



Interim Report

September 2010



Ministry of Civil Defence
& Emergency Management

Te Rākau Whakamarumarū

-Or-

How To Lose Friends And Alienate People

Purpose of the CDEM M&E Programme

- To fulfill the requirements of the Director *to monitor the compliance and performance of CDEM Groups and other persons with responsibilities under the CDEM Act*
- Essentially – *to assess where we are in CDEM*
 - Evaluate progress since 2002
 - Review strengths and weaknesses
 - Look for opportunities, improvements
 - Inform work programmes

Overview of Progress to Date

- 13 of 16 CDEM Groups assessed
 - 10 reports completed
 - BOP, Waikato, Northland, Manawatu-Wanganui, Nelson-Tasman, Marlborough, Taranaki, Otago, Canterbury, Hawkes Bay
 - 3 in development
 - Wellington, Chathams, Gisborne
 - 3 to be scheduled
 - West Coast, Southland, Auckland
- Behind schedule on: MCDEM, government departments, lifelines → first half next year?
- Key themes and issues emerging

Overview of Scoring:

Assessment Framework

| Strategic Framework | | Capability Criteria | |
|---------------------|------------|----------------------------|----------------------|
| Goals | Objectives | Key Performance Indicators | Performance Measures |
| 1 | A | 1.1 | 1.1.1 |
| | | | 1.1.2 |
| | | | 1.1.3 |
| | | 1.2 | 1.2.1 |
| | | | 1.2.2 |
| | | 1.3 | 1.3.1 |
| | | | 1.3.2 |
| | | | 1.3.3 |
| | 1.4 | 1.4.1 | |
| | | 1.4.2 | |
| | B | 2.1 | 2.1.1 |
| | | | 2.1.2 |
| | | | 2.1.3 |
| | | | 2.1.4 |
| 2.2 | | 2.2.1 | |
| | | 2.2.2 | |
| | 2.2.3 | | |
| 2.3 | 2.3.1 | | |
| | 2.3.2 | | |

Areas the Assessments Cover

Public Education

Welfare

CEG

Local Authorities

Risk Profile

CDEM Groups

Community Resilience

CDEM Planning

Communications

Business Continuity Management

Control and Coordination

Public Information

Warning Systems

Emergency Services

Exercising

Government Departments

Lifelines Coordination

Risk Reduction

Hazard Monitoring

Information Management

Risk Assessment

Resources and Logistics

Governance

CDEM Research

Lifelines

Professional Development

Recovery

Events of National Significance

MCDEM

Funding for CDEM

Statistics for first 10 CDEM Groups

Goal 1

(public education and community resilience)

Goal 2

(hazard/risk research, assessment and reduction)

Goal 3

(readiness and response)

Goal 4

(recovery)

Enabler 1

(governance and organisational resilience)

Overall Score

Statistics for first 10 CDEM Groups

| | Max | Min | Average |
|--|-----|-----|---------|
| Goal 1 <i>(public education and community resilience)</i> | | | |
| Goal 2 <i>(hazard/risk research, assessment and reduction)</i> | | | |
| Goal 3 <i>(readiness and response)</i> | | | |
| Goal 4 <i>(recovery)</i> | | | |
| Enabler 1 <i>(governance and organisational resilience)</i> | | | |
| Overall Score | | | |

Statistics for first 10 CDEM Groups

| | Max | Min | Average |
|--|--------------|--------------|--------------|
| Goal 1 <i>(public education and community resilience)</i> | 86.0% | 37.3% | 63.2% |
| Goal 2 <i>(hazard/risk research, assessment and reduction)</i> | 75.6% | 38.2% | 57.0% |
| Goal 3 <i>(readiness and response)</i> | 80.9% | 52.3% | 66.6% |
| Goal 4 <i>(recovery)</i> | 62.6% | 21.9% | 45.4% |
| Enabler 1 <i>(governance and organisational resilience)</i> | 80.3% | 43.5% | 58.8% |
| Overall Score | 75.6% | 44.7% | 59.8% |

Scoring by Area:

The Good

Training
Professional development
Group Planning
Controllers
EOCs
Public information
Welfare delivery
Lifelines

The Bad

Public education
Risk reduction
Welfare coordination
Culture
Funding

The Ugly

Recovery
Governance
Work programmes
Business continuity management

Some Themes:



LEADERSHIP

When in doubt, wave a flag.



Leadership and Governance

- Leadership, governance, structures and funding are everything
 - Impact on CDEM Group culture
- If you get those right, everything else becomes a whole lot easier – it is *enabling* of progress
- The Leadership of Groups spend less than 5% of their time doing or thinking about CDEM
- We work *mainly* with operational staff

Lessons for MCDEM:

- We should help by influencing at the political (Joint Committee) and executive (CEG) levels
- The ‘image’ of CDEM is important – need to spend time promoting / positioning / advocating for CDEM incouncils (and elsewhere)

Key Opportunity

Local government elections – October 2010

Absolutely crucial to get this right

We need to think about a MUCH better induction programme for incoming Mayors/Councillors

A really persuasive argument for ‘why you should care about Civil Defence’

Education programme – from CD to CDEM

Ongoing engagement strategy, how to keep CDEM relevant, interesting and ‘on the table’ for them

The Many Functions of Local Govt



The Many Functions of Local Govt

- Councils have a lot of stuff to do
- Civil defence is generally low profile, low priority
- A lot of staff are part-time (civil defence) only – have many different ‘hats’
- A lot of small organisations struggle to do CDEM

Lessons for MCDEM:

- **Need to be aware of competing priorities**
- **Need to make things easier/more straight forward**
- **Need to facilitate peer sharing**

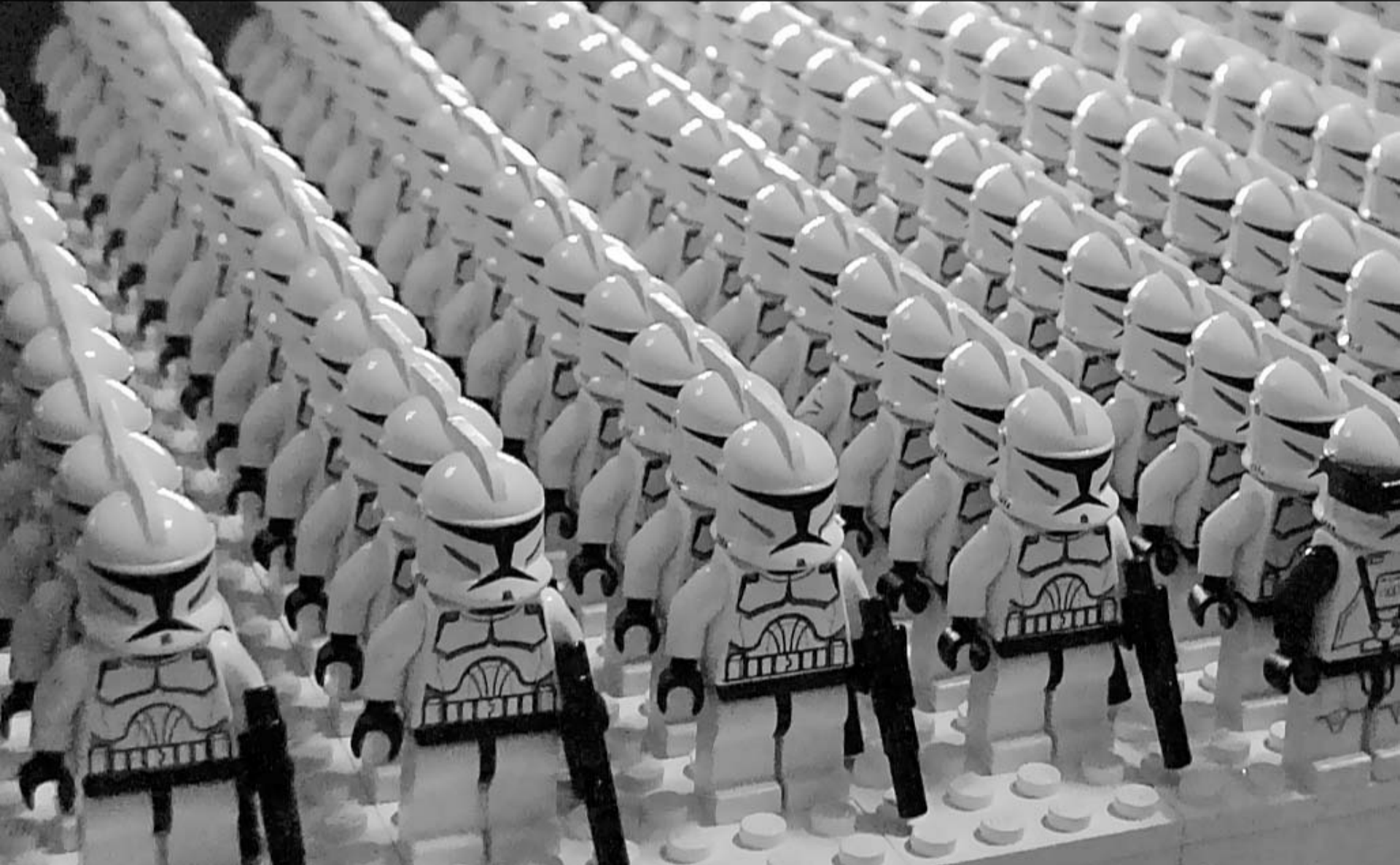
Application of 4Rs



Application of 4Rs

- Civil Defence to a lot of people is ‘training and EOCs’
- Everyone knows the importance of public education and community engagement, but struggle to do it
- Still not enough recognition of reduction and recovery
 - Hospitals are still being built on flood plains
 - Councils are spurred primarily by growth and economic development
 - Low understanding of the importance of recovery
 - Lack of integration of CDEM-related activities across councils
 - Not enough promoting/advocating for risk reduction and recovery
- Councils’ enthusiasm for CDEM is often a result of having been through an event
 - Only realise the importance of readiness after having an event
 - Galvanises commitment; a sense that it can happen

National Consistency of CDEM Groups



National Consistency of CDEM Groups

- There isn't, very much
- Quite a variation in:
 - Culture
 - Management
 - Operations
 - Resourcing
 - Funding models

Is this a bad thing necessarily?

- Can't be too rigid about structure – horses for courses
- Sometimes used as an excuse (“we are unique”)
- What things should be consistent?

The Positives



The Positives

- There are some areas of real excellence – while they're not consistent across Groups, they exist
- Response is good in most places (controllers, PIM, welfare delivery, EOCs) everyone has confidence in their ability to respond (at least in the short term)
 - Goal 3 of the Strategy is solid
- Other good stuff IS going on (e.g. community outcomes and engagement, hazard research and planning, risk reduction, risk management) it's often just not considered 'CDEM'
 - Need better linkages/to join the dots... there are efficiencies to be had, gains to be made... but at least the dots exist
- Many examples of cooperative, collaborative working
 - Uptake on the spirit and intent of the Act

The Positives

- Professionalism in CDEM
 - New professional staff are moving things forward
 - Lots of examples of ‘new blood’, new staff coming in and changing the way things are done (for the better)
- Maturity of multi-agency partnerships
- Willingness to engage in M&E (and take things forward afterwards)
 - Linkages with second generation Group planning
 - Informing work programmes

Lifelines Groups



Lifelines Groups

- Lifelines groups/coordination only
- 10 performance measures, 1 performance indicator

Lifelines Groups

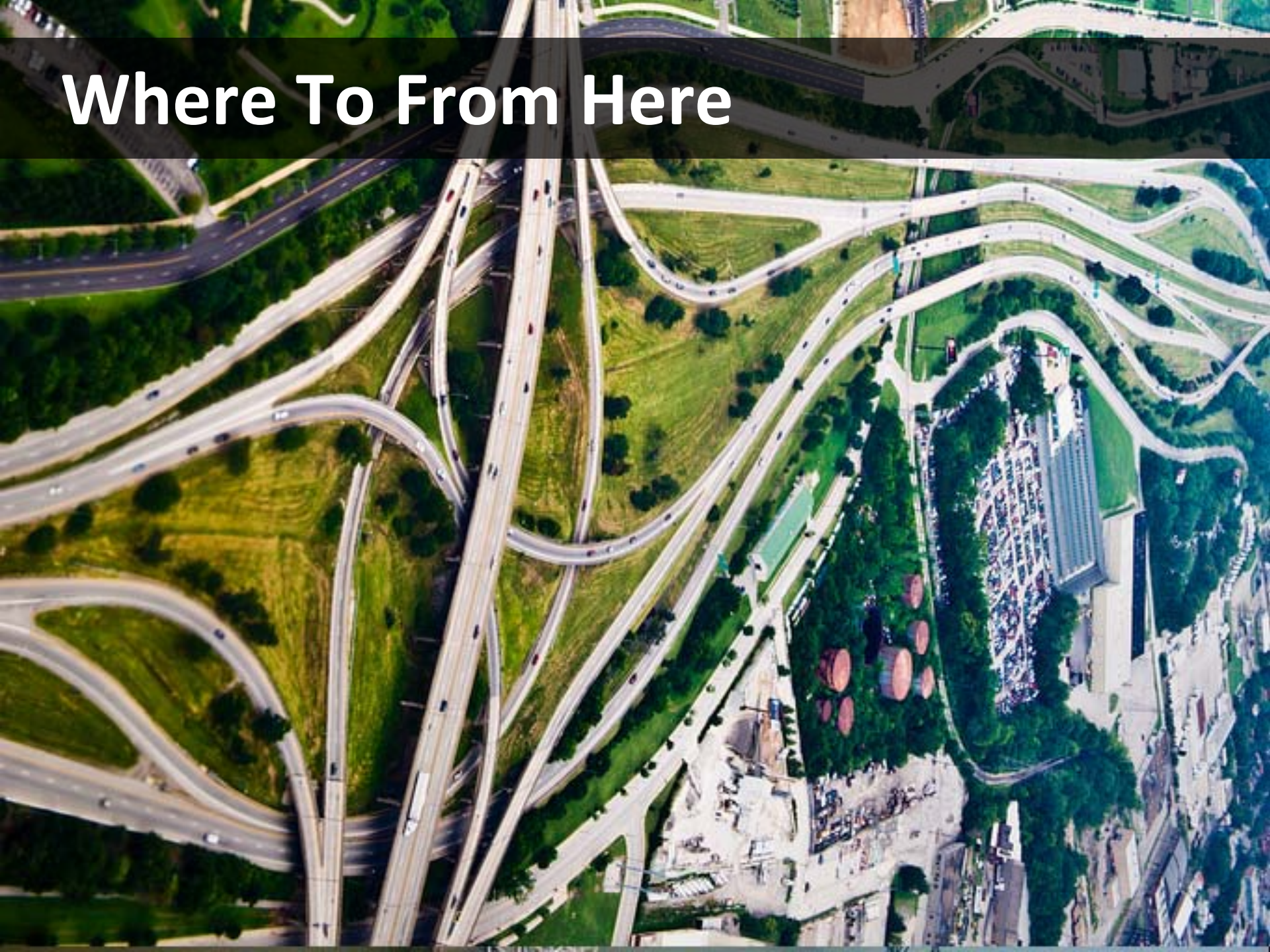
| | Max | Min | Average |
|------------------|--------|-------|---------|
| Lifelines Groups | 100.0% | 48.0% | 65.4% |

- Generally score well
 - Good representation by most utility sectors
 - Well coordinated / managed
 - Some well-developed relationships and connections
 - Comprehensive and critical project work undertaken

Lifelines Groups – recommendations

- A need to keep the pressure on
- Would ideally be more lifeline utilities-driven in places (by lifelines, for lifelines)
- Variable funding models
- A need to demonstrate value for money, carefully choose projects that benefit all members
- Projects would ideally align with CDEM Group Plan goals and objectives
- Roles in response need to be further developed
 - Specifically-trained lifeline utility coordinators
 - Coordination protocols or standard operating procedures

Where To From Here



Where To From Here

CDEM Group Assessments – by end 2010

- Complete Assessments
- Support Groups implement actions
- Support CDEM generally by advocating for high-level issues

Other Assessments – by end June 2011

- MCDEM
- Government departments
- Lifelines

National Capability Assessment Report – mid/late 2011

- Analysis of data, themes and issues
- Workshops: solutions and recommendations

Likely Format of Lifelines Component

- Capability Assessment Tool (self-scoring)
- Questionnaire
- Some interviews
 - What you have in place
 - Linkages with CDEM
 - Opinions on functioning of CDEM locally, regionally and/or nationally

further questions



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