



Review of the Civil Defence Emergency Management Response to the 22 February Christchurch Earthquake

Corrective Action Plan: Summary October 2015

#	Review Report Recommendation	Corrective Action Plan action	Status and output
1	Territorial local authorities no longer have power to control the response to emergencies, but that they still retain the power to declare them.	n/a	Not adopted.
2	A cadre of highly trained emergency managers from organisations across the country is established to lead and control emergency responses.	Consider options for the availability of suitably trained emergency managers to support response operations across regions, and the outcome will be included in the National CDEM Plan.	Ongoing: A concept for a cadre of highly trained emergency managers has been approved.
3	New structures are developed to modify the Coordinated Incident Management System (CIMS) so as to better link the response to emergencies with the community and community organisations.	Review the Coordinated Incident Management System (CIMS).	Completed: A revised CIMS manual was published in May 2014.
4	The preservation of business and jobs are made a higher priority during responses to emergencies, and links between the response and businesses improved.	Review emergency welfare arrangements.	Completed: The Welfare Review was completed in 2012 resulting in <i>Arrangements for the Delivery of Welfare Services in Emergencies – Corrective Action Plan (Welfare CAP)</i> . All corrective actions in the Welfare CAP are either completed or underway.

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		Review CIMS concept of operations.	Completed: See Recommendation 3.
5	Consideration is given to locating MCDEM within the Department of the Prime Minister and Cabinet so as to provide a better platform for launching responses.	n/a	Initially not adopted in the Corrective Action Plan but was subsequently actioned.
6	MCDEM continue to promote a culture of preparedness for major disasters amongst all sectors and be resourced appropriately to do so.	Ongoing CDEM Public Education Programme.	Ongoing through the <i>Get Ready Get Thru</i> campaign. New Zealand ShakeOut exercise 15 October 2015.
		Complete business continuity planning guidance.	Completed and ongoing: MCDEM website guidance was updated in June 2014. This will be reviewed on an ongoing basis, and expanded as necessary.
		Capability assessment among national agencies.	In Progress: the Hazard Risk Board (HRB) is developing an instrument for capability assessments by national agencies. MPI is leading the work.
7	National emergencies should be managed with control forward, appointing a nationally recognised and competent figure as Controller.	Make provision in the National CDEM Plan for the desired degree of presence 'fronting' a nationally led response (that is not the Director CDEM), yet at the same time ensuring appropriately qualified control of the response.	Completed: The revised National CDEM Plan makes this provision (cl. 17 (4) and (5). Alpine Fault earthquake and Mount Taranaki eruption exercises in 2014 have been used to consider models that could apply to different scenarios to allow for flexibility. For example, one model tested is that the National Controller remains in Wellington, and deploys senior representatives to work alongside Group Controllers.
8	Plans are made and exercised in advance so that the Director of CDEM can remain in Wellington.	Include this concept in future national exercises.	Ongoing.
9	The position of National Controller be separated from that of the Director of CDEM and enhanced to allow for this eventuality.	Make provision in the National CDEM Plan for the desired degree of presence 'fronting' a nationally led response (that is not the Director	Completed: See Recommendation 7.

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10	The National Emergency Plan provide for potential deployment of the National Controller forward and how the NCMC and ODESC can best support this arrangement.	CDEM), yet at the same time ensuring appropriately qualified control of the response.	
11	There be built up a cadre of highly trained men and women competent to control and lead in emergency operations centres in moderate and large emergencies.	Consider options for the availability of suitably trained emergency managers to support response operations across regions, and the outcome will be included in the National CDEM Plan.	Ongoing See Recommendation 2.
12	Particularly during the response phase, only those with CIMS training and acknowledged as effective operational leaders be appointed to senior positions in a CIMS structure.	Review CIMS.	Completed: See Recommendation 3.
13	Emergency operations centres of whatever size have the capability to become operational with minimal infrastructure in the first instance and not be location dependant.	Implement the Emergency Management Information System (EMIS)	Completed: EMIS has been implemented.
		Other opportunities to improve interoperability between agencies.	Completed The New Zealand Fire Service (NZFS) is leading the 'Common Operating Picture' (COP) project as part of the implementation of the Emergency Services IT Strategy and Roadmap. The project will describe the 'COP', and identify what information agencies should be sharing, and how to achieve that. MCDEM represents the CDEM sector in this project.
14	The Police and Fire Communication Centres continue to be co-located and the Ambulance Communication Centre is added to the one facility.	Closer cooperation of emergency call centres through the Emergency Telecommunications Services Steering Group (ETSSG).	Completed

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		Christchurch Justice and Emergency Service Precinct project.	Completed: The Precinct will be completed in 2017. The Ministry of Justice is leading the development of emergency operations centre protocols. Protocols should be finalised by mid-2015, and exercises will begin after that.
15	A single emergency operations centre facility be developed for the Canterbury Region that could be used by single or all agencies to improve coordination and operational effectiveness.	Christchurch Justice and Emergency Service Precinct project.	Completed: See Recommendation 14.
16	A single incident controller be appointed at each incident site of significance in accordance with CIMS doctrine, and, depending on the size and complexity, an incident management team be set up to assist in controlling the incident.	Develop joint NZ Police/NZFS training programme.	Completed and ongoing: A protocol between NZFS and NZ Police addresses command and control, and jurisdiction. NZ Police have completed a new command Chapter for the Police Manual. The update to CIMS will be implemented. A NZ Police commissioned officer has attended the NZFS Command course, and it is likely that more NZ Police will attend. NZ Police and NZFS agree that these activities are sufficient to support future interoperability, without the need for the joint development of a command course.
17	Responsibility for the management of all emergencies and hazards needs to be more clearly identified well in advance between police, emergency services and government agencies and 'default' positions better defined.	NZFS internal review of training and procedures, using updated CIMS manual.	Completed and ongoing: Upgraded NZFS training includes all Assistant National Commanders completing the week-long Australasian Fire and Emergency Service Authorities Council (AFAC) programme in Sydney; all other Executive Officers completing a one-week Tactical Command course, with two-three day CIMS update training to follow. A New Zealand based, but AFAC supported, Strategic Command programme is planned. All paid and volunteer officers are required to attend a tactical command refresher course (usually five

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			days), repeated every two years. CIMS will be updated in all command and control and technical manuals, and in internal examination processes. NZFS' command control technical manual is being rewritten to better reflect current understandings and expectations.
18	In major emergencies, controllers use a CIMS structure with slight modifications as proposed in this report, and where emergency operations centres are established on other structures, they move as rapidly as possible to structures reflecting CIMS.	Review National CDEM Plan.	Completed: The review has been completed and a revised National CDEM Plan was made by an Order in Council in June 2015.
		Review CIMS.	Completed: See Recommendation 3.
19	Staffing of large emergency operations centres include a senior and experienced Chief of Staff.	Review National CDEM Plan.	Completed: See Recommendation 18.
		Review CIMS.	Completed: See Recommendation 3.
20	Communication within large emergency operations centres for major emergencies be improved.	Investigate integration of EMIS between agencies.	Completed: Integration of EMIS between agencies was investigated but found to be too complex and costly. The Common Operating Picture project led by NZFS will provide an alternative solution.
21	CIMS include a functional role titled 'Community Wellbeing' in response and recovery operations.	Review of emergency welfare arrangements.	Completed: See Recommendation 4.
		Review CIMS.	Completed: See Recommendation 3.
22	Authorities ensure that only people who have completed the required training, and are suitable for the role, are placed in CIMS functional positions.	For consideration by all authorities.	Ongoing
23	Greater use of collaborative planning tools to prioritise.	Revise guidance for rapid assessment and management of building evaluations.	Completed: The <i>Rapid Impact Assessment Guideline</i> was completed in 2014. It is being implemented in NZFS, and subject to resolving licensing issues, will soon be converted for use by CDEM.

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		Investigate integration of EMIS between agencies.	Completed: See recommendation 20.
		MCDEM will establish operational planning guidelines.	In progress. Draft guidelines are being consulted and will be published before the end of 2015.
24	Controllers ensure that liaison officers are exchanged with other major partner agency emergency operations centres to best gain and maintain situational awareness.	Continue current practice of exchange of liaison officers.	Ongoing
		EMIS training for liaison staff.	Ongoing: All NCMC support agencies have received initial EMIS training and have access.
25	Controllers appoint individuals to key functional leadership positions and have them supported by others in a shift relief arrangement.	Review National CDEM Plan.	Completed: See Recommendation 18.
26	MCDEM develop a shift handover template and include it in a future edition of CIMS.	For consideration in the review of CIMS, alternatively publish a template on EMIS.	Completed
27	Consideration be given to producing a national CDEM identity card (or badge) available to mandated agencies.	Establish cordon management arrangements.	Completed. Movement Control guidelines have been published.
28	Staff to assist in the National Crisis Management Centre should be drawn from those with skills and capability from across all government departments and agencies.	Review National CDEM Plan.	Completed: See Recommendation 18.
29	The responsibility for logistics between the National Crisis Management Centre and other departments should be clarified and the respective roles planned and exercised.	Develop a logistics guideline.	Completed. Logistics Guidelines have been published. .
30	Phone contact and registration systems be reviewed in the light of experience after 22 February 2011.	Investigate options for greater integration between the Police and CDEM registration and enquiry databases and ensuring capacity.	Completed: under the revised National CDEM Plan that comes into force on 1 December 2015, the NZ Police will be responsible for the co-ordination of inquiries to assist family, whānau, and significant

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			others to make contact with each other during the response and recovery from an emergency. As part of this responsibility the New Zealand Police is working towards the establishment of a process for the coordination of public enquiries involving a number of support agencies including the Ministry of Civil Defence & Emergency Management, the Ministry of Education, the Ministry of Foreign Affairs and Trade, the Ministry of Health and the New Zealand Red Cross.
31	More integrated planning and exchange of personnel take place with emergency management agencies in Australia.	Review National CDEM Plan.	Completed: See Recommendation 18.
32	Assistance that will contribute little to the response, or will cost more to put in place than it is worth or will even hamper the response, should be politely declined.	Develop a logistics guideline.	Completed: See Recommendation 29.
33	The Police emergency operations centre ensure that its situational awareness and intelligence products are fully shared with other emergency operations centres operating in support of the same incidents.	n/a	Not adopted.
34	Greater emergency management training be conducted by the Police (and other agencies) to ensure all levels of command are familiar with arrangement and requirements.	Develop Joint NZ Police/NZ FS training programme.	Completed and ongoing: See Recommendation 16.
		NZFS internal review of training and procedures, using updated CIMS manual.	Completed and ongoing: See Recommendation 17.
35	Police and Fire need to consider the merits of an alternative Police Communication Centre being identified in Christchurch.	n/a	Not adopted.

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36	Incident control responsibilities using CIMS be clear for all emergencies.	Develop Joint NZ Police/NZFS training programme.	Completed and ongoing: See Recommendation 16.
		NZFS internal review of training and procedures, using updated CIMS manual.	Completed and ongoing: See Recommendation 17.
37	Greater priority be placed on quickly establishing incident control at major rescue sites prior to establishing regional level arrangements.	Develop Joint NZ Police/NZFS training programme.	Completed and ongoing: See Recommendation 16.
		NZFS internal review of training and procedures, using updated CIMS manual.	Completed and ongoing: See Recommendation 17.
38	Agency responsibility for controlling designated incidents should be maintained wherever possible to avoid confusion in command and control arrangements.	Develop Joint NZ Police/NZFS training programme.	Completed and ongoing: See Recommendation 16.
		NZFS internal review of training and procedures, using updated CIMS manual.	Completed and ongoing: See Recommendation 17.
39	Emergency services should aim for a single, combined, resilient emergency operations centre capable of managing large regional emergencies.	Christchurch Justice and Emergency Services Precinct project.	Completed: See Recommendation 14.
		Investigate integration of EMIS between agencies.	Completed: See Recommendation 20.
40	Statutory responsibilities, regarding the role of NZFS Urban Search and Rescue (USAR) in conducting structural assessment and deconstruction advice, are clarified.	NZFS review of fire service functions and funding, and its USAR policies.	Completed: In 2013, the NZFS reviewed its Urban Search and Rescue policy following completion of the New Zealand Fire Service Review.
		Develop demolition protocol.	In progress: A draft demolition protocol has been developed by MBIE, to be completed by the end of 2015.
41	NZFS consider flexible 'operational control' and tasking arrangements for domestic USAR deployments depending on the operational requirement, National or	NZFS review of fire service functions and funding, and its USAR policies.	Completed: See Recommendation 40.

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	Incident Controller expectations and overseas contributions.		
42	NZ USAR gain a better understanding of the capabilities of the New Zealand Response Teams and better integrate them into domestic training and operations where appropriate.	NZFS review of fire service functions and funding, and its USAR policies.	Completed: See Recommendation 40.
43	Ambulance Communication Centres should be co-located with Police and NZFS Communication Centres and become part of the same communications network.	Closer cooperation of emergency call centres is on the agenda of the Emergency Telecommunications Services Steering Group.	Completed
		Christchurch Justice and Emergency Service Precinct project.	Completed: See Recommendation 14.
44	Regular exercises, including senior managers, need to be conducted to maintain operational readiness.	The National CDEM Exercise Programme provides for a 10-year schedule of exercises that will support this recommendation.	Completed and ongoing.
45	The priority of support and the potential capabilities expected of the NZDF during emergencies is clarified.	Options to enhance existing arrangements to be identified as part of National CDEM Plan review.	Completed: See Recommendation 18.
		Invite NZDF participation in exercises.	Completed and ongoing NZDF participation in exercises.
46	Closer links are established between NZDF and MCDEM with the appointment of an NZDF officer as liaison within MCDEM.	Options to enhance existing arrangements to be identified as part of National CDEM Plan review.	Completed: See Recommendation 18.
		Invite NZDF participation in exercises.	Completed and ongoing NZDF participation in exercises.
47	NZDF take part more fully in CDEM planning and exercises.	Options to enhance existing arrangements to be identified as part of National CDEM Plan review.	Completed: See Recommendation 18.

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		Invite NZDF participation in exercises.	Completed and ongoing NZDF participation in exercises.
48	<p>The following potential NZDF roles within an emergency be developed:</p> <ul style="list-style-type: none"> a) provision of a Chief of Staff for emergency operations centres; b) assisting with the intelligence function; c) explicit support where the military have specific expertise such as mapping and reconnaissance; d) specific operational tasks such as cordon management; e) assisting with the planning function; and f) physical planning and management of an emergency operations centre. 	Review National CDEM Plan.	Completed: See Recommendation 18.
49	More emphasis is given by the water network managers to business continuity planning, and to exercising in emergency management.	Review guidelines on lifeline utilities.	Completed: the Director's Guidelines on <i>Lifeline Utilities and CDEM</i> were reviewed and updated in 2014.
		Develop guidelines for assessment of infrastructure vulnerability.	Completed and ongoing: A resilience assessment toolkit for infrastructure providers and communities has been developed. The toolkit will be further refined as it is put into practice.
		For consideration by National CDEM Exercise Programme Governance Group.	Completed and ongoing.
		Include lifeline utilities in CDEM exercises.	Completed: The National Lifeline Utilities Coordinator attended the annual meeting of the National Exercise Programme Governance Group in August 2013. Lifeline utilities have access to this programme and their inclusion was re-confirmed.

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		Develop rapid impact assessment guidelines.	Completed: The <i>Rapid Impact Assessment Guideline</i> was completed in 2014. It is being implemented in NZFS, and subject to resolving licensing issues, will soon be converted for use by CDEM. User guides will be developed by early 2015.
50	When systems of wastewater are disrupted, the management of the response should provide adequate advice on alternative sanitation while portaloos or chemical toilets are being obtained.	Recommendations 50-55 Completed: See Recommendation 49 above for actions and outputs.	
51	Consideration is given to establishing reconnaissance teams with their own communications to gather data for multiple lifelines in the same reconnaissance, for example, road, water and waste water.		
52	All aspects of solid waste disposal are given attention in the development of lifeline plans.		
53	Emergency protocols and procedures are worked out between the electricity distributors and telecommunication companies.		
54	Protocols regarding power disconnection and transformer facilities in buildings to be demolished are improved by the development of demolition protocols.		
55	The mutual support arrangements between power companies are further developed.		
56	As protocols are developed for building demolition, provision is made for buildings with sensitive equipment or cables on or under them.	Develop demolition protocol.	In progress: See Recommendation 40.
57	The need to service and restore telecommunications equipment is taken into account in cordon access	Establish cordon management arrangements.	Completed: See Recommendation 27.

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	arrangements.		
58	National CDEM planning includes provision for priority transport of Air Traffic Control staff from Christchurch to Auckland to service the alternative centre.	Review National CDEM Plan.	Completed: See Recommendation 18.
		Review guidelines on lifeline utilities.	Completed. See Recommendation 49.
59	In airport emergency planning, consideration is given to rapid evaluation of runway status to enable early emergency operation of military aircraft.	For attention of airports.	Completed
60	Communication protocols between the National Crisis Management Centre, emergency operations centre and Lifelines Utility Coordination Group is reviewed.	Review guidelines on lifeline utilities.	Completed. See Recommendation 49.
		Review National CDEM Plan.	Completed: See Recommendation 18.
61	An emergency standby rail control strategy is investigated and implemented to lessen the current control system vulnerability in the event of the main control centre being unavailable.	For attention of KiwiRail.	Completed
62	KiwiRail be urged to take part in local CDEM exercises as well as those at national level, and through lifeline links.	For attention of KiwiRail and the National CDEM Exercise Programme Governance Group.	Completed
63	The Lyttelton Port Company joins in local CDEM planning and exercises.	For attention of Lyttelton Port Company and Canterbury CDEM Group.	Completed
64	The issue of fuel distribution and management and the procedures to be used during any restrictions should be addressed at national level.	Develop National CDEM Fuel Plan.	Completed: The National CDEM Fuel Plan was published in 2012.
65	Fuel supply companies develop links with utilities to minimise and mitigate outages of essential supporting services.	Develop National CDEM Fuel Plan	Completed: See Recommendation 64.

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66	That lifelines planning identify the location of priority fuel stations.	Develop National CDEM Fuel Plan	Completed: See Recommendation 64.
67	The principles and practices surrounding lifeline relationships with emergency operations centres are reviewed and publicised with a view to clarifying the roles of Lifeline Utility Coordinators and individual lifelines.	Review National CDEM Plan.	Completed: See Recommendation 18.
68	Nationally based (or at least nationally consistent) training of Lifelines Utility Coordinators should be undertaken.	Review guidelines on lifeline utilities.	Completed. See Recommendation 49.
69	Lifelines Utility Coordinators should conduct exercises regularly both nationally and locally in a meaningful way.	For attention of Lifeline Utility Coordinators and the National CDEM Exercise Programme Governance Group.	Completed and ongoing.
70	The role of the Ministry of Economic Development (MED) in the Lifelines Utility Coordination Group should be reviewed and if necessary formalised.	Review National CDEM Plan.	Completed: See Recommendation 18.
71	National policies are developed and promulgated in respect of fuel allocation and distribution in an emergency.	Develop National CDEM Fuel Plan.	Completed: See Recommendation 64.
72	Disposal of solid waste, in particular liquefaction silt and demolition debris should be incorporated in lifelines plans.	Review guidelines on lifeline utilities.	Completed. See Recommendation 49.
73	The resilience of infrastructure providers in the main centres in New Zealand should be evaluated to provide a national picture of vulnerabilities and a basis for improvement.	Develop guidelines for assessment of infrastructure vulnerability.	Completed and ongoing. See Recommendation 49.
74	The successful experience of the health sector is used as a template for the response in other regions.	All agencies to note.	Completed

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		Include Ministry of Health experience in considerations of a 'cadre of highly trained emergency managers'.	Completed
75	Protocols are developed to facilitate the continued safe operation of welfare and other centres even where running water is not available and sanitation is of a lower standard than would normally be acceptable.	Complete Ministry of Health plan to support welfare centres.	Completed: St John has developed a cadre of managers and paramedics who have gained extensive experience in providing primary health support at welfare centres, and are available to provide future support should it be needed.
76	A structure is developed within CIMS by which community and voluntary organisations can 'plug into' the official response.	Review CIMS.	Completed: See Recommendation 3.
77	The Ministry of Social Development (MSD) needs to 'rebrand' its effort in an emergency and develop new services.	Review emergency welfare arrangement.	Completed: See Recommendation 4.
		Ministry of Social Development's ongoing Emergency Response Programme	Completed: as part of the review of welfare services arrangements and the National CDEM Plan 2015 (see recommendation 18)
78	Consideration is given to the development of a high level national team to manage building safety evaluations in major emergencies.	Detailed engineering evaluations guidance.	In progress: Training for engineers and inspectors commenced in 2015.
		Revise guidance for rapid assessment and management of building evaluations.	Completed: See Recommendation 23.
		Policy work informed by the Canterbury Earthquakes Royal Commission in relation to the management of buildings following earthquakes.	In progress: Policy papers on earthquake-prone buildings were considered by Cabinet Economic Growth and Infrastructure Committee in March 2015. Policy for building emergency management is being developed.
79	Local and Regional authorities develop local organisational structures and appropriate information and data management systems.	Implement EMIS.	Completed and ongoing.

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80	A national system is developed for the selection, training, warranting and mobilisation of building professionals for building safety evaluation in an emergency.	For Recommendations 80 to 84 see Recommendation 78 for actions and outputs.	
81	Guidelines for Building Evaluation is revised in the light of the experience in Christchurch with particular attention to revision of the placarding system.		
82	Improvements to the building safety evaluation arrangements already commenced, with MCDEM and MBIE, supported by the NZ Society for Earthquake Engineering (NZSEE), are carried through.		
83	Building evaluation during an emergency is given a legal mandate.		
84	MBIE accelerate the development and maintenance of a common approach, organisation and training for building evaluation in local authorities.		
85	National protocols, procedures and plans are developed for the demolition of buildings and structures under a state of emergency and be incorporated in CDEM plans.	Develop demolition protocol.	In progress: See Recommendation 40.
86	The demolition protocols are developed in conjunction with representatives from building owners, local authorities, MCDEM, USAR, engineers, the insurance industry and business groups.	Develop demolition protocol.	In progress: See Recommendation 40.
87	MCDEM set up a working group to design CDEM guidelines for the setting up, management, contraction and demobilising of cordons in an emergency.	Establish cordon management arrangements.	Completed: See Recommendation 27.
88	CDEM plans include early restoration of business (including preservation of jobs) as an objective of the response.	Review emergency welfare arrangements.	Completed: See Recommendation 4.

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89	A senior business liaison person be included in the organisation of emergency operations centres.	Review CIMS.	Completed: See Recommendation 3.
		Review volunteer management guideline.	Completed: The guideline <i>Volunteer Coordination in CDEM</i> was published in 2013.
90	MCDEM encourage businesses to prepare emergency response plans, including templates for those areas considered important by business, such as post-disaster human resource management.	Ongoing CDEM Public Education Programme.	Ongoing: See Recommendation 6.
		Complete business continuity planning guidance.	Completed and ongoing: See Recommendation 6.
91	The Guide to the National Civil Defence Emergency Management Plan include a section dealing with logistics.	Develop a logistics guideline.	Completed: See Recommendation 29.
		Review National CDEM Plan.	Completed: See Recommendation 18.
92	For significant emergencies, the expertise available in commercial logistics companies is incorporated into emergency operations centres at an operational level.	Develop a logistics guideline.	Completed: See Recommendation 29.
		Review National CDEM Plan.	Completed: See Recommendation 18.
93	MCDEM establish a national resource database of providers of essential goods and services complete with at least three emergency contact points in each organisation.	Ongoing population and maintenance of the EMIS resource and contacts database.	Ongoing: EMIS resource database maintenance is ongoing, at both national and local levels.
94	Protocols are developed to deal with abnormal payments needing urgent decisions in an emergency situation.	Develop a logistics guideline.	Completed: See Recommendation 29.
		Review National CDEM Plan.	Completed: See Recommendation 18.
95	CDEM planning and exercising include provision of clear directions regarding information collection and intelligence analysis, together with the installation of operations knowledge boards, or electronic intelligence summaries at emergency operations centres for all significant incidents.	Implement EMIS.	Completed and ongoing.
96	Information gathering to follow a collection plan targeting sources that will provide decision makers with their	Implement EMIS.	Completed and ongoing.

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	priorities.		
97	All emergency operations centre staff to work on developing good 'situational awareness' so they are aware what is occurring around them and the implications of changes and decisions.	Implement EMIS.	Completed and ongoing.
98	An emergency operations centre should aim to maintain a single am and pm briefing to inform and update all Incident Management Team functions and key personnel at the same time.	All agencies to review standard operating procedures.	Completed
99	Plans and templates are prepared for communications with communities that the traditional media cannot reach after a disaster.	Update public information guideline.	Completed: The revised <i>Public Information Management Guideline</i> was published in 2013.
100	The public information management and all-of-government functions be merged within emergency operations centres.	Review all-of-government public information process to ensure effective national communications in major emergencies.	Completed: The National Communications Action Strategy was reviewed and updated in 2013.
101	A competent and high-profile spokesperson is appointed for the controller in major emergencies.	Update public information guideline.	Completed: See Recommendation 99.
102	Reasonable facilities for shelter and catering of media are provided where these are not available otherwise.	Update public information guideline.	Completed: See Recommendation 99.
103	Explicit provision be made within the National CDEM plan for science input and strategic engineering advice to be embedded within the emergency operations centre.	Review National CDEM Plan.	Completed: See Recommendation 18.
104	Planning is undertaken to enable important social data to be gathered in a strictly controlled manner (as happened with research into physical science and engineering).	MCDEM will continue to work with the Natural Hazards Research Platform government social agencies and the local government sector on arrangements for connecting social science advice into operations.	Ongoing
105	The existing arrangements for volunteers from the	Review volunteer management guideline.	Completed: See Recommendation 89.

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	community to train for and assist in managing welfare centres etc. continue, and with more emphasis placed on Neighbourhood Support.		
106	A template is developed in Christchurch for a simple structure to link community organisations to the official response.	Review CIMS.	Completed: See Recommendation 3.
107	The Neighbourhood Support organisation with its web-based network is recognised as a significant resource for information gathering and dissemination.	CDEM Groups to note.	Completed
		Review National CDEM Plan.	Completed: See Recommendation 18.
108	An emergency operations centre should include in its organisational structure a single liaison point through which semi-spontaneous volunteer groups that have strong self-management capability can be tasked.	Review CIMS.	Completed: See Recommendation 3.
		Review volunteer management guideline.	Completed: See Recommendation 89.