

Corrective Action Plan - following the *Review of the Civil Defence Emergency Management Response to the 22 February 2011 Christchurch Earthquake*

Background

1. The Ministry of Civil Defence & Emergency Management (MCDEM) commissioned an independent review of the civil defence emergency management (CDEM) response to the February 2011 Christchurch earthquake. The review's terms of reference was noted by Cabinet in November 2011 [CAB Min (11) 41/9].
2. The purpose of the review was to identify, from an emergency management perspective, the practices that should be reinforced and the processes and policies that need improving. It focused on the emergency response and how well the response arrangements in the National CDEM Plan worked. The review included the range of agencies and organisations involved in the response. The scope excluded recovery arrangements.
3. The Cabinet Committee on Canterbury Earthquake Recovery (CER) and Cabinet noted the *Review of the Civil Defence Emergency Management Response to the 22 February Christchurch Earthquake* (the report) on 24 September 2012 and 1 October 2012 respectively [CAB Min (12) 35/2]. Cabinet directed that MCDEM report back to the Committee on an interagency Corrective Action Plan in response to the report's 108 recommendations, for noting, by November 2012¹.
4. This document represents the interagency Corrective Action Plan (the Plan) and will form the basis for the report to the CER in November 2012.

Review findings

5. The report concluded that, overall, the emergency response can be regarded as having been well managed and effective. The response showed the resilience of the Christchurch community and the strengths of New Zealand's emergency services and CDEM framework. In particular it found that:
 - The initial response strategy was sound;
 - Emergency services responded rapidly and worked together well;
 - Private utility providers and the Christchurch City Council were well prepared and responded well from a lifelines perspective;
 - Voluntary groups provided major assistance;
 - The technical aspects of inspecting damaged buildings were performed well;
 - The decision to provide a subsidy for wages was highly effective;
 - Communication between Ministers, departments, the Officials' Committee for Domestic and External Security Coordination and the National Crisis Management Centre ran well; and

¹ The review report, and the Government's high-level response to it, can be accessed at: http://www.civildefence.govt.nz/memwebsite.nsf/wpg_URL/For-the-CDEM-Sector-Publications-Review-of-the-Civil-Defence-Emergency-Management-Response-to-the-22-February-Christchurch-Earthquake?OpenDocument

6. The report also identified aspects that can be improved upon to further enhance response in future emergencies. It made six 'major' recommendations and 102 other recommendations. The Plan reflects Cabinet's decisions on the first six (major) recommendations in the report.

Corrective Action Plan

7. The Plan was developed in consultation with participating government agencies, beginning shortly after the report was finalised. The Officials' Committee on Domestic and External Security (ODESC) had input into this process.
8. The report concluded that the current "legislation and subsidiary documents provide an adequate basis for emergency management and the changes in structures and operations proposed in the Review would require relatively straightforward and limited amendments to the documents." While many of the actions in the Plan are relatively straightforward, some will entail work programmes which will take longer to complete. It is therefore envisaged that the Plan will inform agency work programmes over the remainder of the 2012/13 year as well as the 2013/14 year.
9. For the purpose of the Plan, the recommendations from the report are grouped under the following themes.²
 1. Management & Control
 2. Emergency Operations Centres and staffing
 3. Emergency welfare arrangements
 4. First level ('front line') response
 5. Lifelines
 6. Building management
 7. Logistics
 8. Information management
 9. Public information
 10. Community preparedness and response
10. MCDEM will coordinate the overall Plan and reporting. Other agencies that have a role in implementing the Plan are: the State Services Commission, New Zealand Police, New Zealand Fire Service, New Zealand Defence Force, the Ministries of Social Development, Health, Foreign Affairs and Trade, and Business, Innovation and Employment.
11. Some of the actions will involve non-government organisations. The Ministry of Health has consulted with St John Ambulance on relevant actions in the Plan. Lifeline utility companies will be consulted as part of two guideline reviews signalled in the Plan (under Theme 5).
12. The outcomes of the Plan will be incorporated in the National CDEM Plan and the Guide to the National CDEM Plan as appropriate. Both these documents are currently undergoing reviews; the timeframes for their reviews will allow for the outcomes of the Plan to be accommodated.

² Appendix A lists the report's recommendations with their corresponding Theme and sub-theme.

Theme 1: Management & Control**Coordinating Agency:** MCDEM**Recommendations:** 1, 2, 5, 7, 8, 9, 10, 11, 12, 17, 18, 19, 22, 25, 26, 101

Note: Recommendations 1 and 5 were not adopted: Territorial authorities will maintain their capacity to manage local emergencies and MCDEM will remain a branch of the Department of Internal Affairs. In relation to recommendation 1, MCDEM will continue to work with the 16 regional CDEM Groups to strengthen rather than diminish the role of councils. The ongoing commitment of councils is crucial to the success of CDEM responses. Most emergencies are short, localised events that are best dealt with at the local level without needing the CDEM Group to formally lead the response.

Issues & Actions**1.1 National Controller deployment**

The report endorsed the concept of 'forward deployment' of the National Controller that was applied in the response. While a nationally recognised and competent figure is required to be seen to lead the response locally, it also recognised that it is preferable that the Director of CDEM remains in Wellington. It noted that media pressures on the National Controller were significant and disrupted his operational focus. It suggests that this can be addressed by the appointment of a suitable spokesperson or a chief of staff.

Action:

MCDEM will make provision in the National CDEM Plan for the desired degree of presence 'fronting' a nationally led response (that is not the Director of CDEM), yet at the same time ensuring appropriately qualified control of the response.

Projected time frame:

National CDEM Plan review completion: 2013/14

1.2 Responsibilities

The report noted that 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.

Action:

MCDEM will ensure lead and support agencies for the management of all emergencies and hazards are properly identified in the National CDEM Plan.

Projected time frame:

- National CDEM Plan review completion: 2013/14

1.3 Suitably trained managers

The report remarked on the importance of the availability of suitably experienced emergency managers. It recommends that only people with such experience are appointed in senior positions within the response structure and that they remain the principal manager for the assigned function throughout the response. Recognising the limited availability of suitably experienced managers at any specific location, the report recommends that a cadre of highly trained emergency managers from across the country be established. The report also emphasised the importance that the response structure reflects the CIMS³ concept.

Actions:

MCDEM will consider options for the availability of suitably experienced emergency managers to support response operations across regions, and the outcome will be included in the National CDEM Plan.

Recommendations related to CIMS will be considered as part of the review of the concept that is currently underway.

Projected time frame:

- National CDEM Plan review completion: 2013/14
- CIMS review completed: 2012/13

³ CIMS: Coordinated Incident Management System. CIMS is the incident management concept and processes that all emergency services in New Zealand must use in accordance with the National CDEM Plan Order 2005.

Theme 2: Emergency Operations Centres and staffing

Coordinating Agency: MCDEM

Recommendations: 13, 15, 20, 28, 31, 39, 44, 45, 46, 47, 48, 74

Issues & Actions

2.1 Strong, joint emergency operations centres

The report emphasised the importance of strong emergency operations centres, able to become operational with minimal infrastructure. It recommends a single emergency operations centre be developed for Canterbury and in other regions that can be used by single or all agencies jointly to improve coordination and operational effectiveness. Provision must be made for sufficient access arrangements and communication within emergency operations centres.

Actions:

An initiative towards the establishment of a single joint emergency operations centre in Christchurch is currently underway under the 'Justice and Emergency Services Precinct' project. The concept design includes the considerations highlighted by the report and if successful, could provide a model for other regions.

The new CDEM Emergency Management Information System (EMIS) will also greatly enhance communication within emergency operations centres. An opportunity exists to integrate information exchange between agencies using this system (currently CDEM, MOH, Police, Assure Quality, MFAT) and thereby improve interoperability.

Projected time frame:

- Detailed business case with regards to the 'Christchurch Justice and Emergency Services Precinct': November 2012 (Ministry of Justice).
- Explore options to integrate EMIS between agencies: 2013/14

2.2 Appropriate staffing

The report recommends that emergency operations centres only be staffed by people that were trained in CIMS, and also noted the contribution that the New Zealand Defence Force (NZDF) can make. It also recommends more integrated planning and exchange of personnel with emergency management agencies in Australia, while the National Crisis Management Centre should also draw from those with skills and capability from across government departments and agencies.

Actions:

Arrangements exist for exchange of response staff among agencies at the national level, as well as between New Zealand and Australia. MCDEM will discuss with government agencies and non-government organisations how assistance in local emergency operations centres can be enhanced and provide for this in the National CDEM Plan.

Projected time frame:

- National CDEM Plan review completion: 2013/14

Theme 3: Emergency welfare arrangements

Coordinating Agency: MCDEM; MSD

Recommendations: 4, 21, 30, 75, 77, 88

Issues & Actions

3.1 Community wellbeing

The report highlights the holistic concept of 'community wellbeing' (including the importance of the preservation/restoration of business and jobs) as opposed to the traditional (perceived narrow) focus of 'emergency welfare'. To support appropriate emphasis and coordination in this regard it encourages CIMS to recognise 'Community Wellbeing' as a function in its own right. It suggests that MSD 'rebrands' its effort and 'develop new services' in emergency response.

Actions:

MCDEM and MSD are currently undertaking a joint review of emergency welfare arrangements that will take the report's recommendations into consideration.

The CIMS review will attend to the inclusion of 'Community Wellbeing' as a separate function.

MSD has initiated an Emergency Reserve programme to further develop its regional deployment capacity and capability.

Projected time frame:

- Emergency welfare arrangements review completed: 2012/13
- CIMS review completed: 2012/13
- The MSD Emergency Response Programme is an on-going activity

3.2 Registration and enquiry

The report recommends that registration and enquiry systems for affected people be reviewed.

Actions:

MCDEM, Police and MSD (National Welfare Coordination Group) will investigate options for greater integration between the Police and CDEM registration and enquiry databases and ensuring appropriate capacity.

Projected time frame:

- Investigate options for greater integration between the Police and CDEM registration and enquiry databases and ensuring appropriate capacity: 2013/14

3.3 Continued operation of welfare centres

The report recommends that provision be made for the continued operation of welfare centres even where some essential services e.g. water and sanitation are unavailable.

Actions:

The Ministry of Health have contracted St John to develop a plan for the support of a range of health services from district health boards and other providers to welfare centres.

Projected time frame:

- Completion of MOH plan to support welfare centres: 2012/13

Theme 4: First level ('front line') response

Coordinating Agency: Police, New Zealand Fire Service

Recommendations: 14, 16, 27, 34, 35, 36, 37, 38, 40, 41, 42, 43, 57, 87

Issues & Actions

4.1 Incident control

The report indicates a 'lack of clarity' around incident control at specific rescue sites in the initial period of the response. It encourages the application of the CIMS and incident management team concepts and training by all emergency services in this regard.

Actions:

NZ Police does not agree with some of the views expressed on incident control, nevertheless Police will ensure that the importance of quickly establishing incident control at major rescue sites is included as a part of its updated approach to command training.

NZ Police is finalising a training needs analysis for incident command and control, while also working with NZ Fire Service on joint development of a training programme.

NZFS will review its procedures and training to ensure that effective incident control is achieved at all levels of an event, noting this will always be a dynamic process dependent on available resources and the extent of the emergency.

Projected time frame:

- Joint NZ Police/Fire Service training programme developed: 2013/14
- Completion of the NZFS internal review of training and procedures to make sure incident control is achieved effectively, and the updated CIMS manual is reflected – by June 2013

4.2 Communications centres

The report encourages joint operations between the Police, Fire and Ambulance communications centres among these services.

Actions:

Closer cooperation of emergency call centres is a current item on the agenda of the Emergency Telecommunication Services Steering Group (ETSSG).

The Christchurch 'Justice and Emergency Services Precinct' project also addresses this requirement.

Projected time frame:

- ETSSG Directions & Priorities report: Early 2013.
- Detailed business case with regards to the 'Christchurch Justice and Emergency Services Precinct': November 2012 (Ministry of Justice).

4.3 USAR

With regards to Urban Search and Rescue (USAR) the report encourages NZFS to consider more flexible operational control and tasking arrangements for USAR deployments as well as a greater understanding of the capabilities of New Zealand Response Teams with a view to larger integration into operations.

Actions:

The Review of Fire Service Functions and Funding currently underway is expected to address the statutory basis and responsibilities of USAR. NZFS has also addressed its USAR policy with consideration of the recommendations around USAR.

Projected time frame:

- The independent panel reviewing the Fire Service Functions and Funding is due to complete their report in December 2012.
- The NZFS review of its USAR policies will be complete by June 2013; consideration of the integration of New Zealand Response teams' capabilities will be part of the NZFS review.

4.4 Cordon management

The report makes recommendations with regards to the establishment of guidelines on cordon management.

Actions:

MCDEM will work with the Police to establish a project towards the development of arrangements on cordon management in large scale emergencies.

Projected time frame:

- Establish cordon management arrangements: 2013/14

Theme 5: Lifelines**Coordinating Agency:** MBIE, MCDEM**Recommendations:** 49, 50, 52, 53, 54, 55, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73**Issues & Actions****5.1** The report makes a range of recommendations on matters related to:

- Business continuity planning around water, waste water and solid waste disposal
- Coordination between electricity and telecommunication companies
- Protocols regarding electricity disconnection
- Port, airport and rail emergency planning
- Fuel distribution during restrictions
- Lifeline Utilities Coordinators training and their links with emergency operations centres
- The role of MBIE in lifelines coordination
- Evaluation of the resilience of infrastructure providers in the main centres of New Zealand

Actions:

MCDEM has included a review of its two guidelines on lifelines in its work programme for 2012/13. Details around the role of Lifeline Utilities Coordinators contained in the Guide to the National CDEM Plan and in the CDEM Competency Framework Role Maps will also be updated in accordance with the outcomes of these reviews.

The importance of including lifeline utilities in exercises will be re-emphasised via the National CDEM Exercise Programme Governance Group.

The issue of fuel prioritisation is covered in the National CDEM Fuel Plan that was published in July 2012. This plan was recently approved and will be published shortly. The subject of fuel distribution and management is one for fuel companies as part of their business continuity and emergency plans.

Risks and vulnerability assessments of infrastructure providers at local level are a requirement of CDEM Groups as part of their CDEM Group planning process and of individual lifeline utilities as part of their own risk and asset management. These assessments are supported by the representation of ports and airports on the CDEM Group Lifeline Coordinating Groups. MCDEM is currently working with the Treasury National Infrastructure Unit, Local Government New Zealand, lifeline utilities, CERA and others to achieve a more consistent approach to assessments of infrastructure vulnerability, and MCDEM will consider how this work can be incorporated into third generation CDEM Group planning guidance.

MBIE has formalised its role in lifeline utilities coordination by becoming a full member of the New Zealand Lifelines Committee (NZLC) and taking a more active role in lifelines coordination at a national level. This will be recognised in the National CDEM Plan.

Projected time frame:

- Review of the MCDEM guidelines on lifeline utilities: 2012/13
- Guidelines for assessment of infrastructure vulnerability (Treasury National Infrastructure Unit, Local Government New Zealand and New Zealand lifeline utilities): 2013/14
- National CDEM Plan review completion: 2013/14
- National CDEM Exercise Programme Governance Group next meeting: August 2013

Theme 6: Building management

Coordinating Agency: MBIE

Recommendations: 40, 56, 78, 80, 81, 82, 83, 84, 85, 86

Issues & Actions

6.1 Building evaluations

The report encourages consideration of the development of a national team to manage building safety evaluations in major emergencies as well as a system for the selection, training, warranting and mobilisation of building professionals for building safety evaluation in an emergency. It also recommends that building evaluation during an emergency is given a legal mandate and that the current guidelines for building evaluation be revised with particular attention to revision of the placarding system.

Actions:

The recommendations regarding building evaluations are similar to the recommendations from the Canterbury Earthquakes Royal Commission (CERC) in relation to management of buildings following earthquakes.

Policy work is underway and this may lead to possible legislative amendment to the Building Act 2004. The scope of the policy work will be informed by the Royal Commission's Final Report.

MBIE has published *Guidance for engineers assessing the seismic performance of non-residential and multi-unit residential buildings* and *Advice for Canterbury building owners: assessing the seismic performance of non-residential and multi-unit residential buildings*.

Projected time frame: (to be finalised following the Government's consideration of Volume 7 of the Final Report)

- Development of policy scope: December 2012
- Legislation bid: February 2013
- Revision to existing guidance for rapid assessment and management of building evaluations: 2012/13
- Detailed Engineering Evaluations final guidance: 2012/13

6.2 Building demolitions

The report recommends that national protocols, procedures and plans are developed for the demolition of buildings and structures during a state of emergency. These protocols should be developed in conjunction with representatives from building owners, local authorities, MCDEM, USAR, engineers, the insurance industry and business groups.

Actions:

MBIE and MCDEM will include the development of a demolition protocol in their work programmes for 2013/14 given the already full work programme for the 2012/13 year.

Projected time frame:

- Development of a demolition protocol: 2013/14

Theme 7: Logistics**Coordinating Agency:** MCDEM**Recommendations:** 29, 32, 91, 92, 93, 94**Issues & Actions****7.1 Logistics guidance and expertise**

The report recognised that the Logistics function requires more definition and guidance, and recommends the Guide to the National CDEM Plan include a section dealing with logistics. It suggests that this section includes:

- Clarification of the responsibility for logistics between the National Crisis Management Centre and other departments
- Protocols to deal with abnormal payments needing urgent decisions in an emergency
- The incorporation of expertise available in commercial logistics companies into emergency operations centres (for large scale responses)
- Declining assistance that will contribute little to the response, or will cost more to put in place than it is worth

Actions:

The development of a Logistics Guideline is included in the MCDEM work programme for 2012/13. MCDEM will also provide for a chapter about logistics in the Guide to the National CDEM Plan.

Projected time frame:

- Logistics guideline completion: 2012/13
- National CDEM Plan review completion: 2013/14

7.2 National resource database

The report suggests that MCDEM establish a national resource database of providers of essential goods and services with at least three emergency contact points in each organisation

Actions:

The new Emergency Management Information System (EMIS) provides for a resource and contacts database. MCDEM will populate and maintain these databases on an on-going basis.

Projected time frame:

- Population and maintenance of the EMIS resource and contacts databases: On-going

Theme 8: Information management**Coordinating Agency:** MCDEM**Recommendations:** 23, 24, 33, 51, 79, 95, 96, 97, 98, 103, 104**Issues & Actions****8.1 Integrated data management**

The report encourages consideration of integrated reconnaissance aimed at data sharing among agencies and lifelines, better data management and information sharing systems as well as the use of science, engineering and social data input.

Actions:

MCDEM is currently undertaking a project aimed at establishing guidelines for impact assessment.

The new CDEM Emergency Management Information System (EMIS) will greatly overcome the communication and data management issues. The system also provides for electronic information displays as well as standardised templates for action plans, situation and assessment reports. An opportunity exists to integrate information exchange between agencies using this system (currently CDEM, MOH, Police, Assure Quality, MFAT) and thereby improve interoperability.

Projected time frame:

- Impact assessment guidelines completion: 2012/13
- Explore options to integrate EMIS between agencies: 2013/14

8.2 Operational Planning

The report recommends that greater emphasis is placed on operational planning capability.

Actions:

MCDEM will undertake a project aimed at establishing guidelines for operational planning.

Projected time frame:

- Operational planning guidelines completion: 2013/14

8.3 Exchange of liaison officers

The exchange of liaison officers among agency emergency operations centres to best maintain situational awareness is encouraged.

Actions:

Whilst the exchange of liaison officers is existing practice, the new CDEM Emergency Management Information System (EMIS) provides access to all information from any location.

Projected time frame:

- EMIS training for liaison staff (all levels): On-going

Theme 9: Public Information**Coordinating Agency:** State Services Commission**Recommendations:** 99, 100, 101, 102**Issues & Actions****9.1 Local and government public information efforts**

The report recommends that local and all-of-government public information management functions be merged within emergency operations centres.

Actions:

Review of the all-of-government public information process, including integration with local public information management functions, to ensure effective national communications in major emergencies.

Projected time frame:

- 2012/13

9.2 Communicating with the media and communities

The report suggests the appointment of a high-profile spokesperson to support the National Controller in major emergencies and that consideration be given to ways to communicate with communities that the traditional media cannot reach after a disaster. It also points to the importance of appropriate facilities (including shelter and catering) for the media.

Actions:

The recommendation with regards to the appointment of a high-profile spokesperson will be addressed under Theme 1.

MCDEM will update its Public Information Guideline to include the considerations regarding community information and media management.

The Department of Internal Affairs recently published a *Social Media in Government - Hands on Toolbox* and MCDEM used that to develop a *Social Media Strategy* and a *Social Media Operational Guide* for its recent highly successful New Zealand ShakeOut project. These documents provide a useful basis for planning and application of social media in emergencies.

Projected time frame:

- Update of MCDEM Public Information Guideline: 2012/13

Theme 10: Community preparedness and response

Coordinating Agency: MCDEM

Recommendations: 3, 6, 76, 89, 90, 105, 106, 107,108

Issues & Actions

10.1 Preparedness

The report recommends that 'MCDEM continues to promote a culture of preparedness for major disasters among all sectors and be resourced to do so', as well as encourage businesses to prepare emergency response and business continuity plans.

Actions:

Public preparedness is at the core of several of MCDEM outputs, i.e. its Get Ready Get Thru programme, the New Zealand ShakeOut earthquake campaign and the What's the Plan Stan school curriculum. The CDEM Public Education Programme is an on-going activity.

MCDEM also maintains a web page dedicated to business preparedness including guidance on the development of emergency response plans, civil defence cabinets and business continuity. In addition to this MCDEM has recently approved a work programme aimed at developing practical guidance on business continuity planning for businesses, while CDEM Groups, local authorities, MBIE and the Department of Labour also provide information on business preparedness.

Funded by the Natural Hazard Research Platform, the public good research programme 'Resilient Organisations' (a collaboration between New Zealand research universities and supported by a diverse group of industry partners and advisors) recently published a free resource for small and medium sized enterprises to guide them on business continuity planning. MCDEM assists with the promotion of the publication.

Clauses 58 and 59 of the Civil Defence Emergency Management Act 2002 require government departments and others to continue functioning during and after an emergency. MCDEM intends a capability assessment among departments that will include BCM.

Projected time frame:

- The CDEM Public Education Programme is an on-going activity
- BCP guidelines completion: 2013/14
- Capability assessment among national agencies: 2013/14

10.2 Community and volunteer groups

The report found that the participation of community and volunteer groups in the response could have been accommodated better, especially in the initial stages of the response. The report recommends that 'CIMS be modified and templates developed to better link the response with the community and community organisations'. It also recommends the inclusion of a representative of the business community in emergency operations centres.

Actions:

The review of the CIMS concept of operations will consider the recommendations related to community and volunteer engagement.

MCDEM will review its best practice guideline on volunteer management. Community groups will be engaged in the review.

Projected time frame:

- CIMS review completed: 2012/13
- Volunteer management guideline review completed: 2012/13

Recommendations of the Review of the CDEM Response to the 22 February Christchurch Earthquake

For ease of reference, the review report's 108 recommendations are listed below in numerical order, with the corresponding action item alongside each one. Recommendations being taken forward = green, recommendations not being taken forward = amber.

#	Recommendation from the report	Corrective Action Plan theme and sub-theme
1	Territorial local authorities no longer have power to control the response to emergencies, but that they still retain the power to declare them.	Territorial authorities will maintain their capacity to manage local emergencies. MCDEM will continue to work with the 16 regional Civil Defence Emergency Management (CDEM) Groups to strengthen rather than diminish the role of territorial authorities. Their ongoing commitment is crucial to the success of CDEM responses. Most emergencies are short, localised events that are best dealt with at the local level without needing the CDEM Group to formally lead the response.
2	A cadre of highly trained emergency managers from organisations across the country is established to lead and control emergency responses.	Theme 1: Management and control, sub-theme 1.3: Suitably trained managers Action: MCDEM will 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
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.	Theme 10: Community preparedness and response, sub-theme 10.2: Community and Volunteer Groups Action: Review of the Coordinated Incident Management System (CIMS)
4	The preservation of business and jobs are made a higher priority during responses to emergencies, and links between the response and businesses improved.	Theme 3: Emergency welfare arrangements, sub-theme 3.1: Community wellbeing Action: Review of emergency welfare review Theme 10: Community preparedness and response, sub-theme 10.2: Community and volunteer groups Action: Review of CIMS concept of operations
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.	MCDEM will remain in its current location as a branch of the Department of Internal Affairs. The Department can provide support services such as information and communications technology, finance, facilities and supplementary staff, and can quickly reprioritise resources in the case of a major emergency.
6	MCDEM continue to promote a culture of preparedness for major disasters amongst all sectors and be resourced appropriately to do so.	Theme 10: Community preparedness and response, sub-theme 10.1 Action: Ongoing CDEM Public Education Programme, completion of guidelines for business continuity planning, and capability assessment among national agencies
7	National emergencies should be managed with control forward, appointing a nationally recognised and competent figure as Controller.	Theme 1: Management and control, sub-theme 1.1: National Controller deployment Action: MCDEM will make provision in the National CDEM Plan for the desired degree of presence 'fronting' a nationally led response (that is not the Director of CDEM), yet at the same time ensuring appropriately qualified control of the response

8	Plans are made and exercised in advance so that the Director of CDEM can remain in Wellington.	Theme 1: Management and control, sub-theme 1.1: National Controller deployment Action: MCDEM will include this concept in future national exercises
9	The position of National Controller be separated from that of the Director of CDEM and enhanced to allow for this eventuality.	Theme 1: Management and control, sub-theme 1.1: National Controller deployment Action: MCDEM will make provision in the National CDEM Plan for the desired degree of presence 'fronting' a nationally led response (that is not the Director of CDEM), yet at the same time ensuring appropriately qualified control of the response
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.	Theme 1: Management and control, sub-theme 1.1: National Controller deployment Action: MCDEM will make provision in the National CDEM Plan for the desired degree of presence 'fronting' a nationally led response (that is not the Director of 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.	Theme 1: Management and control, sub-theme 1.3: Suitably trained managers Action: MCDEM will 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
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.	Theme 1: Management and control, sub-theme 1.3: Suitably trained managers Action: Review of CIMS
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.	Theme 2: Emergency Operations Centres and staffing, sub-theme 2.1: Strong, joint emergency operations centres Action: The new CDEM Emergency Management System (EMIS), and other opportunities to improve interoperability between agencies
14	The Police and Fire Communication Centres continue to be co-located and the Ambulance Communication Centre is added to the one facility.	Theme 4: First level ('front line') response, sub-theme 4.2: Communications centre Action: Closer cooperation of emergency call centres is on the agenda of the Emergency Telecommunications Services Steering Group (ETSSG). The Christchurch 'Justice and Emergency Service Precinct' project.
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.	Theme 2: Emergency Operations Centres and staffing, sub-theme 2.1: Strong, joint emergency operations centres Action: Business case for the 'Christchurch Justice and Emergency Services Precinct'
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.	Theme 4: First level ('front line') response, sub-theme 4.1: Incident control Action: Joint NZ Police and NZ Fire Service training programme, and NZ Fire Service internal review of training and procedures to ensure incident control is achieved effectively and the updated CIMS manual is reflected
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.	Theme 4: First level ('front line') response, sub-theme 4.1: Incident control Action: Joint NZ Police/NZ Fire Service training, and NZFS internal review of training and procedures using updated CIMS manual

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.	Theme 1: Management and control, sub-theme 1.3: Suitably trained managers Action: Review of National CDEM Plan and Review of CIMS
19	Staffing of large emergency operations centres include a senior and experienced Chief of Staff.	Theme 1: Management and control, sub-theme 1.3: Suitably trained managers Action: MCDEM will consider options and the outcome included in the National CDEM Plan
20	Communication within large emergency operations centres for major emergencies be improved.	Theme 2: Emergency Operations Centres and staffing, sub-theme 2.1: Strong, joint emergency operations centres Action: Explore options to integrate EMIS between agencies
21	CIMS include a functional role titled 'Community Wellbeing' in response and recovery operations.	Theme 3: Emergency welfare arrangements, sub-theme 3.1: Community wellbeing Action: Review of emergency welfare arrangements and review of CIMS
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
23	Greater use of collaborative planning tools to prioritise.	Theme 8: Information management, sub-theme 8.1: Integrated data management Action: Impact assessment guidelines, investigation of integration of EMIS between agencies
24	Controllers ensure that liaison officers are exchanged with other major partner agency emergency operations centres to best gain and maintain situational awareness.	Theme 8: Information management, sub-theme 8.3: Exchange of liaison officers Action: Continue current practice of exchange of liaison officers, and EMIS training for liaison staff
25	Controllers appoint individuals to key functional leadership positions and have them supported by others in a shift relief arrangement.	Theme 1: Management and control, sub-theme 1.3: Suitably trained managers Action: National CDEM Plan review
26	MCDEM develop a shift handover template and include it in a future edition of CIMS.	Theme 1: Management and control, sub-theme 1.3: Suitably trained managers Action: For consideration in the review of CIMS, alternatively publish a template on EMIS
27	Consideration be given to producing a national CDEM identity card (or badge) available to mandated agencies.	Theme 4: First level ('front line') response, sub-theme 4.4: Cordon management Action: Establish cordon management arrangements
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.	Theme 2: Emergency Operations Centres and staffing, sub-theme 2.2: Appropriate staffing Action: National CDEM Plan review
29	The responsibility for logistics between the National Crisis Management Centre and other departments should be clarified and the respective roles planned and exercised.	Theme 7: Logistics, sub-theme 7.1: Logistics guidance and expertise Action: Development of a Logistics Guideline
30	Phone contact and registration systems be reviewed in the light of experience after 22 February 2011.	Theme 3: Emergency welfare arrangements, sub-theme 3.2: Registration and enquiry Action: Investigate options for greater integration between the Police and CDEM registration and enquiry databases and ensuring capacity

31	More integrated planning and exchange of personnel take place with emergency management agencies in Australia.	Theme 2: Emergency Operations Centres and staffing, sub-theme 2.2: Appropriate staffing Action: National CDEM Plan review
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.	Theme 7: Logistics, sub-theme 7.1: Logistics guidance and expertise Action: Development of a Logistics Guideline
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.	Further investigation of this issue has found that the New Zealand Police intelligence products were shared with the emergency operations centre during the response to the Christchurch earthquake, but internal processes in the Christchurch Response Centre did not allow it to make use of the information provided by Police.
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.	Theme 4: First level ('front line') response, sub-theme 4.1: Incident control Theme 4: First level ('front line') response, sub-theme 4.1: Incident control Action: Joint NZ Police and NZ Fire Service training programme, and NZ Fire Service internal review of training and procedures to ensure incident control is achieved effectively and the updated CIMS manual is reflected
35	Police and Fire need to consider the merits of an alternative Police Communication Centre being identified in Christchurch.	Police has provided information showing that back-up arrangements for managing emergency calls worked well.
36	Incident control responsibilities using CIMS be clear for all emergencies.	Theme 4: First level ('front line') response, sub-theme 4.1: Incident control Theme 4: First level ('front line') response, sub-theme 4.1: Incident control Action: Joint NZ Police and NZ Fire Service training programme, and NZ Fire Service internal review of training and procedures to ensure incident control is achieved effectively and the updated CIMS manual is reflected
37	Greater priority be placed on quickly establishing incident control at major rescue sites prior to establishing regional level arrangements.	Theme 4: First level ('front line') response, sub-theme 4.1: Incident control Theme 4: First level ('front line') response, sub-theme 4.1: Incident control Action: Joint NZ Police and NZ Fire Service training programme, and NZ Fire Service internal review of training and procedures to ensure incident control is achieved effectively and the updated CIMS manual is reflected
38	Agency responsibility for controlling designated incidents should be maintained wherever possible to avoid confusion in command and control arrangements.	Theme 4: First level ('front line') response, sub-theme 4.1: Incident control Action: Joint NZ Police and NZ Fire Service training programme, and NZ Fire Service internal review of training and procedures to ensure incident control is achieved effectively and the updated CIMS manual is reflected
39	Emergency services should aim for a single, combined, resilient emergency operations centre capable of managing large regional emergencies.	Theme 2: Emergency Operations Centres and staffing , sub-theme 2.1: Strong, joint emergency operations centres Action: Business case for the 'Christchurch Justice and Emergency Services Precinct'. Explore options to integrate EMIS between agencies

40	Statutory responsibilities, regarding the role of NZFS Urban Search and Rescue (USAR) in conducting structural assessment and deconstruction advice, are clarified.	Theme 4: First level ('front line') response, sub-theme 4.3: USAR Action: The Review of Fire Service Functions and Funding, and the NZ Fire Service review of its USAR policies Theme 6: Building management, sub-theme 6.2: Building demolitions Action: Development of demolition protocol
41	NZFS consider flexible 'operational control' and tasking arrangements for domestic USAR deployments depending on the operational requirement, National or Incident Controller expectations and overseas contributions.	Theme 4: First level ('front line') response, sub-theme 4.3: USAR Action: The Review of Fire Service Functions and Funding, and the NZ Fire Service review of its USAR policies
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.	Theme 4: First level ('front line') response, sub-theme 4.3: USAR The Review of Fire Service Functions and Funding, and the NZ Fire Service review of its USAR policies
43	Ambulance Communication Centres should be co-located with Police and NZFS Communication Centres and become part of the same communications network.	Theme 4: First level ('front line') response, sub-theme 4.2: Communications centre Action: Closer cooperation of emergency call centres is on the agenda of the Emergency Telecommunications Services Steering Group (ETSSG). The Christchurch 'Justice and Emergency Service Precinct' project.
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
45	The priority of support and the potential capabilities expected of the NZDF during emergencies is clarified.	Theme 2: Emergency Operations Centres and staffing, sub-theme 2.2: Appropriate staffing Action: Options to enhance existing arrangements to be identified as part of National CDEM Plan review
46	Closer links are established between NZDF and MCDEM with the appointment of an NZDF officer as liaison within MCDEM.	Theme 2: Emergency Operations Centres and staffing, sub-theme 2.2: Appropriate staffing Action: Options to enhance existing arrangements to be identified as part of National CDEM Plan review
47	NZDF take part more fully in CDEM planning and exercises.	Theme 2: Emergency Operations Centres and staffing, sub-theme 2.2: Appropriate staffing Action: Options to enhance existing arrangements to be identified as part of National CDEM Plan review; NZDF participation in exercises will be invited

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 f) Physical planning and management of an emergency operations centre 	<p>Theme 2: Emergency Operations Centres and staffing, sub-theme 2.2: Appropriate staffing Action: National CDEM Plan review</p>
49	<p>More emphasis is given by the water network managers to business continuity planning, and to exercising in emergency management.</p>	<p>Theme 5: Lifelines Action: Review of MCDEM guidelines on lifeline utilities, Guidelines for assessment of infrastructure vulnerability, and for consideration by National CDEM Exercise Programme Governance Group</p>
50	<p>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.</p>	<p>Theme 5: Lifelines Action: Review of MCDEM guidelines on lifeline utilities</p>
51	<p>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.</p>	<p>Theme 8: Information management, sub-theme 8.1: Integrated data management Action: Development of impact assessment guidelines, and investigation of integration of EMIS between agencies</p>
52	<p>All aspects of solid waste disposal are given attention in the development of lifeline plans.</p>	<p>Theme 5: Lifelines Action: Review of MCDEM guidelines on lifeline utilities</p>
53	<p>Emergency protocols and procedures are worked out between the electricity distributors and telecommunication companies.</p>	<p>Theme 5: Lifelines Action: Review of MCDEM guidelines on lifeline utilities, Guidelines for assessment of infrastructure vulnerability</p>
54	<p>Protocols regarding power disconnection and transformer facilities in buildings to be demolished are improved by the development of demolition protocols.</p>	<p>Theme 5: Lifelines Action: Review of MCDEM guidelines on lifeline utilities, Guidelines for assessment of infrastructure vulnerability</p>
55	<p>The mutual support arrangements between power companies are further developed.</p>	<p>Theme 5: Lifelines Action: Review of MCDEM guidelines on lifeline utilities</p>
56	<p>As protocols are developed for building demolition, provision is made for buildings with sensitive equipment or cables on or under them.</p>	<p>Theme 6: Building management, sub-theme 6.2: Building demolitions Action: Development of demolition protocol</p>
57	<p>The need to service and restore telecommunications equipment is taken into account in cordon access arrangements.</p>	<p>Theme 4: First level ('front line') response, sub-theme 4.4 Action: Establish cordon management arrangements</p>

58	National CDEM planning includes provision for priority transport of Air Traffic Control staff from Christchurch to Auckland to service the alternative centre.	Theme 5: Lifelines Action: Review of MCDEM guidelines on lifeline utilities, National CDEM Plan review
59	In airport emergency planning, consideration is given to rapid evaluation of runway status to enable early emergency operation of military aircraft.	Theme 5: Lifelines Action: For attention of airports
60	Communication protocols between the National Crisis Management Centre, emergency operations centre and Lifelines Utility Coordination Group is reviewed.	Theme 5: Lifelines Action: Review of MCDEM guidelines on lifeline utilities, National CDEM Plan review
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.	Theme 5: Lifelines Action: For attention of KiwiRail
62	KiwiRail be urged to take part in local CDEM exercises as well as those at national level, and through lifeline links.	Theme 5: Lifelines For attention of KiwiRail and the National CDEM Exercise Programme Governance Group
63	The Lyttelton Port Company joins in local CDEM planning and exercises.	Theme 5: Lifelines For attention of Lyttelton Port Company and Canterbury CDEM Group
64	The issue of fuel distribution and management and the procedures to be used during any restrictions should be addressed at national level.	Theme 5: Lifelines Action: National CDEM Fuel Plan released
65	Fuel supply companies develop links with utilities to minimise and mitigate outages of essential supporting services.	Theme 5: Lifelines Action: National CDEM Fuel Plan released
66	That lifelines planning identify the location of priority fuel stations.	Theme 5: Lifelines Action: National CDEM Fuel Plan released
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.	Theme 5: Lifelines Action: Review of MCDEM guidelines on lifeline utilities
68	Nationally based (or at least nationally consistent) training of Lifelines Utility Coordinators should be undertaken.	Theme 5: Lifelines Action: Review of MCDEM guidelines on lifeline utilities, National CDEM Plan review
69	Lifelines Utility Coordinators should conduct exercises regularly both nationally and locally in a meaningful way.	Theme 5: Lifelines Action: For attention of Lifeline Utility Coordinators and the National CDEM Exercise Programme Governance Group
70	The role of the Ministry of Economic Development (MED) in the Lifelines Utility Coordination Group should be reviewed and if necessary formalised.	Theme 5: Lifelines Action: National CDEM Plan review

71	National policies are developed and promulgated in respect of fuel allocation and distribution in an emergency.	Theme 5: Lifelines Action: National CDEM Fuel Plan released
72	Disposal of solid waste, in particular liquefaction silt and demolition debris should be incorporated in lifelines plans.	Theme 5: Lifelines Action: Review of MCDEM guidelines on lifeline utilities
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.	Theme 5: Lifelines Action: Guidelines for assessment of infrastructure vulnerability
74	The successful experience of the health sector is used as a template for the response in other regions.	Theme 2: Emergency Operations Centres and staffing, sub-theme 2.1 Strong, joint emergency operations centres Action: All agencies to note; MOH experience to be included in considerations of a 'cadre of highly trained emergency managers'
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.	Theme 3: Emergency welfare arrangement, sub-theme 3.3: Continued operation of welfare centres Action: Completion of Ministry of Health plan to support welfare centres
76	A structure is developed within CIMS by which community and voluntary organisations can 'plug into' the official response.	Theme 10: Community preparedness and response, sub-theme 10.2: Community and volunteer groups Action: Review of CIMS
77	The Ministry of Social Development (MSD) needs to 'rebrand' its effort in an emergency and develop new services.	Theme 3: Emergency welfare arrangements, sub-theme 3.1: Community wellbeing Action: Emergency welfare arrangements review, and the Ministry of Social Development's ongoing Emergency Response Programme
78	Consideration is given to the development of a high level national team to manage building safety evaluations in major emergencies.	Theme 6: Building management, sub-theme 6.1: Building evaluations Action: Detailed Engineering Evaluations final guidance, revision to existing guidance for rapid assessment and management of building evaluations, and policy work informed by the Canterbury Earthquakes Royal Commission in relation to the management of buildings following earthquakes.
79	Local and Regional authorities develop local organisational structures and appropriate information and data management systems.	Theme 8: Information management, sub-theme 8.1: Integrated data management Action: Implementation of the EMIS
80	A national system is developed for the selection, training, warranting and mobilisation of building professionals for building safety evaluation in an emergency.	Theme 6: Building management, sub-theme 6.1: Building evaluations Action: Detailed Engineering Evaluations final guidance, revision to existing guidance for rapid assessment and management of building evaluations, and policy work informed by the Canterbury Earthquakes Royal Commission in relation to the management of buildings following earthquakes.

81	Guidelines for Building Evaluation is revised in the light of the experience in Christchurch with particular attention to revision of the placarding system.	Theme 6: Building management, sub-theme 6.1: Building evaluations Action: Detailed Engineering Evaluations final guidance, revision to existing guidance for rapid assessment and management of building evaluations, and policy work informed by the Canterbury Earthquakes Royal Commission in relation to the management of buildings following earthquakes.
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.	Theme 6: Building management, sub-theme 6.1: Building evaluations Action: Detailed Engineering Evaluations final guidance, revision to existing guidance for rapid assessment and management of building evaluations, and policy work informed by the Canterbury Earthquakes Royal Commission in relation to the management of buildings following earthquakes.
83	Building evaluation during an emergency is given a legal mandate.	Theme 6: Building management, sub-theme 6.1: Building evaluations Action: Detailed Engineering Evaluations final guidance, revision to existing guidance for rapid assessment and management of building evaluations, and policy work informed by the Canterbury Earthquakes Royal Commission in relation to the management of buildings following earthquakes.
84	MBIE accelerate the development and maintenance of a common approach, organisation and training for building evaluation in local authorities.	Theme 6: Building management, sub-theme 6.1: Building evaluations Action: Detailed Engineering Evaluations final guidance, revision to existing guidance for rapid assessment and management of building evaluations, and policy work informed by the Canterbury Earthquakes Royal Commission in relation to the management of buildings following earthquakes.
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.	Theme 6: Building management, sub-theme 6.2: Building demolitions Action: Development of a demolition protocol
86	The demolition protocols are developed in conjunction with representatives from building owners, local authorities, MCDEM, USAR, engineers, the insurance industry and business groups.	Theme 6: Building management, sub-theme 6.2: Building demolitions Action: Development of a demolition protocol
87	MCDEM set up a working group to design CDEM guidelines for the setting up, management, contraction and demobilising of cordons in an emergency.	Theme 4: First level ('front line') response, sub-theme 4.4: Cordon management Action: Establish cordon management arrangements
88	CDEM plans include early restoration of business (including preservation of jobs) as an objective of the response.	Theme 3: Emergency welfare arrangements, sub-theme 3.1: Community wellbeing Action: Emergency welfare arrangements review
89	A senior business liaison person be included in the organisation of emergency operations centres.	Theme 10: Community preparedness and response, sub-theme 10.2: Community and volunteer groups Action: CIMS review, review of volunteer management guidelines
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.	Theme 10: Community preparedness and response, sub-theme 10.1: Preparedness Action: Ongoing CDEM Public Education Programme, completion of business continuity planning guidelines

91	The Guide to the National Civil Defence Emergency Management Plan include a section dealing with logistics.	Theme 7: Logistics, sub-theme 7.1: Logistics guidance and expertise Action: Completion of logistics guideline, National CDEM Plan review
92	For significant emergencies, the expertise available in commercial logistics companies is incorporated into emergency operations centres at an operational level.	Theme 7: Logistics, sub-theme 7.1: Logistics guidance and expertise Action: Completion of logistics guideline, National CDEM Plan review
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.	Theme 7: Logistics, sub-theme 7.2: National resource database Ongoing population and maintenance of the EMIS resource and contacts database
94	Protocols are developed to deal with abnormal payments needing urgent decisions in an emergency situation.	Theme 7: Logistics, sub-theme 7.1: Logistics guidance and expertise Action: Completion of logistics guideline, National CDEM Plan review
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.	Theme 8: Information management, sub-theme 8.1: Integrated data management Action: Implementation of the EMIS
96	Information gathering to follow a collection plan targeting sources that will provide decision makers with their priorities.	Theme 8: Information management, sub-theme 8.1: Integrated data management Action: Implementation of the EMIS
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.	Theme 8: Information management, sub-theme 8.1: Integrated data management Action: Implementation of the EMIS
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.	Theme 8: Information management Action: All agencies to review standard operating procedures
99	Plans and templates are prepared for communications with communities that the traditional media cannot reach after a disaster.	Theme 9: Public information, sub-theme 9.2: Communicating with the media and communities Action: Update of MCDEM Public Information Guideline
100	The public information management and all-of-government functions be merged within emergency operations centres.	Theme 9: Public information, sub-theme 9.1: Local and government public information efforts Action: Review of the all-of-government public information process
101	A competent and high-profile spokesperson is appointed for the controller in major emergencies.	Theme 9: Public information, sub-theme 9.2: Communicating with the media and communities Action: Update of MCDEM Public Information Guideline Theme 1: Management and control, sub-theme 1.1: National Controller deployment Action: National CDEM Plan review
102	Reasonable facilities for shelter and catering of media are provided where these are not available otherwise.	Theme 9: Public information, sub-theme 9.2: Communicating with the media and communities Action: Update of MCDEM Public Information Guideline

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.	Theme 8: Information management, sub-theme 8.1: Integrated data management Action: National CDEM Plan review
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).	Theme 8: Information management, sub-theme 8.1: Integrated data management Action: 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
105	The existing arrangements for volunteers from the community to train for and assist in managing welfare centres etc continue, and with more emphasis placed on Neighbourhood Support.	Theme 10: Community preparedness and response, sub-theme 10.2: Community and volunteer groups Action: Review of MCDEM's best practice guideline on volunteer management
106	A template is developed in Christchurch for a simple structure to link community organisations to the official response.	Theme 10: Community preparedness and response, sub-theme 10.2: Community and volunteer groups Action: CIMS review
107	The Neighbourhood Support organisation with its web-based network is recognised as a significant resource for information gathering and dissemination.	Theme 10: Community preparedness and response, sub-theme 10.2: Community and volunteer groups Action: CDEM Groups to note; National CDEM Plan review
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.	Theme 10: Community preparedness and response, sub-theme 10.2: Community and volunteer groups Action: CIMS review, review of volunteer management guideline