

# 21. Exercising and testing

**Summary** CDEM exercises are a core part of readiness and assist in identifying gaps and issues. The lessons identified are integrated into updated plans and procedures to improve the ability to respond to and recover from an emergency.

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## 21.1 Introduction

### Part 7 Readiness Exercising and testing

#### 103 Introduction

- (1) *Exercising and testing arrangements help to—*
  - (a) *evaluate capability; and*
  - (b) *identify gaps and issues; and*
  - (c) *provide opportunities for practising established roles and responsibilities.*
- (2) *Lessons identified in exercises should be integrated into work programmes and used to update plans and procedures to further improve the ability of agencies to carry out response and recovery activities*

Exercises are defined as activities that consider or simulate a real life situation so that an agency is able to review or test procedures and practice participants in defined roles. They are an integral part of training and preparing agencies to carry out their functions in real emergencies.

## 21.2 National CDEM Exercise Programme

#### 104 National CDEM Exercise Programme

- (1) *The National CDEM Exercise Programme provides the means to co-ordinate exercising of the CDEM operational capability of agencies and CDEM Groups and their local partners (for example, lifeline utilities).*
- (2) *The National CDEM Exercise Programme—*
  - (a) *seeks to exercise the operational arrangements within this plan, CDEM Group plans, and agency plans to—*
    - (i) *improve response and recovery at local, CDEM Group, and national levels; and*
    - (ii) *assess readiness; and*
  - (b) *is supplemented by regular agency and local exercises; and*
  - (c) *is co-ordinated by the MCDEM; and*
  - (d) *is an element of the all-of-government National Exercise Programme (interagency) managed by the DPMC.*

In addition to clause 104 of the *National CDEM Plan 2015*, the National CDEM Exercise Programme supports the Director of CDEM to fulfil their responsibilities under the *CDEM Act 2002*, including:

- ♦ advising the Minister on matters relating to CDEM under section 8(2)(a), and
- ♦ monitoring the performance of CDEM Groups and persons who have responsibility under section 8(2)(f) (see Section 22, Monitoring and evaluation).

The National CDEM Exercise Programme involves regular CDEM exercises that link CDEM Groups with each other and with CDEM response arrangements at the national level.

#### Sponsorship, ownership, and governance

The National CDEM Exercise Programme Charter (the Charter) establishes the basis of the National CDEM Exercise Programme.

MCDEM is the overall National CDEM Exercise Programme sponsor. The programme is owned collectively by the participant stakeholders and is subsequently managed in partnership through a representative Governance Group. The National CDEM Exercise Programme Governance Group is guided by the provisions of the Charter.

While participation in the National CDEM Exercise Programme is voluntary, participation in this programme informs the MCDEM monitoring and evaluation process for CDEM Groups.

<b>4 Tier exercise approach</b>	<p>The National CDEM Exercise Programme recognises that exercising needs to occur at all levels of the CDEM structure. It therefore establishes a four-tier exercise approach. Each tier is expected to be based on, and informed by, a consistent regime of planning, observation, evaluation, feedback, and continuous improvement. The four tiers defined in the Charter are:</p> <ul style="list-style-type: none"> <li>◆ Tier 1: Local exercise (individual organisation)</li> <li>◆ Tier 2: Group exercise (within a CDEM Group)</li> <li>◆ Tier 3: Inter-Group exercise (across CDEM Groups, may include MCDEM), and</li> <li>◆ Tier 4: National exercise (New Zealand or part thereof, including Tiers 1 to 3 and central government)</li> </ul> <p>The principal focus of the National CDEM Exercise Programme is on Tiers 3 and 4. These exercises should aim to:</p> <ul style="list-style-type: none"> <li>◆ improve the response capability at national and CDEM Group levels</li> <li>◆ improve the response capability at central government level, and</li> <li>◆ assess the readiness of participants.</li> </ul>
<b>Schedule</b>	<p>The programme maintains a 10-year schedule, with Tier 3 exercises held every second year and Tier 4 exercises held in the intervening years.</p> <p>Exercises included in the National CDEM Exercise Programme are designed specifically for emergencies where CDEM is the lead agency<sup>1</sup> and align, where possible, with the interagency National Exercise Programme schedule managed by the Department of the Prime Minister and Cabinet (see section 21.2.2). The National CDEM Exercise Programme schedule of exercises can be found at <a href="http://www.civildefence.govt.nz">www.civildefence.govt.nz</a> (search for 'exercise calendar').</p>
<b>Guidance</b>	<p>MCDEM provides leadership and guidance across all levels of exercising through the provision of the <i>CDEM Exercises Director's Guideline [DGL 10/09]</i>, and an Exercise Writing and Management course.</p>

### 21.2.1 National CDEM Exercise Programme management and participation

<b>Overall management</b>	<p>MCDEM manages the National CDEM Exercise Programme. MCDEM:</p> <ul style="list-style-type: none"> <li>◆ sponsors the National CDEM Exercise Programme</li> <li>◆ supports the Governance Group</li> <li>◆ provides a National CDEM Exercise Programme secretariat, and</li> <li>◆ reports on Tiers 3 and 4 exercises.</li> </ul>
<b>Tier 3 exercises</b>	<p>MCDEM, CDEM Groups, and participating regional agencies:</p> <ul style="list-style-type: none"> <li>◆ provide representation on the Governance Group</li> <li>◆ participate in exercise planning and execution, and</li> <li>◆ report to the Governance Group.</li> </ul>
<b>Tier 4 exercises</b>	<p>MCDEM and the Committee of Officials for Domestic and External Security Coordination (ODESC) and/or the National Security Committee of Cabinet (NSC), and participating national agencies:</p> <ul style="list-style-type: none"> <li>◆ participate in exercise planning and execution as per National CDEM Exercise Programme, interagency National Exercise Programme, and NSC schedules, and</li> <li>◆ report to the NSC.</li> </ul>

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<sup>1</sup> Emergencies resulting from geological or meteorological events, or lifeline utility failure.

## 21.2.2 Interagency National Exercise Programme

The interagency National Exercise Programme has been established to help ensure that New Zealand is prepared to effectively respond to national security (all hazard) emergencies.

The National Exercise Programme is chaired by the Department of the Prime Minister and Cabinet.

The National Exercise Programme builds capability through a coordinated series of interagency exercises and these are measured against a set of national objectives. Capability is also built through the capture and sharing of lessons identified from previous emergencies and exercises.

The National Exercise Programme is supported by a Planning Team comprised of a professional body of specialists across government agencies. The Planning Team maintains oversight of national exercises and supports a consistent approach to national exercising through the development of tools and provision of guidance.

## 21.3 Exercising and testing activities

### 105 Exercising and testing activities

- (1) *Each agency with roles and responsibilities under this plan should regularly exercise and test its arrangements.*
- (2) *Exercising arrangements may be carried out via the following means:*
  - (a) *exercises run by an agency; and*
  - (b) *exercises within the National CDEM Exercise Programme; and*
  - (c) *exercises within the National Exercise Programme.*
- (3) *Each agency should share with other relevant agencies and CDEM Groups any lessons and improvements resulting from exercises and tests.*

## 21.4 References and links

### Other sections of the Guide

- ◆ Section 4, General roles and responsibilities
- ◆ Section 5, Ministry of Civil Defence & Emergency Management (MCDEM)
- ◆ Section 6, Civil Defence Emergency Management Groups (CDEM Groups)
- ◆ Section 18, Readiness
- ◆ Section 19, Planning
- ◆ Section 22, Monitoring and evaluation
- ◆ Section 23, Public education and community engagement
- ◆ Section 24, Response

### Other documents and links

- ◆ National CDEM Exercise Programme Charter ([www.civildefence.govt.nz](http://www.civildefence.govt.nz) – search for ‘exercises’)
- ◆ National CDEM Exercise Calendar ([www.civildefence.govt.nz](http://www.civildefence.govt.nz) – search for ‘exercises’)
- ◆ Ministry for Civil Defence & Emergency Management (2009) *CDEM Exercises Director’s Guideline for Civil Defence Emergency Management Groups [DGL 10/09]*; ISBN: 978-0-478-25490-7 ([www.civildefence.govt.nz](http://www.civildefence.govt.nz) – search for ‘exercises’)