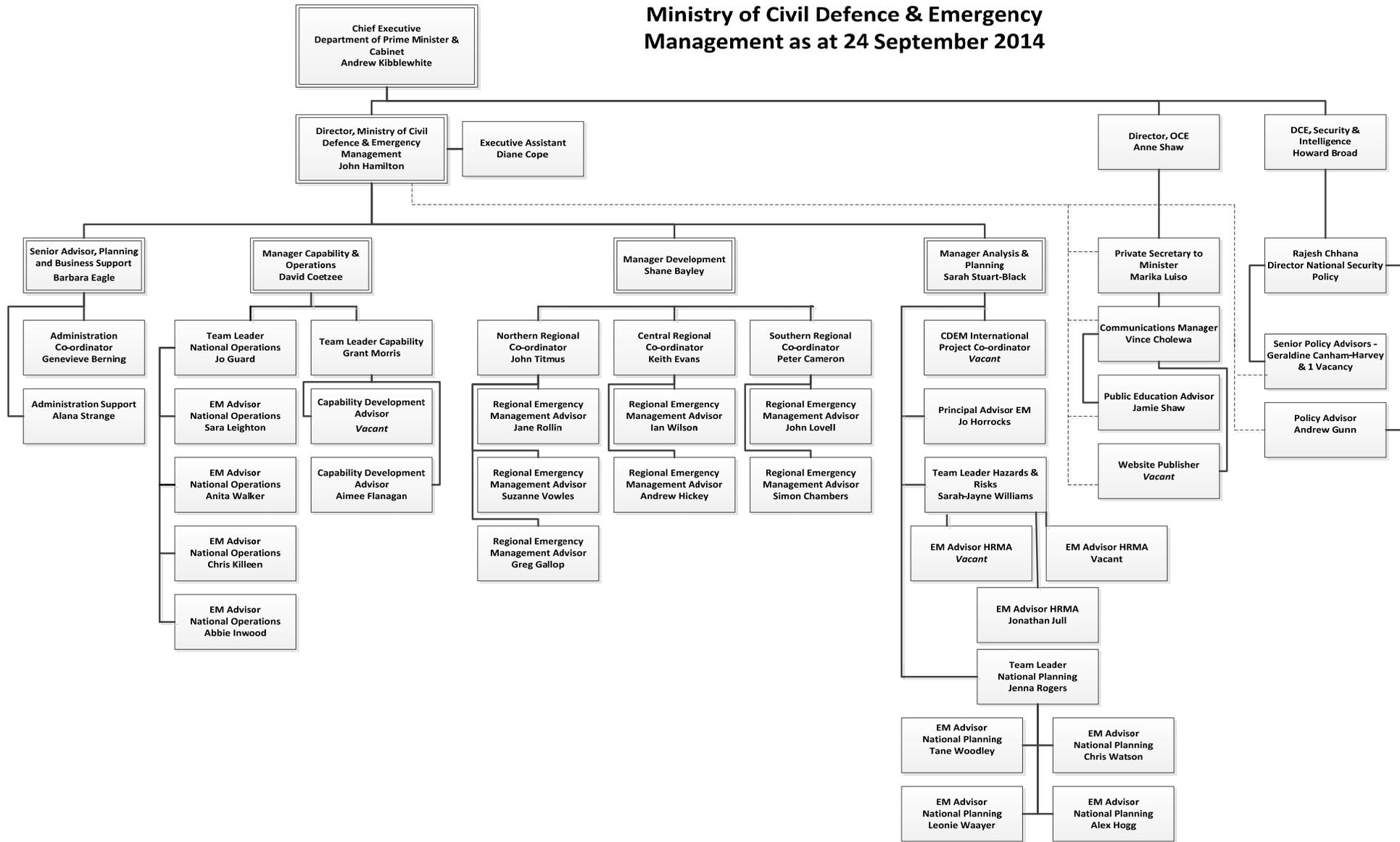
Serial	Programme/Project	Activity/Milestone		
		2014/15	2015/16	2016/17
13	Hazard Risk Research			
	Science and Research Coordination	Ongoing engagement with science agencies and researchers to ensure (a) CDEM interests and priorities are represented in research; and (b) that science and research findings are integrated into CDEM doctrine and practice. (c) CDEM represented in National Science Challenge	Engagement with science agencies and researchers to ensure (a) CDEM interests and priorities are represented in research; and (b) science and research findings are integrated into CDEM doctrine and practice. (c) CDEM represented in National Science Challenge	
14	Business As Usual Projects			
a	Ongoing support reviewed adjustments to legislative framework	<ul style="list-style-type: none"> Responding to regulatory changes, opportunities and reviews e.g. the RMA, Building Act and other related legislation Input into cross-government steering groups and reviews, and specific policy proposals led by other departments (includes second opinion advice on Cabinet papers) 	Responding to regulatory changes, opportunities and reviews e.g. the RMA, Building Act and other related legislation	

Serial	Programme/Project	Activity/Milestone		
		2014/15	2015/16	2016/17
b	Review CDEM policies	<ul style="list-style-type: none"> • Review of aspects of the financial assistance regime to local authorities by 30 June • Assessment and processing of local authority claims for government financial assistance for response and recovery costs (approx.. 8 annually) when required • Special policy work on central government contributions to hazard mitigation (processing new projects or managing existing ones – approx.. 2-3 projects a year), when identified 		
c	Ongoing Ministerial Support	<ul style="list-style-type: none"> • Support for Ministerial, activities e.g. OIAs, written and Parliamentary PQs, ministerials, BIM, information for visits and meetings • Advice for the Minister, ODESC, Cabinet etc in an emergency 		
15	Tsunami Risk Management Programme			

Serial	Programme/Project	Activity/Milestone		
		2014/15	2015/16	2016/17
	Tsunami planning	Update Tsunami Warning & Advisory Plan; Implementation of new PTWC products Oct 2014	Maintenance	Maintenance
16	Resilience Programme			
a	Central government resilience programmes and policy	<ul style="list-style-type: none"> • Develop holistic, whole of society approach to resilience for discussion in 2014/2015 • Improve ongoing coordination with other government departments on resilience issues 	Maintenance	Maintenance
b	Support to local government resilience programmes	<ul style="list-style-type: none"> • Monitor/support ongoing community resilience programmes • Resilience Forum in 2015 	Monitor/support community resilience programmes Resilience Forum	Develop tools and resources for supporting local government in their community resilience efforts

Annex B MCDEM Organisation Chart

Ministry of Civil Defence & Emergency Management as at 24 September 2014



----- Indicates Director MCDEM is responsible for tasking these functions and positions

DEPARTMENT
of the PRIME MINISTER
and CABINET



The Ministry is a branch of the Department of Prime Minister and Cabinet.