

# Resource allocation review for Waikato Civil Defence and Emergency Management.

Cornwall Strategic hits the road to capture, understand, distil and contextualise the situation.



## NEED:

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The tides are changing for Civil Defence and Emergency Management (CDEM) in the New Zealand setting, and the “professionalisation” of CDEM is gathering momentum. The Waikato CDEM Group embrace this shift, and decided to review their CDEM resource allocation and service provision.

The CDEM Group wanted to fully understand the current resources (in terms of equipment, dollars spent and people’s time) that were committed to CDEM activity. This needed to be done so that the group could make an evaluation as to whether that resource provision was adequate. The Waikato CDEM Co-ordinating Executive Group (CEG) engaged Cornwall Strategic to ascertain the current resources.

## This was no small feat

### Waikato CDEM

Every CDEM Group in New Zealand is comprised of a varying number of territorial authorities. The Waikato CDEM group has the largest number of territorial authorities per group (total of 11), and as a result the management of those local authorities has been divided between four Emergency Operating Areas (EOAs). Each local authority within those emergency operating areas traditionally conducted and recorded their CDEM activity in a style that has evolved due to their respective council priorities, geography and budgets.

**As such, there was a lot of information to not only capture, but understand, distil, and contextualise. So we hit the road.**

Over the course of two weeks we interviewed each local authority's CEG member about the CDEM activity within their organisation, while also gaining an understanding of the reality of CDEM commitment within their organisations. We met the people and we saw the backup generators. We made sure we understood where the Waikato CDEM group was starting, so that we really grasped the reality of challenges they were facing in order to achieve transformational change.

At the conclusion of the interview process we collated the information and produced a summary of the Waikato CDEM group resources. However, because of the time we spent in the region, our understanding of the detail, and our objective external perspective, we began to form ideas around how the current resourcing could be modified in order to steer the Waikato Group in the right direction.

**We explored those ideas, and presented a hard hitting, fact based case for change.**



This wasn't a desktop exercise. Cornwall Strategic staff travelled across the region to conduct interviews in person.

## Taking major steps

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### Waikato CDEM

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With a small increase to Waikato Regional Council's allocation of rate funding, the Waikato CDEM group would not only be able to take major steps in achieving a significant amount of their group plan objectives, but that in achieving those objectives they would emerge as one of the leading groups in the national CDEM setting.

We presented the summary in early 2012. Given the strong influence of dairy farming in the Waikato, we presented this message by incorporating a comparison we had picked up along the way;

**“For an annual rate increase equal to a bottle of milk per household, the Waikato CDEM group will be able to make significant positive changes across the region.”**

The comparison was understood, the CEG took the recommendations to their respective elected council members (the Joint Committee), and delivered the 'bottle of milk' message.

**The message was understood.  
The increased funding allocation  
was agreed.**

Most notably, the Waikato CDEM Group Emergency Office (GEMO) will soon have a full time Manager Controller position, an Information Systems Officer, a Lifelines and Utilities Officer and a Training and Exercise Officer. These changes will exponentially increase the region's ability to fulfil the 4 R's of CDEM (Reduction, Readiness, Response and Recovery).

“For an annual rate increase equal to a bottle of milk per household, the Waikato CDEM group will be able to make significant positive changes across the region.”



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