

Benchmarking the readiness of Road Controlling Authorities to meet their obligations under the CDEM Act 2002

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- CDEM Act 2002 and RCAs
- What is benchmarking and why benchmarking RCAs readiness?
- The NZTA benchmarking project
- The RCAs readiness benchmarking tool
- Your feedback and Ideas



CDEM Act 2002 and RCAs

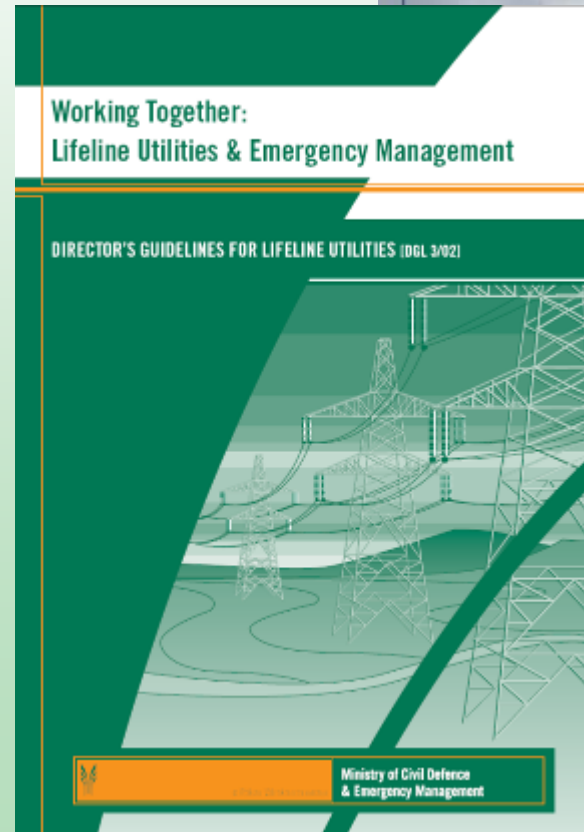


The CDEM Act 2002 requires that lifeline utilities are *“able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency”*

Key Message

Lifeline utilities are expected to plan for and be able to implement procedures to ensure continuity of service to the fullest possible extent – it is not an option to be unprepared.

From Working Together: Lifeline Utilities and Emergency Management Director's Guidelines for lifeline utilities (DGL 3/02) December 2002



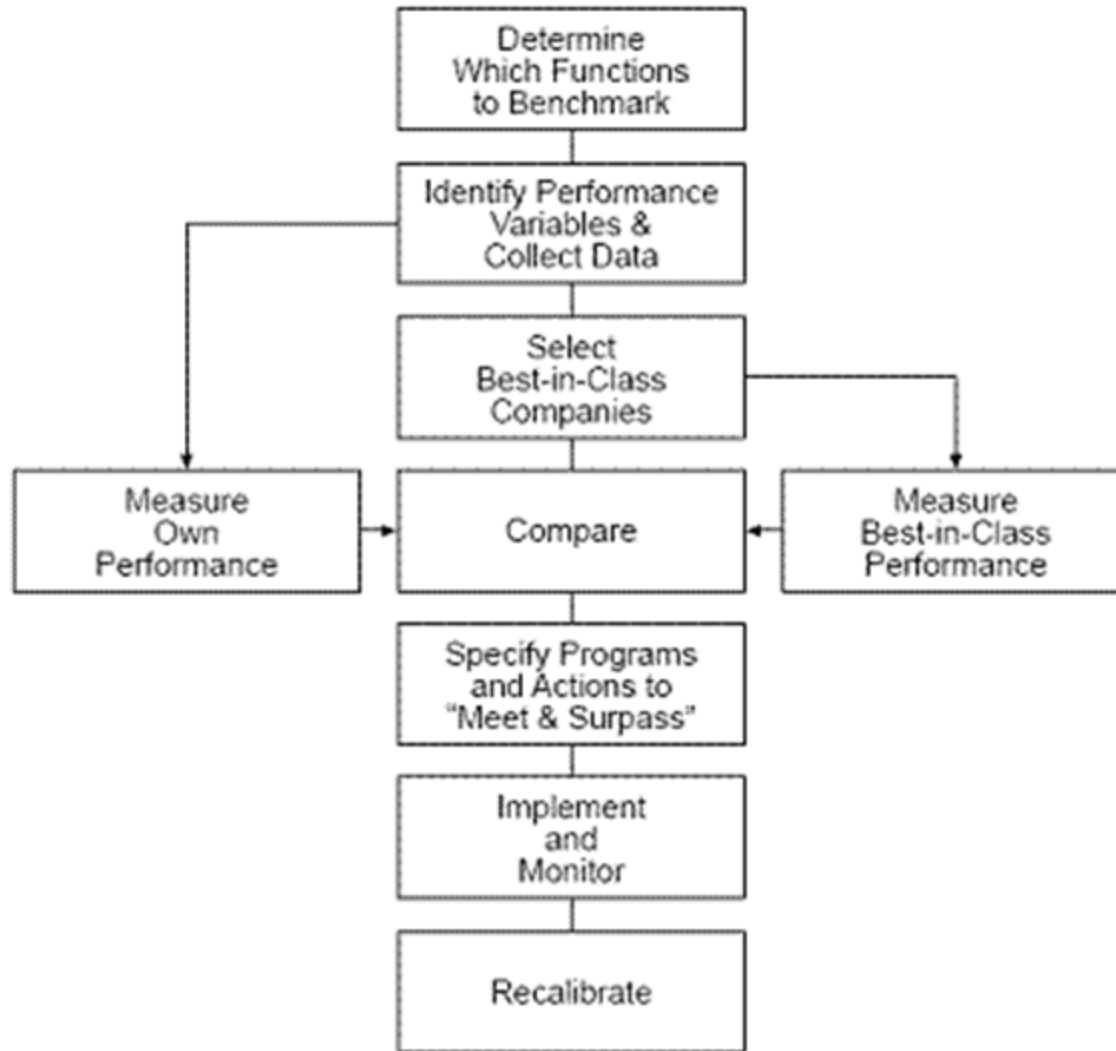
Lifelines and CDEM Planning

Civil Defence Emergency Management
BEST PRACTICE GUIDE [BPG1/03]





What is benchmarking and why benchmarking RCAs readiness?





- ✓ Identify standards of performance in the involved RCAs;
- ✓ Identify the relative position of each RCAs in relation to the other;
- ✓ Identify a benchmark;
- ✓ Perform a "gap analysis" to assess the weakness of non-well performing RCAs

Design of the self-assessment tool for benchmarking

1. Simple and direct;
2. Covering the most important measures of readiness; and
3. Immediate feedback to participating RCAs;



The NZTA benchmarking project



- To develop a conceptual framework for benchmarking the level of preparedness of Road Controlling Authorities (RCA) in New Zealand to meet their obligations under the Civil Defence and Emergency Management Act (2002); and
- To develop a tool that enable RCA to evaluate and to develop plans for improving their emergency response and recovery planning arrangements.



Steering group

- ✓ **Richard Smith** (MCDEM)
- ✓ **Jacinda Harrison** (MoT)
- ✓ **David Bates** (NZTA)
- ✓ **Ian Cox** (NZTA)
- ✓ **Peter Connors** (NZTA)

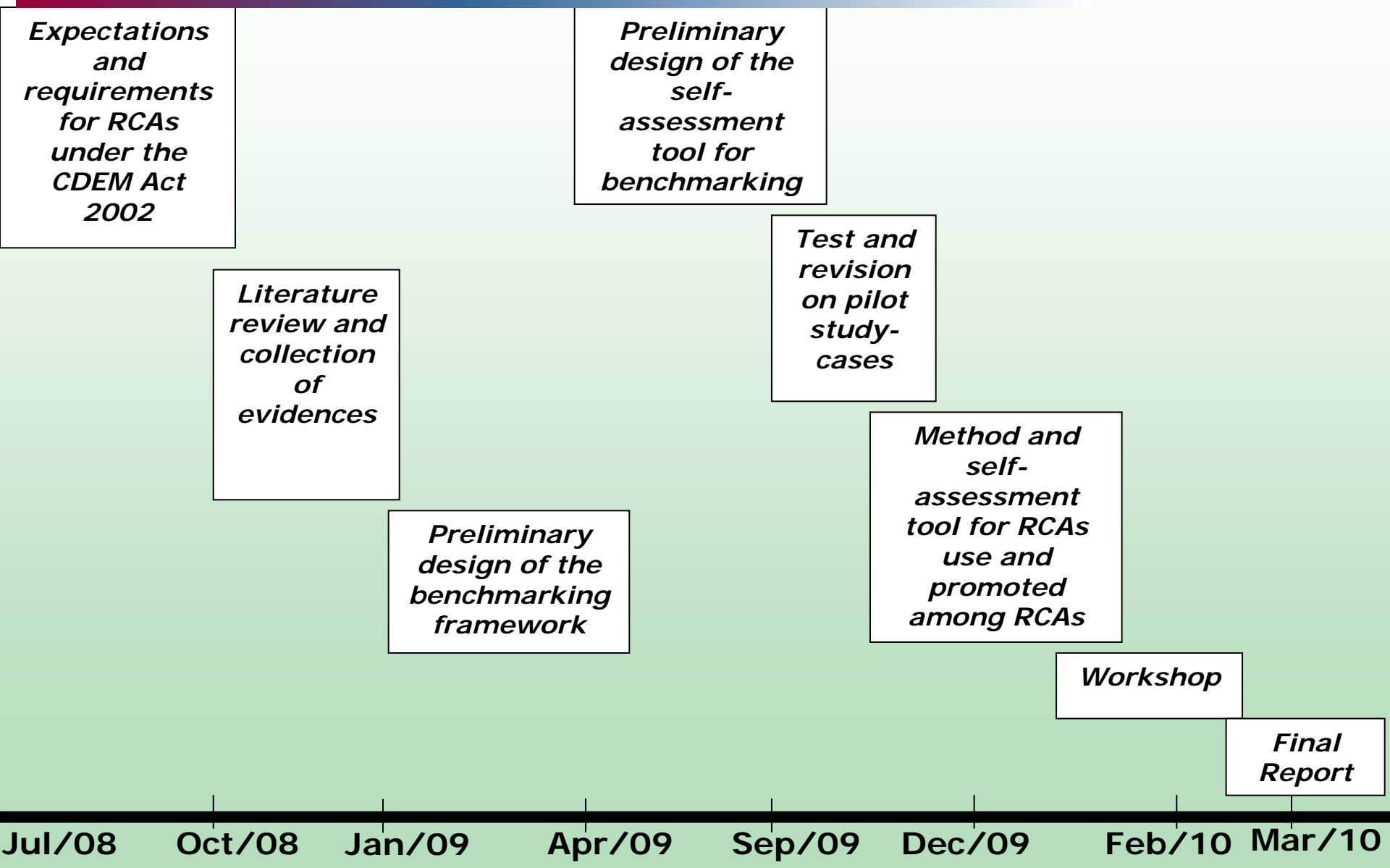
- ✓ **Ian Maxwell** (Auckland City Council)
- ✓ **Murray Sinclair** (Christchurch City Council)

- ✓ **Jon Mitchell** (ECan–CD)

- ✓ **John Lamb** (former Canterbury Engineering Lifelines Group)

Peer-reviewers

- ❑ **Dave Brunson** (National Engineering Lifelines Co-ordinator)
- ❑ **Dr. Erica Seville** (UC and Risk Strategies Research and Consulting
- ❑ **Mr. Stuart Woods** (former Christchurch City Council, now MWH)





The RCAs readiness benchmarking tool



The main focus is on Road Controlling Authorities (RCA), which can be divided according to their area of influence, namely:

- predominantly rural zones;
- metropolitan areas.

Overall, they can be also categorized as:

- ❖ City Councils;
- ❖ District Councils; and
- ❖ New Zealand Transport Agency



EXPECTATIONS AND REQUIREMENTS FOR RCAS UNDER the CDEM ACT 2002

1. Emergency Management Structures and Arrangements - RCAs are expected to develop and maintain appropriate management structures and arrangements;

2. Emergency Management Capability - RCAs are expected to: develop and maintain suitably trained and competent personnel; to exercise co-ordination and cooperation across agency; to enhance the capacity and adequacy of their information sharing; and

3. Emergency Management Capacity - RCAs are expected to: assess the adequacy of their resources in terms of quantity and suitability of equipment facilities, personnel and finances; to assess the adequacy of the road network they are responsible for in terms of robustness and redundancy; to arrange for mutual aid mechanisms and contractual arrangements for emergency response and personnel.



Expectation 1. Emergency Management Structures and Arrangements

Criteria	Indicators	
1.1 Emergency Management (EM) Plans	A1	Structure of the EM Plan
	A2	Damage Assessment Items in the EM Plan
	A3	Impact Assessment Items in the EM Plan
	A4	Provision for additional resources in the EM
	A5	Dedicated personal to maintain the EM Plan
	A6	Budget allocated to create/maintain EM Plan
	A7	Emergency Management Exercise in EM Plan
1.2 Implementation of Response Plans (RP)	B1	Distribution intra-agency of the RP plan
	B2	Distribution inter-agency of the RP plan
	B3	Inter-agency Awareness of the RP plan
	B4	Inter-agency practice of the RP plan
	B5	Intra-agency practice of the RP plan
	B6	Inter-agency performance of the RP plan



Expectation 2. Emergency Management Capability

Criteria	Indicators	
2.1 Coordination and cooperation with lifelines and CDEM groups	C1	Frequency of presence
	C2	Participation in Desk-top Exercises
	C3	Participation in Scenario Based Exercises
	C4	Effective cooperation in planning
	C5	Readiness for cooperation in response
2.2 Information Sharing	D1	Levels of Information Sharing
	D2	Tools/standards to support IS
	D3	Software to support Information Sharing
	D4	Approval and Testing of IS tools/standards
2.3 Experience, Training, Awareness, Leadership of Decision Makers	E1	Professional development strategies
	E2	Items to support professional development



Expectation 3. Emergency Management Capacity

Criteria	Indicators	
3.1 Robustness and Redundancy of the Road Network	F1	Processes and procedures for assessing robustness of the road components
	F2	Processes and procedures for assessing redundancy of the road network
3.2 Rapid Damage Assessment Capacity	G1	Processes and procedures for quickly assessing the damage to road components
	G2	Characteristic of damage and functional assessment process and procedures
	G3	Identification of response and restoration priority
	G4	Software to support damage assessment and priority
3.3 Existing Resources	H1	Management of Physical Critical Resources
	H2	Management of Human Resources
3.4 Contractual Arrangements (CA) and mutual aid mechanisms (MAM) for emergency resources and personnel	I1	Existence of CA and MAM
	I2	Test and Update of CA and MAM
	I3	Type of resources provided under CA and MAM



RCA accesses a web-based questionnaire that comprises 35 questions one for each indicator previously identified.

Benchmarking RCAs Readiness [Exit this survey](#)

1. RCAs Readiness Benchmarking Tool

* 1. A1) Choose the answer that best describes your organisation's emergency management plan (multiple choice).

- No plans;
- In the process of developing plans;
- Plans complete for some department/functions (50%-90% complete);
- Plans complete for all department/functions (over 90%);
- Single-document;
- Multi-volume document;
- Other (please specify)

* 2. A2) Which of the following provisions for post-event damage assessment are included in your organisation's emergency management plan? (multiple choices permitted)

- Hazard analysis;
- External risks;
- Specific for critical links (e.g. bridges, tunnels);
- Specific for all the road network components;
- Restoration priorities identification;
- Restoration timings;
- Restoration cost;
- Functional assessment;
- Other (please specify)

Questions/Answers types:

- Single-choice
- Multi-choice
- Other or specific answers

✓The questionnaire is confidential and answers will be used in accordance with the University of Canterbury's Ethical Standards

✓The benchmarking results will be sent to participating RCAs via email.



The self-assessment tool will assign a mark (in a scale from 1 to 5) to each indicator depending on the reply provided by the RCA to the associated question.

Indicator scores are combined to obtain an averaged score for each criterion

		E1 - Emergency Management Structures and Arrangements				
		1 Poor	2 Basic	3 Adequate	4 Comprehensive	5 Outstanding
C R I T E R I A	<i>1.1 Emergency Management Plans</i>	[Progress bar from 1 to 3]				
	<i>1.2 Implementation of Response Plans</i>	[Progress bar from 1 to 2]				



Criteria scores are combined to obtain an averaged score for each Expectation

		Readiness of RCA's - Performance levels				
		1 Poor	2 Basic	3 Adequate	4 Comprehensive	5 Outstanding
E X P E C T A T I O N	1. Emergency Management Structure					
	2. Emergency Management Capability					
	3. Emergency Management Capacity					
	OVERALL	Areas of Significant Shortcoming	Areas requiring further development	Areas of Adequacy	Areas of Strength	Areas of Excellence

Level (score)	Performance
Poor (0-1)	<i>area of significant shortcoming</i>
Basic (1-2)	<i>area requiring further development</i>
Adequate (2-3)	<i>area of adequacy</i>
Comprehensive (3-4)	<i>area of strength</i>
Outstanding (4-5)	<i>area of excellence</i>



Your feedback and Ideas



- Is there anything that we are missing?
- Best way to have RCAs participation?
- Link to the survey <http://www.surveymonkey.com/s/FCBN66Y>
- Placing Survey Link on a Webpage?
- Single RCAs Results Report by email? Yes
- Final Results of the Research Project presented during next RCAs Forum?

Thank you for your attention!

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