

Emergency Management System Reform Programme Board Terms of Reference

Background

DPMC established the Emergency Management System Reforms (EMSR) Programme in October 2018, to bring together the significant pieces of work being led by teams across the Department, to deliver the vision set out in the Government's response to the TAG Review.

Governance for the programme was originally provided by the EMSR Steering Group, which has carried over from the TAG Implications Project.

In early 2019, the Steering Group revisited programme governance arrangements to ensure they served the needs of the programme now that this had transitioned from a policy project to a transformational change programme. The Steering Group agreed to reconstitute itself as the EMSR Programme Board, extending membership to include the projects' business owners (Tier 3 leaders representing MCDEM Capability & Development, the National Security Policy Directorate, and the National Security Workforce Directorate).

The Project Board held its first meeting on 12 March 2019. This TOR was agreed 10 April 2019.

Programme Board Membership

Name	Title	Programme Board Role
Clare Ward	Executive Director, Strategy, Governance and Engagement (SGE)	Programme Board Chair Senior Responsible Owner for the programme Business owner for: <ul style="list-style-type: none"> National Structures policy work, including NEMA establishment and lead agencies
Sarah Stuart-Black	Executive Director, MCDEM	Project sponsor for MCDEM projects
David Coetzee	Manager, Capability & Development, MCDEM	Business owner for MCDEM-led projects including: <ul style="list-style-type: none"> CIMS Review COP Programme Fly-In Teams New Emergency Management Facility Controller & Recovery Manager Capability Development Programme
Paul Ash	Acting Director, National Security Policy (NSG)	Business owner for policy projects including: <ul style="list-style-type: none"> Legislative changes to the CDEM Act, and associated regulations
Catriona Robinson ¹	Acting Director, National Security Workforce (NSG)	Business owner for NSW-led projects including: <ul style="list-style-type: none"> Workforce professionalisation, including Enabling Consistent CIMS Practice programme
	Director, National Security System Directorate (NSSD)	Interface with HRB and the National Security System
Julie Wade	Programme Manager	Programme Manager

¹ Note that Catriona Robinson sits on DPMC's Risk and Assurance Committee (RAC), and as such will declare a conflict of interest on occasions when the EMSR Programme reports to RAC.

Programme Board Role

The role of the EMSR Programme Board is to provide overarching guidance, coordination and oversight of the EMSR Programme, and of any advice to the Minister. The Programme Board is accountable for the success of all the projects sitting below the programme, and for ensuring they are coordinated and cohesive between themselves and with wider work underway within and outside DPMC.

The Programme Board is accountable for ensuring the EMSR programme delivers to the commitments set out the Government's Response to the TAG Review, by:

- Managing strategic risks and issues relating to the delivery of the EMSR programme, or that could compromise the achievement of the outcomes sought
- Providing strategic direction and resolving strategic interdependencies between projects to ensure the programme continues to progress
- Providing assurance as necessary to the Minister of Civil Defence and to DPMC's ELT, on overall progress of the programme and the management of risks and issues.

The Programme Board provides project managers with an escalation point for raising risks or issues that cut across projects or impact our ability to achieve the vision and outcomes set out in the Government's Response to the TAG review.

Programme Board members, in their role of projects' business owners, are responsible for:

- Ensuring projects maintain alignment to the direction set out in the Government's Response to the TAG Review, and that work is delivered in the most efficient and effective way
- Ensuring the project teams of their accountable projects understand linkages, and make connections to, other projects within the programme as well as other parts of the system
- Making resource available for the delivery of projects with the programme.

Frequency of meetings

- The Programme Board will meet fortnightly.
- The Strategy, Governance and Engagement group will provide secretariat services.

Agenda and Papers

The EMSR Programme Manager will set the meeting agenda with a focus on strategic issues and risks, and interdependencies across projects. Programme Board members and Project Programme Leads can add items to the agenda by advising the Programme Manager.

All papers for consideration must be lodged with the Programme Manager and circulated electronically to members at least three working days before the meeting. The purpose of all papers should be identified in the agenda as being for information, discussion or decision making.

Prior to each meeting members should:

- read and understand the papers to be taken as read and any other papers submitted,
- have formed a position on any decisions required by the Programme Board, and
- prepare any feedback or questions.

Following the meeting each member should ensure they:

- complete any actions assigned to them, and
- communicate relevant Programme Board decisions to their respective project leads.

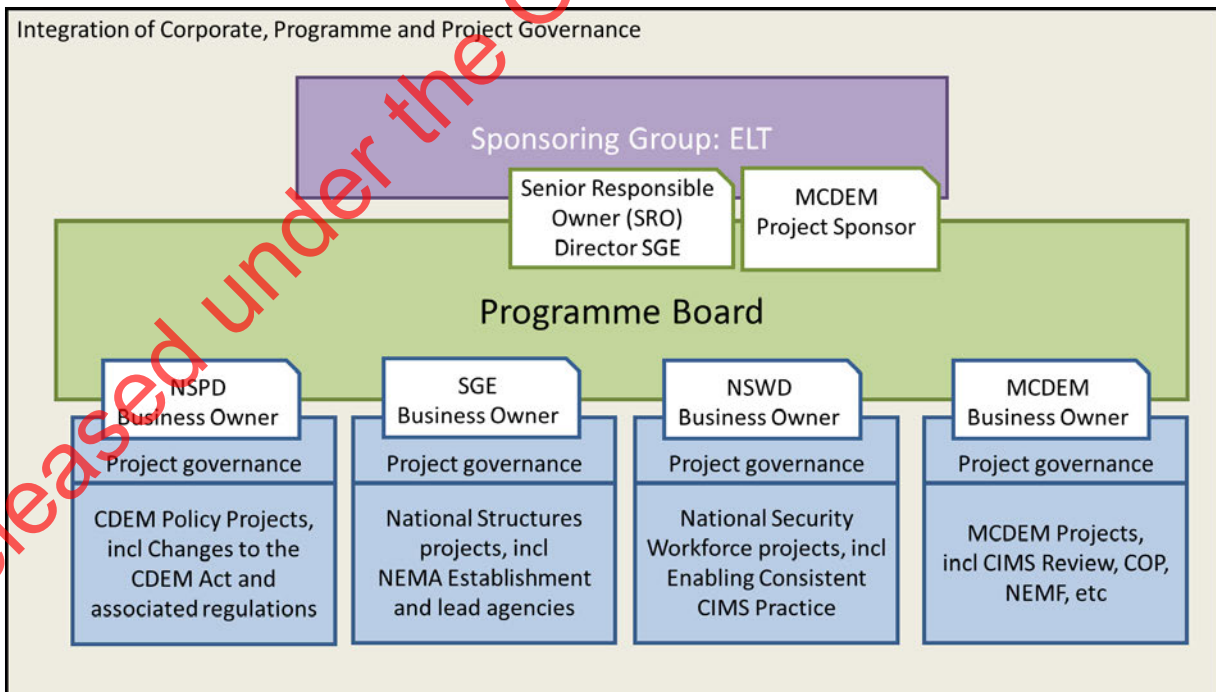
Reporting

- Projects and programmes within the EMSR Programme Portfolio will contribute to the fortnightly EMSR Programme Status Report, which will be presented for discussion at each EMSR Programme Board meeting. The Status Report will focus on strategic risks and issues as well as progress towards key milestones.
- The EMSR Programme Status Report will inform fortnightly reporting to the Minister of Civil Defence.
- Should the required frequency of Ministerial reporting change, the Programme Board will consider whether to alter the frequency of programme reporting to match.
- The Chair will keep ELT informed of matters of interest to them via ELT's regular weekly meetings.
- The EMSR Programme will formally report to ELT via the ELT Quarterly Report.

Integration of Programme and Project Governance

Each project/programme continues to be accountable to its specific business owner, and governance at the project level will continue to be provided either by its own project board or via normal line management arrangements, as appropriate for the complexity of the work.

The following diagram illustrates the interface between programme and project governance.



Emergency Management System Reforms

Programme Vision Statement

We need to move to an emergency response system that **works as one** to reduce risks to life and facilitate a speedy recovery

Our vision is that no matter who or where they are, people in New Zealand get a consistent level of support in an emergency. Some communities and individuals are more vulnerable to the negative impacts of a disaster than others. We need to ensure that our system recognises this.

Specifically, we want an emergency response system in which:

- Communities know their risks and plan for these, and are enabled to look after themselves when an emergency strikes.
- We have the right number of skilled people who are prepared to respond 24/7, anywhere in New Zealand.
- Roles and responsibilities are clear and understood at all levels so that people and processes work together seamlessly.
- Information flows easily and allows people to make timely and well-informed decisions.

If we do this right, we can deliver a number of benefits to New Zealanders. The primary benefits will be an increase in public safety and reduced damage to property. This also means faster and more effective recovery, which will reduce the long-term costs to communities and the Crown and increase public trust and confidence in the system overall. Investing now will reduce costs in the longer term.

Over the next 12 months and in out-years, the DPMC will prioritise work to implement the Government's decisions to improve the system for responding to natural disasters and other emergencies. This work will focus on five key areas:

- Putting the safety and wellbeing of people at the heart of the emergency response system
- Strengthening the national leadership of the emergency management system
- Making it clear who is responsible for what, nationally and regionally
- Building the capability and capacity of the emergency management workforce
- Improving the information and intelligence system that supports decision making in emergencies

DPMC/MCDEM's EMSR Portfolio at a Glance

Emergency Management System Reform Programme Portfolio

Project/Programme Name		High-level Objective	Current stage
1	Legislative Changes to the CDEM Act, and associated regulations	<ul style="list-style-type: none"> Amending the CDEM Act as necessary to support the proposals in the Government's response to the TAG review, to increase collaboration, consistency and clear lines of authority at both the regional and national level; and enacting associated regulations signalled in the Government's response 	Policy development
2	National Structures policy	<ul style="list-style-type: none"> Exploring options as to the form and function of a new national emergency management agency to have a greater focus on setting and enforcing standards and undertaking system assurance Working with government agencies to clarify and confirm lead agencies responsible for hazard-specific incidents 	Policy development
3	CIMS Review	<ul style="list-style-type: none"> Leading the review of CIMS 2nd edition to produce a next iteration for consideration by the Hazard Risk Board in mid-2019. Taking into consideration the CIMS-related recommendations of formal reviews into emergencies since 2014, and implementing those that have been approved by Cabinet. 	Drafting of revised version underway
4	Common Operating Picture (COP) Programme	<ul style="list-style-type: none"> Developing a business case for a whole-of-system Common Operating Picture and associated information management capabilities, which would provide a unified view of the situation to decision makers about what is happening on the ground during a response Progressing work already underway, including developing a replacement for EMIS, and pulling together existing work on data needs. Working with Civil Defence Emergency Management Groups to scope a system to capture and store welfare registration and needs assessment data using common standards and robust standards for data collection. 	Business case development EMIS replacement development Other sub-projects underway.
5	Fly In Teams	<ul style="list-style-type: none"> The development and implementation of Fly-in Teams, made up of experienced emergency management professionals from across New Zealand who would be brought together when needed. 	Planning and design
6	New Emergency Management Facility (NEMF)	<ul style="list-style-type: none"> Undertaking the first stages of a business case to explore options for a new national emergency management facility, and progressing arrangements for an Auckland-based alternative facility. 	Business case development
7	Enabling Consistent CIMS Practice (Workforce Professionalisation)	<ul style="list-style-type: none"> Developing a systems approach to embedding CIMS 3.0. Developing CIMS unit standards. Enabling consistent CIMS practice. Shifting the sector towards a collective approach to delivering training and building knowledge and expertise across the CIMS functions. 	Scoping and planning. Development has commenced for some products
8	Response and Recovery Leadership Capability Development (Workforce Professionalisation)	<ul style="list-style-type: none"> Contracting a provider to co-design and deliver a revised Controller development programme that includes a capability framework, a refreshed learning solution for Controllers, and a tool to measure current capability against the framework. The final solution will replace the current Massey/MCDEM Controller Development course in mid-2019. 	Programme design and development
9	NZ Response Teams (Workforce Professionalisation)	<ul style="list-style-type: none"> The establishment of governance arrangements for response teams in New Zealand, to ensure a robust, organised and sustainable volunteer capability and capacity for emergency management. 	Consultation on governance structure options
10	Improving stewardship of the emergency management system	<ul style="list-style-type: none"> Supporting the Hazard Risk Board as it fulfils its system stewardship role, working collaboratively across the emergency management system to improve transparency, collective action, and system governance 	Ongoing

Released under the Official Information Act 1982

Emergency Management System Reform (EMSR) Programme Definition Document

14 January 2019

Released under the Official Information Act 1982

1. Introduction

The Government Response to the Technical Advisory Group (TAG) Recommendations was released in August 2018. It is the key reference document that sets out a shared vision for the Emergency Management System, and the Government's overall approach to achieving that vision.

The Government Response identifies 5 overarching goals to guide the Government's work, as well as that of CDEM Groups, local authorities, iwi, and government agencies with a role in recovery. These five objectives incorporate 23 short-term and 16 long-term commitments to improve how New Zealand responds to natural disasters and other emergencies.

DPMC's Emergency Management System Reform Programme has been established to bring together the significant pieces of work being led by teams across the Department, to deliver the vision set out in the Government's response to the TAG Review.

This Programme Definition Document complements specific project/programme plans by providing organisation-level direction on programme delivery and performance expectations for all DPMC- and MCDEM-led projects/programmes that contribute to the EMSR Programme

2. Context for the programme

In April 2017, the then Minister of Civil Defence initiated a Ministerial review into New Zealand's system for responding to natural disasters and other emergencies. A Technical Advisory Group (TAG), chaired by Hon. Roger Sowry, carried out the review. The TAG made a suite of recommendations to improve New Zealand's system for responding to natural disasters and other emergencies.

The TAG's report was released on 18 January 2018 after which DPMC supported the Minister of Civil Defence to develop the Government's response to the report. This response was approved by Cabinet and released by the Minister in August 2018. The response was accompanied by a Cabinet paper seeking approval and funding to progress a number of recommendations. Some of Cabinet's decisions required report backs, business cases and budget bids.

DPMC established the TAG Implications Project to support the progress. The TAG Implications Project had three phases:

- Phase 1 supported release of the TAG's report through Cabinet, provided initial advice to the Minister, and developed a budget bid for an early initiative. This phase finished at the end of January 2018 with the release of the TAG Report.
- Phase 2 focused on supporting the Minister to develop the Government's response to the report, and concluded with the August 2018 Cabinet Paper and the public release of the Government's Response.
- Phase 3 focused on supporting the Minister to action decisions agreed by Cabinet in August 2018, and on supporting DPMC to ensure that Cabinet's decisions transitioned effectively from the TAG project team to those with ongoing responsibility for the area of work.

Phase 3 of the TAG Implications project set the foundation for and transitioned into the newly established EMSR Programme.

Achieving the vision set out in the Government Response to the TAG Review will require a number of diverse activities, which will need to take place in parallel and be informed by each other. The EMSR Programme is focused on providing leadership to the DPMC projects and programmes delivering to the Government's response, on identifying and addressing opportunities for cooperation and collaboration, co-

ordinating internal programmes and projects as well as incorporating external stakeholder initiatives and managing risks. It aims to ensure the efficient allocation of resources across the portfolio.

3. Vision Statement

The vision statement describes the future state the programme seeks to achieve, through the delivery of new capabilities, improvements and system-wide changes. Delivery of this capability is the end goal of the programme.

The Emergency Management System Reforms programme will deliver a strengthened, modern and professionalised emergency response system for our country, improving how New Zealand responds to natural disasters and emergencies so that no matter who or where they are, people in New Zealand get a consistent level of support in an emergency.

In this system,

- New Zealand's national emergency management agency provides strong national leadership with an all-hazards all-risks focus, sets and enforces national standards, and undertakes system assurance
- Roles and responsibilities are clear and understood at all levels so that people and processes work together seamlessly
- We will have the right number of suitably-skilled people who are prepared to respond 24/7, anywhere in New Zealand
- Information flows easily and allows people to make timely and well-informed decisions.
- Communities know their risks and plan for these, and are enabled to look after themselves when an emergency strikes.

The EMSR programme will work collaboratively with local government, iwi, and other agencies as we move to an emergency response system that works as one to reduce risks to life and facilitate a speedy recovery.

4. Programme Objectives

Improving how New Zealand responds to natural disasters and other emergencies requires us to make progress towards five key objectives.

- Putting the safety and wellbeing of people at the heart of the emergency response system
- Strengthening the national leadership of the emergency management system
- Making it clear who is responsible for what, nationally and regionally
- Building the capability and capacity of the emergency management workforce
- Improving the information and intelligence system that supports decision making in emergencies.

The table below sets out the new and improved capabilities this programme will deliver in pursuit of each objective:

Objective	Improved capability	New Capability
Put the safety and wellbeing of people at the heart of the emergency response system	<ul style="list-style-type: none"> • Public warnings, particularly for tsunami • Public communication in a response • Participation of iwi/Māori and marae • Identification of welfare needs 	
Strengthen the national leadership of the emergency management system	<ul style="list-style-type: none"> • Stewardship of the emergency management system 	<ul style="list-style-type: none"> • Oversight by a national emergency management agency (currently MCDEM) • National standards to set minimum service levels and ensure operational consistency
Make it clear who is responsible for what, nationally and regionally	<ul style="list-style-type: none"> • Authority for Controllers to coordinate emergency response • Decision making and communication about when an incident becomes an emergency and who is in control • Planning for how agencies will work together and who will do what, when 	<ul style="list-style-type: none"> • Legislation to clarify who is responsible for what regionally and nationally
Build the capability and capacity of the emergency management workforce	<ul style="list-style-type: none"> • Capability of those working in CIMS roles • Volunteer capability and capacity 	<ul style="list-style-type: none"> • Accreditation for controllers • Ability to assist local response efforts through Fly-In Teams
Improve the information and intelligence system that supports decision making in emergencies.	<ul style="list-style-type: none"> • National capability through a new or improved national emergency management facility • Capability of those working in the intelligence function in a response • Integration of science advice into emergency responses 	<ul style="list-style-type: none"> • Synthesis of information into a Common Operating Picture for decision makers

5. Outcomes

As a result of the EMSR Programme, we will have an emergency response system in which:

- Communities know their risks and plan for these, and are enabled to look after themselves when an emergency strikes.
- We will have the right number of suitably-skilled people who are prepared to respond 24/7, anywhere in New Zealand
- Roles and responsibilities are clear and understood at all levels so that people and processes work together seamlessly
- Information flows easily and allows people to make timely and well-informed decisions.

6. Benefits

The EMSR Programme will deliver the following benefits:

- Increased public safety
- Reduced damage to property
- Faster and more effective recovery
- Reduced long-term costs to communities and the Crown
- Increased public trust and confidence in the system overall.

7. Programme scope

DPMC and MCDEM take a strategic and holistic view across the emergency management system. They are therefore well positioned to 'join the dots' and ensure the system coordinates their efforts.

This programme includes the work DPMC/MCDEM are best placed to deliver or coordinate. It does not include work towards objectives which CDEM Groups, local authorities or other government agencies have the authority or responsibility to progress themselves, although it will maintain a view across developments in the sector.

Project Dossier

The following Project Dossier details the specific projects and programmes DPMC/MCDEM is delivering through the EMSR Programme, in support of the Government Response to the TAG Report. It is accurate as at January 2019.

Project Name	Brief Description	Lead Unit
NEMA Establishment	Exploring options as to the form and function of a new national emergency management agency to have a greater focus on setting and enforcing standards and undertaking system assurance	SGE
Lead Agencies	Working with government agencies to clarify and confirm lead agencies responsible for hazard-specific incidents	SGE
Legislative Changes to the CDEM Act, and associated regulations	Amending the CDEM Act as necessary to support the proposals in the Government's response to the TAG review, to increase collaboration, consistency and clear lines of authority at both the regional and national level; and enacting associated regulations signalled in the Government's response	NSPD
New Emergency Management Facility (NEMF)	Undertaking the first stages of a business case to explore options for a new national emergency management facility.	MCDEM

Common Operating Picture (COP) Programme	<p>Developing a business case for a whole-of-system Common Operating Picture and associated information management capabilities, which would provide a unified view of the situation to decision makers about what is happening on the ground during a response</p> <p>Progressing work already underway, including developing a replacement for EMIS, and pulling together existing work on data needs.</p> <p>Working with Civil Defence Emergency Management Groups to scope a system to capture and store welfare registration and needs assessment data using common standards and robust standards for data collection.</p>	MCDEM
Fly In Teams	The development and implementation of Fly-in Teams, made up of experienced emergency management professionals from across New Zealand who would be brought together when needed.	MCDEM
CIMS Review	Leading the review of CIMS 2nd edition to produce a next iteration for consideration by the Hazard Risk Board in mid-2019. Taking into consideration the CIMS-related recommendations of formal reviews into emergencies since 2014, and implementing those that have been approved by Cabinet.	MCDEM
Workforce Professionalisation - Enabling Consistent CIMS Practice	Developing a systems approach to embedding CIMS 3.0. Developing CIMS unit standards. Enabling consistent CIMS practice. Shifting the sector towards a collective approach to delivering training and building knowledge and expertise across the CIMS functions.	NSWD
Workforce Professionalisation - Response and Recovery Leadership Capability Development	Contracting a provider to co-design and deliver a revised Controller development programme that includes a capability framework, a refreshed learning solution for Controllers, and a tool to measure current capability against the framework. The final solution will replace the current Massey/MCDEM Controller Development course in mid-2019.	NSWD
Volunteer Capability and Capacity	To be scoped	MCDEM
Iwi Participation in Emergency Management	Recognising the capability that iwi bring to emergency management. Working with CDEM Groups and iwi to facilitate better engagement of iwi/Māori and marae in emergency management governance and operational response to support communities before, during and after an emergency	TBC

9. Governance

Programme Sponsor (Senior Responsible Owner)

The Senior Responsible Owner for the EMSR Programme is the Director, OCE.

The Senior Responsible Owner is accountable for the success of the programme, ensuring that it meets its objectives and delivers the expected benefits. The SRO:

- Owns the vision for the programme
- Provides overall direction and leadership for the delivery and implementation of the programme
- Secures the investment required to set up and run the programme, and funds the transition activities so that the desired benefits are realised
- Manages the interface with key senior stakeholders, keeping them informed and engaged
- Manages key strategic risks facing the programme
- Maintains alignment of the programme to DPMC's strategic intentions
- Chairs the programme board.

Programme Board (Steering Group)

The role of the EMSR Programme Board is to provide overarching guidance, coordination and oversight of the programme, and of any advice to the Minister. The Programme Board is accountable for the success of all the projects sitting below the programme, and for ensuring they are coordinated and cohesive between themselves and with wider work underway within and outside DPMC.

Programme board members are accountable for:

- Ensuring the programme delivers to the commitments set out the Government's Response to the TAG Review
- Providing advice about the sector, stakeholders, and engagement, in regards to understanding and managing the impact of the change
- Managing implementation risks and barriers to system stewardship and cross-agency effort in their parts of the system (as appropriate).
- Resolving strategic issues between projects to ensure the programme continues to progress
- Ensuring the project teams/project board of their accountable projects understand linkages, and make connections to, other initiatives and other parts of the system
- Resolving interdependencies with other pieces of work, whether within the programme or with BAU operations, and ensuring alignment with other work related to the TAG and DPMC's structure.
- Making resource available for planning and delivery purposes.

The programme board is made up of:

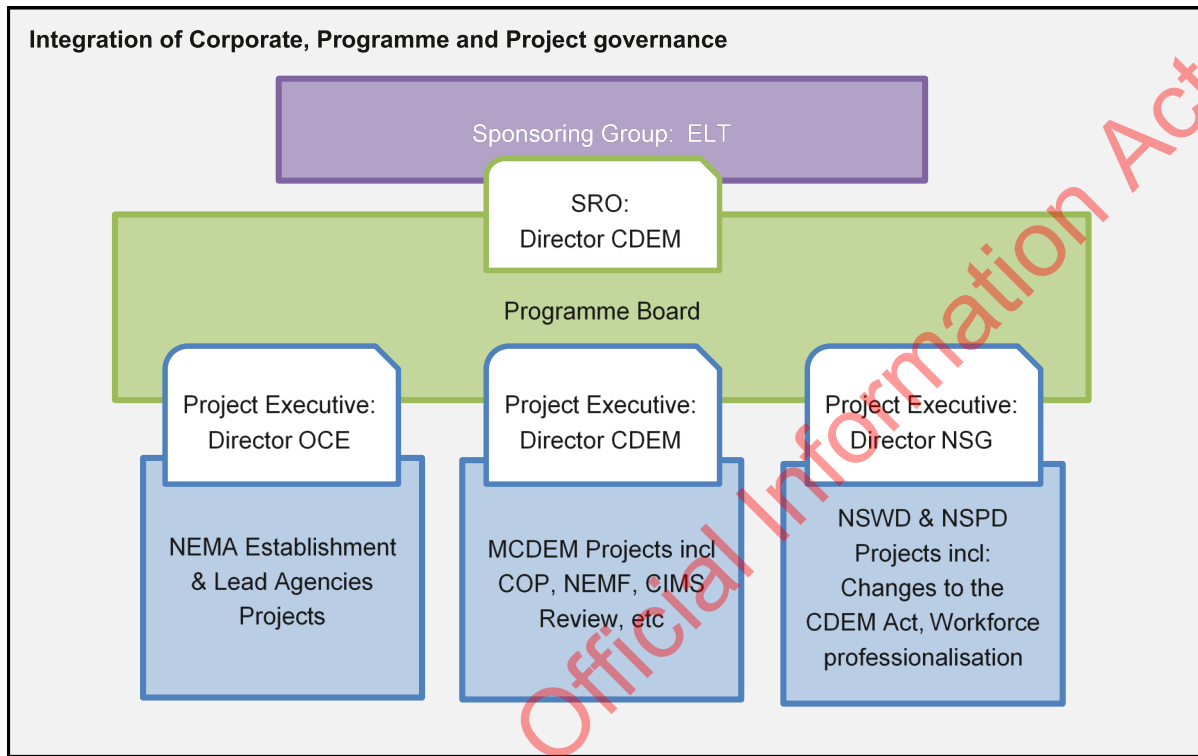
Name	Title	Programme Board Role
Karen Jones (till 25 Jan) Clare Ward (from 28 Jan)	Director of the Office of the Chief Executive	<ul style="list-style-type: none">• Senior Responsible Owner• Programme Board Chair• Project Sponsor for the NEMA Establishment Project
Sarah Stuart-Black	Executive Director, MCDEM	<ul style="list-style-type: none">• Project Sponsor for MCDEM projects
Cecile Hillyer	Deputy Chief Executive, Security & Intelligence	<ul style="list-style-type: none">• Project Sponsor for National Security Policy and National Security Workforce projects
Julie Wade	Programme Manager	<ul style="list-style-type: none">• Programme Manager
Erik Koed	Assistant State Services Commissioner, SSC	<ul style="list-style-type: none">• Machinery of Government advice

Integration of Programme and Project Governance

Each project/programme within the EMSR Programme is accountable to its own Project Sponsor. Governance for each project/programme is provided either by its own project board or via normal line management arrangements, as appropriate for the complexity of the work.

Each project will have a detailed Project Plan providing more information about project scope, the key workstreams, dependencies and linkages, and roles and responsibilities.

The following diagram illustrates the interface between programme and project governance.

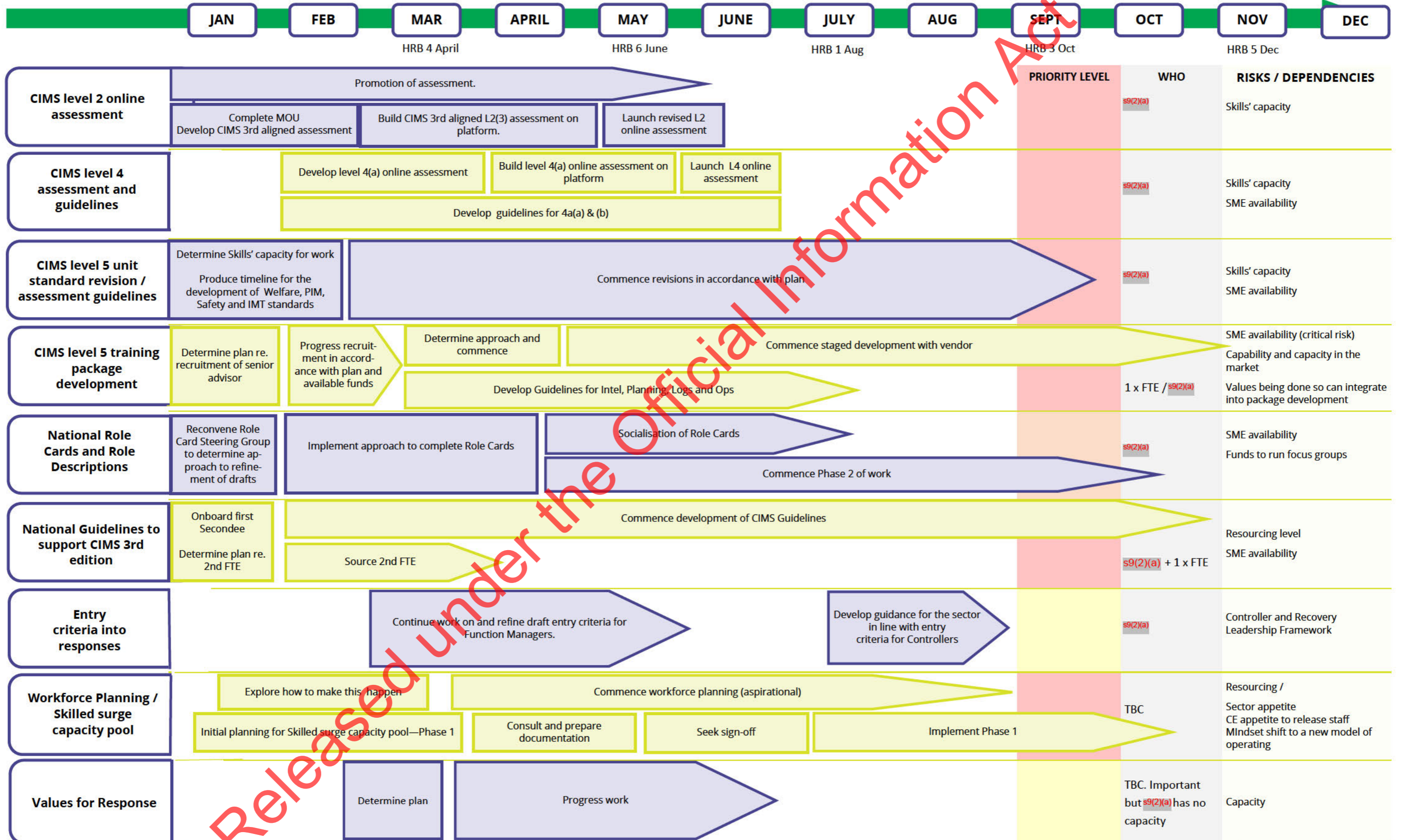


10. Project Reporting Schedule

The following reports and updates will be provided at the frequency stated in the table below:

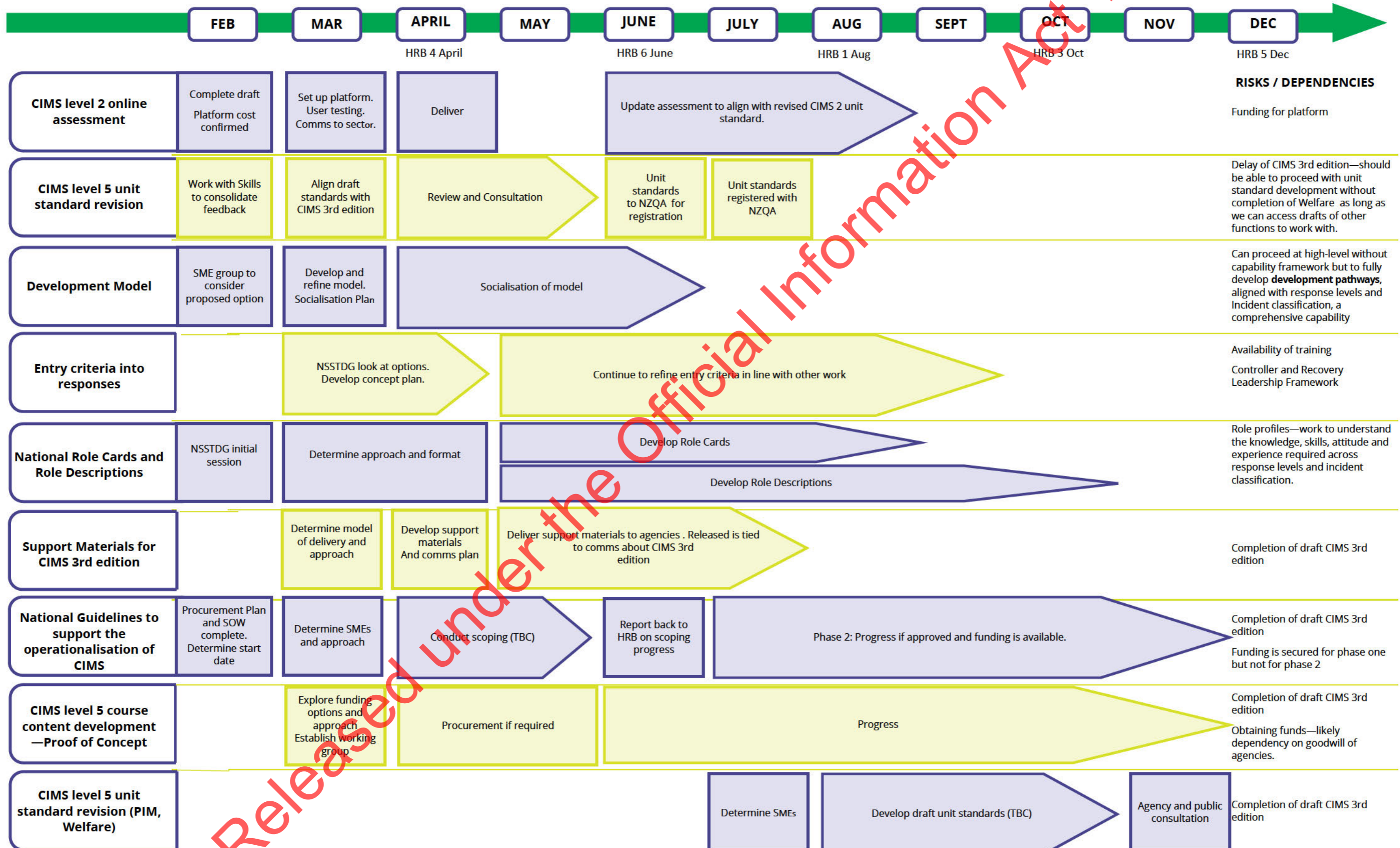
What	To Whom	Method	Frequency
Programme Status Update and Risk Report	Programme Board	Written Report / Verbal update at Programme Board Meeting	Fortnightly
Programme Update	Minister	Written Report Verbal at Senior Officials meeting	Fortnightly
Status & Exception report	ELT	Written Report	Quarterly

Enabling consistent CIMS Practice 2020 Project Timeline



Other work includes the Capability Framework, setting up a CIMS unit standard Steering Group and potentially a Capability Steering Group, developing an Assessor Pool.

Enabling consistent CIMS Practice 2019 Project Timeline



Project	Drivers	Deliverables	Dependencies and links	Risks / issues	Status	Timing	Role /skills required	Notes	Resource	Priority
Phase 1: Oct 2017 – April 2019										
CIMS level 5 unit standard revision (1)	Driving a shift to a more consistent and professional approach to developing our people across the sector. Existing level 5 unit standards were out of date	Level 5 unit standards in: <ul style="list-style-type: none"> Intelligence, Planning Logistics 	Revision of CIMS manual (3 rd edition) Supports a centralised database of trained and current people. EMSR		Level 5 unit standards complete (pending alignment with CIMS 3 rd edition) in Intelligence, Planning, Logistics and Operations. Aiming for registration before June 2019	Minimal time needed to complete this work	Coordination	On hold: Waiting for draft version of CIMS 3 rd edition	Skills and NSW Enabling consistent CIMS practice	Near complete
CIMS level 2 online assessment	Gaining the unit standard at CIMS 2 is more accessible and cost-effective for agencies if we shift to online assessment. Currently, there are many different approaches to introductory CIMS training. A common assessment will improve consistency while still allowing for agencies to deliver in-house training if they prefer.	An online proof of concept assessment for CIMS 2 (aligned with CIMS 2 nd edition. Will be updated to align with the 3 rd edition once we have the draft).	Revision of CIMS manual (3 rd edition) Supports a centralised database of trained and current people. Supports shift to a more modern approach to learning. Funding model /upload to Skills platform. EMSR		Draft assessment is with SMEs and once it's technically correct, it will go to Skills for moderation. Hope is to have this online assessment operational prior to the release of CIMS 3 rd edition to test as proof of concept.		Contract management Coordination Unit standards		Skills and NSW Enabling consistent CIMS practice	High Early March
Development Model	CIMS users from local, regional and central government need to be able to clearly understand, at a high-level, the development pathways available to them.	A high-level Development Model	Controller and Recovery Leadership Capability Framework National Development Programme is dependent on NEMA and resource allocated Role descriptions EMSR	Agencies need clarity	In progress but challenging. This piece should be part of a more comprehensive Framework document. Currently we don't have enough information to fully develop this.	Some time needed	Capability Design skills	The Targeted IMT Development Model is the higher (multi-agency) part of this solution. Wrap this up with guidance info for agencies on CIMS 3 rd edition? / Providers	NSSTDG	Mid Deliver something March / April
Entry Criteria into Responses	We can provide assurance that the people who are performing roles in responses have appropriate knowledge, skills, experience and behaviour for the role they are undertaking	Entry criteria /guidance Mid-term solution: Develop a concept plan that shows future state and what we need to get us there, links and dependencies. To be developed further when capability framework is completed.	Incident Classification Levels Controller and Recovery Leadership Capability Framework The establishment of a capability framework or similar that applies beyond controller and recovery managers (Role cards and role descriptions?) and is linked to response levels. Unit standards being available.	Is part of EMSR Workstream as well Cannot be prescriptive in the first iteration. Will be guidance and tied up with development and training offerings.	Incident Classification Levels are a key foundational piece for establishing entry criteria. The work on these is complete and we expect to see Incident Classification in the 3 rd edition of CIMS.	Possibly time extensive due to coordination and consultation required. Could be worked on concurrently with capability / role cards and role descriptions.	Capability Coordination Knowledge of wider sector Stakeholder engagement Comms	Will eventually be part of larger framework This piece will evolve	NSSTDG and NSW	Mid Will help shift agencies towards new model May

Project	Drivers	Deliverables	Dependencies and links	Risks / issues	Status	Timing	Role /skills required	Notes	Resource	Priority
Phase 2: April 2019 – April 2020										
National Role Cards and Role Descriptions	There are no nationally consistent role cards and role descriptions. Nationally consistent cards and descriptions will support consistent understanding and expectations in relation to knowledge / skills / attitude / aptitude	National Role Cards and Role Descriptions	Controller and Recovery Leadership Capability Framework Capability Framework Work to understand the knowledge, skills, attitude and aptitudes required. EMSR		Initial conversations have taken place with: <ul style="list-style-type: none"> s9(2)(a) to see if the Role Cards are something that the IMRG could be interested in doing next year. s9(2)(a) to discuss links between Role Cards and Role Descriptions and the Response Leadership Capability Framework. 	Time heavy 2 – 3 months	Capability Project management Coordination Stakeholder engagement	Needs to be tied in to RRANZ Capability Framework Will inform Capability FW	NSW to lead & coordinate Role cards – Collaboration with IMRG (? TBC) Role descriptions – NSSTSG	High Mid year delivery for descriptions? Role cards earlier. April?
Capability Framework	Although we have a leadership Capability Framework for the Controller and Recovery Programme, we don't have one that drops down to cover the developing capabilities, or that covers the hazard specific and technical knowledge required.	A comprehensive capability framework covering all roles and all levels	Controller and Recovery Leadership Capability Framework Role Cards and Role Descriptions (could fall out of these) . Close relationship. Workforce planning Development of learning content	Must be aligned with the RRANZ FW.	Initial conversations have taken place with: <ul style="list-style-type: none"> s9(2)(a) 	Time heavy Initial stage (establishment of capabilities across the roles/response levels and Incident Classification is likely to be tied up with / done concurrently with Role cards and role descriptions. A second stage would include design and production of the FW	Capability Project management FW development Design Stakeholder engagement (lots!) Coordination	A complex piece of work as must tie together: <ul style="list-style-type: none"> 4 x areas of capability (RRANZ FW does 1) 4 x response levels 4 x Classification levels Multiple roles Challenge is to keep it simple from a user perspective	NSW NSSTDG	High Will underpin workforce planning, role cards, development of learning content Mid year – alongside role cards & descriptions.
Support materials to help the sector transition from CIMS 2 nd edition to CIMS 3 rd edition	Changes in CIMS 3 rd edition will impact on all agencies.	We envisage some documentation or video clip that summarises the changes and the expectations.	Completion of draft CIMS 3 rd edition	Low risk		Some time depending on mode of delivery	Design or video capability Coordination	May be part of a package of information that goes out to agencies that includes Career pathway /Development model info	NSSTDG MCDEM	High
National Guidelines to support the operationalisation of CIMS 3 rd edition	The CIMS manual in itself is the 'what'. More detail around the 'how', across the various response levels, will support consistency across the sector, reduce our reliance on SMEs, provide 'one source of	Guidelines / Operating Procedures aligned with CIMS 3 rd edition	Revision of CIMS manual (3 rd edition). CIMS Steering Group Procurement Process Funds		Initial conversations have taken place with: <ul style="list-style-type: none"> s9(2)(a) To establish where this work might sit 	Two phase piece of work Coordination time is unknown quantity at the moment	Procurement Contract management Coordination	A good development opportunity for Carla	NSW (David Coetzee) Vendor	Mid - high Delivery timeline is dependent on vendor. Ideally to coincide with release of CIMS 3 rd edition but may be

	truth', knowledge retention and support training design and development.		EMSR		• s9(2)(a) [redacted] to learn more about the process involved)					in later half of 2019.
CIMS Level 5 course content – scoping and proof of concept	To design and develop a course at level 5 that will be accessible to both private providers and agencies. This will improve consistency, accessibility and ensure high-quality.	A funding model CIMS level 5 course (Function TBC)	Revision of CIMS manual (3 rd edition). EMSR Funding model (Collectively fund). Dependent on goodwill of agencies Procurement process	Funding – dependant on good will	Initial conversations have taken place with: • MCDEM • Inspire • Skills Org	Time heavy 4 months depends on approach, resource and access to SMEs	Procurement Contract management Coordination Stakeholder engagement Finance / budget	Do we contract someone in to do this or outsource? Am not sure we have the capability or the capacity to do this work. Leverage: MCDEM has funds and is already investing in developing courses in this space. They are possibly at a lower level though and are CDEM focused. Need to work through	NSW NSSTDG	Mid – high Delivery timeline is dependent on approach and possibly vendor. Ideally to coincide with release of CIMS 3 rd edition 1 x course June/ July
Project	Drivers	Deliverables	Dependencies and links	Risks / issues	Status	Timing	Role /skills required	Notes	Resource	Priority
CIMS Level 5 (and 6) unit standard revision (2nd phase)	Driving a shift to a more consistent and professional approach to developing our people across the sector. Existing level 5 unit standards were out of date	Level 5 unit standards in: • Welfare • PIM Potentially in: • Health and Safety • Liaison Officer Level 6 unit standards: • IMT • Response Manager	Revision of CIMS manual (3 rd edition). Supports a centralised database of trained and current people. Skills work programme and resource availability for 2019 EMSR		Initial conversations have taken place with Skills. These pieces are on their radar. s9(2)(a) [redacted]	Depends on how many we can do. Process already established Minimal time required – coordination over 2 months	Coordination Stakeholder engagement		Skills & NSW NSSTDG	Mid - low End 2019 / early 2020
CIMS level 2 and 4 unit standard revision	Changes made in the CIMS 3 rd edition will necessitate a review of the CIMS unit standards at level 2 and 4 on the NZQF to ensure that the unit standards are aligned with the 3 rd edition of the CIMS manual.	Unit standards at level 2 and 4 aligned to CIMS 3 rd edition.	Revision of CIMS manual (3 rd edition). Supports a centralised database of trained and current people. Skills work programme and resource availability for 2019 EMSR		Initial conversations have taken place with Skills. These pieces are on their radar. s9(2)(a) [redacted]	Minimal time required – coordination over 2 months	Coordination Stakeholder engagement		Skills NSW / NSSTSG to support and coordinate SMEs	Important but belongs to Skills.
Steering Group	A shift to a system-led approach requires oversight and decision making from a cross-sector group.	A cross-sector Steering Group and structures in place to support this. TOR Chair Secretary	Decision that this is the right way to proceed. EMSR – Are we the only workstream needing this? Do we need a broad EMSR steering group?		Initial conversations have taken place with: • s9(2)(a) [redacted]		Coordination from Director level	Need to establish what skills / viewpoints /we would need to see on the steering group.	EMSR or NSW Ongoing coordination/chairing etc.	Mid Will help progress work

			Is this the same group we need for the Response Board ? Could they oversee the FITs for now and progress into the Response Board?							
Assessor Pool	Developing an assessor pool will enable agencies to deliver the CIMS unit standard training themselves if they wish	A system that develops assessors and enables them to assess in a way that is viable and effective Information guidelines for agencies to support decision making and process	Assessment of how many agencies want to deliver and assess their own training Level 5 unit standards being complete / CIMS 3 rd edition Relevant agencies aligning their training to unit standards (for CIMS level 4. Alignment is optional but recommended) OR Unit standard content that agencies can deliver (Level 5 unit standards) EMSR	If not done, we will have unit standard courses but not be able to deliver them within agencies. Means going through private providers will be our only option. This might be ok?	Initial conversations have taken place with Skills. These pieces are on their radar s9(2)(a))	Must be complete by the time that the level 5 unit standard proof of concept course is (assuming agencies want to deliver own training) Will take considerable time and working through	Coordination Technical knowledge of unit standards Stakeholder engagement Comms	**Requires Information session and work with NSSTDG to establish appetite for own-agency delivery and assessment. Skills seminar for agencies to attend on assessing unit standards - What is involved for agencies that want to deliver their own courses.	Skills NSSTDG	May not seem as important as it is. If not attended to, could be a barrier.
Project	Drivers	Deliverables	Dependencies and links	Risks / issues	Status	Timing	Role /skills required	Notes	Resource	Priority
Workforce Planning 2 x projects: 1) People Capability and capacity 2) Training/L&D Capability: Do we have the skills needed to train and develop our people? NOTE: People capability is a subset of a larger group of response capabilities.	Understanding the current state in relation to response people capability and capacity and the desired future state is critical to developing a workforce strategy. This work will help the system understand where our capability and capacity gaps are and how many people we need to develop and to what levels (efficiency)	Capacity and capability model Workforce strategy	Alternative NCMC work (MCDEM) Controller and Recovery Leadership Capability Framework Need capability Framework Unit standards		Initial conversations have taken place with: <ul style="list-style-type: none">MCDEM to discuss linkages with alternative NCMC work.	Time heavy 6 months for people (if we include some of the capability FW development work). Possibly longer?? Longer if we do full capability (i.e. more than people capability)	HR skills / Workforce Planning Project management Development of capability framework Capability and Capacity modelling skills	Could be extended to include other response capabilities such as relationships MOUs, contracts), resources (property, assets, equipment), information (data, info, IT, dissemination of data), performance & assurance decision-making quality, governance, performance measures, continuous improvement, lessons learnt), plans (legal FWs, international standards, policies and guidelines, response plans), and processes (Guidelines,	NSW (but we don't have the capability or capacity)	HIGH This work can be done before we shift into NEMA Must be done before we can develop a National response workforce strategy

								processes and procedures)		
National Response Workforce Strategy	Will provide an overview of where we are going and how we are going to get there.	National Response Workforce Strategy	Workforce Planning Controller and Recovery Leadership Capability Framework Capability Framework		Initial conversations have taken place with: <ul style="list-style-type: none"> s9(2)(a) Some NSSTDG members 		HR Skills Strategic thinking Writing	Should ideally be done before NEMA so as to provide direction to the L&D unit.	NSW transitioning to NEMA (but we don't have the capability or capacity)	MID Can't be done till workforce planning has been undertaken

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CONSISTENT CIMS PRACTICE ACROSS CENTRAL GOVERNMENT IMPROVES MULTI-AGENCY RESPONSE PERFORMANCE

CENTRAL GOVERNMENT VISION:			
PROJECT VISION	Phase 1: Consistent CIMS practice enabled through taking a consistent approach to response-related training and development.		
PROJECT OUTCOMES	Competent People in the right numbers	Effective systems to manage the workforce	A conducive environment enables consistency of CIMS practice
KEY DELIVERABLES FOR PHASE 1 (THEMED)	Training is delivered to a high and consistent standard nationally: <ul style="list-style-type: none"> Revised Planning, Intelligence and Logistics Level 5 unit standards Existing CIMS training is mapped/aligned to the NZQF. Common and consistent assessments are developed for CIMS unit standards at levels 2, 4 and 5 	Staff working in a response have a level of competency appropriate to their role: <ul style="list-style-type: none"> Determine what appropriate levels of competency are for roles in National level responses 	The right information is available to those who need it: <ul style="list-style-type: none"> A stocktake and report on the current state of response-related L&D, capability and capacity across central government A change management plan, including a communications plan, is developed and processes applied (including the impact of these changes on private providers) The required structures and processes are set up to support the co-design work with Skills.
ADDITIONAL WORK PLANNED FOR PHASE 1 (BUT NOT NECESSARILY COMPLETE IN PHASE 1)	<ul style="list-style-type: none"> Common course materials and resources for CIMS unit standards at levels 2, 4 and 5 Recognition of prior learning guidelines A currency framework 	<ul style="list-style-type: none"> Explore the use of a centralised LMS to record course completions at a national level Criteria are developed around what is considered current for each role and/or level in a response. 	
ISSUES AND OPPORTUNITIES	<ul style="list-style-type: none"> Current delivery and assessment of CIMS training is ad hoc. There are gaps in available training. Agencies' alignment to CIMS as a framework is variable across agencies. There is potential to leverage off investments that agencies have already made in courses through making them available to others. It's not clear if CIMS is consistently being taught in a multi-agency context or environment. 	<ul style="list-style-type: none"> There is no agreed measure of competency requirements for national-level responses. There is no centralised, up-to-date register of trained, capable and current personnel. The quality of CIMS based training currently delivered is untested. We don't know if training being delivered by central agencies is comparable to that being delivered by private providers. 	<ul style="list-style-type: none"> Agencies are diverse and manage response L&D, capability and capacity issues in their own individual ways. A shift towards consistent response training and development is a significant operating change. There is both resistance and support for this shift
SUCCESS IS DEPENDANT UPON . . .	<ul style="list-style-type: none"> The 'right' people being released from agencies to take part in the level 5 unit standard revision and the design of assessments and course materials and resources. Agencies buying in to this process and understanding what it means for them individually and collectively Agencies who have existing training following through with the mapping/aligning process 	<ul style="list-style-type: none"> Agencies buying in to this process and understanding what the appropriate levels are and what they mean for both the collective and for them individually. Finding agreement on what appropriate levels of competency are and what transitions to these might look like. Determining how any recommendations in this space will be monitored/recognised in responses Having a shared platform to record course completions Being able to record and monitor people's experiential experience and, if we cannot, understanding resulting limitations. 	<ul style="list-style-type: none"> The 'right' people are released from agencies to take part in the co-design work with Skills. Enough NSW resource being dedicated to this work to enable the required change management to be conducted effectively. Effective change management processes being applied to mitigate risk of non-existent application and adoption and resistance within agencies. Ongoing HRB support – recognition that this is a big piece of work TAG implications Understanding which private providers are delivering CIMS training already and how this work will impact on them.

Note: What's not referenced here but is critical to the overall success of this work is a clearer understanding of what national capacity requirements are. Knowing how many competent people we need to have available to respond, to what levels of competency and in which areas, will support us at a system level to understand what agencies' contributions/expectations should be. This would enable agencies and the collective to staff more effectively and deliver learning & development opportunities in accordance with need, to the right people and in the right numbers.