NCMC Response Activation SOP

Version 13, July 2017

Ministry of Civil Defence & Emergency Management
Te Rākau Whakamarumaru

Contents

About this SOP

Purpose

The purpose of this SOP is to guide MCDEM Duty staff through the activation and deactivation of an NCMC response. It covers:

- **Initial activation:** following a request from the Duty Manager to activate the NCMC in response to an event
- **deactivating overnight** and **reactivating the next morning**, and
- **final deactivation**.

When the NCMC is fully activated at the appropriate staffing level, follow the *NCMC function SOPs*.

To be used by

This SOP is to be used by the staff listed in the table below.

Procedure checklist	To be used by:	Page #
Activating the NCMC	First 2 Duty Team members to arrive at the NCMC: This may be: • the Ops Activator • the PIM Activator, or • the Duty Manager or Duty Officer. The steps of this checklist may be split between personnel. Note: Other staff may arrive at the NCMC prior to the Duty Team. MCDEM staff are to assist in actioning this SOP prior to moving to their own NCMC function SOP.	4
NCMC overnight shutdown	Any Operations team member, as instructed by the National Controller.	11
NCMC morning re-activation		37
NCMC final de-activation		41
PIM Room overnight shutdown	Any PIM team member, as instructed by the PIM Manager.	45
PIM Room morning re-activation		46
PIM Room final de-activation		47

Version history

Version	Date	Author	Changes
13	July 2017	Hannah Jolly	Update of *NCMC Response Activation SOP v12.4 August 2016* in response to Whispir upgrade and changes Duty System.

1 Activating the NCMC – procedure checklist

Name/s:
DD/MM/YYYY and Time *2400 hour format*
Event Name:
Once complete, this checklist must be scanned and filed in: • the EMIS event site • the NCMC S Drive Event folder, in the Operations folder (back-up copy).

Colour codes

Facility / systems set-up task	Event information set-up task	Tsunami event-only task	Security / Liaison Officer set-up task	Staffing set-up task	PIM Room / Webmaster set-up task

Duty Manager/ Officer icon

The icon below indicates that the step requires information or guidance from the Duty Manager or Officer.

If the Duty Manager or Officer is busy or has not arrived yet, you can save these steps to complete when they become available to answer questions.

1st person to arrive	Complete steps in order (beginning with Operations Room Steps on page 5) until 2nd person arrives. When more people arrive, you can divide tasks (e.g. according to colour code, as above).
Ops Room Activator	Complete Operations Room Steps on page 5.
PIM Room Activator	Assist with initial Operations Room Steps as required, then move to PIM Room and complete PIM Room Steps on page 8.

NCMC activation messages

If Whispir is operational, the following people will have received a notification that the NCMC is activating, and to perform certain set-up or assistance actions (where applicable):

- MCDEM staff
- Parliament Security
- On Call CASS IT
- Parliamentary Complex services
- REMAs
- Fire and Emergency New Zealand (FENZ)

Operations Room Steps

<table>
<tr><th>Step</th><th>Action</th><th>Initial</th><th>✔</th></tr>
<tr><td>1</td><td>Noticeboard:
Update electronic notice board in NCMC foyer.
See A Set electronic notice board at NCMC entrance on page 11 for detailed instructions.</td><td></td><td></td></tr>
<tr><td>2</td><td>Sign-in books:
Check two sign-in registers are available at the NCMC foyer, with additional sign-in books and pens.</td><td></td><td></td></tr>
<tr><td>3</td><td>Communications checks:
Check NCMC communications and telephony equipment is operational.
See B Check NCMC comms equipment is operational on page 11 for detailed instructions.</td><td></td><td></td></tr>
<tr><td>4</td><td>Fax:
Cancel diversion on NCMC fax machine.
See Cancel diversion on NCMC fax machine on page 12 for detailed instructions.</td><td></td><td></td></tr>
<tr><td>5</td><td>NCMC phones:
Take <u>two</u> Ops Function phones off divert.
Press the 'Divert' button on each phone. The red light in the button will disappear.</td><td></td><td></td></tr>
<tr><td>6</td><td>NCMC phone number:
Activate the main NCMC phone number.
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Access the Server Room.
Note: The Server Room access code (along with other access codes) are kept s6(a) [redacted]</td></tr>
<tr><td>2</td><td>Follow the instructions provided on the laminated cards on the server room cabinet doors and on the wall under the air conditioner.</td></tr>
</table></td><td></td><td></td></tr>
<tr><td>7</td><td>Divert public queries to the NCMC:
See M Divert public queries to the NCMC on page 25 for detailed instructions.</td><td></td><td></td></tr>
<tr><td>8</td><td>TSUNAMI EVENT ONLY
If a National Warning for a tsunami has been issued, you may need to begin preparing an update message.
The Duty Manager or Officer will instruct you to do this, if required.
See D Begin preparing an update to a National Warning – Tsunami Threat message on page 12 for detailed instructions.</td><td></td><td></td></tr>
<tr><td>9</td><td>EMIS event site:
See E Create an EMIS event site on page 13 for detailed instructions.</td><td></td><td></td></tr>
</table>

Step	Action	Initial	✔
10	**Event folder:** Create new event folder in NCMC SDrive. See F Create new event folder in NCMC SDrive on page 15 for detailed instructions.		
11	**Access cards:** Set up the "NCMC Temporary Access Card Register". See G Set up, fill out, and send the NCMC temporary access card register on page 16 for detailed instructions.		
12	**ONLY COMPLETE THIS STEP IF WHISPIR IS NOT OPERATIONAL** If Whispir is not operating, Parliament Security, Parliamentary Complex services and CASS IT will need to be notified that the NCMC is activating. Contact them by phone and email to notify them. See H If Whispir is down – notify Security, Parliamentary Complex, and On Call CASS IT on page 16 for detailed instructions.		
13	**REMAs:** Contact REMAs and advise on deployment (if needed). Check with the Duty Manager/Officer which REMAs are deploying. See I Contact REMAs and advise on deployment (if needed) on page 17 for detailed instructions.		
14	**Regional and Local contacts:** Create ECC/EOC contact details display. See J Create ECC/EOC contact details display on page 18 for detailed instructions.		
15	**Daily schedule:** Update the daily schedule with any meetings (**if known – check with Duty Manager**). E.g. • time and date of the next Group Controllers' teleconference • time and date of next REMAs' teleconference • time and date of next update to the Minister • time and date of next ODESC/Watch Group meeting • time and date of NCMC Function Managers' meeting • time and date the next National / CDEM Group / Local SITREP will be distributed. A template is located on the desktop of computer **NCMC 01**. Turn on all TV's with a 'NCMC 01' sticker to display the schedule.		
16	**Support agencies:** Establish which liaison officers will be required. Check with the Duty Officer / Duty Manager / National Controller which agencies' Liaison Officers are immediately required. **Note:** These are likely to be from Police, Fire, Defence, and Health. See K Contact liaison officers on page 18 for detailed instructions.		

<table>
<tr><th>Step</th><th>Action</th><th>Initial</th><th>✔</th></tr>
<tr><td>17</td><td>Liaison Officers:
Contact liaison officers.
See L Liaison agency contact details on page 19 for detailed instructions.</td><td></td><td></td></tr>
<tr><td>18</td><td>Authorised personnel:
Fill in and send the “NCMC temporary access card register” to parliament security.
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Add personnel details you have received at this stage to the “NCMC temporary access card register” (Located in the Shared Drive Event folder, ‘Logistics’ folder, ‘NCMC access’ folder).</td></tr>
<tr><td>2</td><td>Email this current list to: s6(a) [redacted]
AND s6(a) [redacted]</td></tr>
</table></td><td></td><td></td></tr>
<tr><td>19</td><td>Changes to authorised personnel:
Update and re-send the “NCMC temporary access card register”
As you receive the names of Liaison Officers from agencies, add these to the “NCMC temporary access card register” and re-send to
s6(a) [redacted] AND
s6(a) [redacted]
Note: You will likely have to update and re-send the register multiple times.</td><td></td><td></td></tr>
<tr><td>20</td><td>Notify stakeholders:
Notify stakeholder agencies of NCMC activation.
Refer to Whispir Manual, Section 3.3 for instructions.
Template (if Mode 2 activation): NCMC Activation – Mode 2
Template (if Mode 3 or 4 activation): NCMC Activation Mode 3 or 4
Distribution List: National Warning System List</td><td></td><td></td></tr>
<tr><td>21</td><td>Call-in MCDEM staff:
Confirm staffing arrangements with Duty Manager.
The Duty Manager determines staffing arrangements for the initial response, using Appendix A Response Concept of Operations: NCMC Mode Tables on page 50 as a guide.

Extra staff may be required in addition to the Duty Team.
See N Call in extra MCDEM staff on page 25 for detailed instructions.</td><td></td><td></td></tr>
<tr><td>22</td><td>Monitor delivery of National Warning / Advisory and Staff Activation in Whispir:
See O Monitor delivery of National Warning / Advisory and Staff Activation in Whispir on page 26 for detailed instructions.</td><td></td><td></td></tr>
<tr><td>23</td><td>Follow-up on any delivery failures:
See P Follow-up on any delivery failures on page 26 for detailed instructions.</td><td></td><td></td></tr>
<tr><td>24</td><td>Provide staffing confirmation form to Duty Manager / National Controller.
Print Appendix B National Controller confirmation – NCMC staffing on page 54, and provide to Duty Manager / National Controller for them to sign at a later stage.</td><td></td><td></td></tr>
</table>

Step	Action	Initial	✔
25	**What do I do now?** If you are the only one in the NCMC, continue with the PIM Room Steps below (on page 8). Otherwise: 1. Scan and save this completed checklist in EMIS (ensuring that each step is initialled by who completed each step – you may need to check in with the PIM Activator to get their initials). 2. Continue performing NCMC Operations function role until relieved. Refer to *NCMC Operations function SOP*. Follow this SOP, following any directions from Duty Officer, Duty Manager, National Controller, or Operations Manager as they arrive.		

PIM Room Steps

Step	Action	Initial	✔
25	**Computer set-up:** In the PIM Room, log in to PIM and Webmaster work stations. Use passwords attached to the stations. Open email, web browsers.		
26	**NCMC PIM email auto-reply:** Ensure the auto-reply for the s6(a) [redacted] inbox has been turned off by sending a test email from your DPMC email to this one. **Note**: CASS IT will already have been asked to turn off all auto-replies for shared NCMC inboxes.		
27	**Print key documents:** Print copies of media release, Advisory, or Warning. Print from s6(a) [redacted] Place printed copies on the central table in the middle of the PIM room.		
28	**Communications team email auto-reply:** Confirm with the PIM Manager whether to change the auto-reply on the s6(a) [redacted] from the **BAU standard reply** to the **NCMC activated reply**. **Duty PIM:** s6(a) [redacted] If Yes, go to **Step 29**. If No, go to **Step 30**.		
29	**Setting up an auto-reply:** Update the auto-reply on the s6(a) [redacted] to the following message: **If you do not have access to this inbox, contact CASS IT and request they put the auto-reply on.**		

Step	Action	Initial	✔
	**************************** *You've reached the Ministry of Civil Defence & Emergency Management general enquiries email.* *The NCMC is currently activated for the [Region] [Hazard] event.* *If you have a media enquiry, please contact* s6(a) [redacted] *If life or property is threatened, dial 111 for Police, Fire, or Ambulance.* See R Check auto-reply and forwarding rules for shared inboxes on page 28 for detailed instructions.		
30	**TVs:** Turn on all PIM Room TVs to different news channels. **Ensure channels are muted.**		
31	**Forward Duty PIM calls to the Media Coordination Centre:** Divert PIM media phone line number to the media coordination centre (central table in middle of the PIM Room). **Only do this when <u>at least two</u> people who can take media calls have arrived.** See S Diverting the media phone s6(a) [redacted] on page 31 for detailed instructions.		
32	**Open and begin populating 'Social and News Media Monitoring' template:** Template is found in: NCMC S Drive, 'PIM' folder. **Open and begin populating 'Key Messages' template:** Template is found in: NCMC S-Drive, 'PIM' folder. Start populating template with: • event details • any **confirmed** information from an official source that the public may need to know (e.g. NZTA confirmation of state highway closures, or DHB confirmation that hospitals are open).		
33	**Confirm regional / local PIM contact details have been saved in the EMIS event site Response Log** by the Ops Room Activator. You can display this on the projector if you wish. **Note**: These details will be located in the ECC and EOC Contact Details spreadsheet. ECC and EOC Contact Details as at 3 Apr 2017 Public Information Manager phone s6(a) [redacted] Public Information Manager email A copy will also be saved in the S Drive event folder which has just been created, into the Operations folder.		
34	**Contact Duty Policy Manager for update:** **Check who the Duty Policy Manager is by referring to the Duty Team page in EMIS** s6(a) [redacted]		

Step	Action	Initial	✔
	You can search for a contact and their alternative details in Whispir – refer to *Whispir Manual, Section 12.1* MCDEM Staff contact details can also be found on the EMIS Duty Team page: MCDEM Staff Contact List and MCDEM Satellite Phone numbers Confidential MCDEM Staff Home Contact List Mar 2017 Confirm with Duty Policy Manager (if known): • Timing of Policy's rolling updates/initial briefing. • If initial talking points are required for Civil Defence Minister / other Ministers, and when these are required by and who they need to be sent to. • What information Policy requires from PIM. Write this information on PIM Room whiteboard and also pass onto the Executive Assistant(s).		
35	**What do I do now?** 1. Continue monitoring media until relieved. 2. Ensure this completed checklist is saved in EMIS – work with the Ops Room Activator to do this (each step must be initialled by whoever completed that step).		

Detailed instructions for activation steps

A. Set electronic notice board at NCMC entrance

Step	Action
1	Get the wireless keyboard from behind the admin room glass windows.
2	Stop the regular presentation by pressing ‘Escape’ on the keyboard.
3	Go to the desktop screen (using the touch mouse on the keyboard) and open the PowerPoint presentation called “NCMC Entrance Display Activated”.
4	Edit the presentation where required by changing the text in **red**: • mode of activation (if known) • event location and hazard type • date.

B. Check NCMC comms equipment is operational

Equipment	How to check it’s working
Mobile reception (NCMC cell site)	1. Check the reception icon on your mobile phone. 2. Use your mobile phone to test the Ops Desk phones are working (as below).
Ops Desk phones	1. Choose one Ops Desk phone. 2. Press the ‘Divert’ button to remove the divert (the red light in the button will disappear). 3. Dial the phone directly from your mobile (all phones are labelled with their direct dial number). 4. Check the phone rings, then hang up.
Email	1. Wake up and log in to an Ops Desk computer. 2. Open Outlook. 3. Send a TEST email to your DPMC address (remember to select the “From:” dropdown and select s6(a) otherwise the email will come from the computer number e.g. ncmc06) 4. Check your phone to ensure you receive the email, then reply with “RECEIVED”. 5. Check the shared inbox s6(a) at one of the Ops Desk computers to ensure your reply is received. **While you are at the computer, open and log in to the following sites to check internet connection:** • **EMIS** • **The National Warning System (Whispir)**
Satellite phones	1. Go to the alternative communications room and test each of the satellite phones 2. Follow the instructions attached to the wall above each satellite phone to make a call from the satellite phone to your mobile 3. Also make a test call from a desk phone to each satellite phone

Equipment	How to check it's working
VHF radio to Wellington CDEM Group	1. Ensure that the radio is on and tuned to s6(a) [redacted] 2. Press and release the transmit button on the side of the transmitter microphone. 3. If the radio is operating, you will hear a short burst of white noise (a 'tail').

C. Cancel diversion on NCMC fax machine

Step	Action
1	Go to the fax machine located on the bench on the right hand side of the NCMC Main Operations Room. **NCMC fax number:** s6(a) [redacted]
2	Check the ENERGY SAVER button is OFF (push to turn the green light OFF).
3	Push the MONITOR button. (Dial tone sound should be heard).
4	Dial **160** and wait for the confirmation tone (1 short beep followed closely by a 2nd longer beep).
5	Push the **MONITOR** button again. The diversion has now been cancelled and the NCMC fax machine is ready to receive incoming faxes.

D. Begin preparing an update to a National Warning – Tsunami Threat message

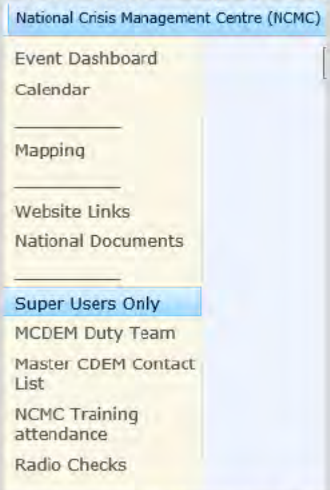
TSUNAMI EVENT ONLY

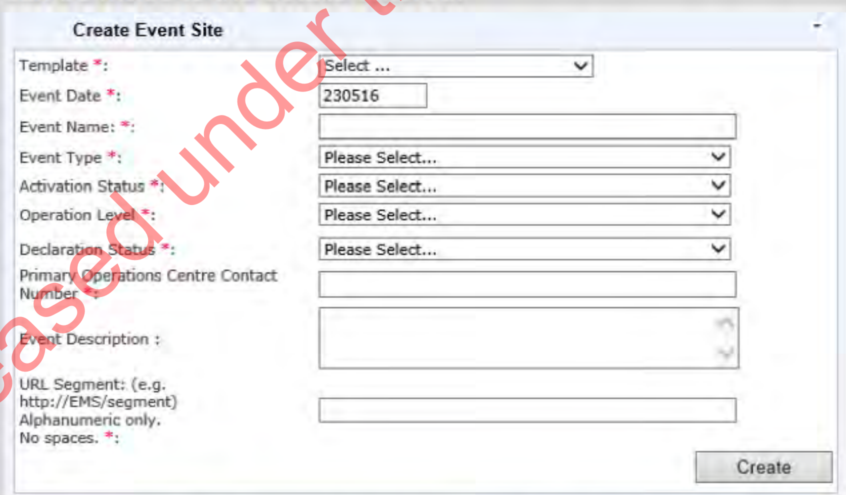
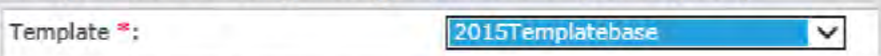
If a National Warning – Tsunami Threat has been issued…

Step	Action
1	Confirm the content of the National Warning – Tsunami Threat, and the time it was issued.
2	Confirm with the **Duty Officer** whether an update message needs to be prepared, and which type.
3	Begin preparing update to National Warning –Tsunami Threat message. Refer to *Whispir Manual, Appendix B How to send updated National Warnings for tsunami* instructions. Additional instructions in the Whispir Manual: • Appendix B Quick reference time conversion tools and table • Appendix C How to convert UTC into NZST or NZDT using excel • Appendix D How to prepare a Tsunami ETA Threat Level Map **DO NOT SEND THE MESSAGE UNTIL IT HAS BEEN CHECKED AND CONFIRMED, as per the instructions.**

E. Create an EMIS event site

Follow the instructions below to create an event site in EMIS.

<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Ask the Duty Officer/Manager if an EMIS event site has been created.
If not, log-in to EMIS and the National Crisis Management Centre (NCMC) portal.</td></tr>
<tr><td>2</td><td>Click on the “Super Users Only” tab:

</td></tr>
<tr><td>3</td><td>Click on the “Create Event Site” icon:

</td></tr>
<tr><td>4</td><td>Complete each field carefully, as once the “Create” button is selected at the end, no changes can be made to the details entered.

</td></tr>
<tr><td>5</td><td>Firstly, select the Template type (there is only one option):

</td></tr>
<tr><td>6</td><td>Type in the Event Date (YYYYMMDD):

</td></tr>
</table>

Step	Action
7	Type the **Event Name** as the Location: Event Name: *: Christchurch × ***Note:*** *The Event Name and Event Type will display side-by-side when the Event Site is created. Therefore, be careful not to write "Christchurch Earthquake" in the Event Name field otherwise, your event site title will be "Christchurch Earthquake Earthquake".*
8	Select the **Event Type** from the drop-down: Event Type *: Activation Status *: Operation Level *: Declaration Status *: Primary Operations Centre Contact Number *: Event Description : URL Segment: (e.g. http://EMS/segment) Alphanumeric only. No spaces. *: Please Select... Earthquake Volcanic Landslides Tsunami Coastal hazard Flood Severe wind Severe weather Snow Droughts Wild fires Animal and plant pests and disease Human pandemic Infrastructure failure Hazardous substance incident Major transport incident Terrorism Food safety Other Storm Surge Thunder Storm Template
9	Select the **Activation Status** from the drop-down: Activation Status *: Operation Level *: Declaration Status *: Primary Operations Centre Contact Please Select... Mode 1 - Monitor Mode 2 - Engage Mode 3 - Assist Mode 4 - Managed
10	Select the **Operational Level** from the drop-down: Operation Level *: Declaration Status *: Primary Operations Centre Contact Number *: Please Select... Level 1 Level 2 Level 3 Level 4 Level 5 ***Note:*** *The various Operational Levels below:* Level 1: single-agency incidents with on-site co-ordination Level 2: multi-agency with on-site, local co-ordination; these are managed by the incident controller of the relevant lead agency Level 3: a multi-agency emergency led by an agency other than a CDEM Group, or a state of local emergency at below CDEM Group-level (district or ward); at this level, CDEM Group support and co-ordination will be required and may be monitored by the National Controller Level 4: a multi-agency emergency with more significant consequences than in level 3; co-ordination may be required between agencies or areas or both; CDEM Group-level support and co-ordination is required; the actual or potential need for a declaration of a state of local emergency by a CDEM Group requires consideration; national monitoring will occur and national support is available Level 5: a state of national emergency exists or the civil defence emergency is of national significance; at this level, co-ordination by the National Controller will be required
11	Select the **Declaration Status** from the drop-down: Declaration Status *: Primary Operations Centre Contact Number *: Please Select... Declared Not Declared ***Note:*** *This can be for a declared State of Local Emergency or State of National Emergency*

Step	Action
12	Type in the **NCMC phone number**: Primary Operations Centre Contact Number *: s6(a)
13	Type in the **event details** to be displayed below the Event Site title: Event Description : Magnitude 5.7, Depth 8km, Location 10km East of Christchurch, Intensity Severe
14	Type in an **abbreviated form of the Event Location and Event Type**: URL Segment: (e.g. s6(a) Alphanumeric only. No spaces. *: CHCHQUAKE
15	Ask the Duty Officer to check the information is correct. Click the **Create** button and patiently wait for the Event Site to load (may be 15 minutes). Create ***Note:*** *Use another computer whilst the Event Site is creating.*

F. Create new event folder in NCMC SDrive

Step	Action
1	Locate the 'NEW EVENT' folder in S:\SHAREDDRIVEFILES_EVENTS_EXERCISES_TRAINING.
2	Make a complete copy of this folder including all of its subfolders.
3	Name the copied folder with the new event name using the format: **YYYYMMDD Location Hazard**. E.g. 20170130 Gisborne Earthquake

G. Set up, fill out, and send the NCMC temporary access card register

Step	Action
Set up the NCMC temporary access card register	
1	Log in to EMIS (if you haven't done this already).
2	On the Duty Team page s6(a) [redacted] open the following excel template: NCMC temporary access card register
3	Save a local copy of this template in the new event folder that you have just created, into the 'Logistics folder', in the 'NCMC access' folder. **Note:** You will fill in the details later.
Update and send the Access Register as you receive/confirm Liaison Officer names	
4	As you receive/confirm the details of Liaison Officers who will come to the NCMC, update the Access Register and email it to: s6(a) [redacted] s6(a) [redacted] **Note:** You will likely have to update and re-send the register multiple times.

H. If Whispir is down – notify Security, Parliamentary Complex, and On Call CASS IT

You will need to inform these services by phone and email that the NCMC is activating.

CASS IT

Step	Action
1	Contact on-call CASS IT support - **NCMC CASS IT Support:** s6(a) [redacted] **internal** s6(a) [redacted] **usiness hours)** s6(a) [redacted] **fter hours)**
2	Inform CASS IT staff that we have activated the National Crisis Management Centre. Advise that the National Warning System "Whispir" is down and we request urgent CASS IT Support to be deployed to the NCMC. Mention that you will send further instructions via email to the Helpdesk.
3	Find the master National Warning System template folder located in the NCMC shared drive and email the "NCMC Activation- On-Call CASS IT" email template to the **On Call CASS IT** distribution list saved on the Duty Team page in EMIS. s6(a) [redacted]

Parliamentary Complex services

Step	Action
1	Contact **Parliamentary Complex** services.

Step	Action
	Parliamentary Complex: s6(a) [redacted] **(business hours)** s6(a) [redacted] **(after hours)**
2	Inform them that we have activated the National Crisis Management Centre. Advise that you will send further instructions via email.
3	Find the master National Warning System template folder and email the "NCMC Activation-Parliament Complex" email template to the **Parliamentary Complex** services distribution list saved on the Duty Team page in EMIS s6(a) [redacted]

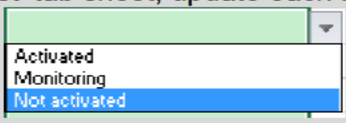
Parliament Security

Step	Action
1	Contact **Parliamentary Security** s6(a) [redacted]
2	Inform them that we have activated the National Crisis Management Centre. Advise that you will send further instructions via email. s [redacted]
3	Find the master National Warning System template folder and email the "NCMC Activation-Parliamentary Security" email template to the **Parliamentary Security** distribution list saved on the Duty Team page in EMIS s6(a) [redacted]

I. Contact REMAs and advise on deployment (if needed)

Step	Action
1	Check with the Duty Officer, Duty Manager, or National Controller whether/which REMAs are to be deployed.
2	Contact these REMAs via phone to establish: • their travel and accommodation needs • ETAs • A means of ongoing communication. REMA numbers should be on your business phone. MCDEM Staff contact details can also be found on the EMIS Duty Team page. You can also search for a contact and their alternative details in Whispir – refer to *Whispir Manual, Section 12.1*

J. Create ECC/EOC contact details display

Step	Action
1	Log in to computer **NCMC 11** and turn on **Projector Screen #1**.
2	Open ECC and EOC Contact Details located on the Duty Team Page in EMIS s6(a) [redacted] ECC and EOC Contact Details as at 3 Apr 2017
3	Save a copy into the S Drive Event folder which has just been created, into the Operations folder.
4	In the 'Contact List' tab sheet, update each ECC and EOCs activation status by using the drop-down arrow  (if known – 'Activated', 'Monitoring' or 'Not activated').
5	Make contact with any activated or monitoring ECC/EOC's to confirm their contact details and update if necessary. **If not already included, ask for the EOC/ECC's PIM Manager contact details. Ensure the PIM Room Activator is aware of these.**
6	Any time this list is updated, also save a copy into the EMIS Response Log.

K. Contact liaison officers

Step	Action
1	Phone Liaison Officers as determined by the Duty Manager / National Controller. Refer to *L Liaison agency contact details pg.19*
2	When you speak to each contact: • **Tell** – him/her that MCDEM is activating the NCMC or alternate location. • **Give** – the reason for the activation. • **Advise** – that liaison officers are required to report to the NCMC or alternate location, or to remain on standby. • **Instruct** – they need to provide the full names of the Liaison Officers from their agency, and send these to s6(a) [redacted]
3	Send each Liaison Contact an instruction email, using the email template **NCMC Temporary Access Cards**, found in the Operations (and also Logistics) Outlook Account sub inbox 'TEMPLATES'.
4	Wait for 1st response to this email, and use names to fill in the "NCMC temporary access card register" See *16G Set up, fill out, and send the NCMC temporary access card register pg.16* for detailed instructions.

L. Liaison agency contact details

Organisation	General contact details	Contact person	Phone
Emergency Services			
NZ Defence Force HQ	NZDF procedure is for NCMC to contact the Watchkeeper, who will then contact the appropriate liaison officers.	24/7 Joint Force Headquarters Watchkeeper	s6(a) [redacted]
Fire Emergency New Zealand (FENZ)	Dial 111, request Fire Service, then s6(a) [redacted]	NZ Central Comcen Shift Supervisor (back-up contact)	
NZ Police		s9(2)(a) [redacted]	

Rescue Coordination Centre NZ	s6(a) [redacted]		

Organisation	General contact details	Contact person	Phone
Essential Services – Lifeline Utilities			
Transpower	Phone s6(a), s9(2)(a) [redacted] s6(a) [redacted]	s9(2)(a) [redacted] Principal Engineer s9(2)(a) [redacted] Manager Secondary Systems	s6(a) [redacted]
Ministry of Transport (Transport Response Team)	s6(a) [redacted]	s9(2)(a) [redacted]	
Ministry of Business, Innovation and Employment (Lifelines)			
Vector Limited			
Social Services			
Ministry of Health (MoH)	s6(a) [redacted]	24/7 Duty Officer	0800 GET MOH (438 664) s6(a) [redacted]

Organisation	General contact details	Contact person	Phone
Other Government Agencies			
Ministry of Foreign Affairs and Trade (MFaT)	s9(2)(a) [redacted]	Duty Officer	s6(a) [redacted]
Ministry for Primary Industries		s9(2)(a) [redacted]	
Land Information NZ (LINZ)			
NZ Customs Service		Integrated Targeting and Operations Centre (24/7 Duty Officer) Strategic Coordination Unit	
Department of the Prime Minister and Cabinet (DPMC)		s9(2)(a) [redacted] Deputy Chief Executive, Security and Intelligence s9(2)(a) [redacted] Operations Manager (primary contact) s9(2)(a) [redacted] Director, NSS	

Organisation	General contact details	Contact person	Phone
Scientific Advisory Groups			
GNS Science	Avalon Phone: s6(a) [redacted] GNS Wairakei (Volcanology) Phone: s6(a) [redacted] After hours s6(a) [redacted]	Seismology (GNS Avalon) s9(2)(a) [redacted]	s9(2)(a) [redacted]
Tsunami Expert Panel	GeoNet Phone: s6(a) [redacted] Pacific Tsunami Warning Centre (PTWC) s6(a) [redacted]	(Convenor)	
MetService	Phone: s6(a) [redacted]	Duty Forecaster s9(2)(a) [redacted]	
Australian Contacts			
Emergency Management Australia	Operations Room Phone s6(a) [redacted]	Director-General s9(2)(a) [redacted]	

M. Divert public queries to the NCMC

When the NCMC is activated, all calls to the numbers s6(a) [redacted] re re-routed:

- **FROM** Fire and Emergency New Zealand (FENZ)
- **TO** the NCMC Operations Desk.

Step	Action
1	Contact Spark on s6(a) [redacted] press s6(a) [redacted] Call Plan changes and advise: • Your full name; • Your organisation; and • Can I change the Call Plan for phone number s6(a) [redacted] • Please change t s6(a) [redacted]
2	Test the Call Plan is working by **dialling** s6(a) [redacted] from another phone. You should go through to NCMC Operations Desk. • The change should take place immediately. • If you are having problems call the Spark Helpdes s6(a) [redacted] and advise of the issue.

N. Call in extra MCDEM staff

If extra staff are required, follow the procedure in the table below.

Step	Action
1	Confirm with the Duty Manager which **Mode table** is applicable to determine minimum staffing requirements. See *Appendix A Response Concept of Operations: NCMC Mode Tables pg.50*
2	For **ORANGE** or **RED** activations only Log in to Whispir and **check the status of the NCMC Staff Activation message** (Orange or Red) which was sent. See *Whispir Manual, Section 11.1 Find a sent message* for detailed instructions.
3	**Check the Message Responses** to identify which staff members have replied as 'Available'. See *Whispir Manual, Section 11.2 Check the status of a sent message* for detailed instructions. If you prefer to view this information in an excel spreadsheet see *Whispir Manual, Section 11.3 Create and download a response report for a sent message* for detailed instructions.
3	**Fill all required NCMC functional roles according to the Mode Table:** Match the available staff to an NCMC function. Write down the names of the available staff in the Mode Table. **Note:** You can use the NCMC Function allocation document on the EMIS Duty Team page s6(a) [redacted] to match staff names to their NCMC functions.
4	Send a **NCMC Staff Activation – Follow up** message. Refer to *Whispir Manual, Section 3.3* for instructions.

Step	Action
	Template: NCMC Staff Activation – Follow up **Note:** You will need to list the full names of staff you would like to call-in in the space indicated in the template. Show the Duty Manager and Duty Officer the message **before** sending. **Distribution List:** MCDEM All Staff
	Note: If Whispir is down, you can always contact the required staff members via phone. Phone numbers are available in Whispir, or on the EMIS Duty Team page: MCDEM Staff Contact List and MCDEM Satellite Phone numbers Confidential MCDEM Staff Home Contact List Mar 2017

O. Monitor delivery of National Warning / Advisory and Staff Activation in Whispir

Step	Action
1	Find the following messages in Whispir that have been sent for the event (as applicable): • National Warning or Advisory • NCMC Staff Activation message (Orange or Red only) See *Whispir Manual, Section 11.1 Find a sent message* for detailed instructions.
2	View the detailed status report for each message – this will show any delivery failures (e.g. Undeliverable). See *Whispir Manual, Section 11.2 Check the status of a sent message* for detailed instructions.
3	Inform Duty Manager of any message delivery failures.

P. Follow-up on any delivery failures

Step	Action
1	For any failed message deliveries i.e. Undeliverable , click on the More… button To s9(2)(a) More... to show additional information related to the message delivery such as: Email message sent OK. SMS message sent. SMS message received by device.
2	Phone the agency, organisation, or person by alternative means. **Note:** You can search for a contact and their alternative details in Whispir – refer to *Whispir Manual, Section 12.1* MCDEM Staff contact details can also be found on the EMIS Duty Team page: MCDEM Staff Contact List and MCDEM Satellite Phone numbers Confidential MCDEM Staff Home Contact List Mar 2017
3	Check the person is aware of the National Warning, Advisory, or Staff Activation message (as applicable). ***If they are unaware, pass on the key information from the message.*** Advise them that one of their contact details has failed to receive our message.

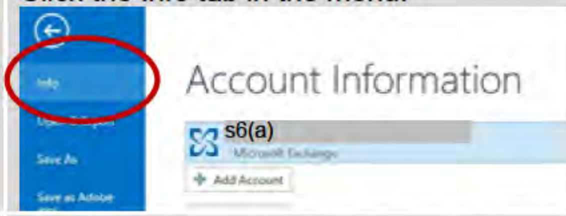
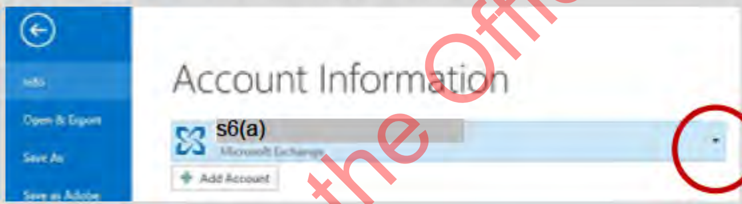
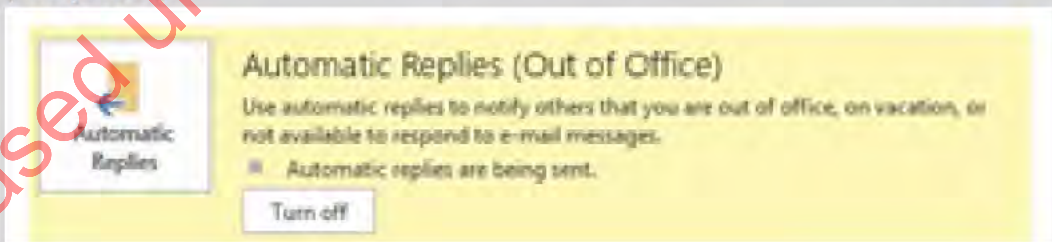
Q. Tips for use of Parliament Security Walkie Talkie

- To turn on, turn the volume dial (on the right) up until you hear a beep (takes a few seconds)
- Messages come through on s9(2)(a) dial on the left)
- Any messages that come in for the NCMC will come in as '**front desk for Civil Defence'**.
- To talk, push the black button with the orange border at the left side and hold down while you talk (it takes a few seconds to work).

Respond with '**Civil Defence receiving**', take the message and deal with as appropriate.

R. Check auto-reply and forwarding rules for shared inboxes

Follow the instructions below to check (and adjust if necessary) auto-replies and forwarding rules for shared inboxes.

Step	Action
1	Open Outlook.
2	Click the File tab. 
3	Click the Info tab in the menu. 
4	Under Account Information, use the dropdown to select the inbox you wish to check / adjust auto-replies and forwarding rules for. 
5	Check to see whether Auto replies are turned off or on. **Note:** Autoreplies are turned on, the Automatic Replies section will be highlighted in yellow (see picture). 

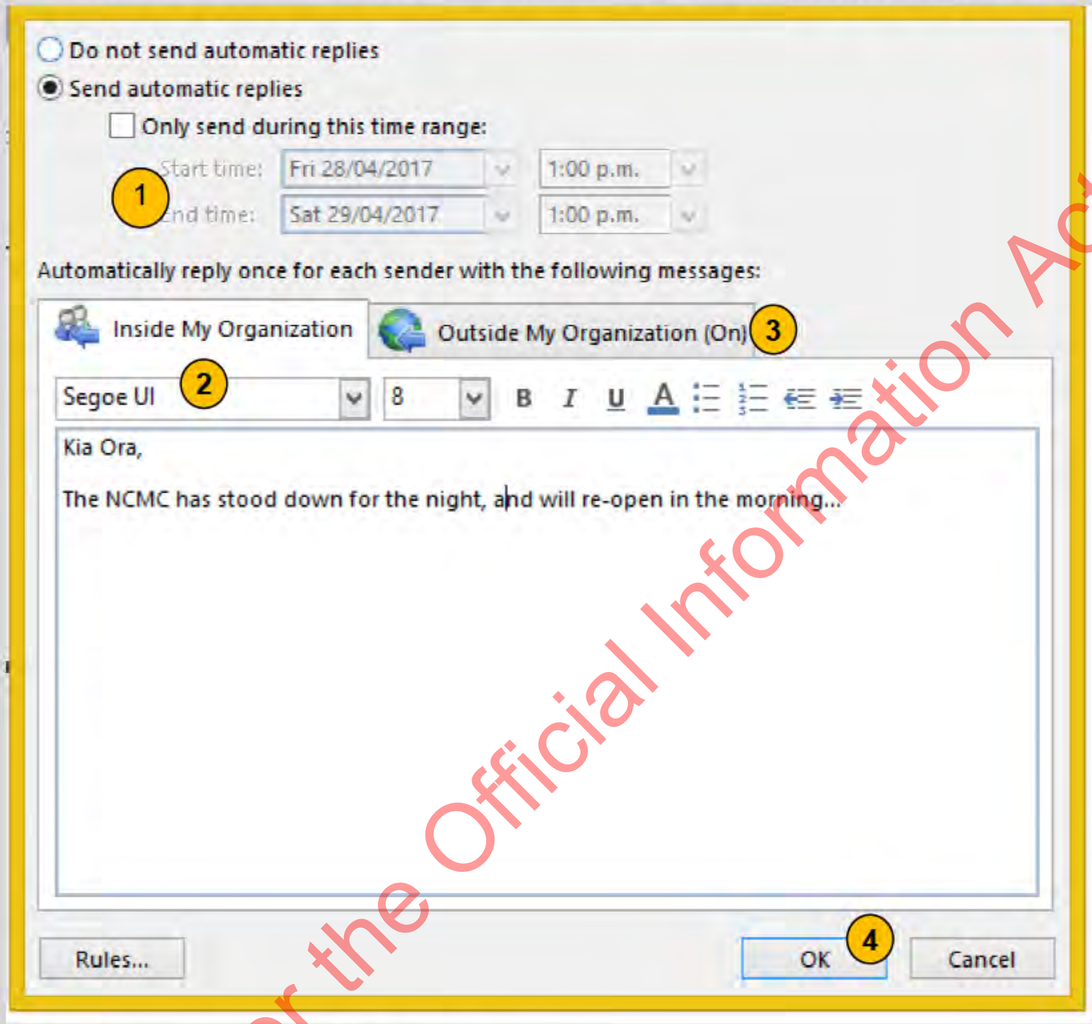
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>6</td><td>If you want to turn auto-replies OFF, click the Turn off button.

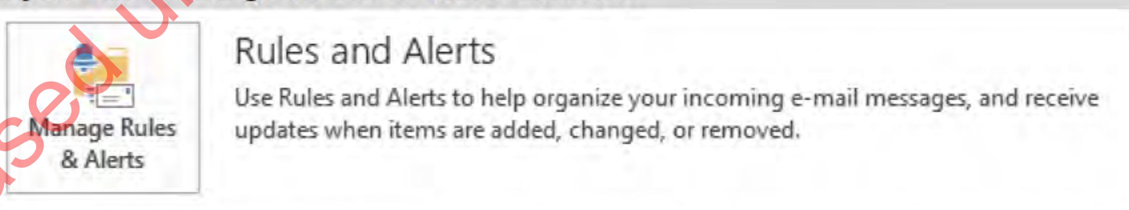
</td></tr>
<tr><td>7</td><td>If you want to turn on or adjust the Auto-Replies, click on the Automatic Replies icon.

</td></tr>
</table>

<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>8</td><td>
Adjust the automatic reply as necessary.
You can:

Specify a time range for sending automatic replies (1)
Insert and/or edit the message for both inside (2) and outside (3) the organisation.



When you have finished, click OK (4).
</td></tr>
<tr><td>8</td><td>
If you want to change the lick on Rules and Alerts.


</td></tr>
<tr><td>9</td><td>In the Apply changes to this folder list, choose the inbox you wish to check / adjust auto-replies and forwarding rules for.</td></tr>
<tr><td>10</td><td>
To turn off a rule (e.g. auto-forwarding):

Untick the box next to the relevant rule
Click Apply
Click OK.

</td></tr>
</table>

Step	Action
11	To edit a rule, select it from the list, click ‘change rule’, click ‘edit rule settings’, and work through the rules wizard to make the changes you need.
12	To create a new rule, click new rule, work through the rules wizard to make the changes you need.
13	Click finish
14	Contact CASS IT for assistance. **NCMC CASS IT Support:** s9(2)(i) [redacted] **internal ext** s9(2)(i) [redacted] **(business hours)** s9(2)(i) [redacted] s6 [redacted]**fter hours)**

S. Diverting the media phon s6(a) [redacted]

Follow the instructions below when diverting the Media line during or after an activation.

1.A Divert the media phone to the NCMC phones

Step	Action
1	Ensure the phones that will be used to answer media calls (the media station in the middle of the PIM room) have had the divert taken off (by pressing the button so that the red light goes off).
2	From any phone in the PIM room, dial 1, then s6(a) [redacted] When answered you will receive broken dial tone.
3	Key in s6(a) [redacted] **Note**: If you enter the incorrect pin number the call will be disconnected.
4	Wait for normal dial tone.
5	Key in s6(a) [redacted]
6	Confirmation tone will be heard.
7	Hang up.
8	To confirm the divert, call s6(d), s6(a) [redacted] from your mobile.
9	One of the media desk phones will ring.

1.B Divert the media phone to a mobile/non NCMC phone

Step	Action
1	From any landline phone, dial s6(a) [redacted] When answered you will receive broken dial tone.
2	Key in s6(a) [redacted] **Note**: If you enter the incorrect pin number the call will be disconnected.
3	Wait for normal dial tone.

Step	Action
4	Key i s6(a) [redacted] umber of phone you wish to divert to] # - choose from below: s9(2)(a) [redacted]
5	Confirmation tone will be heard.
6	Hang up.

Service requests and urgent assistance

If you wish to **change the re-programmed numbers** please log a request with your service desk.

If you have an **issue with the diversion** please log a fault with the service desk.

For **urgent assistance** please escalate to the Cogent Service Delivery Manager.

2 NCMC overnight shutdown – procedure checklist

Name/s:
DD/MM/YYYY and Time *2400 hour format*
Event Name:
Operations Manager (signature, time, date)
Once compete, this checklist must be scanned and filed in: • the EMIS event site • the NCMC SDrive Event folder (back up copy).

This procedure is completed by a member of the **NCMC Operations function**, as directed by the National Controller.

Step	Action	✔
1	Inform all **NCMC All Users** via email of their requirements for the partial deactivation. Make sure you include reminders to: • file important documents into EMIS; • log off computers; and • tidy the general area for the next shift • provide clear, written handover document for the next shift (as per NCMC function SOPs)	
2	Is this the first time the NCMC is shutting down overnight? **YES** – Go to Step 3 **NO** – Go to Step 4	
3	Notify NWS recipients of NCMC overnight shutdown, and time of reopening in the morning. Refer to *Whispir Manual, Section 3.3* for instructions. **Template:** NCMC Standing Down - Reopening in the morning **Distribution List:** NWS List	
4	Notify parliamentary services and security. Refer to *Whispir Manual, Section 3.3* for instructions. **Template**: Parliamentary Complex Staff Activation or Deactivation Notification **Distribution Lists:** Parliamentary Complex, Parliamentary Security Make sure the deactivation message: • requests that cleaning staff begin cleaning the NCMC • requests that the Media Room entrance is placed back to “Secure” • advises the time of re-activation in the morning.	

<table>
<tr><th>Step</th><th>Action</th><th>✔</th></tr>
<tr><td>5</td><td>
[redacted] the NCMC is de-activated, all calls to the numbers s6(a) [redacted] are re-routed:

FROM the NCMC Operations Desk
TO Fire and Emergency New Zealand (FENZ).

<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Contact Spark on s9(2)(i) [redacted] s6(d) [redacted] Call Plan changes and advise:

Your full name;
Your organisation; and
Can I change the Call Plan for phone number s6(a) [redacted]
Please change to s6(a) [redacted]
</td></tr>
<tr><td>2</td><td>Test the Call Plan is working by dialling s6(a) [redacted] from another phone. You should go through to Fire and Emergency New Zealand (FENZ), advise:

Your full name;
Your organisation; and
You are testing to confirm the NCMC phone calls are being transferred to the FENZ call centre and they are able to receive calls
The change should take place immediately.
If you are having problems call the Spark Helpdesk on s9(2)(i) [redacted] and advise of the issue.
</td></tr>
</table>
</td><td></td></tr>
<tr><td>6</td><td>Place phones in the hunt groups in the Operations function and in the PIM Room back on divert.
Push ‘Divert’ button – red light should be on.</td><td></td></tr>
</table>

Step	Action	✔
7	**NCMC phone number:** Activate the main NCMC phone number. **Step 1:** Access the Server Room. s6(a) [redacted] **Step 2:** Follow the instructions s6(a) [redacted]	
8	Re-activate diversion on NCMC fax machine. **Step 1:** Go to the fax machine located on the bench on the right hand side of the NCMC Main Operations Room. **NCMC fax number:** s6(a) [redacted] **Step 2:** Check the ENERGY SAVER button is OFF (push to turn the green light OFF). **Step 3:** Push the **MONITOR** button. (Dial tone sound should be heard). **Step 4:** Dial s6(a) [redacted] and wait for the confirmation tone (1 short beep followed closely by a 2nd longer beep). **Step 5:** Push the **MONITOR** button again. Faxes will now be diverted to the fax machine on Level 4, Bowen House in the National Operations team area.	
9	Save latest "NCMC temporary access card register" in EMIS **Event Site, and in NCMC S Drive event folder.**	
10	Call Security to confirm Media Room entrance is/has been placed back to "Secure". **Duty Parliament Security Officer:** s9(2)(i) [redacted]	
11	Update electronic notice board in entrance. **Step 1:** Get the wireless keyboard from behind the admin room glass doors. **Step 2:** Edit the presentation where required to reflect that the NCMC has stood down for the evening and will reopen in the morning.	
12	Check Operations email forwarding rules. In the Operations email, check under "rules" that emails are being forwarded to the s6(a) [redacted] address.	
13	Ensure that the kitchen is cleaned. This includes emptying the fridge, doing the dishes and conducting a general tidy up.	

Step	Action	✔
14	Check locking capability of two entrance doors. Ensure that the two entrance doors (by reception and at the top of the stairs) can lock electronically. **Note:** If needed, they can be reset by the National Operations Team swipe cards.	
15	Turn off lights and equipment. Check that all TVs, projectors, lights and other equipment are turned off.	
16	Release staff and sign out. Release staff, and ensure that all staff have signed out from the NCMC.	

3 NCMC morning reactivation – procedure checklist

Name/s:	
DD/MM/YYYY and Time *2400 hour format*	
Event Name:	
Operations Manager (signature, time, date)	
Once compete, this checklist must be scanned and filed in: • the EMIS event site • the NCMC SDrive Event folder (back up copy).	

This procedure is completed by a member of the **NCMC Operations function**, as directed by the National Controller.

<table>
<tr><th>Step</th><th>Action</th><th>✔</th></tr>
<tr><td>1</td><td>Update electronic notice board at NCMC entrance.
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Get the wireless keyboard from behind the admin room glass doors.</td></tr>
<tr><td>2</td><td>Edit the presentation where required:
• mode of activation
• event type and name
• date.</td></tr>
</table></td><td></td></tr>
<tr><td>2</td><td>Set up access register.
Check the sign-in register is there, with extra forms and pens.</td><td></td></tr>
</table>

Step	Action	✔
3	Check NCMC comms equipment is operational. Use the table below to check comms equipment.	

Equipment	How to check it's working
Mobile reception (NCMC cell site)	1. Check the reception icon on your mobile phone. 2. Use your mobile phone to test the Ops Desk phones are working (as below).
Ops Desk phones	1. Choose one Ops Desk phone. 2. Press the 'Divert' button to remove the divert (the red light in the button will disappear). 3. Dial the phone directly from your mobile (all phones are labelled with their direct dial number). 4. Check the phone rings, then hang up.
Email	1. Wake up and log in to an Ops Desk computer. 2. Open Outlook. 3. Send a TEST email to your DPMC address. 4. Check your phone to ensure you receive the email, then reply with "RECEIVED". 5. Check the Ops Desk computer to ensure your reply is received. **While you are at the computer, open and log in to:** • **EMIS** • **The National Warning System (Whispir)**
Satellite phones	1. Go to the Satellite Phones room. 2. Choose one phone to test, and follow the testing procedure attached to the wall above the phone.
VHF radio to Wellington CDEM Group	1. Ensure that radio is on and tuned to s6(a) [redacted] 2. Press and release the transmit button on the side of the mic. 3. If the radio is operating, you will hear a short burst of white noise (a 'tail').

<table>
<tr><th>Step</th><th>Action</th><th>✔</th></tr>
<tr><td>4</td><td>Cancel diversion on NCMC fax machine.
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Go to the fax machine located on the bench on the right hand side of the NCMC Main Operations Room.

NCMC fax number: s6(a) [redacted]</td></tr>
<tr><td>2</td><td>Check the ENERGY SAVER button is OFF (push to turn the green light OFF).</td></tr>
<tr><td>3</td><td>Push the MONITOR button. (Dial tone sound should be heard).</td></tr>
<tr><td>4</td><td>Dial s6(a) [redacted] and wait for the confirmation tone (1 short beep followed closely by a 2nd longer beep).</td></tr>
<tr><td>5</td><td>Push the MONITOR button again.
The diversion has now been cancelled and the NCMC fax machine is ready to receive incoming faxes.</td></tr>
</table></td><td></td></tr>
<tr><td>5</td><td>Take Ops Room phones off divert.
Press the ‘Divert’ button on each phone. The red light in the button will disappear.</td><td></td></tr>
<tr><td>6</td><td>NCMC phone number:
Activate the main NCMC phone number.
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Access the Server Room.
s6(a) [redacted]</td></tr>
<tr><td>2</td><td>Follow the instructions provided on s6(a) [redacted]</td></tr>
</table></td><td></td></tr>
<tr><td>7</td><td>Divert public queries to the NCMC:
See M Divert public queries to the NCMC on page 25 for detailed instructions.</td><td></td></tr>
<tr><td>8</td><td>Ensure Security have the current “NCMC temporary access card register”
The latest version should be saved in the EMIS Event Site, or in the NCMC S Drive event folder.
Email this current list to: s6(a) [redacted] AND s6(a) [redacted]</td><td></td></tr>
<tr><td>9</td><td>Check Operations email forwarding rules.
In the Operations email, change the rule for sending emails to the Duty Manager back to the Operations inbox.</td><td></td></tr>
<tr><td>10</td><td>Update information board.
You may need to check for updates with:
• Duty Officer / Manager
• National Controller (if present)</td><td></td></tr>
</table>

Step	Action	✔
	• phone call to Duty REMAs • phone call to ECCs / EOCs.	
11	Continue performing NCMC Operations function role. Refer to ***NCMC Operations function SOP***. Follow this SOP, following any directions from National Controller or Operations Manager as they arrive.	

4 NCMC final deactivation – procedure checklist

Name/s:	
DD/MM/YYYY and Time *2400 hour format*	
Event Name:	
Operations Manager (signature, time, date)	
Once compete, this checklist must be scanned and filed in: • the EMIS event site • the NCMC SDrive Event folder (back up copy).	

This procedure is completed by a member of the **NCMC Operations function**, as directed by the National Controller.

Step	Action	✔
1	Inform all staff and stakeholders that the NCMC is standing down. Refer to *Whispir Manual, Section 3.3* for instructions. **Template:** NCMC Standing Down **Distribution List:** NWS List	
2	Inform all **NCMC All Staff** via email of their requirements for the final deactivation. Make sure you include reminders to: • file important documents into EMIS • clear functional desks • empty computer inboxes • log off computers, and • clean the general area.	
3	Notify Parliamentary Services and Security. Refer to *Whispir Manual, Section 3.3* for instructions. **Template**: Parliamentary Complex Staff Activation or Deactivation Notification **Distribution Lists:** Parliamentary Complex, Parliamentary Security Make sure the deactivation message: • requests that cleaning staff begin cleaning the NCMC • requests that the Media Room entrance is placed back to "Secure" • advises that the NCMC **will not be re-activating** for this event.	
4	Organise hot debrief Organise a time and location for the hot debrief, preferably on the day or the day after. **Note:** Consult with National Controller, Response Manager, and Operations Manager.	

<table>
<tr><th>Step</th><th>Action</th><th>✔</th></tr>
<tr><td>5</td><td>
When the NCMC is de-activated, all calls to the number s6(a) [redacted] are re-routed:

FROM the NCMC Operations Desk
TO Fire and Emergency New Zealand (FENZ).

<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Contact Spark on s9(2)(i) [redacted] or Call Plan changes and advise:

Your full name;
Your organisation; and
Can I change the Call Plan for phone number s6(a) [redacted]
Please change to s6(a) [redacted]
</td></tr>
<tr><td>2</td><td>Test the Call Plan is working by dialling s6(a) [redacted] from another phone. You should go through to Fire and Emergency New Zealand (FENZ), advise:

Your full name;
Your organisation; and
You are testing to confirm the NCMC phone calls are being transferred to the FENZ call centre and they are able to receive calls

The change should take place immediately.
If you are having problems call s6(a) [redacted] and advise of the issue.
</td></tr>
</table>
</td><td></td></tr>
<tr><td>6</td><td>Place phones in the hunt groups in the Operations function and in the PIM Room back on divert.
Push 'Divert' button – red light should be on.</td><td></td></tr>
<tr><td>7</td><td>
NCMC phone number:
Activate the main NCMC phone number.
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Access the Server Room.
s6(a)
[redacted]</td></tr>
<tr><td>2</td><td>Follow the instructions provided on the s6(a) [redacted]</td></tr>
</table>
</td><td></td></tr>
</table>

<table>
<tr><th>Step</th><th>Action</th><th>✔</th></tr>
<tr><td>8</td><td>Re-activate diversion on NCMC fax machine.
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Go to the fax machine located on the bench on the right hand side of the NCMC Main Operations Room.
NCMC fax number: s6(a) [redacted]</td></tr>
<tr><td>2</td><td>Check the ENERGY SAVER button is OFF (push to turn the green light OFF).</td></tr>
<tr><td>3</td><td>Push the MONITOR button. (Dial tone sound should be heard).</td></tr>
<tr><td>4</td><td>Dial 161 and wait for the confirmation tone (1 short beep followed closely by a 2nd longer beep).</td></tr>
<tr><td>5</td><td>Push the MONITOR button again.
Faxes will now be diverted to the fax machine on Level 4, Bowen House in the National Operations team area.</td></tr>
</table></td><td></td></tr>
<tr><td>9</td><td>Collect and return NCMC temporary access cards.
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Collect temporary access cards from personnel (you may need to follow up and make calls to remind people to hand them in).</td></tr>
<tr><td>2</td><td>Update the NCMC temporary access card register with return dates, and save final record in EMIS Event Site.</td></tr>
<tr><td>3</td><td>Return cards to Parliament Security.</td></tr>
</table></td><td></td></tr>
<tr><td>10</td><td>Update electronic notice board in entrance.
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Get the wireless keyboard from behind the admin room glass doors.</td></tr>
<tr><td>2</td><td>Select the normal ‘Welcome to the NCMC’ BAU display.</td></tr>
</table></td><td></td></tr>
<tr><td>11</td><td>Ensure that the kitchen is cleaned.
This includes emptying the fridge, doing the dishes and conducting a general tidy up.</td><td></td></tr>
<tr><td>12</td><td>Collect problem logs and add to evaluation database.
Collect any problem logs, review and add to evaluation database if not already actioned.
Load all debrief information into the evaluation database for action.</td><td></td></tr>
</table>

<table>
<tr><th>Step</th><th>Action</th><th>✔</th></tr>
<tr><td>13</td><td>Clear voicemails and inboxes
Clear any voicemails on individual phones, and remove all NCMC inbox information and sent items from every computer.</td><td></td></tr>
<tr><td>14</td><td>Close EMIS Event Site.
Note: Only an EMIS Super User may do this.
Use the ‘Event Site Life Cycle’ guide, located in the EMIS User Guides library in Global Documents.
A hard copy of this is located in the Operations Folder on the Operations Desk.</td><td></td></tr>
<tr><td>15</td><td>Call CASS IT to inform of deactivation, and request Out of Offices are turned off.
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Call CASS IT.
NCMC CASS IT Support:
s6(a) [redacted] (business hours)
s6(a) [redacted] fter hours)</td></tr>
<tr><td>2</td><td>Request that Out of Office is turned off for all shared inboxes that are in the NCMC ‘All Users’ distribution list.</td></tr>
</table></td><td></td></tr>
<tr><td>16</td><td>Check locking capability of two entrance doors.
Ensure that the two entrance doors (by reception and at the top of the stairs) can lock electronically.
Note: If needed, they can be reset by the National Operations Team swipe cards.</td><td></td></tr>
<tr><td>17</td><td>Check computers are logged off/restarted.
Check to ensure that all computers are logged off or restarted, not shut down or still logged on.</td><td></td></tr>
<tr><td>18</td><td>Release staff and sign out.
Release staff, and ensure that all staff have signed out from the NCMC.</td><td></td></tr>
<tr><td>19</td><td>Turn off lights and equipment.
Check that all TVs, projectors, lights and other equipment are turned off.</td><td></td></tr>
<tr><td>20</td><td>Stocktake and restock
Ensure the Facilities Team conduct a food stock-take and restock items in the kitchen.</td><td></td></tr>
<tr><td>21</td><td>Organise cold debrief
Organise a time and location for the cold debrief, preferably on the day or the day after.
Note: Consult with National Controller, Response Manager and Operations Manager.</td><td></td></tr>
<tr><td>22</td><td>Consider a Welfare Liaison role to be added to the Duty roster.
Note: Consult with NCMC Welfare Manager / National Planning Team, Capability & Operations Manager, and National Operations Team Leader.</td><td></td></tr>
</table>

5 PIM Room overnight shutdown – procedure checklist

Name/s:	
DD/MM/YYYY and Time *2400 hour format*	
Event Name:	
Completed by: (signature, time, date)	

This procedure is completed by a member of the **PIM function**, as directed by the **PIM Manager.**

Step	Action	✔
1	Update website with update stating that the NCMC is standing down overnight. Edit the current emergency update to include message that NCMC is standing down overnight. Be specific about the time the NCMC will be reactivated. Use the following message if appropriate: *The National Crisis Management Centre is standing down overnight. It will reopen in the morning at Xam.*	
2	Tweet from @nzcivildefence and @nzgetthru message that NCMC is standing down overnight. Be specific about the time the NCMC will be reactivated. Use the following message if appropriate: *Goodnight everyone. We are standing down overnight. We will be back at Xam tomorrow.*	
3	Update NZCivilDefence Facebook page with message that NCMC is standing down overnight. Be specific about the time the NCMC will be reactivated. Use the following message if appropriate: *Good night everyone. We are standing down overnight. We will be back at Xam tomorrow*	
4	Turn on auto-reply on emails advising that the NCMC is standing down overnight and emails will be replied to in the morning. Do this for the following email addresses: • for s6(a) [redacted] • s6(a) [redacted] (if required)	
5	Divert PIM room phones back to Duty PIM number. Refer to Diverting the media phone s6(a) [redacted] on page 31. Hand over any relevant information to the Duty PIM Manager.	
6	Turn off TVs and lights.	

6 PIM Room morning reactivation – procedure checklist

Name/s:
DD/MM/YYYY and Time *2400 hour format*
Event Name:
Completed by: (signature, time, date)

This procedure is completed by the first member of **PIM function** to arrive in the morning.

Step	Action	✔
1	Update website, Twitter and Facebook channels stating that the NCMC has been reactivated and current emergency information. **Only do this if overnight shutdown messages were posted the night before. Check with the PIM Manager before proceeding.**	
2	Check notifications in Tweetdeck for any tweets or direct messages that need to be replied to or followed up.	
3	Check Facebook notifications for any comments or messages that need to be replied to or followed up.	
4	Divert media phone to media coordination centre (middle table of PIM Room). **Only do this when at least two people who can take media calls have arrived.** **Refer to** Divert the media phone to the NCMC phones **on page 31.**	
5	Ensure the auto-reply for the s6(a) [redacted] inbox has been turned off.	
6	Turn on all TV's to different (muted) news channels.	

7 PIM Room final deactivation – procedure checklist

Name/s:	
DD/MM/YYYY and Time *2400 hour format*	
Event Name:	
Completed by: (signature, time, date)	

This procedure is completed by a member of the **PIM function**, as directed by the **PIM Manager.**

Step	Action	✔
1	Update website with update stating that the NCMC is standing down. Include any other relevant information from NWS message.	
2	Twitter: use tweetdeck to tweet to @nzcivildefence and @nzgetthru message that NCMC is standing down. Include any other relevant information from NWS message.	
3	Facebook: update NZCivilDefence facebook page with message that NCMC is standing down. Include any other relevant information from NWS message.	
4	Ensure all media queries have been logged and open calls/enquiries responded to and closed off.	
5	Divert PIM Room phones to Duty PIM. Refer to Diverting the media phone s6(a) [redacted] on page 31. Handover any relevant info to the Duty PIM Manager.	
6	Turn on email auto-reply on s6(a) [redacted] account.	
7	Clear email inboxes.	
8	Clear any voicemails on individual phones	
9	Turn off screens in interview room and media space.	
10	Check to ensure that all computers are logged off or restarted, not shut down or still logged on.	
11	Replace any missing stationery and check that all desks have all the required equipment.	
12	Clean the general PIM Room, media space and interview room areas.	
13	Check that all TVs, projectors, lights and other equipment in the PIM Room are turned off.	
The following is to be completed by the PIM Manager		
14	Debrief PIM personnel before they return to their business as usual roles, as teams and/or individuals.	

Step	Action	✔
15	Ensure loaned NCMC temporary access cards have been collected from surge staff and returned to Parliament Security or the Operations Team.	
16	Provide PIM issues and learnings to CDEM debriefing sessions.	
17	Ensure all records are archived, following the requirements of the *Public Records Act 2005*.	
18	Prepare information and resources for anticipated anniversaries.	

8 Appendices

Appendix A Response Concept of Operations: NCMC Mode Tables

A.1 Response Concept of Operations: NCMC Mode 2 Activation

Tsunami – Distant Source Only (enhanced Duty Team)

Function	Tasks	Min. staff required	Staff name(s)	Available? Y/N	Called-in? Y/N
Control	Director National Controller Response Manager Executive Assistant to Director Executive Assistant to Controller Risk-safety, Legal & Reputation	1 (Duty Manager)			
Operations	Operational Coordination Communications Coordinator Tasking Coordinator Tasking Officer Liaison Volunteer Coordination Message Taker	2 (Duty Officer + Duty Activator)			
REMAs	Connect with Groups	All (10)			
Intelligence (excl. GIS)	Information Situation Forecasting	**2 (to be sourced)**			
Logistics	Administration Facilities Catering Transport Personnel ICT Supply Finance	**1 (to be sourced)**			
PIM	Spokesperson Media Community Liaison Information and Warnings	4 (Duty PIM + Duty Webmaster + Duty Activator **+ 1 to be sourced)**			
Policy	Support to Minister/ODESC	1 (Duty Policy)			
MINIMUM STAFF REQUIRED		**11 (+ REMAs)**			

A.2 Response Concept of Operations: NCMC Mode 2 Activation

All other hazards or Distance Source Tsunami (once wave arrival times have been determined)

Function	Tasks	Min. staff required	Staff name(s)	Available? Y/N	Called-in? Y/N
Control	Director National Controller Response Manager Executive Assistant to Director Executive Assistant to Controller Risk-safety, Legal & Reputation	3			
Operations	Operational Coordination Communications Coordinator Tasking Coordinator Tasking Officer Liaison Volunteer Coordination Message Taker	3			
Liaison Officers	External agency support	6			
REMAs	Connect with Groups	All (10)			
Intelligence (excl. GIS)	Information Situation Forecasting	2			
Logistics	Administration Facilities Catering Transport Personnel ICT Supply Finance	2			
Lifeline Utilities	Lifelines monitoring	1			
Welfare	Registration Inquiry Needs Assessment Care and protection services for children and young people Psychological support Household goods and services Financial assistance Shelter and accommodation Animal welfare	1			
PIM	Spokesperson Media Community Liaison Information and Warnings	4 (Duty PIM + Duty Webmaster **+ 2 to be sourced**)			
Policy	Support to Minister/ODESC	2			
MINIMUM STAFF REQUIRED		**24 (+ REMAs)**			

A.3 Response Concept of Operations: NCMC Mode 3 Activation

Function	Tasks	Min. staff required	Staff name(s)	Available? Y/N	Called-in? Y/N
Control	Director National Controller Response Manager Executive Assistant to Director Executive Assistant to Controller Risk-safety, Legal & Reputation	5			
Technical Experts	Specialist advice to Control Function	2			
International Assistance	International Liaison	1			
Operations	Operational Coordination Communications Coordinator Tasking Coordinator Tasking Officer Liaison Volunteer Coordination Message Taker	4			
Liaison Officers	External agency support	12			
REMAs	Connect with Groups	All (10)			
Planning	Action Planning Long-term Planning Contingency Planning	2			
Intelligence (excl. GIS)	Information Situation Forecasting	3			
Logistics	Administration Facilities Catering Transport Personnel ICT Supply Finance	4			
Lifeline Utilities	Lifelines monitoring	3			
Welfare	Registration Inquiry Needs Assessment Care and protection services for children and young people Psychological support Household goods and services Financial assistance Shelter and accommodation Animal welfare	3			
PIM	Spokesperson Media Community Liaison Information and Warnings	9			
Policy	Support to Minister/ODESC	3			
MINIMUM STAFF REQUIRED		**51 (+ REMAs)**			

A.4 Response Concept of Operations: NCMC Mode 4 Activation

Function	Tasks	Min. staff required	Staff name(s)	Available? Y/N	Called-in? Y/N
Control	Director National Controller Response Manager Executive Assistant to Director Executive Assistant to Controller Risk-safety, Legal & Reputation	8			
Technical Experts	Specialist advice to Control Function	2			
International Assistance	International Liaison	2			
Operations	Operational Coordination Communications Coordinator Tasking Coordinator Tasking Officer Liaison Volunteer Coordination Message Taker	8			
Liaison Officers	External agency support	15+			
REMAs	Connect with Groups	All (10)			
Planning	Action Planning Long-term Planning Contingency Planning	2-4			
Intelligence (excl. GIS)	Information Situation Forecasting	4			
Logistics	Administration Facilities Catering Transport Personnel ICT Supply Finance	7			
Lifeline Utilities	Lifelines monitoring	3			
Welfare	Registration Inquiry Needs Assessment Care and protection services for children and young people Psychological support Household goods and services Financial assistance Shelter and accommodation Animal welfare	3-8			
PIM	Spokesperson Media Community Liaison Information and Warnings	15			
Policy	Support to Minister/ODESC	4			
MINIMUM STAFF REQUIRED		**72+ (+ REMAs)**			

Appendix B National Controller confirmation – NCMC staffing

For DPMC auditing purposes, confirm that the National Controller is satisfied that staffing of the NCMC is adequate for the event **at the time of activation**.

When confirmed, National Controller to sign below, with the date and time.

Date (Day DD Mon YYYY): ________________________________

Time (2400hr): ___________________

Signature:

____

National Controller SOP

April 2018

Ministry of Civil Defence & Emergency Management
Te Rākau Whakamarumaru

Contents

Overview

1.1 Introduction

The concept of Operations Document outlines how staff operate within the NCMC

1.2 Purpose of Document

This publication contains the standard operating procedures for the National Controller and National Controller's Team during a National Crisis Management Centre (NCMC) activation.

This document outlines the responsibilities of the Director of Civil Defence & Emergency Management, the National Controller and the National Controller's Team.

In the context of the '4Rs' of CDEM ('Reduction', 'Readiness', 'Response' and 'Recovery'), these standard operating procedures (SOPs) apply only to response in the **lead up** to or **during** emergencies.

This broad outline will be used by the National Controller and members of the National Controller's team to manage and guide a response with due recognition of, and refinement to suit circumstances as they stand 'on the day'.

1.3 Director and National Controller

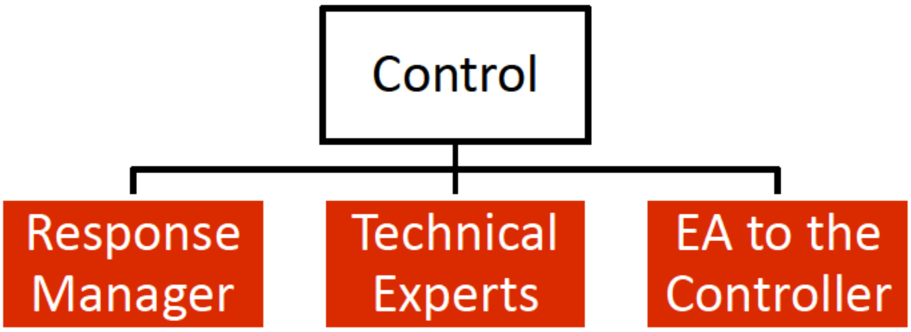
This document applies to the response related functions of the Director specified in Sections 8(2)(h) and 9(2)(a) of the CDEM Act 2002. The Director may perform these functions him/herself or may delegate these functions to a National Controller.

For the purpose of this document, it is assumed that the Director has exercised this delegation. Therefore separate reference is made to the roles and processes of the Director and National Controller respectively in a response.

When the Director performs the functions him/herself, the responsibilities and process ascribed the National Controller in this document must be added to those ascribed to the Director. The Director may delegate other functions to enable them to give appropriate effect to the response related functions.

1.4 Structure

The following diagram outlines the Control function according to the Coordinated Incident Management System (CIMS).



National Controller

1.1 Introduction

The National Controller is a delegation by the Director to exercise the response functions referred to in sections 8(2) (h) and 9(2) (a) of the CDEM Act 2002.

While these SOPs set a broad outline for the National Controller, there are some fundamental expectations of the role that must always be met - regardless of an emergency's scale or circumstance. These are:

- Providing a leadership presence
- Effective decision making
- On-going communication with the:
  - Director
  - CE and Minister (if Director is unavailable)
  - CDEM Groups
  - support agencies
  - NCMC staff
  - the public.

1.2 Purpose

The purpose of the National Controller is to direct and control a response during a state of national emergency. Outside of a state of national emergency, the National Controller coordinates information and national level assistance related to the response. As such, the role of National Controller requires appropriate leadership and managerial nous.

The National Controller also acts in accordance with the strategic direction given by the Director of CDEM, the Officials Committee for Domestic and External Security Coordination (ODESC) and the National Security Committee (NSC).

The National Controller:

- directs and controls a response during a state of national emergency
- supports local responses through the coordination and management of national level response assistance in the lead up to or during an emergency
- co-ordinates international operational assistance
- establishes an authoritative source of information.

1.3 Responsibilities

The National Controller leads the National Crisis Management Centre (NCMC), and coordinates the overall response at the national level. These responsibilities can be groups as follows:

Lead

- Set the activation Mode
- Direct priorities
- Control the response
- Aprove the National Action Plan and direct its implementation
- Approve Sitreps and public information
- Direct and advise Function Managers
- Authosirise Expenditure
- Represent the authoritative source of information

Coordinate

- Set and communicate timelines
- Inform and coordinate Support Agencies
- Communicate and coordinate with CDEM Group controllers
- Coordinate resources (i.e. personnel and equipment)
- Communicate objectives with response staff

Oversee

- Maintain a holistic view
- Think forward
- Consider gaps and risks
- Ensure risk management is applied

Inform

- Inform the Director
- Inform DPMC (in the absence of the Director)
- Inform the Minister (in the absence of the Director)
- Front media interviews (in the absence of the Director)
- Ensure the public is approriately informed and all channels are used

Note: Refer to Appendix A for checklists and considerations to assist with achieving the above.

1.4 Relationships

The National Controller reports to the Director and maintains partnerships with the following:

- National Controller's Team
- support agency representatives
- CDEM Group Controllers
- National Recovery Manager.

The National Controller can appoint the following support staff to assist with the execution of their role:

- Response Manager
- Executive Assistant.

1.5 Communication

During a **Mode 2** activation, the National Controller maintains an 'open door' policy to allow communication between the National Controller and function managers and/or agency representatives.

During a **Mode 3 and 4** the 'open door' arrangement will prove too distracting. In that case, a new arrangement will be announced and the Response Manager will broker operational issues on behalf the National Controller. In turn, the National Controller will liaise with the Director and other high-level stakeholders.

During a Mode 3 and 4 the National Controller may also appoint an Executive Assistant (EA) that can assist with managing the National Controller's communications and commitments (e.g. answering phone calls, monitoring emails, maintaining the National Controller's diary and generally ensuring administrative arrangements are in place).

The National Controller holds National Controller's Team meetings, teleconferences and staff briefings to communicate matters pertaining to the collective response.

The telephone number for the National Controller is:

- s6(a) [redacted] or extension s6(a) [redacted] (NCMC)

The email address for the National Controller is:

s6(a) [redacted]

1.5.1 Teleconferences

During emergencies it is common practice to host regular National Controller teleconferences involving all affected CDEM Group Controllers, while the Controllers of CDEM Groups that are not affected may be invited to join in. If the situation warrants, a representative from a relevant science agency will participate in the call to provide clarification on hazard assessments.

The purpose of these calls is to establish direct Controller-to-Controller communication with a focus on:

- Assurance/re-assurance
- Response progress and concerns
- Clarifications
- Offers of/requests for assistance

The conference calls must not replace or duplicate NCC, ECC or EOC Sitreps.

The media will **NOT** participate in the conference calls.

Teleconference planning

The National Controller will determine the need for, and the agenda for teleconferences.

Teleconferences must, as far as possible, follow a daily routine (e.g. at the same time(s) every day); the most suitable times are to be agreed between the Controllers (via the MCDEM Regional Emergency Management Advisors) and communicated to all participants by the Operations Function. This confirmation will include the standard agenda and protocols, the number to call and the PIN number to be used. Any variations to the standard agenda must be highlighted.

For unscheduled calls, all participants will be advised by the Operations Function with as much as possible advance notice before the intended call. **Note:** Advance notifications will depend on the requirements that prompt the call.

Teleconference protocol

All participants should have dialled in and be ready to start the conference call at the designated time and be ready to:

- provide a brief response update from their area
- request advice or clarification of uncertainties
- confirm and clarify requests for assistance.

The National Controller will chair the call and will perform a roll call to establish who is present on the call. This includes identifying those who are just 'listening in' to the call.

The National Controller will advise the order of speaking which could be based on highest impact Groups first, or in the case of a tsunami warning, starting with Northland and working through the Groups southwards, ending with Southland (or the other way around). After each participant has provided their input there will be an opportunity for replies from the other participants to the call.

Participants must limit themselves to one speaker per CDEM Group/Agency.

The call must not be used to coordinate or discuss matters/issues that involve functional arrangements between specific participants. This should be done separately between the respective participants after the conference call has ended.

No minutes will be kept, however the National Controller's EA (or a representative of the Operations Function if an EA is not appointed), must sit in to take note follow-up actions, time of next call etc.

If it is beneficial, representatives of the respective CIMS functions may sit in to take notes to gather information for their specific functions.

Likewise, MCDEM Regional Emergency Management Advisors (REMAs) may participate as observers. **Note:** Separate, regular teleconferences with REMAs must be hosted by the Operations Function as required to cover internal MCDEM matters, the REMAs' welfare and observations they wish to share.

Teleconference agenda templates can be found in **Appendix A3** at the end of this document.

1.6 Delegations

The National Controller may delegate responsibilities and authorisations to members of the National Controller's Team. Such delegations may include:

- Situation report approval: Response Manager or Intelligence Manager
- Public information approval: Response Manager
- Media interviews (i.e. radio): PIM Manager
- Social media publishing: PIM Manager
- Expense approvals: Logistics Manager (up to an appropriate amount).

1.7 National Controller's Team (NCT)

The purpose of the National Controller's Team (NCT) is to support the National Controller in ensuring effective response coordination.

In general, the National Controller's Team is responsible for overseeing and guiding an NCMC response at a strategic level.

The National Controller's Team is made up of the following positions:

- Director of the Ministry of Civil Defence & Emergency Management (MCDEM)
- National Controller
- Managers of the respective CIMS functions
- A senior representative of each support agency involved
- Response Manager
- Executive Assistant to the National Controller

Other positions that may be required during an activation also include:

- Advisor to the Director

Responsibilities specific to each role are explained in detail in the dedicated role sections of this document.

1.7.1 Composition of the National Controller's Team

The National Controller's Team is made up of the following members:

Activation Mode	Members
Mode 2	National Controller (chair) • Response Manager (if appointed) • NCMC Function Managers • Science advisor (i.e. GNS Science and/or MetService)
Mode 3 & 4	National Controller (chair) • Director (optional) • Planning Manager • Operations Manager • Support agency representatives o NZFS o NZ Police o Transport Response Team o MoH o National Welfare Recovery Coordination Group (NWCG) o Science o National Recovery Manager

1.7.2 National Controller's Team Meetings

National Controller's Team meeting times are determined by the National Controller and notified by the Operations Function. The meetings are normally held daily during the peak of an event, but can be called by the National Controller as the need arises (i.e. in light of new ODESC directives or following significant changes).

The duration of National Controller meetings must not exceed 30 minutes in **Mode 2**, or 1 hour in **Mode 3 & 4.**

The purpose of these meetings will depend on the response mode:

- In a **Mode 2** activation, the purpose of the meetings will be to develop the (Simple) Action Plan.
- In a **Mode 3 and 4** activation the purpose of the meetings will be to confirm and discuss the National Action Plan, and brief members where necessary. In periods between Action Plans the purpose of the meeting will be to communicate and discuss progress on the Action Plan.

1.7.3 National Controller's Team Meeting Agenda

See **Appendix A2** for examples of agendas.

1.7.4 National Controller's Team Meeting Venue

The meeting venue will be advised together with meeting times. During a **Mode 2** activation it is likely that meetings will be held in the National Controller's office (the 'Bridge' of the NCMC), while meetings in a **Mode 3 and 4** will be held in one of the meeting rooms in the NCMC.

1.7.5 Recording the National Controller's Team Meeting

The outcomes of the National Controller's Team Meetings will be reflected in the Operational Period Directive (**Mode 2**) or Action Plan (**Mode 3 and 4**).

The Planning Manager is responsible for noting and making changes to the draft Action Plan discussed in the meeting.

After the National Controller has signed off on the Action Plan, the Operations function is responsible for the logging, disseminating and/or displaying of the Action Plan and tracking its implementation.

Response Manager

1.1 Introduction

The Response Manager provides support to the National Controller during an NCMC activation through operational oversight.

1.2 Purpose

The Response Manager generally works behind the scenes to solve problems, mediate disputes, and deal with issues before they escalate to the National Controller. The Response Manager's role helps enable the National Controller to focus on the 'bigger picture'. Often the Response Manager may act as a confidante and advisor to the National Controller, acting as trigger or sounding board for ideas.

Additionally, the Response Manager is tasked with coordinating and integrating the various NCMC management roles and coordination functions. The Response Manager also conveys the Controller's intent for the purpose of Action Plan development, and ensures the Action Plan process is inclusive of all NCMC functions and support agencies.

Once the National Action Plan is approved by the National Controller, the Response Manager is responsible for overseeing the National Controller's directives and facilitating solutions where needed.

1.3 Responsibilities

The tasks undertaken by the Response Manager will depend on how the National Controller intends to use the Response Manager position. Often the National Controller will delegate tasks/responsibilities to the Response Manager (depending on the Response Manager's skills and experience). These tasks may include:

Overseeing:

- ensuring NCMC activation procedures (including checklists) are followed and that staffing levels are appropriate for each event.
- directing the efforts of coordinating and specialist staff.
- monitoring the overall response and supervision planning of future operations.
- directing the NCMC functional managers on behalf of the National Controller.
- managing step-up or back-up of the NCMC at an alternate location if required.
- overseeing and supporting application of NCMC SOPs.

Staffing:

- ensuring the National Controller and the staff (including non-responding MCDEM staff) are informed on matters affecting the response.
- assembling and supervising staff during the Simple Action Planning Process.
- ensuring Action Plans represent the National Controller's intent and direction.
- scheduling and, if delegated, leads NCMC staff briefings.
- overseeing NCMC staff welfare.

Information Sharing:

- ensuring information flow between NCMC functional managers and the National Controller on staff recommendations and the National Controller's subsequent decisions.
- supervising the management of the National Controller's critical information requirements.
- informing and advising the National Controller
- if delegated, authorises Sitreps and public information.

Representation:

- understudies the National Controller and stands in when National Controller is occupied.
- representing the National Controller (when required) and supervises the NCMC and its internal operations.
- taking delegations from the National Controller (e.g. Sign offs).

Planning and Coordinating:

- Establishing timelines for the planning process
- Establishing the required liaison with partner organisations
- Establishing operating procedures as required.

1.4 Relationships

The Response Manager reports to the National Controller and works closely with functional desk managers to monitor the flow of Operations in the NCMC.

1.5 Communication

The Response Manager filters operational issues on behalf the National Controller (especially in **Mode 3** or **4** events). Any NCMC issues must be raised first with the Response Manager, and if the Response Manager is not able to resolve them, he/she will escalate the issue to the National Controller on behalf of the issue 'owner'.

The telephone number for the Response Manager is s6(a) [redacted] **or extension** s6(a) [redacted] **(NCMC)**

The email address for the Response Manager is s6(a) [redacted]

1.6 Controller tasks that may be delegated

The National Controller will make a number of decisions and "sign offs" throughout the response phase which can be delegated to the Response Manager. These include:

- delegation of powers under the CDEM Act
- signing off media releases
- signing off Sitreps
- deciding to request CDEM Group or central government support
- leading NCMC briefings
- informing MCDEM staff of NCMC objectives and stand-by expectations.

Although the Response Manager can be delegated these tasks, the accountability for all these remain with the National Controller.

Executive Assistant to the National Controller

1.8 Introduction

An Executive Assistant is appointed to the National Controller in complex responses, notably at Response Mode 4 and if required, at Mode 3.

1.9 Purpose

The purpose of the Executive Assistant is to provide secretarial support to the National Controller, and the National Controller's Team more generally, during an NCMC response.

Note: If the situation allows, the Executive Assistant may be shared by the National Controller and the Director.

1.10 Responsibilities

An Executive Assistant is appointed during a response to:

- monitor the National Controller's EMIS page
- advise the National Controller about tasks for attention on EMIS
- perform a gate keeping role with regards to access to the National Controller
- take notes/minutes when required
- recording meetings and decisions that will be used for Action Plans
- passing on the signed Action Plan to the Operations Manager
- answer the National Controller's telephone, and respond to his/her emails
- maintain the National Controller's diary
- ensure the National Controller takes breaks, eats, drinks etc.

1.11 Relationships

During a response the Executive Assistant role reports to the National Controller.

The Executive Assistant maintains a close relationship with the Response Manage given their respective support roles to the National Controller.

As a gate-keeper for the National Controller, the Executive Assistant may have to communicate with any response staff and external persons that require the attention of the National Controller.

The Executive Assistant may need to liase with:

- **PIM** for assisting in the preparation of media briefings, scheduling the National Controller and/or Director to front the media
- **Operations** to give them the Simple Action Plan that will be disseminated, checking that equipment (ie. teleconference phone and number) are ready.

1.12 Considerations

The Executive Assistant to the National Controller may be the BAU Executive Assistant to the Director. As such, the EA may be expected to also support the Director. In such cases the Director and National Controller will provide guidance to the Executive Assistant on the division of responsibilities.

Director

1.13 Introduction

The Director leads the Ministry of Civil Defence & Emergency Management and during a response s/he will retain the functions ascribed to the National Controller if those functions have not been delegated.

For the purpose of this SOP, it is assumed that a National Controller has been appointed. This chapter therefore describes the functions of the Director other than that of the National Controller, and outlines the relationship between the two roles.

1.14 Purpose

The functions and powers of the Director are determined in sections 8 and 9 of the National CDEM Act 2002. The Director appoints the National Controller and delegates his/her authority to lead a response.

The Director remains accountable for MCDEM and therefore retains the lead of the Ministry notwithstanding the appointment of a National Controller. If the National Controller is not available, the role reverts back to the Director. The Director also acts as the link between the response and the Minister/Central Government.

1.15 Responsibilities

Acting as a link between the response and the Minister/Central Government, the Director is responsible for:

- informing the Minister
- supporting the Minister and Cabinet as needed
- informing the Chief Executive of the Department of the Prime Minister and Cabinet (DPMC) and Executive Leadership Team (ELT) where appropriate
- providing advice and direction to the National Controller
- representing MCDEM at ODESC/Watch Group meetings
- acting as the MCDEM spokesperson
- arranging for appropriate financial delegations to be assigned to the National Controller and other positions as required
- approving Government submissions (i.e. Cabinet papers, briefings).

1.16 Relationships

In a response, the Director has an interface with:

- the Chief Executive of the DPMC
- the Minister
- the National Controller
- Public Information Manager

The Director is also responsible for attending meetings where higher level coordinating arrangements are managed (i.e. Watch Groups and ODESC meetings).

The Director arranges for appropriate financial delegations to be assigned to the National Controller and other relevant positions when required.

As such, the Director must maintain relationships with Central Government, ODESC as well as the National Controller.

1.17 Communication

To enable the Director to fulfil his/her role there must be close and ongoing communication between the National Controller and the Director.

As part of this ongoing communication, the Director receives information from the National Controller. The National Controller may consult with the Director over high level operational matters and conversely, the Director may seek assurance from, or offer advice to, the National Controller.

Advisor to the Director (to be completed)

1.1 Introduction

The Director may assign someone to the position of Advisor to the Director, or s/he may maintain his/her BAU Principle Policy Advisor for this purpose.

1.2 Purpose

The main purpose of the Advisor to the Director will be to provide a link between the National Controller and the Director, to keep the Director informed and to support the Director with Ministerial and other higher level demands. The Advisor to the Director will work closely with the Policy function in this regard.

1.3 Responsibilities

1.4 Relationships

Xxx

Appendix A: Toolbox

1. Checklists: Activation & Response

A. National Controller's Checklists

Considerations for NCMC Activation

Consider the following points when deciding whether or not to activate the NCMC.

	Consideration	Yes	No
1	People may be/are at risk		
2	Risk to property exceeds acceptable thresholds		
3	Risk to the environment exceeds acceptable thresholds		
4	Uncertain conditions		
5	Coordination across/between agencies is required		
6	Support of another agency is required		
7	Resource coordination may be/is required		
8	Declaration of a state of emergency may be/is required		
9	Political stakeholders may/will have expectations		
10	The public may/will have expectations		
11	Contingency for expected/planned events is required		
12	Additional resources are required		
13	PIM demands are high		

Response checklist

The National Controller's checklist contains actions that should be considered during activation and there-after at least twice daily during the response.

Note: If the National Controller is also the Response Manager, the steps in **Response Manager Activation Checklist** should also be followed.

Action	Completed
Activation	
Director, CE and Minister are informed	
Activation Mode is decided and communicated	
MCDEM Staff are informed; appropriate staffing called for	
Comms with REMAs established (through Operations). Communicate about deployments	
Relevant support agencies are informed	
Website and social media are updated	
PIM established	

Policy established	
Operational priorities and objectives; are set and communicated via the Simple Action Plan	
Communications plan in place (list phone and email contacts for key stakeholders)	
A spokesperson(s) has been appointed	
Appropriate financial delegations arranged; financial tracking system in place (incl. cost code established)	
A daily schedule of meeting and commitments has been established	
Recovery resourcing has been considered	
Ongoing (tactical)	
Director is informed (and CE and Minister are covered)	
Public are informed (media releases, web, social media, media conferences organised)	
CDEM Group Controllers are informed /communicated with (teleconference)	
Support agencies are informed (NCT meetings)	
NCC staff are informed (briefings)	
Operational planning is on-going	
Financial tracking system in place (incl. cost code established)	
Staff roster is in place, supplementary staff informed	
Action Plan is tracked	
Recovery Manager is involved	
Ongoing (strategic)	
Do all agencies know I'm in charge and NCMC coordinates?	
Do we have the total picture?	
What are the risks to Government?	
What resources do we need/anticipate?	
Is the response coordinated?	
Is PIM coordinated and sufficient?	
Is the NCMC response mode still appropriate?	
Do I have all relevant support agencies in place?	

B. Response Manager Checklists

Activation checklist

This activation checklist contains a list of actions that must be completed **within two hours** of activation of the NCMC.

Upon arrival in the NCMC, this checklist may be used by the Duty Manager, Response Manager or National Controller- depending on the event.

Step	Action	Completed
1	Confirm NCMC Response Activation standard operating procedure has been followed and completed by the Duty Team.	
2	Complete the organisation chart. Then ensure staff are contacted and assigned their role and shift(s).	
3	Confirm which Liaison Officer functions have been requested by the Duty Team.	
4	Brief the National Controller on: • events to date • activation status • staffing status (who is required and when they will arrive) • Liaison officers (which agencies are required and when their representative will arrive) • PIM messages • Ministerial enquiries • CDEM Group status	
5	Log onto the EMIS event site to monitor tasks escalated to the National Controller.	

6	Conduct a staff briefing including information on:
	• The situation as we know it
	• Identify/introduce staff in key positions
	• Outline the objectives for the NCC. *This could be something along the lines of:*
	    ○ *Establish what has happened*
	    ○ *Establish contact with affected / activated EOC/ECCs*
	    ○ *Establish contact with REMAs and set conference call timings (Noting that Operations will notify the REMAs, groups and agencies of these).*
	    ○ *Outline the schedule* for meetings, SITREPs, teleconferences etc.	

7	Complete the Simple Action Plan (*found in Appendices for each hazard)* and get it approved by the National Controller. Disseminate the Action Plan to NCMC staff, REMAs and affected CDEM Groups (this will be done by the Operations function).	
8	Conduct subsequent staff briefings as required	
9	Check in with functional desk managers regularly to check things are running smoothly and answer any questions.	
10	Arrange National Controller teleconferences – See teleconference planning and protocol in the National Controller section of this document. Work with the Operations Function to notify the CDEM Group Controllers.	

Response checklist

This Response Manager checklist contains a list of actions that should be considered during the response ***after*** the activation checklist has been completed.

NCMC Setup and Status	Completed
Status of the NCMC clear	
Operational priorities and objectives set	
Operational period set	
Emergency situation clear for all to see and readily understandable (maps etc)	
Desk function managers appointed and identifiable	
Security at NCMC established	
EMIS event site set up	
Staff shifts organised (additional staff required?)	
National Controller and Director involved	
Agency setup and representation	
Lead agency identified and clear	
Appropriate agency representation (liaison officers) in NCMC	
Management process	
Impact assessment underway/completed	
Declaration discussed (or if already in place, copy of paperwork received)	
NCMC Sitrep circulated appropriately	
Strategic planning underway (and resource available to ensure adequate planning)	
Operational planning underway	
All relevant parties informed and kept up to date (Ministers, ODESC, Groups, support agencies)	
Communications plan in place (list relevant phone and email contacts for key stakeholders)	
Financial delegations in place	
Cost code set up for finance tracking	
Minister briefed	
Media engagement (tactical) established, PIM involved and messaging underway (including website and social media updates)	
Messages consistent with CDEM Group(s)	
Any risks to Government?	
Any resources needed?	

2. National Controller's Team Meeting: Agenda

Activation Mode	National Controller's Team Meeting: Agenda	Responsible
Mode 2	Information briefing	Intelligence or Operations
	Resource status briefing	Logistics
	Planning brief- proposed (simple) Action Plan	Planning
	Discussion of Action Plan	All
	National Controller Confirms the Action Plan	National Controller
Mode 3 and 4	Introduction	National Controller
	Planning brief- proposed Action Plan	Planning
	Discussion of Action Plan	All
	Confirmation of Action Plan	National Controller
	Or:	
	Introduction	National Controller
	Action Plan progress	Operations
	Agency updates	Support agencies
	Re-confirmation of Action Plan – Adjustments	National Controller
	Note: During **Modes 3 and 4** the Action Plan will be considered against the latest NCMC Advisory/Warning or Sitrep. These will be taken as read before the meeting and will not be repeated	

3. Specific Hazards: Response Considerations, Simple Action Plan Templates, & Teleconference Agendas

Tsunami

The following tools can be used to assist the Controller's Team in a tsunami response.

The NCMC is always activated when MCDEM issues a Tsunami Warning or a Tsunami Potential Threat Advisory.

Considerations

Activation of the NCMC	
Issue a code RED to MCDEM staff if during the day (0800-1800 hours Monday to Friday)	
Issue a code Orange to MCDEM staff if after hours	
Ensure that PIM is informed, Explain that: • They must ensure that the Media MOU has been activated (and Radio NZ 'Red Phone' has been called) • They must ensure the MCDEM website and social media channels are updated • they will get calls • that the PTWC message is not the official warning for New Zealand (MCDEM messages are) • MCDEM is preparing a message and we will be issuing hourly updates • If they want media interviews they will need to come to the NCMC (avoid phone interviews where possible – especially for NZ based media – international media will be different) • Put a structure in place for media briefings *Note: **It is preferable for the Director to be the media spokesperson (to free up the National Controller to focus on the warning and response phases).***	
If the event has local implications, remind the Director that Management Team will need to implement the business continuity arrangements.	
Ensure that MCDEM staff are kept informed and once the NCMC is activated, inform the sector via the National Warning System.	

Warning Phase (Regional Source)	Impact Phase	
Threat is assessed with technical experts	Deploy a REMA if we activate. Consider: • Can they get to the affected area safely? • Is there a place for them to stay? • What H&S considerations are there?	
National Warning System messages are sent out at least hourly during business hours, and after hours only when the situation has changed		
Minister is informed		
Media are serviced with key messages for the public re: the approaching threat	Media are serviced with key messages for the public (sign off media release)	
Staffing is put in place in the NCMC	Staffing is put in place in the NCMC	

Political	
Contact the Director and ask him/her to inform DPMC and the Minister (could be his/her Private Secretary).	
Ensure Policy is on board to service Minister	
Director and Minister to understand that they may be required to front the media.	
Inform/update the NSSD Team	
Note: you can never 'over inform', and these updates can be over the phone.	

MCDEM	
Tell the REMAs when we have issued a warning or advisory	

Set up a REMA conference call (before or during the activation)	
Ensure the duty team has contacted the Duty REMAs to follow up (and ask them to follow up with the CDEM Groups).	
Ask REMAs to monitor media and inform NCMC of what is happening.	
CDEM Groups and Support Agencies	
The sector will often call the National Controller directly.	
Check with the Duty Team to see if GNS has been asked to send a representative to the NCC (note that we should have a representative for warning and potential threat advisories. Also, ask GNS if the Tsunami Experts Panel is being convened (note that GNS are responsible and we don't arrange this).	
Once, in the NCMC, ensure that Intelligence and GNS are formulating the next warning or advisory message. Also ensure that GNS are providing us with threat level maps. Note, it is ok to use the tsunami database maps if we haven't got GeoNet maps (but note that the coordinates are likely to be different and this must be noted on the maps if we send them to the sector as part of our updates.	
Set up Controller teleconference times and ensure that the Operations Function informs the Groups.	
Make contact with the affected CDEM Group Controller(s). If more than one Group affected, set up Controller teleconference times and ensure that the Operations team informs the Groups. Ask Controllers: • Do they have a grip on the situation? Is it in hand? • Do they have an Action Plan (if yes, send it through to NCMC) • What do they know about the likely impact? • What is the possibility of them being overwhelmed? • If they are overwhelmed, how can we help (e.g. marshalling other Groups around them or consider a State of National Emergency).	
Update the sector with regular Advisories or Warnings (and Sitreps after impact).	
We will likely need liaison officers from the following agencies in the NCMC: • Police • NZFS • MOH • NZDF • Transport • Lifelines • MPI **(Note:** It is better to call them in and provide a briefing and then find that you can send them home rather than have to ramp up once something major has happened).	
Public	
Objectives: • To gain public understanding of, and active support for, immediate CDEM actions and measures.	

• To make the most effective use of all news media in conveying timely and accurate information, warnings and advice to the public. • To provide news and information that will support public morale and assist the CDEM organisation. • To establish an efficient system for answering public enquiries. • To provide a level of assurance to the community.	
Work with PIM for first media conference and subsequent requests. Note that media channels often want their own scoop so often ask for separate interviews after a media conference.	
Once we issue public information PIM must be fully involved: • ensuring the MCDEM website is updated • ensuring social media is posted and monitored. • they must coordinate key messages with the affected CDEM Groups • tell PIM to put the appropriate map/other information on in the media room if we are doing media interviews in there. • advise PIM they need to link in with other agencies and the likes of the Tourism industry.	
For media interviews key messages: • where the maximum threat is (e.g. 1 m wave, stay out of the water – tailor messages and don't over alarm – put it in perspective) • what the public should or should not do • emphasise the threat won't be over for many hours • first waves are most often not the largest • strong currents will remain for many hours (even days).	

Tsunami Simple Action Plan – WARNING PHASE

Period:	[time, date]	To:	[time, date]
Activation:		**National Controller:**	
Response Manager:		**Media Spokesperson:**	

Priorities and Objectives

Priorities for this operational period:	To achieve the above priorities we will:	Responsible:
Determine: • *Assess Level of threat*	• *Consult with Tsunami Experts Panel on the tsunami threat*	
Confirm CDEM Group response arrangements	• *Establish currently/projected evacuated areas* • *Set up Controller teleconference schedule*	*Intelligence* *Operations*
Establish Group coordination	• *Ensure CDEM Group response is in place*	*Control Team*
Informing the Minister/ Government	• *Provide an initial briefing to the Minister and ODESC* • *Establish a schedule of these briefings*	*Policy* *Control Team & Minister's Office*
Ensure media are serviced	• *Social media and website updated in accordance with threat assessment and media releases + prompt replies to requests and calls*	*PIM*
Ensure adequate staffing	*Establish a staffing roster*	*Logistics (Facilities)*

Medium Term Outcomes

By: *End Week*	By: *End 2 Weeks*	By: *End 4 Weeks*	By: *End 8 Weeks*
[date]	*[date]*	*[date]*	*[date]*
Information flow is effective	*Recovery planning has started*	*BAU Welfare provisions*	*Recovery plan in pace*
Coordination is effective	*Review org structure*	*All power restored*	*Response hand-over*
Action Plan Implemented	*Action Plan updated*	*All water restored*	

Org structure & facilities effective	*Continued welfare provision or scaling down*		
Sufficient welfare provisions are in place	*Economic impact statement prepared*		
Long term staffing in place			
Economic impact assessment has started			

Schedule

Schedule		Who/Attendance	Time(s)
1	*National Controller's Meeting*	*NC, Managers; Agencies*	*10:00; 18:00*
2	Situation Report	Intelligence	*10:30, 19:00*
3	*Staff Briefing*	*All*	*10:30; 18:30*
4	*Minister's Briefing*	*Policy*	*11:00; 19:30*
5	*Group Controllers Teleconference*	*NC, Resp Mgr, Intel, Policy*	*11:30; 16:00*
6	*Media conference*	*Spokesperson; PIM*	
7	*REMA Teleconference*	*Ops Mgr, Facilities*	
8	*ODESC*	*Director*	
9	*National Action Plan*	*Planning*	
10	*Shift hand-over*	*All*	

Authorisation

Authorised by:	National Controller
Date:	*Signature:*

Tsunami Simple Action Plan – POST IMPACT PHASE

Period:	*[time, date]*	To:	*[time, date]*
Activation:		**National Controller:**	
Response Manager:		**Media Spokesperson:**	

Priorities and Objectives

Priorities for this operational period:	To achieve the above priorities we will:	Responsible:
Information: Determine: • *Evacuation status currently and projected* • *Impact on lifelines (including status currently and projected*	• *Establish and implement information collection plan* • *Establish a communications plan with affected areas and agencies* • *Create a picture of current evacuation status, projected evacuation status and lifelines status in the next SITREP* • *Establish a mapping process*	*Intelligence* *Operations* *Intelligence* *Intelligence*
Confirm CDEM Group response arrangements	• *Update CDEM Groups on response actions* • *Obtain CDEM Group action plans and consolidate into a report*	*Operations* *Intelligence*
Establish national coordination	• *National agencies to provide a status report on their current and projected activities* • *Establish National Controller team meeting regime* • *Establish National Recovery arrangement*	*Intelligence* *Control Team* *Control Team*
Establish Group Controller Teleconferences	• *Set up Controller teleconference schedule*	*Control Team through Operations*
Informing the Minister/ Government	• *Provide an initial briefing to Minister and ODESC* • *Establish a schedule of briefings*	*Policy* *Control Team & Minister's Office*
Ensure adequate staffing of all functions for two weeks	• *Establish a staffing roster*	*Logistics (Facilities)*

Medium Term Outcomes

By: *End Week*	By: *End 2 Weeks*	By: *End 4 Weeks*	By: *End 8 Weeks*
[date]	*[date]*	*[date]*	*[date]*
Information flow is effective	*Recovery planning has started*	*BAU Welfare provisions*	*Recovery plan in pace*
Coordination is effective	*Review org structure*	*All power restored*	*Response hand-over*
Action Plan Implemented	*Action Plan updated*	*All water restored*	
Org structure & facilities effective	*Continued welfare provision or scaling down*		
Sufficient welfare provisions are in place	*Economic impact statement prepared*		
Long term staffing in place			
Economic impact assessment has started			

Schedule

Schedule		Who/Attendance	Time(s)
1	*National Controller's Meeting*	*NC, Managers; Agencies*	*10:00; 18:00*
2	Situation Report	Intelligence	*10:30, 19:00*
3	*Staff Briefing*	*All*	*10:30; 18:30*
4	*Minister's Briefing*	*Policy*	*11:00; 19:30*
5	*Group Controllers Teleconference*	*NC, Resp Mgr, Intel, Policy*	*11:30; 16:00*
6	*Media conference*	*Spokesperson; PIM*	
7	*REMA Teleconference*	*Ops Mgr, Facilities*	
8	*ODESC*	*Director*	
9	*National Action Plan*	*Planning*	
10	*Shift hand-over*	*All*	

Authorisation

Authorised by:	National Controller
Date:	*Signature:*

NATIONAL CONTROLLER'S TELECONFERENCE: [Time & Date]

Participant	No.	Topic
National Controller	1	Attendance & order
GNS Science Rep	2	Threat Assessment (GNS Science/Tsunami Experts Panel)
CDEM Group Controllers		***First call:***
	3	Questions/advice sought from GNS
	4	Evacuation considerations
	5	Declaration considerations
	6	PIM key messages
		Second and subsequent calls:
	7	Questions/advice sought from GNS
	8	ECC and declaration status (in initial teleconference)
	9	**Brief** overview of the most critical issues and response
	10	Anticipated issues / resources sought
National Controller		***First call:***
	11	NCC Status
	12	Confirmation of consistent PIM key messages
	13	Next call/schedule
		Second and subsequent calls:
	14	NCC Status (at initial teleconference)
	15	National Action Plan summary (if applicable)
	16	National Sitrep times & CDEM Group Sitreps due by (if applicable);
	17	Confirmation of consistent PIM key messages
	18	Next call/schedule
	19	Any other matters/concerns (those not interested may leave the conference)

PROTOCOLS

Host code: (National Controller)

Guest attendance procedure:

1. At the designated date and time dial s6(a) [redacted]
2. When prompted key in the pin code s6(a) [redacted]
3. You will automatically be placed in the conference.

Conduct During Teleconference:

1. Chair to confirm all participants are present.
2. Chair will determine and announce the order for CDEM Group participation.
3. Ensure all communications are brief, concise, relevant and factual.
4. Only one speaker at a time.
5. Adhere to time allocations.
6. Avoid background noise and conversations. (Mute phone when not speaking)

Concluding Teleconference:

1. Chair to Summarise key action points.
2. Chair to confirm date and time of next teleconference.
3. Close teleconference.

TELECONFERENCE ATTENDANCE

The following checklist should be used by the National Controller/ EA to the National Controller during a Group teleconference to ensure that all Groups have been accounted for on the call.

Group	Group Controller	Comments
Northland		
Auckland		
Waikato		
Bay of Plenty		
Gisborne		
Taranaki		
Hawke's Bay		
Manawatu-Whanganui		
Wellington		
Malborough		
Nelson-Tasman		
West Coast		
Canterbury		
Southland		
Otago		
Chatham Islands		

Earthquake

The following tools can be used to assist the National Controller and Response Manager in an earthquake response.

Considerations

Activation of the NCMC	
Do we activate or not? Consider: • Political and public interest • Are we expected to 'do something'? • Could we defend not doing anything? • Reputational risk – what is the right thing to do? • What is/are the CDEM Group(s) doing? • Would we be required to issue media statements? • Could the situation escalate resulting in the need to support CDEM Groups? • Could there be a role to coordinate across CDEM Groups or agencies?	
If the event has local implications, remind the Director that Management Team will need to implement the business continuity arrangements.	
Ensure that MCDEM staff are kept informed and once the NCMC is activated, inform the sector via the National Warning System.	
Political	**Completed**
Inform Minister about the steps being taken by MCDEM	
MCDEM	**Completed**
Contact the Director and ask him/her to inform the CE of DPMC and the Minister (could be his/her Private Secretary). Get Policy on board to service Minister if NCMC activated.	
Deploy a REMA if we activate. Consider: • Can they get to the affected area safely? • Is there a place for them to stay? • What H&S considerations are there?	
Ensure the duty team has contacted the Duty REMAs to follow up (and ask them to follow up with the CDEM Groups).	
Ask REMAs to monitor media and inform NCMC of what is happening	
PIM – teleconference with the Duty Manager and PIM.	
Work with PIM for first media conference and subsequent requests. Note that media channels often want their own scoop so often ask for separate interviews after a media conference.	
It is preferable for the Director to front media (to free up the National Controller)	
Keep MCDEM staff informed.	

CDEM Groups and Support Agencies	Completed

The sector will often call the National Controller directly.	
Check with the Duty Team to see if GNS has been asked to send a representative to the NCMC (note that we should have a representative for warning and potential threat advisories.	
Set up Controller teleconference times and ensure that the Operations team informs the Groups.	
Once the NCMC is activated, inform the sector.	
Make personal contact with the affected CDEM Group Controller(s). If more than one Group affected, this can be via the Controller teleconference. Ask Controllers: • Do they have a grip on the situation? Is it in hand? • Do they have an action plan (if yes, send it through to NCMC) • What do they know about the likely impact? • What is the possibility of being overwhelmed? • If they are overwhelmed, how can we help (e.g. marshalling other Groups around them or consider a state of national emergency).	
Update the sector with regular Sitreps .	
We will likely need liaison officers from the following agencies in the NCC: • Police • NZFS • MOH • NZDF • Transport • Lifelines • MPI (Note: It is better to call them in and provide a briefing and then find that you can send them home rather than have to ramp up once something major has happened).	

Public	Completed
Objectives: • To gain public understanding of, and active support for, immediate CDEM actions and measures. • To make the most effective use of all news media in conveying timely and accurate information, warnings and advice to the public. • To provide news and information that will support public morale and assist the CDEM organisation. • To establish an efficient system for answering public enquiries. • To provide a level of assurance to the community.	
Remind PIM to brief the spokesperson prior to interviews with the media.	
Once we issue public information PIM must be fully involved: • Ensuring the MCDEM website is updated • Ensuring social media is posted and monitored • They must coordinate key messages with the affected CDEM Groups • Tell PIM to put the appropriate map/other information on in the media room if we are doing media interviews in there	

• Advise PIM they need to link in with other agencies and the likes of the tourism industry	
For media interviews key messages (other events) • Where and what is the threat? Tailor messages and don't over alarm – put in perspective. • What the public should or should not do.	

Earthquake Simple Action Plan

Period:	[time, date]	To:	[time, date]
Activation:		**National Controller:**	
Response Manager:		**Media Spokesperson:**	

Priorities and Objectives

Priorities for this operational period:	To achieve the above priorities we will:	Responsible
Establish response structure that officials are comfortable with	• *Discuss with Director/Minister/CDEM Group(s) as necessary* • *Establish a reporting regime with Minister & ODESC*	*Control Team* *Policy*
Develop a Concept of Operations	• *Establish whether there will be a forward point on the ground (non-Wellington responses)* • *Establish how the forward point will relate with the NCMC*	*Control Team*
Information: Determine • *Welfare status currently and projected*	• *Ascertain information from Groups according to priority:* o USAR (trapped civilians, seriously injured, casualties) o Evacuation statuses o Lifelines o Impact on access • *Determine teleconference structure* • *Establish groups' response statuses*	*Intelligence* *Control Team* *Operations* *Operations*
Confirm CDEM Group responses are in place	• *Update CDEM Groups on response actions* • *Obtain CDEM Group action plans*	*Intelligence* *Operations*
Establish national coordination	• *National agencies to provide a status report on their current and projected activities* • *Establish National Controller team meeting regime*	*Intelligence* *Control Team*

	• Establish National Recovery arrangement	Control Team
Establish Group coordination	• Set up Controller teleconference schedule	Operations
Informing the Minister/ Government	• Provide an initial briefing to Minister and ODESC • Establish a schedule for these briefings	Policy Control Team & Minister's Office
Ensure adequate staffing of all functions for two weeks	• Establish a staffing roster	Logistics (Facilities)

Medium Term Outcomes

By: End Week	By: End 2 Weeks	By: End 4 Weeks	By: End 8 Weeks
[date]	[date]	[date]	[date]
Information flow is effective	Recovery planning has started	BAU Welfare provisions	Recovery plan in pace
Coordination is effective	Review org structure	All power restored	Response hand-over
Action Plan Implemented	Action Plan updated	All water restored	
Org structure & facilities effective	Continued welfare provision or scaling down		
Sufficient welfare provisions are in place	Economic impact statement prepared		
Long term staffing in place			
Economic impact assessment has started			

Schedule

Schedule		Who/Attendance	Time(s)
1	National Controller's Meeting	NC, Managers; Agencies	10:00; 18:00
2	Situation Report	Intelligence	10:30, 19:00
3	Staff Briefing	All	10:30; 18:30
4	Minister's Briefing	Policy	11:00; 19:30
5	Group Controllers Teleconference	NC, Resp Mgr, Intel, Policy	11:30; 16:00
6	Media conference	Spokesperson; PIM	

7	*REMA Teleconference*	*Ops Mgr, Facilities*	
8	*ODESC*	*Director*	
9	*National Action Plan*	*Planning*	
10	*Shift hand-over*	*All*	

Authorisation

Authorised by:	National Controller
Date:	*Signature:*

Earthquake Teleconference Schedule

National Controller's Teleconference: [Time & Date]

Topic:	Description
Introductions	• Who is representing the NCMC • CDEM Group representative attendance (including those listening in but not providing feedback) • Any other parties
NCC	• Brief general overview of the situation from national science agencies • Activation Mode (at initial teleconference) • National Action Plan (summary) • Sitrep times expected from Groups, NCMC National Sitrep issue time • Public information-seek agreement from Group Controller's on key messages for the public/media
CDEM Groups	***Note:*** *The Group speaking order could follow most affected to least, or North to South* • ECC and Declaration Status • **<u>Brief</u>** overview of the most critical issues and response in the region • Welfare issues (e.g. communications/water/infrastructure/welfare etc) • Essential resources or assistance required from outside the region • Any future support that may be required • Questions/Advice/resources sought
Summary	• Confirmations • Any other matters/concerns • SITREP times (from Groups/TAs to NCC) • NCMC National SITREP issue time • Confirm next tele-conference arrangements (date, time, attendance, etc) Final questions • Thank participants and end call.

PROTOCOLS

<u>Host code:</u> <u>(National Controller)</u>

<u>Guest attendance Procedure:</u>

At the designated date and time dial s6(a) [redacted]

When prompted key in the pin code s6(a) [redacted]

You will automatically be placed in the conference.

Conduct During Teleconference:

Chair to confirm all participants are present.

Chair will determine and announce the order for CDEM Group participation.

Ensure all communications are brief, concise, relevant and factual.

Only one speaker at a time.

Adhere to time allocations.

Avoid background noise and conversations. (Mute phone when not speaking).

Concluding Teleconference:

Chair to summarise key action points.

Chair to confirm date and time of next teleconference.

Close teleconference.

TELECONFERENCE ATTENDANCE

The following checklist should be used by the National Controller/ EA to the National Controller during a Group teleconference to ensure that all Groups have been accounted for in the call.

Note: Un-affected Groups' attendance is optional, unless specifically requested

Group	Group Controller	Comments
Northland		
Auckland		
Waikato		
Bay of Plenty		
Gisborne		
Taranaki		
Hawke's Bay		
Manawatu-Whanganui		
Wellington		
Malborough		
Nelson-Tasman		
West Coast		
Canterbury		
Southland		

Teleconference with forward point (in non-Wellington emergency)

The following schedule should be used when there is a forward point deployed on the ground and the National Controller remains at the NCMC. These should take place daily/nightly or as required.

Topic:	Description
NCC	• Brief general overview of the situation from national science agencies • National Action Plan (summary) • Public information-seek agreement from Group Controller's on key messages for the public/media
Forward Point	•
Summary	• Confirmations • Any other matters/concerns • SITREP times (from Groups/TAs to NCMC) • NCMC National SITREP issue time • Confirm next tele-conference arrangements (date, time, attendance, etc) • Final questions

Volcanic Activity

The following tools can be used to assist the National Controller and Response Manager in a volcano response.

Considerations

Activation of the NCMC	
Do we activate or not? Consider: • Political and public interest • Are we expected to 'do something'? • Could we defend not doing anything? • Reputational risk – what is the right thing to do? • What is/are the CDEM Group(s) doing? • Would we be required to issue media statements? • Could the situation escalate resulting in the need to support CDEM Groups? • Could there be a role to coordinate across CDEM Groups or agencies?	
If we activate, the level of activation will depend on the level of activity required. For long lead in events, we may activate and have a low level staffing in the NCMC.	
Political	**Completed**
Inform Minister what we are doing	

MCDEM	Completed
Contact the Director and ask him/her to inform the CE of DPMC and the Minister (could be his/her Private Secretary). Get policy on board to service the Minister if we activate	
Ensure the duty team has contacted the Duty REMAs to follow up (and ask them to follow up with the CDEM Groups).	
PIM – teleconference with the Duty Manager and PIM	
Work with PIM for first media conference and subsequent requests. Note that media channels often want their own scoop so often ask for separate interviews after a media conference. ***Note:*** It is preferable for the Director to front the media (to free up the National Controller).	
If the event has local implications, remind the Director that Management Team will need to implement the business continuity arrangements.	
Keep MCDEM staff informed.	
Set up Controller teleconference times and ensure that the Operations team informs the groups.	
Once the NCMC is activated, inform the sector.	
Make contact with the affected CDEM Group Controller(s). If more than one Group affected, set up Controller teleconference times and ensure that the Operations team informs the groups. Ask Controllers: • Do they have a grip on the situation? • Do they have a plan (if yes, send it through to NCC) • What do they know about the likely impact?	

• What is the possibility of being overwhelmed? • If they are overwhelmed, how can we help (e.g. marshalling other Groups around them or consider a state of national emergency).	
Update the sector with regular SITREPs (or in the case of tsunami – hourly warning or advisory updates).	
We will likely need liaison officers from the following agencies in the NCC: • Police • NZFS • MOH • NZDF • Transport • Lifelines • MPI (Note: It is better to call them in and provide a briefing and then find that you can send them home rather than have to ramp up once something major has happened).	

CDEM Groups & Support Agencies	Completed
The sector will often call the National Controller directly.	
Depending on the situation, either the Volcanic Alert Bulletins will be issued or a NWS message will have been sent by NZFS	
Check with the Duty Team to see if GNS has been asked to send a representative to the NCC (note that we should have a representative for warning and potential threat advisories. ***Note:*** the Volcanic Panel is convened by GNS and we don't need to arrange this.	

Public	Completed
Objectives: • To gain public understanding of, and active support for, immediate CDEM actions and measures. • To make the most effective use of all news media in conveying timely and accurate information, warnings and advice to the public. • To provide news and information that will support public morale and assist the CDEM organisation. • To establish an efficient system for answering public enquiries. • To provide a level of assurance to the community.	
Consider urgency and responsibility and decide whether to activate the MOU.	
Ensure the MCDEM website is updated	
Ensure social media is posted and monitored.	
Remind PIM to brief the spokesperson prior to interviews with the media.	

Once we issue public information PIM must be fully involved: • Ensuring the MCDEM website is updated • Ensuring social media is posted and monitored. • They must coordinate key messages with the affected CDEM Groups • Remind PIM to brief the spokesperson prior to interviews with the media. • Tell PIM to put the appropriate map/other information on in the media room if we are doing media interviews in there. • Advise PIM they need to link in with other agencies and the likes of the Tourism industry.	
For media interviews key messages (other events): • Where and what is the threat? Tailor messages and don't over alarm – put it in perspective). • What the public should or should not do. • Emphasise it is not over till it is over (and can sometimes take a long time).	

Volcanic Activity Simple Action Plan

Period:	*[time, date]*	To:	*[Time, date]*
Activation:		**National Controller:**	
Response Manager:		**Media Spokesperson:**	

Priorities and Objectives

Priorities for this operational period:	To achieve the above priorities we will:	Responsible:
Information: Determine: • *Evacuation status currently and projected* • *Impact on lifelines (including status currently and projected*	• *Establish and implement information collection plan* • *Establish a communications plan with affected areas and agencies* • *Create a picture of current evacuation status, projected evacuation status and lifelines status in the next SITREP* • *Establish a mapping process*	*Intelligence* *Operations* *Intelligence* *Intelligence*
Determine CDEM Group action plans	• *Establish communications plan with affected areas* • *Obtain CDEM Group action plans and consolidate into a report*	*Operations* *Intelligence*
Establish national coordination	• *National agencies to provide a report on their current and projected activities* • *Establish National Controller team meeting regime* • *Establish National Recovery arrangement*	*Intelligence* *Control Team* *Control Team*
Establish Group coordination	• *Set up Controller teleconference schedule*	*Operations*
Informing the Minister/ Government	• *Provide an initial briefing to Minister and ODESC* • *Establish a schedule of briefings*	*Policy* *Control Team & Minister's Office*

Ensure adequate staffing of all functions for two weeks	• *Establish a staffing roster*	*Logistics (Facilities)*

Medium Term Outcomes

By: *End Week*	By: *End 2 Weeks*	By: *End 4 Weeks*	By: *End 8 Weeks*
[date]	*[date]*	*[date]*	*[date]*
Information flow is effective	*Recovery planning has started*	*BAU Welfare provisions*	*Recovery plan in pace*
Coordination is effective	*Review org structure*	*All power restored*	*Response hand-over*
Action Plan Implemented	*Action Plan updated*	*All water restored*	
Org structure & facilities effective	*Continued welfare provision or scaling down*		
Sufficient welfare provisions are in place	*Economic impact statement prepared*		
Long term staffing in place			
Economic impact assessment has started			

Schedule

Schedule		Who/Attendance	Time(s)
1	*National Controller's Meeting*	*NC, Managers; Agencies*	*10:00; 18:00*
2	Situation Report	Intelligence	*10:30, 19:00*
3	*Staff Briefing*	*All*	*10:30; 18:30*
4	*Minister's Briefing*	*Policy*	*11:00; 19:30*
5	*Group Controllers Teleconference*	*NC, Resp Mgr, Intel, Policy*	*11:30; 16:00*
6	*Media conference*	*Spokesperson; PIM*	
7	*REMA Teleconference*	*Ops Mgr, Facilities*	
8	*ODESC*	*Director*	
9	*National Action Plan*	*Planning*	
10	*Shift hand-over*	*All*	

Authorisation

Authorised by: National Controller

Date:	*Signature:*

Volcanic Activity Teleconference

NATIONAL CONTROLLER'S TELECONFERENCE: [Time and Date]

Participant	Topic
National Controller	Attendance and order
GNS Science Rep	Threat Assessment (GNS Science/Volcanic Advisory Group)
CDEM Group Controllers	***First call:*** • Questions/advice sought from GNS • Evacuation considerations • Declaration considerations • PIM key messages ***Second and subsequent calls:*** • Questions/advice sought from GNS • ECC and declaration status (in initial teleconference) • **Brief** overview of the most critical issues and response • Anticipated issues / resources sought
National Controller	***First call:*** • NCC Status • Confirmation of consistent PIM key messages • Next call/schedule ***Second and subsequent calls:*** • NCC Status (at initial teleconference) • National Action Plan summary (if applicable) • National Sitrep times and CDEM Group Sitreps due by (if applicable); • Confirmation of consistent PIM key messages • Next call/schedule • Any other matters/concerns (those not interested may leave the conference)
CDEM Group Controllers	***Note:*** *The Group speaking order could follow most affected to least, or North to South* • Questions/advice sought • Evacuation statuses • Any declarations • PIM key messages *All other matters can be dealt with offline*

PROTOCOLS

Host code: (National Controller)

Guest attendance Procedure:

At the designated date and time dial s6(a) [redacted]

When prompted key in the pin code s6(a) [redacted]

You will automatically be placed in the conference.

Conduct During Teleconference:

Chair to confirm all participants are present.

Chair will determine and announce the order for CDEM Group participation.

Ensure all communications are brief, concise, relevant and factual.

Only one speaker at a time.

Adhere to time allocations.

Avoid background noise and conversations. (Mute phone when not speaking)

Concluding Teleconference:

Chair to Summarise key action points.

Chair to confirm date and time of next teleconference.

Close teleconference.

TELECONFERENCE ATTENDANCE

The following checklist should be used by the National Controller/ EA to the National Controller during a Group teleconference to ensure that all Groups have been accounted for in the call.

Note: Un-affected Groups' attendance is optional, unless specifically requested

Group	Group Controller	Comments
Northland		
Auckland		
Waikato		
Bay of Plenty		
Gisborne		
Taranaki		
Hawke's Bay		
Manawatu-Whanganui		
Wellington		
Malborough		
Nelson-Tasman		
West Coast		

Canterbury		
Southland		

Flooding/Severe Weather

The following tools can be used to assist the Controller's Team in a flood and/or severe weather response.

Considerations

Activation of the NCMC	
Do we activate or not? Consider: • Political and public interest • Are we expected to 'do something'? • Could we defend not doing anything? • Reputational risk – what is the right thing to do? • What is/are the CDEM Group(s) doing? • Would we be required to issue media statements? • Could the situation escalate resulting in the need to support CDEM Groups? • Could there be a role to coordinate across CDEM Groups or agencies?	
If we activate, the level of activation will depend on the level of activity required. For long lead in events, we may activate and have a low level staffing in the NCMC.	

Political	Completed
Inform Minsiter what we are doing.	

MCDEM	Completed
Contact the Director and ask him/her to inform the CE of DPMC and the Minister (could be his/her Private Secretary). Get Policy on board to service the Minister id we have activated	
Deploy a REMA if we activate. Consider: • Can they get to the affected area safely? • Is there a place for them to stay? • What H&S considerations are there?	
Ensure the duty team has contacted the Duty REMAs to follow up (and ask them to follow up with the CDEM Groups).	
PIM – teleconference with the Duty Manager and PIM	
Work with PIM for first media conference and subsequent requests. Note that media channels often want their own scoop so often ask for separate interviews after a media conference.	
It is preferable for the Director to front the media (to free up the National Controller).	
If the event has local implications, remind the Director that Management Team will need to implement the business continuity arrangements.	
Keep MCDEM staff informed.	

CDEM Groups and Support Agencies	Completed
The sector will often call the National Controller directly.	

Set up Controller teleconference times and ensure that the Operations Function informs the groups.	
Once the NCMC is activated, inform the Sector.	
Make contact with the affected CDEM Group Controller(s). If more than one Group affected, set up Controller teleconference times and ensure that the Operations team informs the groups. Ask Controllers: • Do they have a grip on the situation? • Do they have a plan (if yes, send it through to NCMC) • What do they know about the likely impact? • What is the possibility of being overwhelmed? • If they are overwhelmed, how can we help (e.g. marshalling other Groups around them or consider a state of national emergency).	
Update the sector with regular Sitreps.	
We will likely need liaison officers from the following agencies in the NCC: • Police • NZFS • MOH • NZDF • Transport • Lifelines • MPI (Note: It is better to call them in and provide a briefing and then find that you can send them home rather than have to ramp up once something major has happened).	

Public	Completed
Objectives: • To gain public understanding of, and active support for, immediate CDEM actions and measures. • To make the most effective use of all news media in conveying timely and accurate information, warnings and advice to the public. • To provide news and information that will support public morale and assist the CDEM organisation. • To establish an efficient system for answering public enquiries. • To provide a level of assurance to the community.	
Consider urgency and responsibility and decide whether to activate the MOU.	
Remind PIM to brief the spokesperson prior to interviews with the media.	
Once we issue public information PIM must be fully involved: • Ensuring the MCDEM website is updated • Ensuring social media is posted and monitored. • They must coordinate key messages with the affected CDEM Groups • Remind PIM to brief the spokesperson prior to interviews with the media. • Tell PIM to put the appropriate map/other information on in the media room if we are doing media interviews in there.	

• Advise PIM they need to link in with other agencies and the likes of the Tourism industry.	
For media interviews key messages (other events): • Where and what is the threat? Tailor messages and don't over alarm – put it in perspective) • What the public should or should not do • Emphasise it is not over till it is over (and can sometimes take a long time)	

Flooding/Severe Weather Simple Action Plan

Period:	*[time, date]*	**To:**	*[time, date]*
Activation:		**National Controller:**	
Response Manager:		**Media Spokesperson:**	

Priorities and Objectives

Priorities for this operational period:	**To achieve the above priorities we will:**	**Responsible:**
Information: Determine: • *Evacuation status currently and projected* • *Impact on lifelines (including status currently and projected*	• *Establish and implement information collection plan* • *Establish a communications plan with affected areas and agencies* • *Create a picture of current evacuation status, projected evacuation status and lifelines status in the next SITREP* • *Establish a mapping process*	*Intelligence* *Operations* *Intelligence* *Intelligence*
Determine CDEM Group action plans	• *Establish communications plan with affected areas* • *Obtain CDEM Group action plans and consolidate into a report*	*Operations* *Intelligence*
Establish national coordination	• *National agencies to provide a report on their current and projected activities* • *Establish National Controller team meeting regime* • *Consider/establish National Recovery arrangement*	*Intelligence* *Control Team* *Control Team*
Establish Group coordination	• *Set up Controller teleconference schedule*	*Operations*
Informing the Minister/ Government	• *Provide an initial briefing to Minister and ODESC* • *Establish a schedule of briefings*	*Policy* *Control Team & Minister's Office*
Ensure adequate staffing of all functions for two weeks	• *Establish a staffing roster*	*Logistics (Facilities)*

Medium Term Outcomes

By: *End Week*	By: *End 2 Weeks*	By: *End 4 Weeks*	By: *End 8 Weeks*
[date]	*[date]*	*[date]*	*[date]*
Information flow is effective	*Recovery planning has started*	*BAU Welfare provisions*	*Recovery plan in pace*
Coordination is effective	*Review org structure*	*All power restored*	*Response hand-over*
Action Plan Implemented	*Action Plan updated*	*All water restored*	
Org structure & facilities effective	*Continued welfare provision or scaling down*		
Sufficient welfare provisions are in place	*Economic impact statement prepared*		
Long term staffing in place			
Economic impact assessment has started			

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8	*ODESC*	*Director*	
9	*National Action Plan*	*Planning*	
10	*Shift hand-over*	*All*	

Authorisation

Authorised by:	National Controller
Date:	*Signature:*

Flooding/Severe Weather Teleconference

NATIONAL CONTROLLER'S TELECONFERENCE: [Time and Date]

Topic:	Description
Introductions	• Who is representing the NCMC • CDEM Group representative attendance (including those listening in but not providing feedback) • Any other parties • Announcing the order
CDEM Groups	• ECC and Declaration Status • **Brief** overview of the most critical issues and response in the region • Anticipated issues (e.g. communications/water/infrastructure/welfare etc) • Essential resources or assistance required from outside the region • Any future support that may be required • Public Information (key message) • Questions
NCC	• Activation Mode • Update from Domestic and External Security Coordination (DESC) or Officials for Domestic and External Security Coordination (ODESC). • National Action Plan (summary) • Visits by political stakeholders • Public Information (key messages)
Summary	• Confirmations • Any other matters/concerns • SITREP times - from Groups/TAs to NCMC • NCMC National SITREP issue time • Confirm next tele-conference arrangements (date, time, attendance, etc) Final questions • Thank participants and end call.

PROTOCOLS

Host code: (National Controller)

Guest attendance Procedure:

At the designated date and time dial s6(a) [redacted]

When prompted key in the pin code s6(a) [redacted]

You will automatically be placed in the conference.

Conduct During Teleconference:

Chair to confirm all participants are present.

Chair will determine and announce the order for CDEM Group participation.

Ensure all communications are brief, concise, relevant & factual.

Only one speaker at a time.

Adhere to time allocations.

Avoid background noise and conversations. (Mute phone when not speaking)

Concluding Teleconference:

Chair to Summarise key action points.

Chair to confirm date and time of next teleconference.

Close teleconference.

TELECONFERENCE ATTENDANCE

The following checklist should be used by the National Controller/ EA to the National Controller during a Group teleconference to ensure that all Groups have been accounted for in the call.

Note: Un-affected Groups' attendance is optional, unless specifically requested

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Malborough		
Nelson-Tasman		
West Coast		
Canterbury		
Southland		

Ministry of Civil Defence
& Emergency Management
Te Rākau Whakamarumaru

CDEM NCC Operations Function SOP

version 8.3

6 June 2019

Version control

Version	Date	Author / reviewer	Summary of changes
DRAFT 1.0	27/06/18	Hannah J	Converted existing version of SOP (Aug 2016) into agreed new template, with some restructuring Includes existing material from current SOP
DRAFT 2.0	31/07/18	Hannah J	Incorporated feedback gathered at workshops (latest as at 31 July)
DRAFT 3.0	02/08/2018	Hannah J	Incorporated feedback gathered at RPT 02 August (Karen S, Kevin F, Leah C, Sara M, Debbie d G)
DRAFT 4.0	17/08/18	Hannah J	Incorporated feedback gathered at RPT 16 August (Karen S, Kevin F, Leah C, Sara M, Cara G)
DRAFT 5.0	14/09/2018	Debbie d G	Incorporated feedback gathered at RPT SOP workshop 13 September (Leah C, Debbie de G, Cara G, Dana M, Aimee F)
DRAFT 6.0	02/10/2018	Dana M	General review based on experience (and due to being on leave in August)
DRAFT 7.0	31/01/2019	Leah C	Incorporated changes per group meet (KS, KF, SM, DM, CG, EN, LC, AM)
DRAFT 8.0	04/02/2019	Dana M	Formatting (tables and figures) updates and brief section review, and significant updates to Table 1 and section 2.2
DRAFT 8.3	06/06/2019	Kevin F	Review of feedback and agreement on it being a working version to replacement existing SOP.

Contents

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Section 1 Overview

This standard operating procedure (SOP) covers the key objectives and tasks of the Operations function in a CDEM NCC. This SOP is for use by:

- NCC Operations Manager – to ensure the completion of key tasks, and to manage, review and adjust the overall operation of the function.
- NCC Operations team members – to guide them through their tasks, as directed by the Operations Manager.

Responsibilities

Operations provide detailed direction, coordination and supervision of response elements on behalf of the National Controller.

In the NCC, the Operations function is responsible for:

1. Overseeing formal communications into and out of the NCC with emergency management stakeholders
2. MCDEM Field Staff liaison and support
3. Engaging and liaising with agency representatives / Liaison Officers
4. Operational Tasking
5. Communicating operational information across the NCC
6. Managing and administering the Operations function.

Roles

The Operations function in the NCC is led by the **Operations Manager**, who is ultimately responsible for all Operations function tasks.

The Operations Manager may appoint an **Operations Team** to support them in the execution of their tasks. The exact team structure and numbers will depend on (and vary according to) the event.

Table 1 provides an overview of the key roles that the Operations Team may comprise.

Table 1: Overview of Operations Team roles and responsibilities

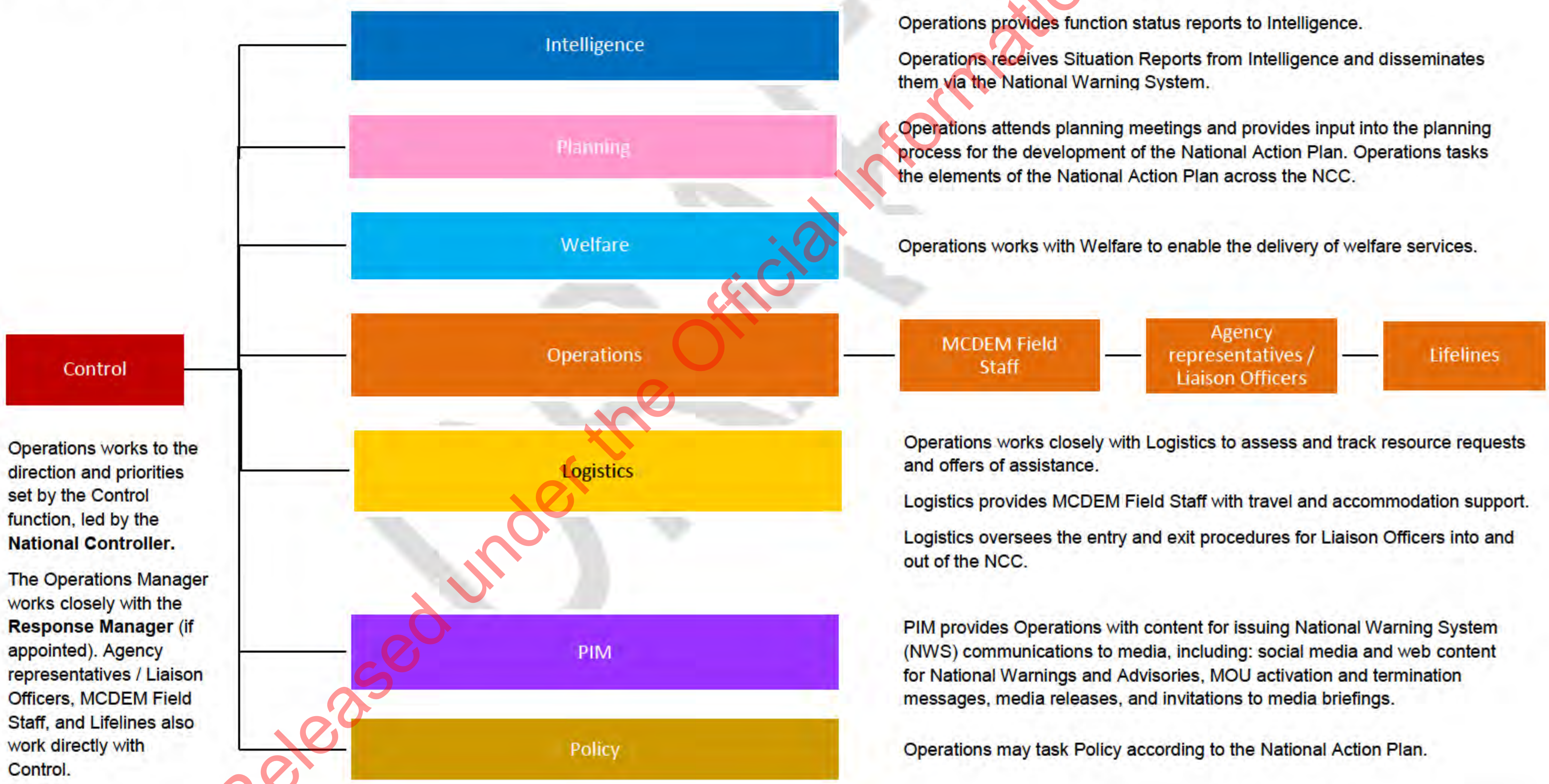
Operations Manager	Operations Officers	MCDEM Field Staff Liaison	Agency representatives / Liaison Officers	Lifelines
The Operations Manager is responsible for ensuring all key tasks for the Operations function are completed, regardless of the response mode. The Operations Manager also typically represents the function at Incident Management Team (IMT) and action/contingency planning meetings.	Operations Officers support the Operations Manager to complete key tasks. They may be assigned to one or multiple key tasks, such as: • managing the Operations inbox • engaging and liaising with agency representatives • operational tasking • responding to requests for assistance • operationalising the National Action Plan	Operations is responsible for supporting deployed MCDEM staff through the MCDEM Field Staff Liaison, including: • gathering, recording, and sharing updates • ensuring MCDEM Field Staff are aware of NCC key actions, priorities, and meetings • supporting and enabling logistical arrangements (e.g. accommodation)	Agency representatives / Liaison Officers (LOs): • provide advice on the capability and resources of their agencies • relay information and requests to their agencies • participate in action/contingency planning and IMT meetings (upon request)	The Lifelines sub-function (led by the National Lifeline Utilities Coordinator (LUC)) focuses on: • coordination of the lifeline utilities response (via Sector Coordinating Entities) • sourcing and analysis information on lifeline utilities impacts • working with Group LUCs to enable the regional lifeline utilities response
Operations 2iC		***MCDEM Field Staff***		
The Operations Manager may appoint an Operations second in command (2iC) for support in managing the function, including when the Manager is away.	The number of Officers will depend on the scale and needs of the response.	Deployed MCDEM Field Staff provide a link between affected CDEM Groups and the NCC, including advice and expertise to CDEM Groups. MCDEM Regional Emergency Management Advisors (REMAs) are most likely to be in the field for an event, but other MCDEM staff may also be deployed to affected areas.		

Relationships

Operations works in coordination with all NCC functions. *Figure 1* illustrates some of the key functional interactions Operations needs to have in order to fulfil its responsibilities.

Note: These are indicative only, and interactions are not limited to only those activities or functions listed.

Figure 1: Key functional interactions for the Operations function



Section 2 Operations function tasks

This section provides detail and guidance on the core tasks of the Operations function.

The exact selection and assignment of tasks will be different for each event. The **Operations Manager** determines, assigns, and continuously adjusts the tasks, depending on the:

- nature, circumstances and requirements of the event and what needs to be done
- changing demands of the response over time.

Tasks

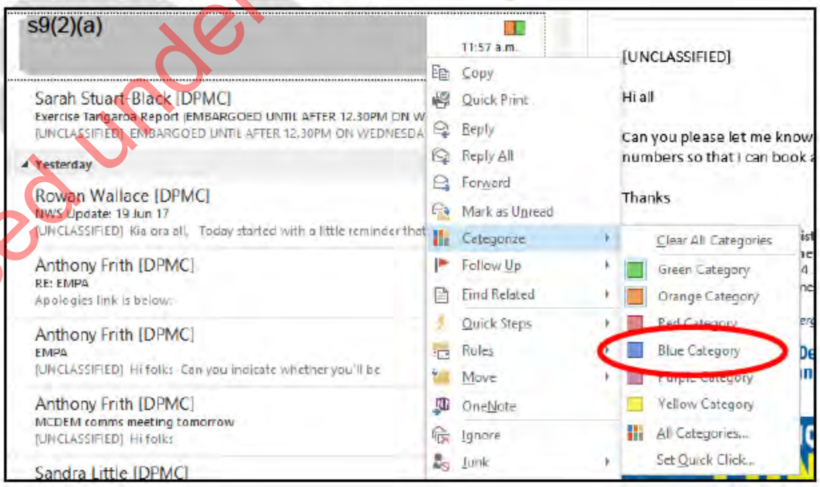
The following contents table provides an overview of, and references to, the key tasks to be completed by the Operations function.

2.1 Overseeing formal communications into and out of the NCC

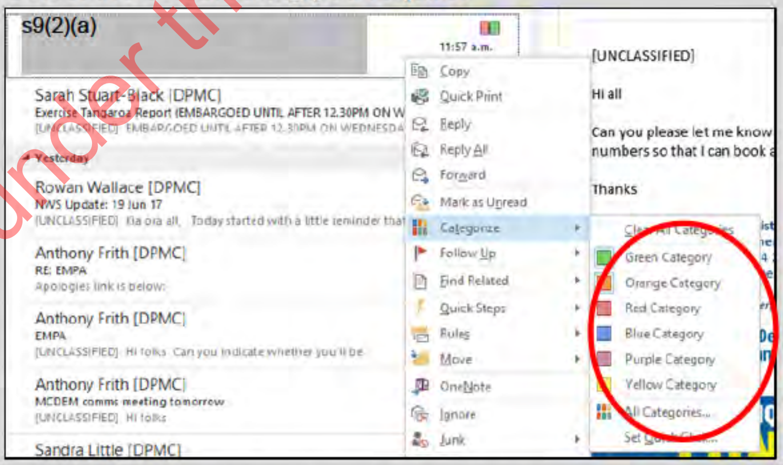
2.1.1 Managing the shared Operations inbox

Before you begin	If you are assigned to this task, ensure you: • are familiar with this section of the Operations SOP • are aware of and work with any other people assigned to this task

<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Read each email in the inbox.</td></tr>
<tr><td>2</td><td>For each email, decide:
Does the email require logging as a message in EMIS? For example, does the email require follow-up? Is it a key decision? Does it relate to a task? Is it an information update?
If YES, go to Step 3
If NO, go to Step 4.</td></tr>
<tr><td>3</td><td>Add a ‘Blue’ coloured tag to the email. This marks the email for logging in EMIS.
<table><tr><td>Blue</td><td>■</td><td>Log in EMIS as a message</td><td>Email requires logging as a message in EMIS</td></tr></table>

To add the tag:
1. Right click on the email.
2. Open the ‘Categorize’ drop-down menu.
3. Select the ‘Blue’ category.

</td></tr>
</table>

<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>4</td><td>Categorise the email using the coloured tags or flags.
<table>
<tr><td>Green</td><td></td><td>FYI only</td><td>Email to be read by Operations function members for their information, but no follow-up required.</td></tr>
<tr><td>Yellow</td><td></td><td>Quick Reply / Forward</td><td>Email requires a simple reply
Response or attention required from another NCMC function or Liaison Agency representative.
Response or attention required from external agency (e.g. a CDEM Group, local council, or other government agency).</td></tr>
<tr><td>Orange</td><td></td><td>Operations Manager</td><td>Response or consideration required from the Operations Manager</td></tr>
<tr><td>Red</td><td></td><td>Don't know / Need help</td><td>Help or advice needed to decide what to do with the email</td></tr>
<tr><td>Red Flag</td><td></td><td>URGENT</td><td>Urgent attention or action is required – raise this item verbally.</td></tr>
<tr><td>Black</td><td></td><td>In progress</td><td>This email is currently being dealt with by an Ops Team member</td></tr>
</table></td></tr>
<tr><td>4 (continued)</td><td>To add a category tag to an email:
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Right click on the email.</td></tr>
<tr><td>2</td><td>Open the 'Categorize' drop-down menu.</td></tr>
<tr><td>3</td><td>Select the coloured tag you require.


</td></tr>
</table>
Note: Some emails may be assigned multiple categories.</td></tr>
<tr><td>5</td><td>Follow up on the yellow emails as appropriate.

While you are working on an email, mark it black.
Reply to email as appropriate, OR
Forward the email to the appropriate NCC function, OR
Refer the sender to the appropriate external agency for information.</td></tr>
</table>

<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>6</td><td>Log the blue messages in EMIS.

While you're working on this, don't forget to mark it black.
<table><tr><td>Black</td><td></td><td>In progress</td><td>This email is currently being dealt with by an Ops Team member</td></tr></table>
To do this step, you need to have access to, and be trained in, CDEM EMIS. If you are not, leave blue messages to an EMIS-trained Operations Team colleague.

Refer to EMIS Quick Reference Guide: Create a Message. Points to note:
If an email has multiple elements (i.e. a request for assistance, an offer, and information) log each element separately – rather than logging the full message
Ensure long messages are logged as attachments, rather than copying the full text into the EMIS message
Ensure you use the correct name/format to be clear and descriptive.</td></tr>
<tr><td>7</td><td>Once you have completed all follow-up actions for an email, move it into the Event Folder in the Operations Inbox.


Note: Do not move green (FYI only) emails to this folder until directed by the Operations Manager.</td></tr>
<tr><td>8</td><td>Continue to triage emails as they arrive.</td></tr>
<tr><td>9</td><td>Check in with the Operations Manager regularly ensure they are following up on any emails assigned to them, and to seek their advice on any red (don't know) emails.</td></tr>
</table>

2.1.2 Using and administering the National Warning System (Whispir)

Before you begin	**You must be trained in operating the MCDEM National Warning System (Whispir) to do this task.** If you are assigned to this task, ensure you: • are familiar with this section of the Operations SOP • are aware of and work with any other people assigned to this task • have access to the reference documents listed in this section.

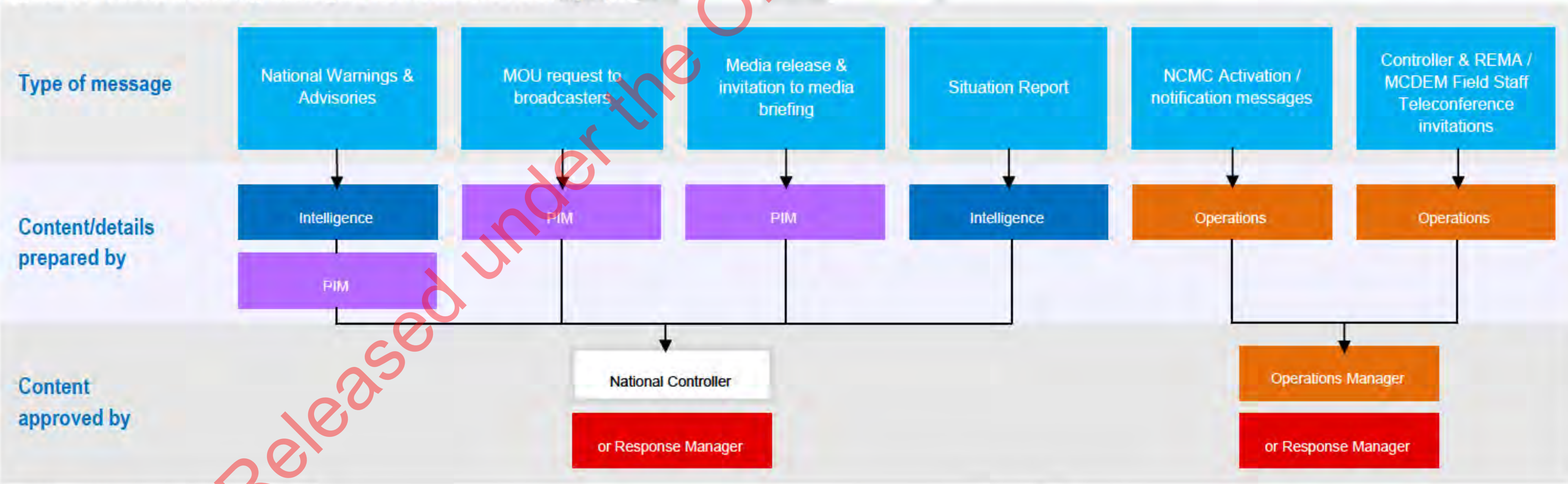
Process and protocols

The Operations function uses and administers the National Warning System (NWS) on behalf of the National Controller and all other NCC functions.

All NWS messages must be issued via the Operations function. All messages should be reviewed by an available manager before issuing. *Figure 2* illustrates this process.

Note: In a response, the Emergency Mobile Alert (EMA) system continues to be used according to the protocols and procedures in the EMA handbook. There is no expectation that any trained response staff will be available to issue an EMA, as Fire and Emergency New Zealand are empowered to do so.

Figure 2: Process for issuing messages via the National Warning System



Reference documents

The following documents provide detailed procedures and guidance for sending messages via NWS.

Document	Content	Location
Whispir Quick Guide: Message Matrix	A list of all principle templates available in Whispir, which Distribution Lists they are sent to, which channels they are sent via, and their associated templates.	iManage #4101438 [PMC-CEM-8-5-8]
Whispir Quick Guide – Issue a National Warning or Advisory	Instructions for issuing any type of National Warning, Advisory, or Cancellation	iManage #4032609 [PMC-CEM-8-5-8]
Whispir Quick Guide – Issue other types of messages	Instructions for issuing any type of message (besides Warnings or Advisories), including MOU and media releases, NCMC Staff Activation messages, notifications to stakeholders, CASS, Security, and Parliamentary Complex staff, and issuing SitReps or rosters.	iManage #4032615 [PMC-CEM-8-5-8]
National Warning System Template Repository	Template content for all hazard and NCMC activation-related templates in Whispir	iManage #4108903 [PMC-CEM-8-5-14]

2.1.3 Operationalising the National Action Plan

Before you begin	**This is an Operations Manager or 2iC task** The Operations function must attend and contribute to the development of the National Action Plan. It is therefore expected that you have a familiarity with the contents of each National Action Plan before it is released.

	Upon release of each National Action Plan:
1	Review the National Action Plan
2	Brief the Operations Team on the National Action Plan
3	Ensure the National Action Plan flows into the **tasking process** (see 2.4.2 Tasking process on page 18)
4	Ensure the National Action Plan is issued via the NWS
5	Ensure the National Action Plan is distributed to, and has been received by, all NCC functions and agencies represented in the NCC (including MCDEM Field Staff)
6	Support the Response Manager to ensure key elements (e.g. priorities, objectives, operational period) of the National Action Plan are made available and physically displayed in appropriate locations in the NCC, such as on screens or printed copies on pin boards.

2.2 MCDEM Field Staff Liaison

Before you begin	**A non-deployed Regional Emergency Management Advisor (REMA) or MCDEM staff member should carry out this task.** If you are assigned to this task, ensure you: • are familiar with which MCDEM staff have been deployed, where they are deployed, and what their role is • note that your role does not preclude or prevent deployed staff from liaising directly with the National Controller, and other NCC functions • ensure you are aware of the preferred communication method of deployed staff

2.2.1 Beginning of response

Action	Complete
Establish which MCDEM staff are being / have been deployed	
Contact deployed MCDEM Field Staff to: • identify your role as MCDEM Field Staff Liaison • agree MCDEM Field Staff preferred methods of communication (likely to be text) and confirm contact information • establish a contact schedule, including likely shift patterns of Field Staff and agreed time for contact from MCDEM Field Staff Liaison once per shift • establish any immediate support requirements (e.g. travel, accommodation) and pass to (internal) Logistics	
Use the MCDEM Field Staff template to record relevant information from the above contact (this will be maintained by the MCDEM Field Staff Liaison, in conjunction with Logistics, throughout the response)	
Ensure other NCC functions are aware of your role, particularly Control and (internal) Logistics	
Ensure NCC phone operators know there are deployed MCDEM Field Staff (provide a list of names) and to transfer them to you directly (unless otherwise requested)	

2.2.2 During a shift

Ongoing *Ensure the following is achieved each shift*
Contact deployed MCDEM Field Staff at least once per NCC shift at an agreed time and document this in the Response Log
Gather and record updates from MCDEM Field Staff, and ensure this information is passed on to appropriate NCC functions (including handover/exit reporting) and documented in the Response Log, or as appropriate (e.g. as a tasking in EMIS)
Ensure ongoing support for MCDEM Field Staff, including: • connection across the CDEM NCC functions and Agency representatives/Liaison Officers • enabling logistical arrangements (**Note:** all aspects of deployment logistics, such as travel, car rental, and accommodation, should be completed by NCC Logistics)
Ensure MCDEM Field Staff are aware of (usually by text reminder of time and details for calling in) any scheduled REMA / MCDEM Field Staff teleconferences or other relevant meetings

Ongoing *Ensure the following is achieved each shift*
Attend any scheduled REMA / MCDEM Field Staff teleconferences and share key information with deployed staff that are unable to attend. Confirm that health and safety check-ins are conducted by the teleconference convenor (usually the Controller or Response Manager)

2.2.3 Handover

Outgoing shift	Complete
Provide current MCDEM Field Staff status and information to incoming MCDEM Field Staff Liaison, including: • current names and locations of MCDEM Field Staff • MCDEM Field Staff schedule of movements/availability • agreed contact schedules • any outstanding needs/actions	
Incoming shift	**Complete**
Receive/ensure understanding of information above	
Ensure MCDEM Field Staff and NCC phone operators are aware of the shift change and new point of contact details (e.g. send a text)	

2.2.4 REMA / MCDEM Field Staff teleconferences

REMA / MCDEM Field Staff teleconferences are called and led by the Controller. The purpose of these teleconferences are:

- to informally check the health and wellbeing of the deployed REMAs / MCDEM Field Staff
- to hold frank and open discussions about any issues with the response
- for the REMAs / MCDEM Field Staff to informally update the Controller of big ticket items, issues / concerns and assistance required from national level
- to keep the REMAs / MCDEM Field Staff informed and up-to-date on national response actions
- to ensure that all of the REMAs / MCDEM Field Staff receive consistent information and are on the same page.

It is important that you make MCDEM Field Staff aware of any scheduled REMA / MCDEM Field Staff teleconferences or other relevant meetings in advance. Text message is the preferred primary means of providing this reminder (unless otherwise advised by a deployed staff member).

The MCDEM Field Staff Liaison should ideally attend these teleconferences and be prepared to provide a summary of key information with any deployed staff should they be unable to dial in (this is separate to the recording of meeting actions and minutes, which will be completed by the EA to the Controller).

The Logistics Manager or delegate may also attend, to maintain oversight of REMA / MCDEM Field Staff health and wellbeing, locations, and Logistics support needs. This should ideally be covered at the start of the teleconference to allow the Logistics Manager to then depart as necessary.

Reference documents

The following documents will assist in completing tasks as the MCDEM Field Staff Liaison.

Document	Content	Location
MCDEM Response Activities Timesheet	A standard template for use by MCDEM staff to record time worked and tasks completed in a response.	[insert reference/link]
MCDEM Field Staff template	A single, co-shared document between Operations and Logistics for managing information about all deployed MCDEM Field Staff. It should be kept as up-to-date as possible and available to all NCC functions.	[insert reference/link]

2.3 Engage and liaise with agency representatives / Liaison Officers in the NCC

Before you begin	Ensure you: • are familiar with which agency representatives are present in the NCC, including agency Liaison Officers (Police, Fire, NZ Defence Force, Lifeline Utilities, etc.), and science advisors • check in with anyone working on Operational Tasking (see page 17) to establish how you will work together • are aware of and work with any other people assigned to this task

2.3.1 Beginning of response

Action	Complete
Confirm with Activators which (if any) agencies have been requested to come to the NCMC	
Check that NCC Activation SOP tasks related to agency representatives / Liaison Officers are completed or are in progress	
Touch base with any agency representatives / Liaison Officers already in the NCC, and ensure they have followed access protocols	
Touch base with internal Logistics to ensure they are aware of the presence of agency representatives / Liaison Officers in (or expected in) the NCC for health and safety, security, and catering purposes	

2.3.2 During a shift

Ongoing *Ensure the following occurs/is achieved each shift.*
Touch base regularly with agency representatives / Liaison Officers
Establish a schedule for regular catch-ups as appropriate (noting that 'as/when catch-ups' may be the preferred method)
Ensure they are linked in to any relevant coordination activities, including operational tasking process
Ensure they are aware of any relevant meetings, including planning meetings or briefings
Ensure agency representatives / Liaison Officers are informed of the National Controller's expectations regarding agency presence in the NCC

2.3.3 Handover

Outgoing shift	Complete
Provide status of agency representatives in the NCC to incoming shift, including current/ongoing tasks, and any outstanding actions or liaison needs	
Ensure REMAs are aware of the shift change and new point of contact details (e.g. send an email)	

2.4 Operational tasking / Responding to Requests for Assistance (RFA)

Before you begin	If you are assigned to this task, ensure you: • are familiar with this section of the Operations SOP • **are aware of and work as a team** with any other people assigned to this task • understand the role '2.2 Engage and Liaise with agencies representatives in the NCC' and its link to this role, as they are fundamentally linked and may be undertaken by the same person/people

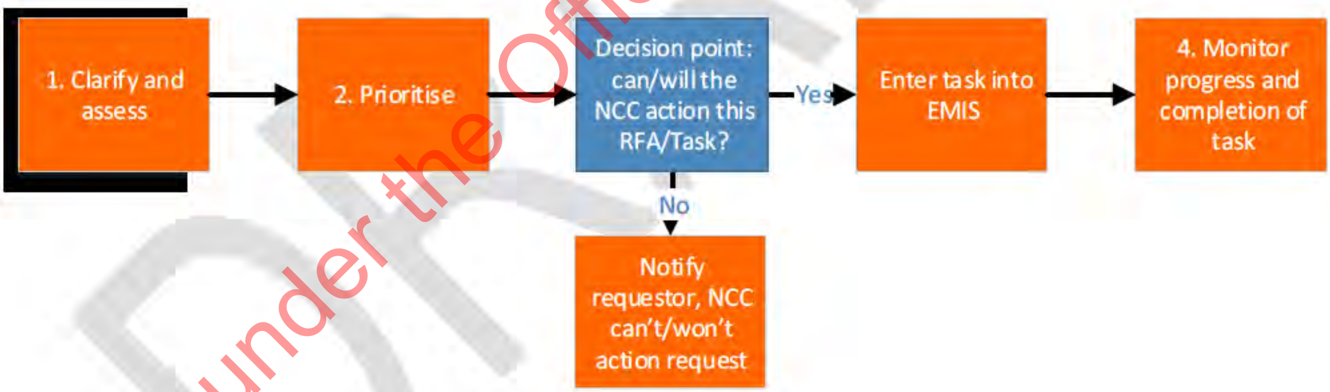
2.4.1 Requests for Assistance/Task sources

Sources of RFAs and tasks for analysis and further action include:

- the National Action Plan
- requests/tasking from the National Controller
- requests for assistance from other NCC functions or national agencies
- requests for assistance from CDEM Groups

2.4.2 Tasking process

Follow the steps in the flowchart and table below to complete the tasking process.



Step	Action	Considerations
1	Clarify and assess	**Clarify** the effect (i.e. outcome) being requested. You may need to: • discuss with your fellow Operations Officers • contact the task source/requestor for more information, including clarifying their exact needs and priorities • talk to a relevant Liaison Officer (e.g. NZDF) • discuss with the Logistics function. **Assess** ability to achieve the effect. • Can it be done? • Should it be done? • Can it be done within the required timeframe? • Are there multiple ways to achieve the effect?

2	Prioritise	**Prioritise** the RFA/task according to:
		• NCC and CDEM Group Controller response priorities
		• consequences if task is not completed.
		Consult with (as required):
		• your fellow Operations Officers
		• the Operations Manager and/or Response Manager to assist or provide guidance
		DECISION POINT – Can/will the NCC action this RFA/Task?
		Notify or provide feedback to the task source/requestor:
		• Respond to the task
		  ◦ yes we will do it now
		  ◦ yes we will do it later
		  ◦ no we won't/can't do it – *No further action required*
		• Where the task fits in the priority list.
		Ensure the rationale behind decisions is communicated clearly. Use the Operations Manager, Response Manager, or REMAs for support if required.

3	Create task in EMIS	**Discuss task requirements** with the function or agency being tasked. **Create and assign** the task in EMIS. Refer to EMIS User Guide: Tasking. Send agencies who do not use EMIS an email with all of the tasking information.

Step	Action	Considerations
4	Monitor progress and completion of task	Regularly check the task to ensure that tasked agencies and functions are carrying out their assigned actions. This can be through: • EMIS (as they update their task entries) • by discussing progress with them via phone or email, particularly for agencies that do not use EMIS. Update the 'Action Taken' field in EMIS as necessary. Date and add your name to each comment. **Is completion or progress on the task behind schedule?** If the task is running critically late, and may not be completed, or has been reprioritised, discuss the issue with the tasked agencies/functions and the requestor. Attempt to find a solution, which may mean additional resources if they are available, or reprioritisation of the task/due date. Alert the Operations Manager if there are any risks identified due to a re-prioritisation/change in due date. **Closing the task in EMIS** Once all of the sub-tasks are completed, and the task itself has been finished, check the task status has been updated to 'Completed'.

2.5 Communicating operational information across the NCC

2.5.1 Maintaining ECC and EOC contacts

Before you begin	Check in with whoever is responsible for MCDEM Field Staff Liaison – they may have information relevant to activity and points of contact at ECCs and EOCs, or may refer you to deployed MCDEM staff for more information.

Maintaining ECC and EOC contacts

Beginning of a response

1 — Check that the Activators have displayed the ECC/EOC contact details on a projector screen, and that activated ECC/EOCs are highlighted.
If this has not already been completed:

Step	Action
1	Log in to computer **NCMC 11** and turn on **Projector Screen #1**.
2	Open ECC and EOC Contact Details located on the Duty Team Page in EMIS s6(a) ECC and EOC Contact Details as at 3 Apr 2017 •
3	Save a copy into the S Drive Event folder which has just been created, into the Operations folder.
4	In the 'Contact List' tab sheet, update each ECC and EOCs activation status by Activated Monitoring Not activated using the drop-down arrow (if known – 'Activated', 'Monitoring' or 'Not activated').
5	Make contact with any activated or monitoring ECC/EOC's to confirm their contact details and update if necessary. **If not already included, ask for the EOC/ECC's PIM Manager contact details. Ensure the PIM Room Activator is aware of these.**
6	Any time this list is updated, also save a copy into the EMIS Response Log.

During a response

2	Contact activated ECCs and EOCs once per shift: • Confirm contact people listed and contact details are still correct • Confirm any information related to the activity of the facility (e.g. are they standing down overnight, reopening times) • Record any other requests or issues they raise for escalation to referral to another function (note this type of information may need to be logged as an EMIS message – see Managing the shared Operations inbox on page 9)
3	Update the ECC/EOC Contact Details display if there are any changes.
4	Notify relevant functions of key point-of-contact changes.

2.5.2 NCC Daily Schedule

<table>
<tr><th></th><th>Maintaining the daily schedule</th></tr>
<tr><td colspan="2">Beginning of a response</td></tr>
<tr><td>1</td><td>Check that the Activators have developed and displayed the initial daily schedule.
If this has not already been completed:
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Locate the Daily Schedule template on the desktop of computer NCMC 01.
Turn on all TV's with a 'NCMC 01' sticker to display the schedule.</td></tr>
<tr><td>2</td><td>Update the daily schedule display with scheduled meetings and daily activities.

Check with Operations or Response Manager:

timings shift changes, or NCC stand-up/stand down
time and date of next REMA / MCDEM Field Staff teleconference
time and date of next update to the Minister
time and date of next ODESC/Watch Group meeting
time and date of NCMC Function Managers' meeting
time and date the next National / CDEM Group / Local SITREP will be distributed.

Logistics Manager:
Timings for catering
Check with PIM Manager:
Any scheduled media engagements
Check with Welfare Manager:
Any scheduled NWCG meetings
</td></tr>
</table></td></tr>
<tr><td colspan="2">During a response</td></tr>
<tr><td>2</td><td>Check in with the Response Manager regularly to ensure the items on the daily schedule are up-to-date.
Note: The Response Manager and other functions may approach you to add items to the daily schedule as required.</td></tr>
<tr><td>3</td><td>Update the Daily schedule display if there are any changes.</td></tr>
</table>

2.6 Managing and administering the Operations function

2.6.1 Contributing to the Response Log

EMIS Response Log

Each member of the Operations function must log important information, actions and decisions in the EMIS Response Log.

Items that should be added to the response log include:

- Major decisions like requests for additional staff etc.
- Information that may inform and update others about incident actions and outcomes
- Objectives – Objectives set by the Controller (this appears on each page on the right side)
- Locations and check-in times with deployed MCDEM Field Staff
- Any messages that came in that you are unclear about

Instructions for adding items to the EMIS Response Log are provided in EMIS.

Alternatively, a template for a manual Response Log is provided in EMIS.

Personal Logs

As well as the overall Response Log (above), each Operations Team member must keep a personal log of their shifts. Personal logs are important to ensure we keep track of decision making, and have something to refer to in future if needed. Personal logs can be kept in EMIS, or in a specific personal notebook.

These should include:

- Key decisions
- Any queries you think may be long standing i.e. not easily solved
- Any information that you are unclear about
- Sensitive information
- Information received about people at risk
- Work completed outside the Controller's objectives

2.6.2 Establishing and maintaining an Operations daily schedule

Before you begin	This is an Operations Manager or 2iC task

Establishing and maintaining an Operations daily schedule	
Beginning of a response	
1	Confirm the NCC Daily Schedule (see NCC Daily Schedule on page 22).
2	Define/confirm how Operations will contribute to any items in the NCC Daily Schedule. This may include: • Attendance at key meetings or briefings • Attending meetings / contributing to the development of the Action Plan • Preparatory work for NCC shared outputs (e.g. preparing content for the SitRep, preparing issues/comments to raise at Action Planning meetings) • Support tasks (e.g. issuing an invitation via the NWS for a Controller's teleconference).
3	Prepare a Daily Schedule for the Operations function. **Note**: The template may be developed and issued as a written document, OR used as a guide to create a whiteboard display – whatever will work best for your function. Items in the template are prompts only, and may be adapted to suit the event.
4	Brief the Operations Team on the daily schedule, and ensure it is displayed or made available for everyone to refer to.
During a response	
5	Update the Operations Daily Schedule at least once every shift, alongside the NCC Daily Schedule (see NCC Daily Schedule), or as needed.
6	Ensure that Operations Team members are made aware of any changes, and any related work or requirements.

2.6.3 Monitor staffing, workload and wellbeing

Before you begin	This is an Operations Manager or 2iC task

Monitoring staffing, workload and wellbeing	
Beginning of a response	
1	Touch base with Duty Team members: • Warning Systems Specialist (note this role may be operating remotely) • Activators. Ensure they are supported in any duty-related tasks they are yet to complete.
2	Identify Operations Function tasks that need to be completed. This includes handover of the Warning System Specialist and Activator roles (the duties of these roles must be absorbed into the Operations function).
3	Identify how many staff are required to complete the tasks, including any particular skills that are required.
4	Pass on staffing requirements to the Response and Logistics Managers for rostering purposes.
5	Prepare briefing materials for your incoming team, including: • brief overview of the situation • task assignments

Monitoring staffing, workload and wellbeing	
	• an initial Operations Daily Schedule, based on the NCC Daily Schedule
6	Brief your team members as they arrive (ideally all at once). Ensure everyone has clear tasks assigned to them, and can access any supporting documents. **Note:** If you are unable to brief team members yourself (due to meeting commitments, etc), assign a delegate.
7	Check in with Duty Team staff, if still present. Ensure there is a plan in place to relieve them, as they may have been in the NCC for a long time already. Pass on any rostering requirements to the Logistics Manager, escalating to the Response Manager if required.
During a response	
8	**At least once per shift**: Review task assignments to ensure the right amount of people with the right skills are assigned to Operations function tasks. Pass on any rostering requirements to the Logistics function.
9	Maintain a consistent schedule for Operations function briefings. Ensure staff have opportunities to raise any questions or concerns. All Manager-Manager handovers should be accompanied by a function briefing.
10	Ensure your location is known at all times (e.g. let staff know if you will be in a meeting). Assign a delegate to act as 2iC in your absence.
11	Ensure all staff take breaks, and are informed when meals and refreshments are available.

Ministry of Civil Defence
& Emergency Management
Te Rākau Whakamarumaru

NCC Planning Function SOP

version 0.3

August 2018

Version Control

Version	Date	Author / Reviewer	Summary of changes
Draft 0.1	1 Jun 18	Rowan Wallace	Initial draft
Draft 0.2	1 Aug 18	Rowan Wallace	Re-structure and inclusion of Appendices.
Draft 0.3	2 Aug 18	Rowan Wallace	Editing post Planning SME review

Contents

Section 1 Overview

This Standard Operating Procedure (SOP) covers the key objectives and tasks of the Planning function during a CDEM led response. It is used by:

- the Planning Manager to ensure the completion of key tasks, and the management, review and adjustment of the overall operation of the Planning function
- Planning function team members to guide them through their tasks
- Other Function Staff to understand what the Planning function's roles, objectives and tasks are.

1.1 Objectives

The objective of the Planning function is to facilitate the development of the Controller's Action Plan to:

- ensure an integrated and coordinated response
- facilitate effective decision-making.

The planning process includes the gathering and assessment of information; determination of risks that would affect the effective delivery of tasks; identification of strategies to manage those risks and close gaps; and the evaluation and maintenance of the plan.

1.2 Responsibilities

The Planning function is responsible for carrying out the following tasks:

- Leading the Planning process, including Activation and De-Activation.
- Coordinating national efforts through developing and issuing an Action Plan
- Conducting contingency planning that could be activated should the event escalate and a greater response be required
- Providing technical support, expertise and advice to CDEM Groups
- Supporting the development of the transition from Response to Recovery plan
- Supporting recovery planning

1.3 Roles

The MCDEM Planning function is led by the **Planning Manager**, who, on behalf of the Controller, is responsible for all Planning function tasks.

The Planning Manager may be supported by a **Planning Team** to support them in the execution of their tasks. The exact team structure and numbers will depend on (and vary according to) the event.

1.4 Partnerships

The Planning function works to the direction set by the **Controller**.

The key internal partnerships for the Planning Function are below.

Function	Interaction
Control	Control's responsibilities for planning include: • Providing intent, planning guidance, inclusive of setting priorities, operational period duration, outcome and objectives • Approving the Action Plan.
PIM	Public Information Management's responsibilities for planning include: • providing PIM information to the planning process, in particular key messages, community liaison and media schedules and • providing the PIM Manager or a senior member to take part in the planning process.
Logistics	Logistics' responsibilities for planning include: • providing logistics information to the planning process, in particular available and expected resources • advising if a response option is logistically supportable or not, and • providing the Logistics Manager or a senior member to take part in the planning process.
Intelligence	The Intelligence team contributes to planning by: • completing the Hazard and Environment Analysis (HEA), to provide context and the worst case/most likely scenarios for how the hazard may progress • providing hazard input into the Options Analysis step of the planning process, and • providing the Intelligence Manager or a senior member to take part in the planning process.
Operations	Operations contributes to Planning by: • providing information about recent activities, intentions, and resource levels of response agencies and lifeline utilities • providing the Operations Manager or a senior member to take part in the planning process, particularly the Options Analysis step, and • detailed activities/actions planning after the Action Plan is issued.
Welfare	Welfare's responsibilities for planning include: • providing welfare information to the planning process, particularly the needs of the community, and the activities, intentions and resources of welfare agencies, and • providing the Welfare Manager or a senior member to take part in the planning process.
International	International contributes to Planning by: • offering information about available resources and response needs. • participating in the planning process.

Table 1: Planning functional linkages during response management

Section 2 Tasks

The key tasks of the Planning Section include:

- Oversee the Planning process – see Section 3 for Planning Manager checklists for activation / de-activation.
- Coordinate national efforts through developing and issuing an Action Plan
- Conduct contingency planning that could be activated should the event escalate and a greater response be required
- Support recovery planning
- Provide technical support, expertise and advice to CDEM Groups

The following section provides detail and guidance on these tasks and their sub-tasks.

Task assignment: Planning Manager

The exact selection and assignment of tasks will be different for each event.

The Planning Manager determines, assigns, and continuously adjusts the tasks, depending on:

- the nature, circumstances and requirements of the event and what needs to be done
- the changing demands of the response over time.

2.1 Oversee the Planning Process

The Planning Manager is responsible for the overall planning activities as part of the national response. They are responsible for ensuring that the Planning function:

- develops an Initial Action Plan (IAP), National Action Plans (NAPs) and Contingency Plans – See Section 2.2
- operates to a daily function schedule
- conducts Planning Meetings
- attends Controller Incident Management Team (IMT) meetings
- shares information through Status Reports
- records all key inputs, decisions and outputs from planning processes in an Event Decision / Issues Log
- is adequately staffed (in conjunction with Logistics for resource support)
- is supported, and health and safety is maintained.

2.1.1 Establish and maintain a daily function schedule

The daily function schedule is the key means for managing the processes / procedures of the Planning Team.

The function schedule should be arranged to meet the requirements of the response centre's schedule, which is set by the Response Manager. The following is not prescriptive and should only be used as a guide for establishing a regular schedule of activities that fits to the operational situation.

Time	Activity	Responsibility
0700	Shift-change Brief – all to attend	Response Manager / Controller
0740	Function Brief	Planning Manager
1000	Action Plan Meeting • review progress against the Action Plan and confirm/review objectives for subsequent operational periods	Planning Manager
1100	Controller Incident Management Team meeting – Planning Manager to attend	Controller
1500	Shift-change Brief – all to attend	Response Manager / Controller
1540	Function Brief	Planning Manager
1800	Action Plan Meeting for next operational period	Planning Manager
2200	Draft Incident Action Plan provided to IMT for next operational period/s	Planning Manager
2200	Shift-change / Closedown Brief – all to attend	Response Manager / Controller

2.1.2 Convene / Facilitate a Planning Meeting

Planning Meetings are an effective means to conduct planning activities. The planning meeting should be attended by the IMT plus key stakeholders, supporting agencies

The following Tables provides a suggested generic agenda for a Planning meeting:

Action	Considerations
Step 1: Review the current situation	Determine the time available for planning and the implementation of the Action Plan. • Action Plan (VX.X) needs to be presented to Controller by XX • Time for Action Plan to achieve its Outcome
	Review the Hazard and Environmental Analysis (HEA) • Identify external hazards and environmental influences that may impact the ability to respond • Review the known hazard information (if not covered by the HEA) • Outline what consequences the hazard(s) has had so far.
	Review the response actions to date • which agencies have activated • what resources are responding in the area of operations (lead and support agencies) • what resources are mobilising or en-route, their locations and current capability • what initial actions are underway • provisions of any previous Action Plans.
Step 2: Review our role	What is our role in the response? • MCDEM are lead / support agency in this response, supported by XX & XX ?
	Current mission statement • Analyse for suitability to current situation
	Current desired Outcome • Analyse for suitability to current situation
	Current Response Goals / Priorities • Are they complete or suitable for the current situation ?
	Discussion / suggested changes to response Period, Outcome, Goals / Priorities

Action	Considerations
Step 3: Determine freedoms and constraints	Determine constraints • What constraints are there that will limit coordination centre's response options? Determine freedoms • What operational freedoms does the coordination centre have with regard to this response? Freedoms and constraints are imposed by ODESC / Watch Group. They help to set the boundaries for how the Action Plan can be developed. Typical freedoms and constraints include deadlines, budgets, resources, geographical boundaries and directions to coordinate with specific agencies.
Step 4: Identify critical facts, assumptions, risks and information requests	What critical information is needed in order to plan? List this down; if it is already known, it is considered to be a fact. Anything not known may be covered with an assumption, which is a substitute for a fact. Assumptions must be written down so that they can be confirmed, and will become Information Requirements.

Step 5: Develop options.	Determine options for next phase
	• What options are there for the next phase of the response. Use an Event / Impact Tree / PESTLE capability shortfall analysis to investigate options.
	• Focus on identifying:
	    • Where (vision) should we be going and what should be the overall goal (purpose)
	    • What will success look like (Outcomes)
	    • What is the road map to getting there (Strategies / Ways and Means)
	    • How could we track it (measuring success)

Step 6: Confirm ongoing function requirements	Determine the tasks and actions for each of the CIMS functions to complete and the timeframes to achieve them.

2.1.3 Attend IMT Meetings

The Incident Management Team (IMT) assists the Controller by providing advice and specialist knowledge, and handling detailed work. A core supporting documents for the IMT meeting are the Planning function's Event Log and current Status Report.

The following table provides a basic framework for the Planning Manager (or representative) for attending the IMT Meeting.

Current Situation	Highlight Planning Function current status: • Status of Action Plan (no change / updated / new) • Risks and contingency plans • Long-term planning
Outstanding Issues / Challenges / Problems:	Identify situation or functional outstanding issues / challenges / problems to achieving: • current Action Plan • current tasks allocated to the Planning function
Anticipated Priorities / Activities:	What are the identified priorities / activities to focus on: • Action Planning • Planning function outputs
Other Comments / Issues:	Any non-specific Action Plan or function allocated task issues / comments
Record Decisions / Outcomes / Tasks	Record what the Controller / Response Manager allocates to functions / agencies

2.1.4 Compile a Status Report

Status Reports are used to record a snap-shot in time reflection of the emergency. They are both an auditable track of response management actions and decisions and a method to provide information hand-over for shift-change and IMT meetings.

The following table provides a basic framework for compiling a Status Report.

Date / Time:	
Event Name:	
Function:	Planning
Organisation:	MCDEM
Current Situation	Current emergency situation: • **What** *has* happened and what is happening *now* and what is being *done* about it? • **So what?** What might the implications and wider impacts of this be? • **What might** happen in the future? Current operational situation: • **Ends**: what are we trying to *achieve*, what is the desired outcome? • **Ways**: what *strategy* is being used ? What *constraints* apply? • **Means**: what *capabilities (resources / Agencies)* are available to us to help achieve our goals / priorities? Highlight Planning Function current status: • Status of Action Plan (no change / updated / new) • Risks and contingency plans • Long-term planning
Outstanding Issues / Challenges / Problems:	• **What now?** What do we need to do *now?* • What do we need to *find out?* • What do we need to do *next?* • What do we need to *communicate?* • What *might* we need to do in the future? • **What if?** What contingencies could arise and if so what options apply? Identify situation or functional outstanding issues / challenges / problems to achieving: • current Action Plan • current tasks allocated to the Planning function
Anticipated Priorities / Activities:	What are the identified priorities / activities to focus on: • Action Planning • Planning function
Other Comments / Issues:	Any non-specific Action Plan or function allocated task issues / comments
Record Decisions / Outcomes / Tasks	Record what the Controller / Response Manager allocates to functions / agencies

2.1.5 Maintain an Event Decision / Issues Log

Planning Event Logs are developed and maintained to provide an easily searchable record of all key Planning inputs, outputs, and decisions that form a critical part of the overall record for the response.

A suggested manual Event Log format is provided at Appendix D.

2.2 Supporting the Controller to develop an Initial Action Plan

In response to a sudden-onset emergency, it may be necessary to issue an Initial Action Plan to set the initial response priorities whilst the situation is assessed and the response structure is established. The Controller will direct this process and may seek support from the Planning Manager for the development of the Operational Period, Controller's Priorities and Outcome.

The development of the Initial Action Plan follows an abridged format of the Planning Process. It should be set to a short operational period (no more than 3 days), and be focussed on achieving two core outputs:

1 **Understanding the Problem (Impact and Needs Assessment)**

- *Evaluate / Size-up post-impact conditions* in order to understand what has happened, is happening and what is needed to know in order to influence follow-on detailed planning.

2 **Minimising impacts[1] through:**

- *Immediate protective actions* (i.e. Life saving, search and rescue, cordons, evacuations, public information and warnings etc)
- Reduction of suffering / Immediate care for affected individuals, including but not limited to:
    - providing medical care
    - providing life sustaining relief (i.e. food and water, shelter, sanitation)
    - protecting people and property
    - re-establishing / rehabilitating essential infrastructure and services
- Mobilising incident response coordination and control structures to meet future response needs / efforts

The following table provides an abridged planning process checklist to support the Controller to develop an Initial Action Plan.

[1] **Immediate emergency response priorities in accordance with DGL 4/05 Recovery Management:**

1 Preservation of life – rescue and triage (prioritisation of injured).
2 Maintenance of law and order – supporting police operations.
3 Care of sick, injured and welfare provision – first aid, medical and evacuation facilities.
4 Property protection – supporting fire services.
5 Re-establish (even if by temporary repair) essential services – water, sewerage, telecommunications, electricity, food, essential items, transport services, public information and media.

Agenda	Considerations	Responsible
Question 1: What has happened?	What has happened, is happening now, and what is being done about it? Consider the following questions: • Who are at risk? • What is at risk? • What was/is the hazard(s)? • What led to it? • How could the situation change? • What hazard consequences have been created? How could the risks be treated (avoid, reduce, transfer, accept) and what would the residual risk be?	Led by Intelligence
Question 2: What do we need to know?	Determine what gaps are there in the Team's understanding of the situation, focusing on: • information that needs to be confirmed / corroborated, • what we want to know more about now that we understood what has happened, and • what we do not know. ***Assumptions*** should be used to resolve information gaps as an interim measures to enable continued planning. They must be recorded as Information Requirements for future verification.	Note down gaps as **Information Requirements** for the Intelligence Function to manage through the ***Information Collection Plan***.
Question 3: What do we need to achieve?	Define the desired ***Operational Period***	Controller
	Determine the desired **Outcome** for the Operational Period	Controller

Agenda	Considerations	Responsible
Question 3: What do we need to achieve?	Confirm the **Controllers Priorities** for the immediate Operational Period. Suggested options could include[2]: • Preserve life – rescue and triage (prioritisation of injured). • Maintain law and order – supporting police operations. • Care for people – first aid, medical support and evacuation. • Protect property – supporting fire services. • Re-establish (even if by temporary repair) essential services – water, sewerage, telecommunications, electricity, food, essential items, transport services, public information and media.	Controller / Response Manager / Planning Manager

[2] DGL 4/05 Recovery Management include:

2.3 Coordinate national efforts through developing and issuing an Action Plan

MCDEM conducts **operational level planning** at the **national level** to set the context for the national response. It confirms the **Controllers Priorities** for the response, the measures to be applied to achieve those goals **(*Strategies*** and ***Objectives)***, and the allocation of responsibilities (for leading response strategies or achieving objectives) to **various organisational elements** within the response operation to achieve them.

At the national level, logistics, situation, and planning drive coordination. At the local / regional level, everything serves to support operations.

The ***Action Plan*** sets out the Controller's Priorities and Objectives for the response to an emergency.

- At Mode 3, the Action Plan coordinates national support to the response activities of affected CDEM Group(s).
- At Mode 4, the Action Plan sets the direction for the overall national response to the event, which will coordinate the actions of CDEM Group(s) and national agencies.

There are six sub-tasks for developing and issuing National Action Plans.

- understand the problem
- develop Controllers Priorities, Operational period and Outcome
- develop Response Objectives
- prepare and disseminate the Plan
- evaluate progress against the Action Plan
- revise the Plan.

Supporting the Controller to develop an Initial Action Plan is an abridged version of the above steps.

2.3.1 Understand the Problem

Understanding the initial situation requires gathering of information from as many sources as possible, as quickly as possible, to ensure that decision makers have the knowledge they need to make the best possible decisions on how to approach the 'problem'.

Agenda / Topic	Considerations	Outputs

Identify what has happened
 	
(led by Intelligence Team)
	Consider the following questions:
	• What was/is the hazard(s)?
	• What led to it?
	• How could the situation change?
	• What consequences have been created?
	• Who are at risk?
	• What is at risk?
	    ◦ Geographic features
	    ◦ Infrastructure lifelines including utilities, communication, and transportation systems
	    ◦ Essential facilities such as police, health and fire departments
	    ◦ Special facilities such as schools, nursing homes, and health care facilities
	    ◦ Unique, historic or other cultural resources
	    ◦ Hazardous materials production/storage/transport
	    ◦ Property characteristics such as land use and type of construction
	    ◦ Population locations
	• How could the risks be treated (avoid, reduce, transfer, accept)?
	• Is there any residual risk?
		Situational Understanding
		
		Risks
		
		Cascade Impact Analysis

Review the response actions to date. **(led by Operations Team)**	Outline: • which agencies / organisations have activated • what resources are responding in the area of operations (lead and support agencies) • what resources are mobilising, including their locations and current capability • what initial actions are underway • any current Initial Action Plans in action.	List of active response entities Capability shortfalls

Agenda / Topic	Considerations	Outputs
Identify current risks and capability shortfalls. **(led by Planning Team)**	Identify: • known and potential impacts / vulnerabilities • operational risks (capability shortfalls and safety risks). Focus on developing a 'big picture analysis' for the affected region(s). Tools / techniques include PESTLE / STEEPOLE analysis, Impact Trees, Persistent Questioning, Risk Matrix, Fault Trees, Brainstorming/Mind-maps.	Systems Analysis Capability Shortfalls • impacted area • response
Determine the time available for developing and implementing the Action Plan.	Identify: • Time the Action Plan document must be completed for issue. • Time for Action Plan to achieve its outcome/objectives.	Probable operational period duration

2.3.2 Develop Controller Priorities, Operational Period and desired Outcome

All operations should be focussed on achieving a desired ***Outcome***, a broad statement used to describe the overall response aspiration for a specific **Operational Period**.

Outcomes are a summation of the **Controller's Priorities**, the general qualitative statements of 'what the response is to achieve (normally qualitative). Priorities are normally broad, overarching, general, intangible, and often abstract (non-specific).

The Operational Period is the period of time scheduled for executing a given set of operational actions (**Objectives**) that denote the milestones / critical challenge that must be achieved to address the Controller's Priorities and Outcome for the specific Operational Period. Objectives are normally concrete, precise, tangible and specific in contrast to Priorities.

At the national level, Operational Periods must be of sufficient duration to enable the responding agencies and organisations sufficient time to plan for, conduct and achieve the objectives being set for them. At the national level, Action Plans should not be less than 48 hrs in duration to ensure the responding agencies and organisations can meaningfully achieve action.

The relationship between Outcomes, Controller Priorities and Objectives is displayed in Figure XX below:

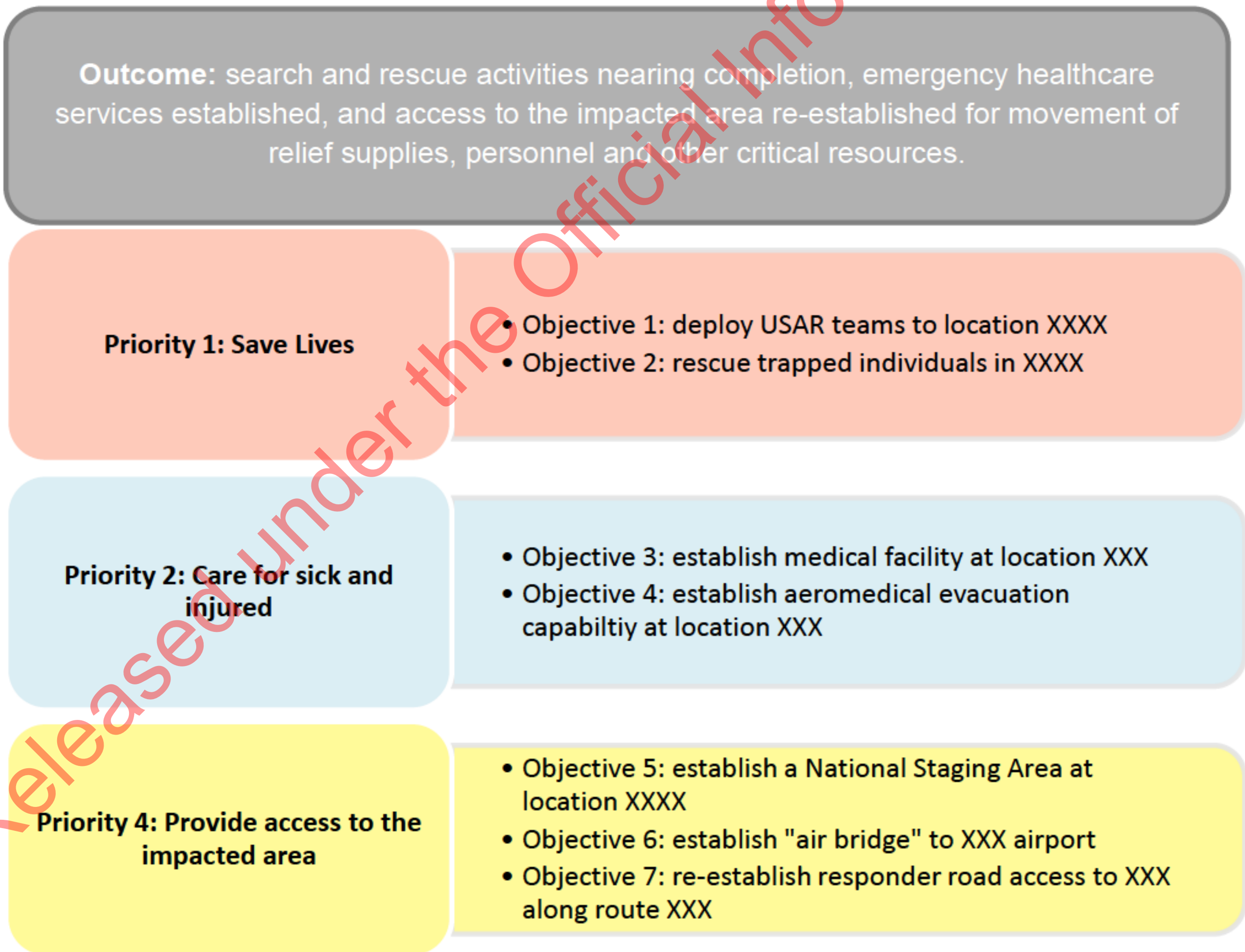


Figure XX: Relationships between Outcome, Controller Priorities and Objectives

Agenda / Topic	Consideration
Confirm the Operational Period. The operational period is the period allocated for execution of the Action Plan and achievement of the Outcome.	Identify the ideal **Operational Period** length. It will be dictated by the nature and complexity of the event, but a guide is as follows: • Initial Action plan – first 24 – 48 hrs • First Action Plan - 48 – 72 hrs out to 7 days • Subsequent Action Plans – duration of declaration period. Plans in **Outline (Long Term Plans)** should be considered out to 3 weeks. Plans in **Concept (Long Term response concepts)** should be considered beyond 3 weeks.
	Confirm the Operational Period with the Controller.
Define Priorities Clear initial priorities are important to establishing unity of effort.	**If provided Controller Priorities** from the controller, critically analyse, refine, and suggest modifications as required – consider use of Fault / Impact Trees. **If not provided** any Priorities by the Controller, brainstorm the must do actions for the Operational Period. *Ideally, do not identify more than 3-4 per Operational Period.*
	Express the **Controller Priorities** as short descriptive statements as follows (other examples can be found in the National CDEM Plan 2015): • preserve life • prevent escalation of the emergency • maintain law and order • provide safety and security measures for people and property • care for sick, injured, and dependent people • provide essential services • preserve governance • protect assets (including buildings and their contents and cultural and historic heritage assets) • protect natural and physical resources • provide animal welfare (to the extent reasonably possible in the circumstances) • continue / restore economic activity • put into place of effective arrangements for transition to recovery.
	Confirm the Priorities with the Controller.

Agenda / Topic	Consideration
Define the desired Outcome The ***Outcome*** is a broad statement used to describe the desired conditions on the ground when the plan is completed. It defines the criteria for the end of the operational period. It should signify a shift in response focus / priorities.	Align the Controllers priorities into a cohesive statement – a vision of what the response will look like at the end of the period. Use S.M.A.R.T. language – be **S**pecific, conditions achieved must be **M**easureable, **A**chievable, **R**elevant and **T**imely. An example Outcome for an earthquake situation might be: *"All casualties receiving appropriate medical treatment, rescue operations complete, road access to affected areas regained, lifeline utilities being restored and response operation ready for transition to recovery".*
	Confirm the Outcome statement with the Controller.

2.3.3 Develop Response Objectives

Response Objectives are a statement of what needs to be done and generally where it needs to be done, and are as specific as possible. They must be based on the Controllers Priorities and should not describe methods or resources for achieving the required result.

Agenda / Topic	Consideration
Draft Response Objectives **Objectives** provide clear statements of what needs to be achieved in order to meet the Controller's Priorities and Outcome. Simply stated, objectives answer the question of what must be accomplished. ***Good Response Objectives:*** • Are concise and stated in the form of a command • Begin with an action verb (but not "continue" or "maintain") • Provide "actionable guidance" • Address incident operations not administrative and internal support activities.	Using the Situational Understanding analysis, brainstorm the broad Response Strategies (ways) required to achieve the Controllers Priorities. Some common Strategies include: • Situation Awareness information gathering • Needs Assessment information gathering • Response structures for enhanced direction, control, and coordination • Lifesaving support – search & rescue • Public information • Public safety and security – i.e. extra policing, cordons, exclusion areas • Hazard mitigation (e.g. defences / evacuation) • Emergency Relief - life sustaining services (food / water / shelter) • Public health and medical services • Rehabilitation / restoration of critical infrastructure / key resources / essential services • Environmental response • Community and economic recovery. • Continuity of governance
	Identify two-three key actions / conditions for each Response Strategy achievable within the Operational Period through either: • ***Forward planning,*** starting with the current situation, building step-by-step toward the Controller's Priorities • ***Reverse planning***, starting from the Controller's Priorities, work backwards to the current situation. Collectively brainstorm possibilities using the following steps: • Identify what makes the Controller's Priority necessary • What makes it possible to shift the current situation to the desired Outcome – the MEANS (resources / capabilities) • Identify the two - three key actions / conditions – the WAYS - needed to be accomplished / undertaken in order to achieve the Controller's Priorities. • Sequence the actions temporally.

Agenda / Topic	Consideration
Draft Response Objectives	Convert the identified two - three key actions / conditions into Response Objectives by making them: • **S**pecific – location of effect, specific condition to be achieved • **M**easureable – able to be quantitatively measured for effectiveness • **A**ction Oriented – (i.e., an action verb defines what should be accomplished) • **R**ealistic – achievable within available resources / capabilities • **T**imely – achievable within available Operational Period. Some good verbs to use when writing incident objectives: • Augment • Implement • Provide • Determine • Complete • Deliver • Develop • Conduct • Establish Following words should be avoided: • Assess • Continue • Coordinate with • Monitor • Work with • Maintain
	Identify what Agency / Organisation should be responsible for each Response Strategy / Objective • Identify the Lead agency • Identify the Supporting Agency/ies
	Confirm the Response Objectives with the Controller.
	Graphically display how each Response Strategy and related Objectives achieve the Controllers Priorities and desired Outcome. Multiple Response Strategies can address the same Controller Priority. See Appendix B for an example.

2.3.4 Prepare and Disseminate the Plan.

Action Plans should be delivered in written format for audit requirements. If time is short, a verbal briefing of the Action Plan is acceptable as long as a written plan is produced subsequently.

The Controller, supported by Planning, should conduct the briefing before each operational period begins, ensuring that those who need the information have access to it.

Agenda / Topic	Consideration
Prepare the Action Plan	Draft the Action Plan – Use template at Appendix C.
	Circulate the Action Plan with the response centre Planning Team (i.e. function managers and support agency representatives) for confirmation.
	Once the Action Plan has been drafted to the satisfaction of the Planning Manager, it is presented to the Controller for their review, modification, and final approval. The Controller may brief governance and management on the Action Plan, if required.
	Provide the authorised (signed) Action Plan to Operations Function for Dissemination.
Disseminate the Action Plan	Develop and provide the Controller / Response Manager a **verbal** Action Plan brief for provision to lower response level Controllers, Function Managers, and/or support agency leaders.
	Coordinate an Action Plan brief for the response centre. Relevant function managers (e.g. Intelligence Manager, Logistics Manager) may deliver part of the briefing.
	Support the Controller / Response Manager in answering questions. Relevant function managers (e.g. Intelligence Manager, Logistics Manager) may be available to answer questions relevant to their functional areas.
	Once the Action Plan has been issued, the Operations function oversees the actions of other functions, lower response levels, and support agencies as they implement the Action Plan.

2.3.5 **Evaluate progress against the Action Plan**

Evaluation of the plan should be done through a Planning Meeting that measures progress against each Response Objective in order to identify if amendments are necessary. Progress should be evaluated using the Situation Report to identify if any amendments need to be made to:

- Response objectives
- Resource prioritisation
- Task allocation to agencies.

Ideally this will be led by Operations function.

Action	Considerations	Output
Consider Likely Event Progress against current Response Objectives	Do current / predicted impacts require adjustments to current Response Objectives or tasks?	If **YES** –redefine Response Objectives as part of an updated Action Plan.
	Will event progression (consequences) require new Response Objectives – if yes, it is likely that the Action Plan will require an update	If **YES** –redefine current and develop new Response Objectives as part of an updated Action Plan.
	Will event progression (consequences) require new Response Priorities or Strategies ?	If **YES**, it is likely that a new Action Plan is required.
Review the status of current Response Objectives Identify with other Functions: • progress against current objectives • constraints / barriers to achieving objectives • which current Response Objectives will not be achievable within the current Operational period	Have Response Objectives been achieved?	If **YES**: • Remove the Response Objective(s) from the updated Action Plan • re-task resources to other priority objectives.
	If Response Objectives have not been achieved, are they **Realistic** and **Timely**?	If **NOT** achievable within the current Operational Period, carry the Response Objectives over into the next Action Plan update.
Identify if a new Mission is required.	Are modifications to specific tasks or coordination measures are required?	Update the Action Plan and release under new number (i.e. change from Action Plan 1.0 to 1.1).
	Are major modifications required leading to change in response focus?	Develop a new Action Plan (i.e. change from Action Plan 1.0 to 2.0).

2.3.6 **Revise the Plan**

The issue of a new or updated Action Plan will automatically cancel the arrangements of the previous Action Plan. Updates may be significant enough to require a change to the Action Plan's version number. For example, Action Plan 1.0 may be updated and released as Action Plan 1.1, 1.2, or 1.3.

New Action Plans should not be developed if the current Action Plan's arrangements, especially the Controllers Priorities, are still valid. In these situations, the current Action Plan may be updated.

If a new Action plan is required, it should be planned in detail.

Action Plan Review Meeting

The following table provides a suggested agenda for conducting a planning meeting to review an Action Plan to identify need for Update / Renewal.

Agenda / Topic	Responsible	Output
Introduction of new participants and guests	Planning Lead	
Opening remarks	Controller / Response Manager	
Describe / update current situation • What is going on and why (situation and response)? • What else could happen? • What else is needed to be known?	Intelligence and Operation Leads	Situation Update
Current incident objectives for the upcoming operational period • Response progress against Response Objectives • What obstacles / challenges are hindering the response • Constraints, limitations, and shortfalls	Operations Lead (if an Action Plan is current)	Action Planning Update
Action Plan refinement • What are the carry-over / new Controller Priorities / Outcome / Objectives • What is the duration of the new operational period • Confirm if an Update or new Action Plan is required	Planning Lead	Decision on need for new Action Plan or Update process.
Open discussion (optional)	Controller / Response Manager	Additional function tasks.
Closing remarks	Controller / Response Manager	

2.4 Develop long-term (sustained response) plans

Long-term (sustained response) plans enable responses to be structured into a sustainable approach. It shifts the response approach from being reactive to pro-active, enabling Intelligence and Logistic functions to coordinate their efforts and 'get ahead of the situation' by focusing on the next phase.

Long term planning uses most of the same processes as Action Planning. The difference is that it looks beyond one operational period[3].

Long-term, sustained response plans are built upon existing Action Plans, and are refined through continued planning. They focus on developing the transition conditions required to set the conditions for recovery. It addresses response objectives that cannot be met in the short term (the current Action Plan) or the medium term (the subsequent Action Plan).

The following table provides an indicative means to coordinate long-term planning:

[3] This approach is the same as PRINCE2 – managing complex change through directing delivery of the solution through clearly defined stages that have widely understood outcomes that link to the overarching reason why the change is required.

Agenda	Considerations	Responsible
Re-frame the situation / problem	What are the key issues related to the ability to recover from the emergency? • What needs to change? • What doesn't need to change?	Intelligence led
	What are the opportunities and threats?	
	What would the situation look like if it were more resilient / dynamic?	
Confirm the desired Outcome(s)	For long-term planning, the Outcome will normally consist of the conditions required to transition to recovery. This may be expressed as: • components of the Recovery domains (social, economic, natural and built). • individual outcomes for each response priority	Controller / Response Manager
Confirm Controller Priorities	What are the Controller's Priorities going forward? • Do they change as the response matures? • What are the key changes, when do they occur and what causes them to change?	Controller / Response Manager / Planning Function led
Confirm the response strategies / approaches Use a capabilities based planning approach to identify what needs to be done to transition the response to the desired outcome.	Identify: • Where should we be going and what should be the overall priorities (purpose) • What will success look like (Outcomes) • What is the broad road map to getting there (Strategies / Ways and Means) • How could we track it (measuring success – effectiveness and efficiency) Useful tools to support this stage include Event / Impact Trees and PESTLE capability shortfall analyses.	Planning Function led

Agenda	Considerations	Responsible
	Confirm the broad Response Strategies (WAYS) required to transition the current situation to the desired Outcome. Some common Response Strategies include: • Lifesaving support – search & rescue • Public information • Public safety and security – i.e. extra policing, cordons, exclusion areas • Hazard mitigation (e.g. evacuation) • Sustained Relief - life sustaining services (food / water / shelter) • Public health and medical services • Rehabilitation / restoration of critical infrastructure / key resources / essential services • Environmental response • Community and economic recovery. • Continuity of governance	Planning Function led
	Identify what Agency / Organisation should be responsible for each Response Strategy (and Objective if necessary)	Planning Function led
Confirm the Response Objectives Identify the key actions / conditions for each Response Strategy	Identify all the key actions / conditions for each response strategy to achieve the Outcome(s) through either: • ***Forward planning,*** starting with the current situation, building step-by-step toward the desired Outcome for each Response Strategy • ***Reverse planning***, starting from the desired Outcome, work backwards to the current situation.	Planning Function led

Agenda	Considerations	Responsible
Confirm the Response Objectives Identify the key actions / conditions for each Response Strategy		
	Refine the identified key actions / conditions into Objectives by making them: • **S**pecific – location of effect, specific condition to be achieved • **M**easureable – able to be quantitatively measured for effectiveness • **A**ction Oriented – (i.e., an action verb defines what should be accomplished) • **R**ealistic – achievable within available resources / capabilities • **T**imely – achievable within available Operational Period.	Planning Function led
	Confirm the Response Objectives with the Controller.	Controller / Response Manager
	Graphically display how each Response Strategy and related Objectives achieve the Controllers Priorities. Multiple Response Strategies can address the same Response Goal / Priority. See Appendix B for an example.	Planning Function led
Confirm the Operational Period frequency Define how the response will be broken up into phases	What is the sequence of the sustained response to look like: • Based on declaration durations (i.e. Action Plan every 7 days) • Based on transition period durations (i.e. Action Plan every 28 days) Based on conditions being achieved (i.e. milestones for key response strategies), rather than time elapsed – event conditional	Planning Function led
Brief the Plan for approval	Brief the Plan to the IMT and supporting agencies – Task 2.7.2	Controller / Response Manager / Planning Function led
Disseminate the Plan	Prepare and disseminate the Plan – Task 2.3.6	Planning Function led

2.5 Develop contingency plans

Contingency Plans are developed for a particular situation that has not, but may occur. They may be developed after an Action Plan has been completed or in parallel. They use the same process, inputs, and personnel as the Action Plan process though depend on more assumptions and estimates for the scenario framing than Action Plans, as they cover situations that are yet to happen.

Contingency plans are typically used to address situations such as:

- A situation being exacerbated in demand for support from the current conditions
- A situation being exacerbated by additional consequences – i.e. an earthquake occurring during a significant weather event (or vice versa)
- A second situation occurring that has no direct impact on the current emergency other than requiring the same resources / response management focus - i.e. a weather event occurring in the North Island followed by an earthquake in the South Island.

The contingency planning process can basically be broken down into three simple questions:

- What is/are the risk(s) to be managed?
- What are we going to do about it?
- What can we do ahead of time to get prepared?

The following table provides the core differences from developing a National Action Plan for what is used for developing Contingency Plans:

Agenda	Considerations	Responsible
Q1: What is/are the risk(s) to be managed? Confirm impacts and vulnerabilities to develop hazard scenarios using a risk-based approach.	Define risks by probability and likelihood	Intelligence function led
	Outline maximum credible impacts for each risk	
	Conduct hazard and vulnerability assessment to identify prioritised risks	
	Identify current risks and capability shortfalls.	
	Prioritise risk scenarios requiring contingency plans.	Controller / Response Manager
Q2: What are we going to do about it Identify what may need to be done if the risk is 'realised'. Develop an Action Plan in advance of the impacts that sets out who is going to do what, when and where so that others can identify what they may need to do.	Develop response outcome and Controller Priorities – Task 2.3.2	Planning Function led
	Develop Response Objectives – Task 2.3.3	
	Brief the contingency plan to the IMT and supporting agencies – Task 2.7	
	Prepare and disseminate the Plan – Task 2.3.4	
Q3: What can we do ahead of time to get prepared? How can we preposition ourselves to meet the contingency from a decision making and action perspective	Confirm indicators to support decision making (i.e. decision point to evacuate at-risk people from possible flooding or fires before impact)	Operations / Intelligence Function Led
	Track indicators through the Information Collection Plan	

2.6 Assist with planning the transition to Recovery

As a response concludes, a planned transition to recovery is essential to establish effective recovery arrangements, especially in that the transition may need to be staged across regions / areas.

The initial step in transition is the development of a unified understanding of:

- a summary of the nature and extent of impacts to the area covered by the CDEM Group(s), noting specifically any areas or situations that have the potential to re-escalate the emergency
- a summary of the condition of the various aspects of the community affected by the emergency, focusing on the four recovery environments and their interrelationships
- the response action plan in place at the time of transition, emphasising intended actions that are incomplete
- the nature and state of all assigned resources for a given scale of emergency.
- proposals for activities to be continued in the recovery phase
- a forecast of the expected recovery outcomes.

The following table provides a format for planning the transition to recovery through a planning meeting with IMT staff:

Agenda	Considerations	Responsible
Frame the situation	Summarise the nature / extent of impacts. Identify: • impacted communities (geographical and, of interest) • areas / situations that could experience re-escalation of impacts (include likelihood, consequences, and indicators) • on-going risks (including indicators) • collective consequences for communities, especially any cumulative / cascading consequences in the immediate to medium terms from current impacts.	Intelligence led
	Combine impact assessments from the Response phase into the Recovery environments[4]: • **Social** • **Economic** • **Natural** • **Built.** Identify cascade / compounding impacts across recovery environments	Intelligence led
Identify Objectives to continue beyond Response	Analyse the current Action Plan to identify what Objectives will continue beyond the Response phase, especially: • Which agency is responsible (lead and supporting) for achieving them • Date expected to be completed by • Risks.	Operations led

[4] Consider adding *rural* as a fifth environment.

Agenda	Considerations	Responsible
Develop Recovery Priorities	Identify short-term recovery priorities for each recovery environment, including: • Desired Outcomes • Risks • Agency(ies) responsible (lead and supporting) • Date to be completed by Short-term priorities might include: • Safety and wellbeing of individuals and their quality of life • Enabling individuals to continue functioning as part of the wider community • Built environment recovery including infrastructure, lifeline utilities and road access ways Enhancement and restoration of the natural environment • Economic recovery including macro and micro economies	Recovery led
Align Response and short-term Recovery Priorities	Align continuing Response Objectives to the short-term Recovery priorities	Recovery / Planning Function led
Confirm freedoms / constraints	Identify any planning policies, rules and arrangements that may support / constrain recovery action.	Recovery / Policy Led
Confirm initial recovery transition structures and reporting processes	Identify assistance required in the longer term • What collaborative relationships are required to be developed / maintained across the environments?	Recovery led
	Confirm reporting processes	Recovery led
	Confirm public information / communication management approach	PIM led
	Confirm organisational arrangements	Recovery led

2.7 Provide briefings

The purpose of a briefing procedure is to ensure pertinent and timely information is communicated to personnel involved in operational and support roles at an emergency incident. It is an important process and ensures all the necessary information is covered.

A simple briefing format is the S.M.E.A.C format provided below. Tailor the briefing to the requirement – only use the subject areas essential for the briefings purpose.

Topic	Suggested Content
Situation Describes what has happened and perhaps what has been done.	Identification of the past, present and predicted situation including the following points: • The incident • Life and property • Location • Weather details • Resource deployment • Constraints • General safety considerations. SITREPs, Status Reports, Maps and other GIS products can be useful in describing the current situation.
Mission Describes what is to be achieved.	This should include the Controllers Priorities, the Current Action Plan Objectives and Outcome appropriate to the level at which the briefing is being delivered.
Execution Describes how the response objectives are to be achieved.	It will include instructing groups or individuals to undertake specific functions or tasks. The briefing should generally explain what needs to be done, not how to go about doing it. Execution may be expressed in terms of: • General Outline • Groupings and tasks • Coordination Instructions Identify the means of achieving the incident outcome / mission including: • Name geographic sectors and their roles. • The general strategies and tactics that will be utilised in each sector. • The allocation, composition and status of resources at the incident including critical resources, support agencies, specialist resources (i.e. aircraft). • Specific strategies and tactics assigned to single resources / areas, and critical time-frames and milestones for operations.

Topic	Suggested Content
Administration and Logistics Describes the administrative and logistical arrangements required to undertake the allocated functions or tasks.	At a higher level, this may include transport, accommodation and catering arrangements for all involved. Identification of administrative and logistical support arrangements including: • Locations and roles of administrative and support centres. • Catering arrangements • Supply and resupply arrangements • Service arrangements and locations • Location and arrangements for mechanical maintenance and refuelling services • First aid and medical arrangements • Administrative requirements, including use of registration booklets and time keeping records, authorisation for expenditure, accounting requirements.
Command and Communication Describes clearly the chain of command and communication arrangements for the response. Also include safety hazards relevant to the level of briefing being conducted.	Organisational charts and diagrams can be useful to convey this information. Identify critical factors such as: • Response management structure • Communications Plan: o Radio networks and channel allocation o Telephone networks and important numbers o Interagency communications.
	Identify critical safety issues including: o Weather o Known and anticipated hazards o Access o Welfare requirements o Personnel trained and suitably experienced to undertake tasks, o Identified hazards to personnel and resources.
Questions	Conclude the briefing by seeking and answering questions from those being briefed.

Appendices

Appendix A Checklists

The Planning Manager uses the following checklists to establish and maintain the Planning function.

A.1 Start of Activation

Once the decision has been made to activate MCDEM Response Management procedures, the Planning Manager is to ensure the following considerations are covered and required actions completed.

Step	Action
1	Open the Response Log, relevant internet sites, Logistics Status Boards and start gathering information.
2	Establish a hard copy back-up file folder for storing logged information and inform team members of its location.
3	Work with Controller to develop the Initial Action Plan. Focus on immediate life-saving activities, mobilisation of response assets and information collection.
4	Identify staffing requirements and confirm them with the Response Manager and Logistics (for rostering).
5	Assign initial tasks to planning staff.
6	Brief staff as they arrive. Include: • current overall situation, current situation as it affects the planning team and their current tasks • health and safety considerations.

A.2 Start of Subsequent Shifts

At the start of each shift, the Planning Manager should ensure that the following actions / considerations are completed or addressed regularly.

Step	Action
1	Confirm shift plan with outgoing Planning Manager.
2	Liaise with the Controller and participate on the Controller's management team.
3	Oversee and monitor the staff in your team (workload, direction, stress, food / rest / shifts, roster stand down, resources).
4	Provide direction (in conjunction with Action Plan actions) to your team to determine the scope, boundaries and priorities for team activities.
5	Ensure team is liaising with other teams relevant to their functions, especially Intelligence, Welfare and Operations.
6	Maintain oversight with Operations that all tasks of the Action Plan are assigned and being delivered.
7	Maintain awareness of the current situation and forecast with Intelligence.
8	Ensure decisions and actions are recorded in the Response Log and Planning Decisions / Issues Log.
9	Scope and confirm requirement with the Controller for response activities beyond the current and subsequent Action Plan. A new Action Plan is required if the response objectives need to change and / or the current Action Plan 's Operational period is about to expire. This could be because progress is being made, a new event occurs, additional resources become available, or a new response direction is required. There is no need for a new Action Plan just because it is a new day.
10	Scope and confirm requirement with the Controller for Contingency Plans for situations that have not, but may occur.

A.3 Shift Handover

The Planning Manager is to ensure **one hour before the end** of a shift that the following has been considered for smooth shift handover:

Task	Complete (Y / N)
Priority tasks met / not met? (measured against National Action Plan if drafted)	☐
Priorities for next shift? (Both team identified and from National Action Plan)	☐
Photocopy and complete 'Planning Function Shift Handover Form' (see Appendix B). File in the message log as the last page for the current shift.	☐
Notice of shift hand over meeting is given to all response staff.	☐
Print all planning documents developed by the Planning Team and file in the event log.	☐

A Shift Handover form is at Appendix B.

The Planning Manager is to ensure at the **end of a shift** that the following is completed:

Task	Complete (Y / N)
Confirm shift handover timing with Response Manager / Controller.	☐
Schedule Planning Team members for smooth handover including stagger where appropriate, and advise team of handover time and place.	☐
Complete Shift handover report (see template at Appendix B)	☐
Conduct handover	☐
File relevant information	☐

A.4 End of Activation

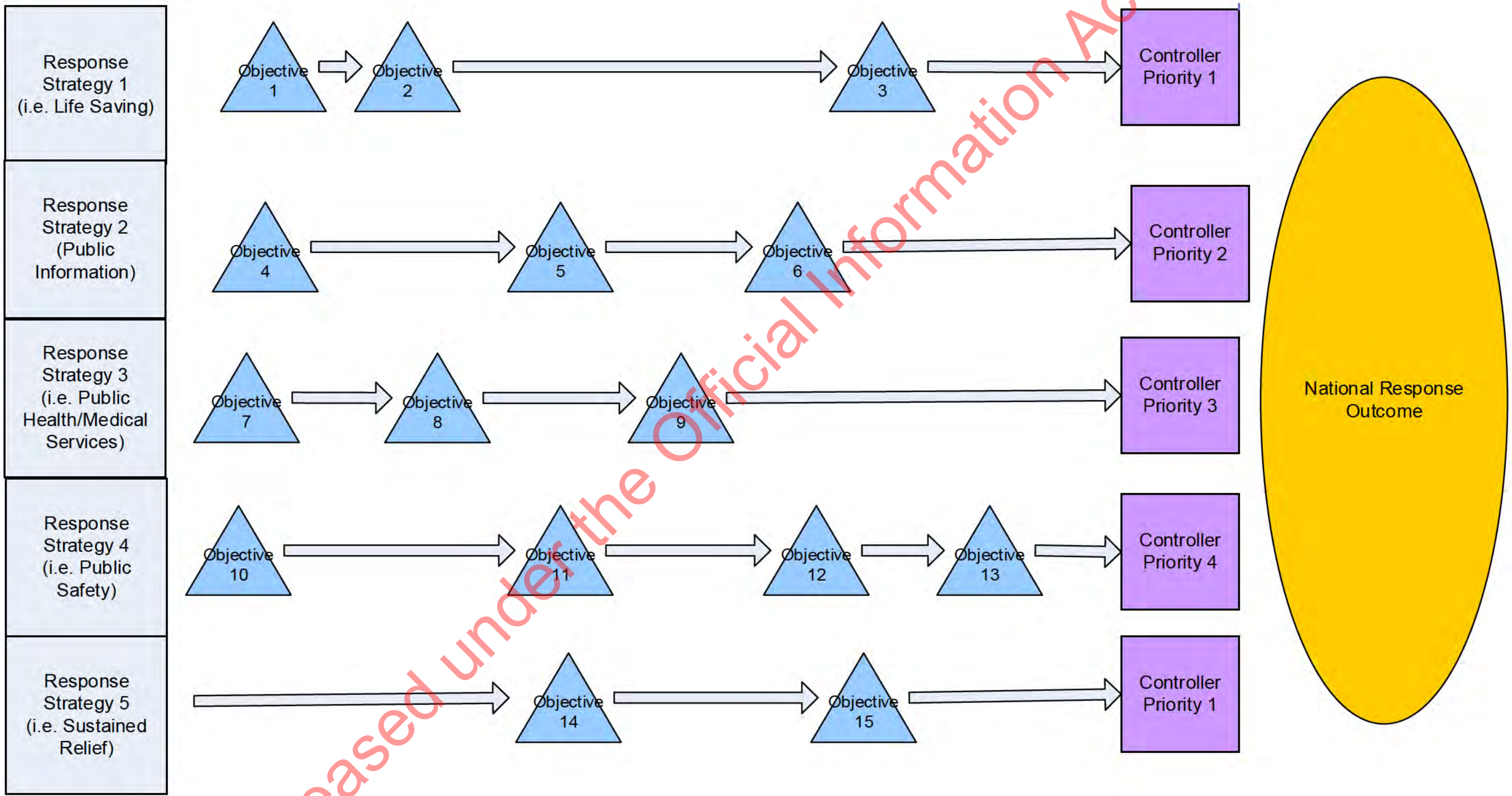
For audit purposes, it is necessary to keep a permanent record of all correspondence and information produced and received by the NCMC. The below list shows the tasks to be completed at the end of an event:

Task	Complete (Y / N)
Compile all correspondence and information received via the Planning function:	☐
Ensure all records are logged into the Event Log.	☐
Ensure all electronic log records have been printed and filed in the hard copy back up folder on the Planning Desk.	☐
Ensure the hard copy log is in numerical record order.	☐
Print all Planning documents developed by the Planning Desk and file in the Event Log.	☐
Ensure National Action Plans have been logged into the Event Log.	☐

Appendix B Shift Handover Form

Activation Name: **Current Activation Mode:**	**Outgoing Shift Planning Manager:**	**Outgoing Shift Date** **Shift Times: _ _:_ _hrs to _ _:_ _hrs**
Current Operations key information: (e.g. current event information, liaison with Groups / EOCs etc)	**Summary of key actions and/or decisions undertaken this shift:**	**Suggested incoming shift priorities: (e.g. directives from Controller and urgent information requirements)**
Information on status of National Action Plan:	**Issues arising and action required:**	**Non-urgent considerations:**
Extra Notes.	**Next Situation Report due: _ _ : _ _hrs**	**Planning Managers initials:**

Appendix C Response Goals / Objectives / Outcome Diagram



Appendix D Action Plan Template

Ministry of Civil Defence & Emergency Management
Te Rākau Whakamarumaru

New Zealand Government

National Crisis Management Centre ACTION PLAN	
EVENT NAME:	**ACTION PLAN No:**
NCMC Mode: *[1-4 and include description of the mode]*	**Date/time of issue:** *[dd/mm/yyyy, 00:00]*
Contact: phone: s6(a) [redacted] fax s6(a) [redacted] email: s6(a) [redacted]	**Public info:** web: www.civildefence.govt.nz phone: s6(a) [redacted]

References

Inset information

Section 1: Environment

Geography

Geographic boundaries	*Insert information*
Topography and key features	*Insert information*
Demographics	*Insert information*
Lifeline utilities / infrastructure	*Insert information*

Hazard(s) Assessment

Potential hazard sources	*Insert information*
Impacts	*Insert information*
Potential effects	*Insert information* MLE: • MCE: •

Response Situation

DESC / ODESC objectives and priorities	*Insert information*
Status of response agencies	*Insert information*

Section 2: Response

Controllers Priorities

Insert information

Implementation

Response Objectives	*Insert information*
Outcome	*Insert information*
Response Tasks (by agency; roles & responsibilities)	*Insert information*
Decision points	*Insert information*
Coordination measures	<u>Timings:</u> • <u>Routes:</u> • <u>Boundaries:</u> • <u>Locations:</u> • <u>Preparatory Measures for Recovery:</u> •

Logistics

Welfare	*Insert information*
Health / medical	*Insert information*
Lifeline utilities	*Insert information*
Transport / traffic control	*Insert information*
Finance	*Insert information*

Response outline	*Insert information*
International assistance	*Insert information*

Coordination and Control

Coordination arrangements	*Insert information*

Authorised by:

____

Controller

Appendices (suggested)

Maps

Response Structure

Appendix E Decision Log

DECISION / ISSUE LOG	Event Name:		Date Prepared:
Time	Comment	Action / Decision	Responsible

Ministry of Civil Defence
& Emergency Management
Te Rākau Whakamarumaru

NCC Intelligence function SOP

Version 1.5

16 November 2018

Version control

Version	Date	Author / reviewer	Summary of changes
DRAFT 1.1	1 August 2018	Rowan Wallace	Initial draft
DRAFT 1.2	7 August	Hannah Jolly	Superficial changes only – to align with revised template
DRAFT 1.3	23 Aug 18	Rowan Wallace	Development of task process content.
DRAFT 1.4	16 Nov 18	Steve Corin	Reorder and general tidy-up
REVIEW 1.5	XX Nov 18	Intelligence function	Version for review by Intel team members

Contents

Section 1 **Overview**

This Standard Operating Procedure (SOP) covers the key objectives and tasks of the Intelligence function during a CDEM led response. It is used by:

- The Intelligence Manager to ensure the completion of key tasks, and the management, review and adjustment of the overall operation of the Intelligence function.
- Intelligence function team members to guide them through their tasks.
- Other function staff to understand what the Intelligence function's roles, objectives and tasks are.

Roles

The Intelligence function is led by the Intelligence Manager, who is ultimately responsible for all Intelligence function tasks.

The Intelligence Manager may be supported by an Intelligence Team to support them in the execution of their tasks. The exact team structure and numbers will depend on (and vary according to) the event.

The Controller or Response Manager may request support from external agencies. Dependent on the nature of the event and response mode, the Intelligence function may have staff resources from external agencies additional to and separate from those present on the Liaison Desks. These staff could include:

- GNS Science / GeoNet (Science Advisor)
- MetService (Science Advisor)
- Additional agencies that have science and / or risk analysts / experts.

A Fire and Emergency NZ GIS team may also support the NCC. The purpose of this team is to:

- Assist with collecting relevant spatial intelligence
- Provide and maintain intelligence products that display geographically tagged information.

Partnerships

The Intelligence function works to the direction set by the Controller.

The key internal partnerships for the Intelligence function are below:

Function	Interaction
Control	• Support information collection planning processes • Prioritisation of information requirements • Approval of MLE / MCE scenarios • Release authority for SitReps and intelligence products (i.e. Hazard and Environmental Analyses, Information Collection Plans).
PIM	• Support Information Collection Planning processes • Collection and provision of informal information from media sources (i.e. social media, media) • Requires timely, accurate and accessible information / advice for sharing with the public.
Policy	• Collection and provision of informal information from Ministers or other government sources • Requires timely, accurate and accessible information / advice for sharing with Ministers.

Logistics	• Support Information Collection Planning processes.
Planning	• Support Information Collection Planning processes • Requires risk profiles to enable effective Action and Contingency planning.
Operations	• Support Information Collection Planning processes • Identification of indicators / warnings to measure progress against the Action Plan under implementation • Collection and provision of informal information from lifeline utilities and liaison agencies • Coordinates deployed resources – a primary source of information.
Recovery	• Text to be added
Welfare	• Support Information Collection Planning processes • Collection and provision of informal information from welfare agencies / forums.
International	• Support Information Collection Planning processes • Collection and provision of informal information from international sources.

Objectives

The Intelligence function serves as the information hub for the NCC enabling informed decision-making. In its capacity, the Intelligence function needs to both be a consumer of information and data that is provided to it, but also co-ordinate and task functional desks and other agencies to collect any required information.

The objectives of the Intelligence function are as follows:

Objective 1. Establish a performing Intelligence function	**Objective 2. Build a common operating picture across the response**	**Objective 3. Provide actionable intelligence to inform decision-making**
1.1 Understand the role of Intelligence for this emergency	2.1 Improve our understanding of the emergency	3.1 Forecast how the emergency may evolve
1.2 Establish an operational routine		
1.3 Establish an operational record		

Sub-objective 1.1 Understand the role of Intelligence for this emergency

Background

The work of the Intelligence function can be broken into three broad phases. These phases are used to illustrate what may be the focus of the function throughout a response, but are not specifically referred to further in this SOP.

Phase	Description	Duration
Phase 1: Understand how the emergency has occurred and how it is unfolding	Without direction from Control, the Intelligence function can initially consolidate currently available information. A Mode 1 or Mode 2 response is unlikely to go beyond this phase.	Begins at the start of an emergency. Ends once an Action Plan has been developed.
Phase 2: Deliver intelligence outputs that clarify and inform Control on key questions and actions	An initial understanding of the emergency has been developed. There will remain significant areas of uncertainty and our understanding will continue to 'firm up' as more information is received. However, there will be a shift in focus with Control considering how best to respond, for example through establishing an Action Plan. The Intelligence function will service these needs, generating intelligence to inform these decisions.	Begins following the first IMT meeting. Ends once the response has ended.
Phase 3: Scan for emerging hazards and risks	Intelligence is a forward-looking function, and needs to actively scan the operating environment for potentially unforeseen hazards or emerging risks. This activity can be undertaken without direction from Control, but should be informed by all available information. Any significant or meaningful intelligence indicated a deteriorating situation will need to be escalated.	Begins once Information Collection Plan has been established. Ends once response has ended.

Task 1.1.1 Understand the needs of Control

The purpose of Control is to coordinate the response. In order for Control to achieve this effectively, they need to base their decision-making on the most up to date and accurate information. The Intelligence function is the key provider of this.

To be effective the Intelligence function and specifically the Intelligence Manager will need to meet with and understand the specific needs of Control in order to be effective. This conversation will include other functions and sets the tone, focus and direction of the response.

It is useful for the Intelligence Manager to also set the tone of how they intend to run their function. In the case of Intelligence this often requires establishing the fact that the Intelligence function provides evidential advice to Control and that this needs to be both impartial and informative. This means that an effective Intelligence function will require all members to understand what questions or decisions Control needs more advice on, rather than simply a directive task to complete.

This task continues throughout the response, and the Intelligence function will need to adapt to any changes in the direction set by Control.

Insert starting point – web map diagram for first briefing?

Checklist	
1. Meet with Control (this could be the first IMT meeting)	☐
2. Ask Control about the purpose, tempo and expectations of the response	☐
3. Ask Control if there are any particular requirements they have e.g. presentational	☐
4. Present an overview of the capability and intent of the Intelligence function	☐

Task 1.1.2 Establish relationships with supporting agency Intelligence functions and the NCC Policy function

Relationships with other Intelligence functions within the response structure are vital for ensuring effective information flow, both horizontally and vertically. Ensure that the Intelligence function knows what supporting agencies are operating, and the most appropriate forms of communicating with these agencies.

Likewise, the NCC Policy function is a regular consumer and repackager of intelligence products, primarily as ministerial briefings and updates. Establishing a good working relationship with the Policy function will ensure the good flow of intelligence and updates to these stakeholders.

Checklist	
1. Familiarise the function with key supporting agencies	☐
2. Liaise with the policy function and agree on the best way to interact	☐

Task 1.1.3 Attend IMT meetings

The Incident Management Team (IMT) assists the Controller by providing advice and specialist knowledge. Regular meetings of the IMT will be scheduled, and the Intelligence Manager or a representative will need to attend these meetings.

Checklist	
1. Nominate a representative to attend these meetings	☐

Task 1.1.4 Establish the appropriate level of organisation for the Intelligence function

Based on the information available, decisions will need to be made on how the Intelligence function is resourced and organised. Key questions include identification of the number of staff required (across the different shifts) and whether any specialist skills are required to complete the likely tasks.

Checklist	
1. Confirm the number of shifts	☐
2. Identify the number of staff required for each shift	☐
3. Identify any specific skills required	☐
4. Work with logistics to develop a roster	☐
5. Call in supplementary staff if required	☐

Sub-objective 1.2 Establish an operational routine

Background

Once the key resourcing has been decided the Intelligence function will need to establish a routine that ensures it is delivering the right outputs, at the right time. The main task will be to establish a daily schedule that provides clear direction and certainty to the team.

Task 1.2.1 Establish and maintain a daily schedule

The daily schedule is the key means for managing the processes / procedures of the Intelligence Team.

The schedule should be arranged to meet the requirements of the response centre's schedule which is set by the Response Manager.

Checklist	
1. Access the NCC daily schedule	☐
2. Identify outputs or activities that depend upon Intelligence function outputs	☐
3. Use these activities to create a specific Intel daily schedule	☐

Task 1.2.2 Establish a shift handover protocol

Handovers can be a tricky process, particularly as new staff transition into the pace and workflow of existing staff familiar with the response. Customising a shift handover protocol ensures that the specific circumstances of this response are taken into account. A shift handover protocol forms the basis of ensuring that all key aspects are covered.

Checklist	
1. Access the shift handover protocol template here	☐
2. Provide a copy of the completed shift handover protocol to all Intelligence staff	☐

Sub-objective 1.3 Establish an operational record

Task 1.3.1 Establish and maintain a Status Update

A Status Update provides a simple overview of the how the Intelligence function is operating to Control. They provide an overview of current tasks and outputs, alongside signalling any potential complications. A Status Update will not be required for every response, particularly those which remain small. Their main value is two-fold, ensuring that Control understands the focus of the function in periods between IMT meetings as well as providing a basic overview of the function which can be used during shift handovers.

Checklist	
1. Check with Control as to whether a Status Update is required	☐
2. Add the Status Update into the daily schedule	☐
3. Access the Status Update template here	☐
4. Once complete, provide a copy of the Status Update to Control and all staff in the Intelligence function	☐

Task 1.3.2 Establish and maintain an Event Log

Intelligence Event Logs are developed and maintained to provide an easily searchable record of all key Intelligence inputs, outputs, issues and decisions that form a critical part of the overall record for the response. The custodian of the Event Log is the Intelligence Manager, but all staff are expected to contribute to this when they make a significant decision or issue an output.

Checklist	
1. Access the template for an Event Log here	☐
2. Ensure all Intelligence function staff know where to access the Event Log	☐

Task 1.3.3 Agree on information management

In order for all members of the Intelligence function to operate at full effectiveness they need to be able to easily access information and files. Deciding a basic information structure, including filing and naming conventions and the sign out process supports this. A set of established conventions is available and can be tailored to the situation at hand.

Checklist	
1. Access the existing Information Management conventions here	☐
2. Tailor these conventions to suit the response	☐

3. Ensure all Intelligence function staff have a copy of the conventions	☐

Sub-objective 2.1 Improve our understanding of the emergency

Background

The Intelligence function aims to provide decision-makers with the most current and accurate information possible regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

The information needs of decision-makers will change throughout the period of the response and the Intelligence function will need to be ready to cater to this.

Post-impact, especially post sudden-onset impacts, there will be a rush to fulfil information requirements for multiple stakeholders (e.g. response staff, response governance, political and public). Due to the confusion that can result in such a situation, the Intelligence Manager will need to use their discretion in deciding what information sources to rely upon, taking into account the unique characteristics of the situation.

Whilst initial information requirements are likely to be generic, these will increase in fidelity and scope as situational awareness increases. A brief outline of these stages is provided below.

Time period	Focus
Immediately post impact	• Identifying impacts • Identifying immediate response priorities and needs
24-72 hours post impact	• Identifying risks and mitigation strategies • Confirming impacts • Enabling immediate action by response elements • Pre-emption of requests for resources • Confirming on-going life-sustainment needs • Identifying ongoing safety information needs for the public.
72 hrs – 10 days post impact	• Confirming needs assessments: • Short-term (1 month) • Medium-term (1-3 months) • Determining the ability to transition from response to recovery (comprehensive needs assessments).
Beyond 10 days	• Developing an understanding of the requirements for rehabilitation / regeneration to support ongoing recovery and enhanced resilience.

Task 2.1.1 Collect Standing Information Requirements

Standing Information Requirements are a consistent set of requirements for all emergencies. Standing Information Requirements are pre-defined in advance of an emergency, and ideally the tools, relationships and procedures are already established to make this information available to the NCC from the beginning of the response.

Standing Information Requirements are only a starting point and will be modified as requirements evolve.

Checklist	
1. Access the Information Collection Plan template here: LINK	☐

2. Add information collection tasks to the Daily Schedule	☐
3. Make the Information Collection Plan available to all NCC staff	☐
4. Identify how regularly the Information Collection Plan will be updated e.g. following the release of an action plan	☐
5. Add the update into to the Daily Schedule	☐

What is an Information Collection Plan?

The Information Collection Plan is the primary product used by the Intelligence function to coordinate the collection of information requirements on behalf of the NCC.

An effective Information Collection Plan will be synchronised with the Action Plan and be continuously updated as the response evolves.

The Information Collection Plan outlines:

- The information required
- The format it will be provided in
- How regularly the information will be updated
- Where to source the information

Update and maintain the Information Collection Plan as information is collected and new requirements are developed

As priorities shift to sustained response and transition to recovery, the Information Collection Plan should be continuously adjusted to reflect changing requirements as key activities determine what information is essential.

Drawing on the progress of the earlier stages of the intelligence cycle and any feedback received, the Intelligence function should review the Information Collection Plan to:

- Assess if the Information Collection Plan need to be modified as information requirements are met and information gaps / uncertainties reduce
- Determine if any information gaps exist in the understanding of the situation:
- Do new developments with the event require a reprioritisation of requirements?
- Are there issues with the information flows to the Intelligence team? Are there any information gaps?
- Has the Information team sufficiently processed and interpreted the information? If not, how can this be remedied?
- Assess whether the quality of any of the information collected needs to be improved. It is vital that the Intelligence team is aware of whether or not its products are providing value and meeting customers' requirements. The Intelligence team should seek feedback from customers.
- Assess whether a reprioritisation of information collection objectives is required.

Task 2.1.2 Compile and existing information in a Situation Report and disseminate

By this stage a basic level of understanding has been developed about the emergency. It is expected that there is now an understanding of what caused the emergency, the scale of this event and a rough indication of the areas most affected. The next task is to consolidate and compile all relevant information into an overall picture of the emergency to inform the NCC, Control and other stakeholders.

Checklist	
1. Discuss with Control how often a Situation Report (SitRep) will be issued. For many responses, a daily SitRep is sufficient.	☐
2. Add the SitRep into the Daily Schedule.	
3. Access the SitRep template here: LINK	☐
4. Obtain approval for release of the SitRep from the Controller (or Response Manager if delegated)	☐
5. Send final document to the Operations desk for dissemination	☐

What is a Situation Report (SitRep)

A SitRep should only consist of verified facts and information. The purpose of a SitRep is to share basic fundamental information on the emergency and response, including:

- Summarise current impacts from an event
- Summarise the response and recovery efforts
- Highlight major issues
- Inform public information management
- Inform response governance

The primary audience for NCC SitReps are external. Control and all other NCC functions should have access to more detailed information that supports situational awareness (Task 2.1.4). Therefore stakeholders include:

- ODESC / Watch Groups
- Director MCDEM
- CDEM Groups
- Territorial Authorities
- Supporting agencies
- Interested parties e.g. media

Task 2.1.3 Identify Controllers Priority Information Requirements

Control has now begun to make decisions on the priorities for action and any immediate response needs. These decisions are likely to be based on incomplete and uncertain information. Whilst the Intelligence function needs to continue gathering the basic Standing Information Requirements, the primary focus is helping to provide intelligence that enables Control to make better informed decisions.

The data and information that enables this intelligence is called the Controllers Priority Information Requirements.

Checklist	
1. Meet with Control to understand any: a. Overall NCC and response goals b. Operational period priorities and broader key questions that will determine how they will approach the response c. Upcoming decision-points where there is uncertain or incomplete information	☐
2. Turn the needs of Control into clear information requirement statements (these are collectively termed the Controllers Priority Information Requirements)	☐
3. Request or task appropriate NCC functions and/or supporting agencies to provide Controllers Priority Information Requirements	
4. Publish the Controllers Priority Information Requirements onto a screen in the NCC	☐
5. Update the Information Collection Plan as required	☐

What are Controllers Priority Information Requirements?

These information requirements are associated with a decision that will affect the overall success of the response. They are an absolute priority for the Intelligence function and the wider NCC. The gathering or consolidation of Controller Priority Information Requirements are generally not added to the daily schedule. This is because the information is time critical and Control should be informed of any new information that is received.

The Controllers Priority Information Requirements will change as the response evolves.

What constitutes a clear information requirement?

Good information requirements should:

- Ask only one question
- Are tied to key decisions that the Action Plan requires or the Controller has to make
- Focus on a specific fact, event, or activity
- Are complete, specifying:
    - Who needs the information
    - When the indicator is expected and the latest time the information is required by
    - What the specific information need / indicator is
    - Which area(s) the information is sought for
    - Why the information is required.

For example, if the decision that requires more information on the adequacy of stockpiled provisions to support displaced persons then the key information is the number of displaced persons in Community Defence Centres.

The information request to support this would be: What is the current total population within Community Defence Centres in location X as at 16:30 (21/08/2001)? (source CDEM Group)

Requesting information collection

Where information that is required is not available, a request will need to be made to the relevant NCC function, supporting agency or party. When requesting information, you must include:

- What the information required is
- What form is the information required to be reported in (i.e. report, SitRep, imagery, data, report)
- When the information is required by.

It is good practise to provide some context in every request, allowing the recipient to use some discretion, for example if there is additional information which would be useful. Consider including in your request:

- What the information is required for
- How often is this information required or specify that this request is a 'one-off'

Information requirements may also need to be delivered in a short time frame that is not suitable for tasking through the Information Collection Plan. In this case, an information request could be made verbally to expedite collection, though must be followed up with a written version (i.e. email) for audit trail purposes.

Information requests should always start as a request. However, if information is not forthcoming, then consideration should be given to requiring information as outlined in s 76 of the CDEM Act. This will be at the discretion of the Controller, and a process and template is provided here (TBC – should we develop?).

Publish the Controllers Priority Information Requirements

The Controller's Priority Information Requirements should be overtly displayed within the NCC to ensure that NCC staff are aware of them, and are continuously reminded of them. This will help to ensure that when information pertaining to a Controllers Priority Information Requirement is received by any desk within the NCC that it can be promptly provided to the Intelligence function and Control to enable it to be actioned.

Task 2.1.4 Display a situational overview across the NCC

In order to maintain a common understanding of the emergency, a situational overview will be shared and displayed across the NCC. In order to achieve this the Intelligence function will need to ensure that key information is provided in the form of summarised information, such as dashboards, or indicator sets.

Checklist	
1. Determine key information and intelligence to display	☐
2. Display this information, always include a timestamp	☐

The difference between the situational overview and a Situation Report

A Situational Report is a formal document provided by the NCC to all stakeholders. It only includes validated information. A situational overview is the presentation of summarised information and other intelligence designed solely for all functions across the NCC to understand at a high level the situation on the ground. The best example of a situational overview is a dashboard, which aggregates data into a live summarised view.

The difference a situational overview and situational awareness

A situational overview as the name implies, is focused on high level, summarised information. In contrast situational awareness refers to much more specific operational level detail. The purpose of the Intelligence function is to provide meaningful intelligence, by determining information and processing this to support an informed NCC. Therefore, operational level detail or 'raw' information feeds (e.gf. weather radar, individual river levels) should not be presented to the NCC unless they serve a purpose.

Due to the technological constrains, there are cases where this 'raw' information may be displayed on a projector that is viewable by the NCC.

Bespoke information products for Control

In order to best understand and utilise the Intelligence information, Control may require bespoke products (maps, reports, verbal briefings etc.) to be produced. For clarity, as these are bespoke products, they are not discussed further in these Standard Operating Procedures, although a series of templates are available in Drive link XXX.

Sub-objective 3.1 Forecast how the emergency may evolve

Background

Forecasting is vital for understanding how the current situation and emergency may play out, for example the potential for impacts to escalate. This allows the NCC to frame the situation, develop response priorities and objectives that ultimately enable response operations to stabilise the situation.

Task 3.1.1 Develop a Hazard and Environment Analysis (HEA)

The Hazard and Environment Analysis (HEA) is an analytical process designed to forecast how the hazard(s) might develop in the affected area. It is future-focused and a key element of the planning process.

The HEA is vital for:

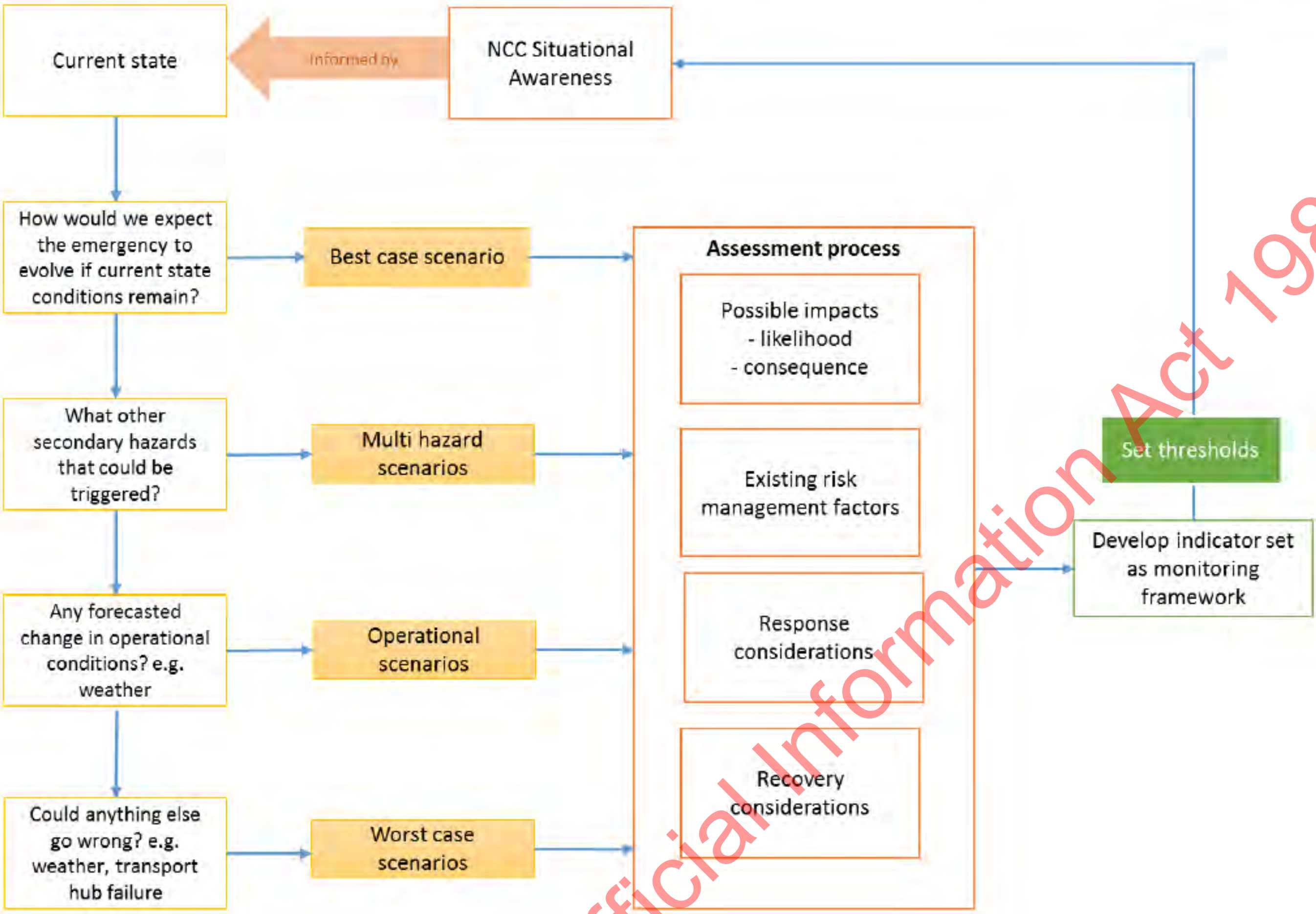
- forecasting hazard developments
- analysing environmental factors
- helping the Planning team to maintain their situational awareness, and plan for the future
- enabling a proactive response that acts before hazard consequences occur

Checklist	
1. Access the HEA template here	☐
2. Develop potential scenarios of how the emergency may evolve	☐
3. Assess scenarios	☐
4. Develop ‘indicators’ that allow for the NCC to monitor for key trends and impacts	☐
5. Determine ‘thresholds’ for each indicator which trigger escalation to Control	☐
6. Display indicators and thresholds across the NCC	☐
7. Add key indicators to Information Collection Plan	☐

How to develop a scenarios and forecasts

Scenarios provide a way of building a model to understand or forecast how an emergency could develop. Multiple scenarios are generally developed (for example, worst case and most likely) in order to understand the range of implications.

A simple flow chart below provides an outlines how some of these scenarios could be constructed. The assessment process follows standard risk assessment practices, and serves to understand the potential risks that may impact the response. This is supplemented by considering possible risk treatment options, which can be used by the Planning function to develop contingency plans based upon.



Outputs of scenario assessment

The initial conditions relates to the sum of your present knowledge of the emergency as it stands. The other elements of the scenario are predictions of what might occur. The relevant information to gather from the assessment includes:

- Identification of impacts that might be caused from the emergency, with an indication as to how likely they are to occur and what impact they may have
- A summary of current risk management practices
- Identification of options to improve risk management.

Developing indicator sets

Indicators are a basic subset of information that measure how the emergency is evolving, for example escalating or stabilising. A lead indicator provides some predictive value, and lagging indicators confirm an event has occurred.

Indicators will vary according to the hazard being monitored, but should encapsulate the four recovery environments.

Some of the key questions that can be supported by indicator sets are highlighted below:

Process steps	Key questions and example Indicators

Current state	Is the hazard event continuing to worsen? e.g. river levels continue to rise
Estimated Impacts	Has the impact been underestimated or is it continuing to worsen? e.g. number of identified houses destroyed continues to increase Are there adequate response resources? e.g. forecast food demand vs supply Are response activities effective? e.g. public information leading to effective fuel rationing
Potential changes	Are there any forecast impacts in the operational environment we need to plan for? e.g. incoming cold-weather will require improved overnight shelter Is a significant secondary hazard likely to occur? e.g. monitoring fire reports following an earthquake that has cut-off water supplies

Developing thresholds

Thresholds are where an indicator reaches a set point where Control needs to be informed. A threshold is set by identifying critical points within an emergency, and should relate to either the initiation of a contingency plan or a reconsideration of priorities. For example, based on river level rises, a change from a no evacuation plan to evacuation due to the high likelihood of flooding.

The difference between an indicator and a threshold

Indicators are measurements, events, or other data that is a predictor of change in demand, availability of resources, or situation e.g. water supply points within 1500m walking distance of households.

A threshold expresses a potential trigger point that may result in a significant change in the environment e.g. once the water availability reduces to less than 2l per person per day, then there are likely consequences to the availability of drinking water. Thresholds are often also trigger points for decisions, for example, requiring a significant reassessment of the priorities or direction of the response, or potentially enacting a contingency plan.

Section 2 **Appendices**

Support agency contacts

Earthquake Commission

(EQC)

EQC operates the "Minerva" risk-modelling tool that is able to estimate expected damage to residential properties. EQC has agreed to provide the output of the model for an earthquake to the NCMC to inform the assessment of impact and consequences to guide the response and recovery activities. The procedure for obtaining the information from EQC is outlined in the table below.

Step	Action
1	Contact made with EQC Operations Manager s9(2)(a)
2	Request made for Minerva impact assessment data to be provided.
3	Confirmation of address and arrival.

Land Information New Zealand (LINZ)

LINZ is able to provide information and expertise during a response, including elements such as aerial imagery, LiDAR, property surveys and bathymetry.

A list of support services and contact details is available here:

S:\MCDEM\NCMC SOP development\Intelligence\Contacts\LINZ Emergency Management Support - Contact Detatils.pdf

Logistics
Standard Operating Procedure
(CDEM NCC)

February 2016

Ministry of Civil Defence
& Emergency Management
Te Rākau Whakamarumaru

Section 1 Overview

Introduction

This document describes the responsibilities, processes and procedures for the Logistics Desk in the Civil Defence Emergency Management (CDEM) National Coordination Centre (NCC).

This document must be read with knowledge of, or in conjunction with the Logistics Directors Guideline.

Purpose

The Logistics function facilitates the communication and coordination of actions across agencies relating to national level logistics support during an emergency in New Zealand. As such, Logistics oversee the provision of resources (be they personnel, Equipment, supplies, services, facilities and/or finance) to support the response.

Logistics actions generally precede those of other functions, so must be completed promptly to allow the other functions to operate effectively.

Responsibilities

In an effort to support the wider response, Logistics staff are responsible for:

- receiving authorised resource requests, and procuring the resources,
- requesting, receiving, storing, maintaining, and issuing procured resources,
- notifying lower level CCs of resources available,
- participating in the development of the Action Plan,
- tracking financial expenditure,
- managing information requirements to ensure appropriate accountability and reporting,
- activating and operating any required Assembly or Staging Areas,
- providing transport,
- overseeing communications into and out of the CC,
- establishing and maintaining information and communication technology networks,
- providing record-keeping and administration support,
- ensuring CDEM NCC facilities are functional and staff are administered effectively in order to meet response requirements
- undertaking tasks described in the Action plan and/or the National Action Plan,
- collating and matching offers of assistance with requests, and
- advising the Controller and the Incident Management Team of logistics issues and resource levels.

Logistics may require the following **processes or advice** to operate effectively:

- procurement,
- tracking, to record resource arrival, issue, maintenance, and disposal,
- finance, including recording and tracking of expenditure,
- legal advice, and
- a response log, to record significant logistics activities.

Section 2 Logistics Sub-Functions

Introduction

Logistics consists of nine sub functions. The sub functions are staffed by a Manager, Logistics Officers and Logistics Specialists as required. This document is structured around the sub-functions, beginning with an explanation of each in the following table.

The roles of Manager, Officer and Specialist are explained in ***Section 2.3 Roles***

2.1 Sub functions

Sub-function	Description
Logistics Management See Section 2.3	The Logistics Manager is responsible for ***coordinating and managing***: • the Logistics team • logistics facilities established for the response • CDEM NCC resources and processes ***And ensuring:*** • the efficient use of logistics staff, • the allocation of tasks, • the procurement, allocation and tracking of resources The CDEM NCC Logistics Manager also represents the Logistics function at Incident Management Team (IMT) meetings.
Supply See section 3	Supply at a CC is responsible for procuring resources, tracking offers of assistance and providing supply information to Planning. Supply at an Assembly Area is responsible for receipt, storage, inventory tracking, and loading of supplies and equipment.
Transport See section 4	Transport is responsible for providing transport, and for equipment maintenance. Transport works with Support to transport resources from Supply's holding areas to where they are needed. Transport may be carried out by the Supply team.
Finance See section 5	Finance tracks response costs, pays accounts and invoices, provides authorised cash advances, and audits financial accounts. This team should, as far as possible, use the business-as-usual finance system for the response agency. In some agencies, in a larger response or at a higher response level, Finance may be a stand-alone IMT function.
Information Communications Technology (ICT)	ICT is responsible for establishing and maintaining the communications links and information technology networks in the CC. Communications receives messages, logs them, and then distributes them to relevant functions, and send radio or courier messages on behalf of other functions. In more complex responses, a

See section 6	communications plan may be needed. In some agencies this is part of Operations or a separate function.
Facilities See section 7	Facilities is responsible for securing buildings and land for use by response personal, and maintaining these throughout the response. Facilities may assist welfare with providing buildings and accommodation for affected members of the public. Facilities arranges contracts to procure the use of commercial facilities, and Supply provides procurement advice and input.
Catering See section 8	Catering provides meals and drinks to response personnel (foodstuffs are ordered by supply). Catering arrangements must be made where a response lasts more than six hours and responders are not self-supporting. This function may be combined with Supply. Catering may also work with Welfare to arrange catering support for the affected communities.
Personnel See section 9	Personnel are responsible for managing human resources, including registering and training response personnel (including spontaneous volunteers), and payment of staff (where required). Personnel from other agencies report to Personnel for registration, attend any briefings or training, and are then directed to their assigned team.
Administration See section 10	Administration is responsible for arranging clerical support, cleaning, maintenance, pool vehicles and record-keeping, particularly of key response documents. Administration is usually activated to support local or higher level CCs, though they may be activated at large incidents or Assembly Areas

2.2 Roles

The Logistics sub functions are performed by a Manager and officers or specialists. Depending on the scale of the response, several staff could perform all sub functions or multiple staff could be required for each sub function. See the table in ***Appendix A*** for some estimates of staff requirements for each mode of response. There are also position descriptions and checklists for the Manager, Officer and Specialist. See ***Appendix B.***

Section 3 Supply

Introduction

The supply function manages the procurement of resources or assistance to support the response effort. Supply staff often operate in a reactive manner to fill requests issued by the Operations Desk but can also operate proactively with the Planning Desk to identify future resource needs.

This section explains Resources, Offers of Resources or Assistance, Purchasing.

3.1 Resources

Introduction

Resources come from a variety of sources for managing emergencies including:

- CDEM Sector
- CDEM Liaison agencies
- NGOs
- Private Organisations
- Internationally

Seeing as CDEM own very few resources, managing resources from vendors can be a very big part of emergency response. The most important things to understand about resources in the context of the CDEM NCC are:

- When do you get resources?
- Where do you get resources?
- How do you get resources?
- What if the resources run out?

Answers to these questions are explained in this section.

When do you procure resources?

Procuring resources should only be carried out if you receive direction from the Controller and / or a task from the Operations function. The Operations function decides which resources are required and why based on Offers made to and requests made of the CDEM NCC. See ***Appendices C and D*** for details of the process.

The following applies:

- The CDEM NCC is not responsible for procuring resources for agencies where that might be considered core business, e.g. sucker trucks to clear council drains.
- The CDEM NCC may however be called on to expedite the deployment of resources where government agencies are involved in the deployment or the normal deployment mechanisms are unavailable as a result of the emergency.
- Procurement on behalf will only be undertaken when capacity of the CDEM NCC Logistics team allows. Confirmation of arrangements need to be made prior to committing the council to the order.
- Alternatively, where transport routes are largely available, the CDEM NCC may simply act as a facilitator with the final arrangements being made between the council and the supplier.

Where do you procure resources?

CDEM NCC resources can come from CDEM Groups not effected by the event, CDEM NCC Liaison agencies, National level organisations or internationally.

- CDEM Group resources:

  The two most likely resources required from CDEM Groups are staff and resources they have in their area which need to be pooled and reassigned to other CDEM Groups.

- CDEM NCC Liaison resources:

  CDEM NCC Liaison agencies can be a source of resources. E.g. NZDF own aircraft, boats, vehicles etc.; TRT has access to a huge number of plant and contractors; Red Cross have tents, response teams etc.

- National organisation resources:

  Depending on the event and the resources required, there may be national organisations with resources that can be procured. E.g. Hirepool, Bunnings, Mitre 10, Civil Contractors NZ etc.

  These resources are identified by utilising networks and searching the internet or phone books. A concerted effort must be made as part of each event to identify appropriate vendors.

- International resources:

  Other countries will offer resources during large events, they can also be requested but this is strictly via the CDEM NCC International Cell and The Ministry of Foreign Affairs and Trade (MFAT).

It is critical to understand the CDEM hierarchy and which resources are considered local, regional or national. Minimising clashes with resource procurement will greatly increase effectiveness and timeliness during response.

Figure 1 on the next page, graphically represents the areas of jurisdiction for resourcing during events. Also see Procurement Principles.

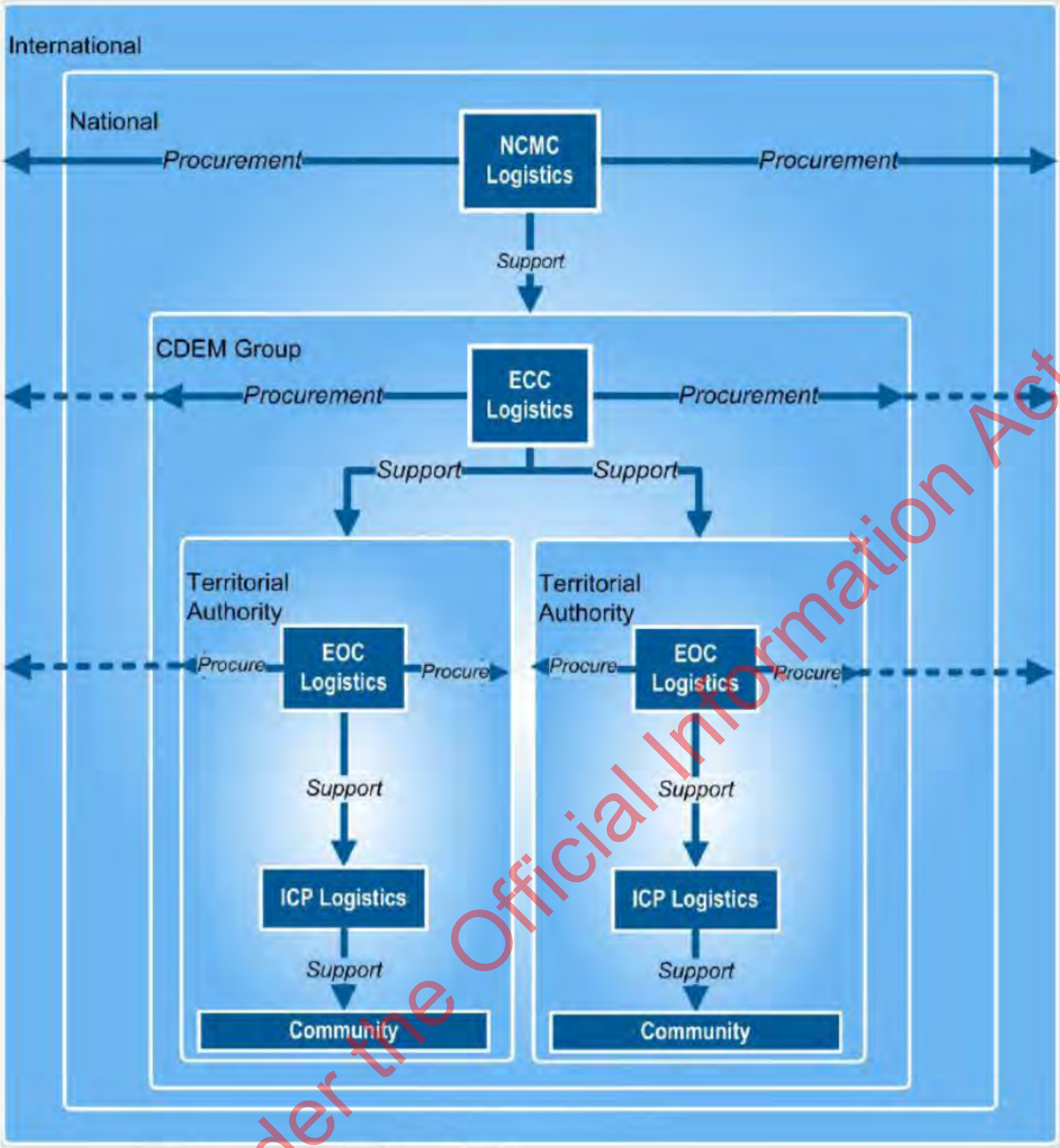


Figure 1.

How do you procure resources?

The most important thing when procuring resources is having the right information to ensure you get the right resource/s as quickly as possible. The information may be contained in the EMIS Requests for Resources from Operations list (via the EMIS Operations page) which would be forwarded to you in a task from Operations, the Offers of Assistance list (on the EMIS Logistics page) or manually using the Resource Request Information Form attached as ***Appendix E***. There is also a request form developed specifically for requests for staff from CDEM Groups which is attached as ***Appendix F.***

Once you have the right information, contact the vendor and let them know your request.

If payment is required you will need to provide a purchase order number. Refer to the Purchasing Section.

Procurement Principles

The following principles apply to remove ambiguity during response:

1. Resources should remain in the control of their owner (unless requisitioned) where possible.
2. Resources, including personnel, may be 'made available' i.e. at no charge to the organisation they have been made available to.
3. Resources that have been made available to the Local Controller have by default been made available to the Group Controller (during a state of local emergency) and the National Controller (during a state of national emergency).
4. Resources may be contracted.
5. Resources that have been contracted by a local authority, may be requested by the Group's Controller to be released from their contract in order to deploy to areas deemed in greater need by the Group Controller.
6. The Group Controller (among others) may enter into a contract despite anything in the Public Bodies Contracts Act 1959 during a state of emergency
7. Resources may be requisitioned by a Controller or constable where these are urgently necessary to preserve human life (CDEM Act 2005, s. 90).

What if resources run out?

As depicted in ***figure 1*** on ***Page 11***, resources should be exhausted within a boundary before requesting resources from the CC above. It is common for resources run out in a large scale response and certain domestic resources could also be diminished.

If a resource runs out (preferably before it runs out) domestically, there are three questions to ask:

Question	Considerations	Tasks
Can the job be postponed until resources become available?	• When will the resource be available? • What are the impacts of not getting the resource immediately (including community, political etc.) • What if the need increases?	• Discuss the issue with Planning and see if they can help with options • Talk to Operations about the urgency and options • Ensure the Controller is aware and ask for guidance
Are there alternative resources that could be supplied?	• Does the requestor have any ideas? • Who can you ask for technical information? • What if the need increases?	• Talk to the person that requested the resource about alternatives • Contact experts / professionals in the field for ideas on alternatives • Discuss the issue with Planning and see if they can help with options • Talk to Operations about the urgency and options • Ensure the Controller is aware and ask for guidance
Could another country be asked to supply the resource?	• Will it take too long?	• Explain the shortage to Operations • Talk to the International Cell and handover all information on the resource

3.2 Requests for Resources or Assistance

Requests may come from CDEM Groups seeking assistance in identifying support staff. The CDEM NCC circulates this request through the CDEM Groups outlining the positions sought and deployment requirements. Groups then collate the responses back to the CDEM NCC for staff selection and deployment.

CDEM Group requests for CDEM NCC staff

Following consultation between the CDEM Group Logistics Manager and the CDEM NCC Logistics Manager, a CDEM Group may submit a request for CDEM NCC staff to assist in a local response.

A 'CDEM Group request for staff' form has been developed for this purpose*. The CDEM Groups needs to clearly explain:

- The role being filled and a definition of what that role is
- The location where this role is required
- The number of people required for this role in this location
- The estimated period of deployment

The form should then be submitted by email to s6(a) [redacted] for subsequent action by the Logistics staff.

* A copy of the form can be found in Appendix A, p 47 at the end of this document and on EMIS in CDEM NCC portal\operational procedures\logistics.

CDEM NCC requests for staff from CDEM Groups

Supplementary staff may also be required for the CDEM NCC in this case, the [who will request staff National Controller? Response manager?] will lodge a request with the Logistics Team. The Logistics Team will then undergo the following:

Step	Action
1	Collate requests from the Group(s) with a view to seeking support from the sector.
2	Compile a request to go out to CDEM Groups using the 'CDEM NCC request for staff' form which can be found at **Appendix B** on page **Error! Bookmark not defined.** or on EMIS in CDEM NCC portal\operational procedures\logistics.
3	Send out the request via email to CDEM Groups outside the area of impact. Include in the covering email: • The time the request should be responded to by (close off time) • The person (and/or position title) to contact in the CDEM NCC if there are any questions • Contact details for the CDEM NCC Logistics desk contact person and 24/7 contact details for the Operations desk at the CDEM NCC • Specification that replies should be submitted as one file per staff member, along with any supporting documentation that might be required.

4	As replies come into the CDEM NCC, Logistics Staff will load offers of staff into the EMIS (see below). Once close off time arrives, Logistics staff will review the offers of assistance considering: • Known and evident suitability of the staff offered • The potential cost of deployment • Other skills available A list of staff recommended to fill the request will be compiled and consulted with the requesting CDEM Group prior to confirmation. At this time, Logistics staff should also discuss local arrangements that might be suitable for incoming staff e.g. travel to region, meeting at airport, onward travel to location, accommodation venues, start times etc.
5	Once confirmed, Logistics staff will • liaise with selected staff to confirm arrangements prior to booking • complete the arrangement for individual itineraries • liaise with staff to confirm arrangements • Give deploying staff the Logistics desk contact details for assistance during deployment
6	When bookings are completed, the Logistics desk should liaise with CDEM Groups that have offered staff to confirm who has been selected and to put others on hold or decline at this time.

Tracking deploying staff

Part of the role of the Logistics desk is to track resources. To ensure that arrangements are panning out as expected, deploying staff should confirm with the CDEM NCC Logistics desk that:

- their travel arrangements are on schedule (or not)
- that they have been met or have arrived at the ECC/EOC as arranged (at which point CDEM NCC tracking stops)

When returning home, deploying staff should also advise that their flight is on schedule.

3.3 Offers of resources or assistance

Introduction

Offers can come in many forms and be referred to by differing terms including goods, services, supplies, financial contribution, plant and equipment, support from other agencies or from other countries. The CDEM sector refers to offers simply as Resources or Assistance. It is crucial all offers are managed appropriately to ensure the Coordination Centre gets only what it needs and offerors are well informed.

Domestic offers

Domestic offers are those made within New Zealand and at the CDEM NCC level are often NGOs, private organisations or other government entities. All offers need to be recorded, assessed and either declined, accepted, or put on hold. There are three relevant processes:

1. **Recording Offers:** See ***Recording Offers of Resources or Assistance***.
2. **Accepting Offers:** See ***Accepting Offers of Resources or Assistance***.
3. **Domestic Offers process flow:** See the process flow for Domestic Offers – ***Appendix E.***

International offers

International offers of assistance are described in detail in the International Assistance Cell SOP.

International offers will be made to the Ministry of Foreign Affairs and Trade (MFAT) and relayed to the International Cell in the CDEM NCC. These offers are matched against domestic requirements (in conjunction with Logistics) and if required, the International Cell and MFAT manage the request.

Once international offers have been accepted, deployment may include Logistics transport staff, particularly when the resource reaches New Zealand shores. See the Transport section for more information on deployment assistance.

There are three relevant processes:

1. **Recording Offers:** See ***Recording Offers of Resources or Assistance***.
2. **Accepting Offers:** See ***Accepting Offers of Resources or Assistance***.
3. **International Offers process flow:** See ***Appendix D.***

Recording offers of resources or assistance

Domestic and International Offers are recorded using the EMIS Offers of Resources or Assistance (International or Domestic) list which is on the EMIS event site Logistics page. It is good practice to open a browser tab dedicated to Offers so it can be referred to and used as required. To do so follow the steps below:

Step	Action
1	Open Internet Explorer
2	Open EMIS s6(a) [redacted]
3	Go to the Logistics Page of the event site
4	Right click on the browser tab and select Duplicate tab (You now have two tabs of the Logistics page).
5	Click the Offers of Assistance (International or Domestic) heading in one of the tabs
6	To add a new offer, click 'Add new item'.

Note: An offer is only as good as the amount of detail in it. Ensure you have all of the information for every offer to save time if / when the resource is required.

Loading offers of staff support

As replies are received from CDEM Groups, information should be loaded into the EMIS for collation.

<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Save files attached to offer emails onto the desktop.</td></tr>
<tr><td>2</td><td>Upload any medical certificates, vaccination records and gratis purchase orders to the relevant library (see below). Ensure that the file can be matched to the individual being offered through appropriate file naming.
<table>
<tr><th>Step</th><th>Action</th></tr>
<tr><td>1</td><td>Select add a new item in the appropriate library.</td></tr>
<tr><td>2</td><td>Browse to the file you wish to upload and add the file. If the file name is not suitable, once uploaded, edit the item to change the file name and add further information to the Title column to more accurately identify what the file is.</td></tr>
</table>
</td></tr>
<tr><td>3</td><td>Add a new item in 'staff offered for support' and complete the form with information about the staff member being offered. If there is insufficient information to support the decision making process for deployment, call the person being offered and seek to complete the record.</td></tr>
</table>

Accepting offers of resources or assistance

Offers that are accepted, resources that are procured or resources that are owned are entered in the resource database in EMIS so they can be moved around the country and tracked.

For detailed information on this process, see the EMIS Resources user guide on EMIS National Documents.

Steps for creating a resource are as follows:

Step	Action
1	Open Internet Explorer
2	Open EMIS s6(a) [redacted]
3	Go to the Logistics Page of the event site
4	Click the Supply and Transport button at the top of the page
5	Click the Create a Resource button at the top of the page
6	Fill in the fields according to the user guide

Unwanted offers

Although less likely at the CDEM NCC level, unsolicited goods can become a significant problem during events if not managed. Early notice to the New Zealand public to offer their support by way of a financial contribution will help minimise the arrival of unsolicited goods into the areas affected by an emergency. [Refer to Donated Goods Management Planning BPG 2/06]

3.4 Purchasing

Introduction

A Purchase Order is an official offer from a buyer to a seller. Purchase Orders are the responsibility of the Supply function and should be created for any resource that is being paid for during an event. In a large scale event, expertise from within the finance department should be drawn upon to carry out this process.

Delegations

The National Controller has a financial delegation for local and national emergencies which covers CDEM NCC response costs as well as claims from CDEM Groups.

The Logistics Manager must discuss financial delegations with the Controller for each event. Financial delegations could be per event or per Purchase Order amount. Even with financial delegation in place, any Purchase Orders must be consistent with the Incident Action Plan unless approved by the National Controller.

Logistics Officers and Logistics Specialists do not have a financial delegation therefore a paper trail of authority must be maintained.

EMIS Purchase Order process

To create a purchase order in the EMIS:

Step	Action
1	Open the purchase order form (from the event site Logistics/Procurement)
2	Complete all the fields and click ‘submit’.
3	Switch the form to print mode and print a hard copy of the purchase order then close the form.
4	Get the purchase order signed by the Logistics Manager or National Controller.
5	Scan the signed purchase order and import into EMIS (see below for instructions).
6	Send the purchase order to the vendor by email or phone the purchase order through.
7	File the signed hardcopy on the Logistics desk.

Scanning and importing Purchase Orders

To scan a purchase order and import it into the EMIS:

Step	Action
1	At the photocopier near the Logistics desk place your document face up on the document feeder and click scan and send. If scanning more than one purchase order, be sure to do these one at a time so that individual files are created.
2	Select Q:\ as the destination for your document.
3	If double sided, select 2 sided original and choose the type (probably 'book') and click OK.
4	Press the start button to scan your document.
5	At your computer using Windows explorer, navigate to Q: drive and locate your document. Rename your document to match the order number of the purchase order.
6	In EMIS Logistics/Procurement add your document to scanned purchase orders.

Purchase cards

Staff issued with purchase cards are expected to use cards for all reasonable purchases during an emergency, while normal accountability requirements will continue.

The Logistics desk must source purchase information to allow for cost tracking to include any procurement made through purchase cards.

Contracts for work

Where a contract for work is deemed the most appropriate way to secure work, standard business practices apply.

Requisitioning

In accordance with s.90 of the Civil Defence Emergency Management Act 2002, property can be requisitioned during an emergency by a Controller, Constable or person authorised by a Controller, under certain circumstances.

Where property is requisitioned during a state of national emergency, a copy of the requisition form should be provided to the CDEM NCC to ensure that provision can be made to appropriately compensate the owner of the requisitioned property.

A copy of a requisition is attached as ***Appendix G.***

Section 4 Transport

Introduction

During an activation, the CDEM NCC Logistics function is responsible for transport planning and coordination when it is beyond the scope or ability of CDEM Groups. These responsibilities include:

- Detailed task planning
- Managing the relationship with commercial transport companies
- Developing a Transport Plan if required
- Sourcing transport for resources (staff / teams included)
- Arranging the refuelling, maintenance and recovery of vehicles and equipment if required

This section explains Road, Rail, Air, Sea and military transport types as well as Material Handling Equipment and Staging / Assembly Areas.

Note: DGL 17/15 Logistics in CDEM provides further information on transport definitions, considerations and requirements.

4.1 Road

Road transport refers to all forms including:

- light vehicles (few passengers and/or loads up to one tonne)
- heavy vehicles (many passengers and/or loads over one tonne)

Where roading does not exist or has been undermined (eg. slips or flooding), the use of off-road vehicles (i.e. 4x4) could be considered.

Depending on the requirement, requests for road transport are usually made of local, regional or national transport companies (e.g. Mainfreight). Global logistics companies, such as Toll Group or DHL, could also be considered.

4.2 Rail

Trains are an option that can be used to move large quantities of resources or equipment to/from affected areas. However, the use of rail is limited by the integrity of both the rail line and rail heads.

Requests for use of rail should be directed to KiwiRail or through one of the large freight forwarding companies.

4.3 Air

Air transport refers to both fixed wing (planes) and rotary wing (helicopters) aircraft. Aircraft operations are very dependent on good weather and so land or sea-based contingency plans should always be in place.

Depending on the requirement, requests for air transport are usually made to local or regional aviation companies or to Air NZ for larger tasks. Where possible, regularly scheduled aircraft should be used but chartering an aircraft for a specific task is also a potential option.

4.4 Sea

Sea transport refers to ships, barges, boats, and landing craft. Sea transport is a good option for moving large quantities of resources but does require established transhipment points (i.e. port facilities) at each end to be effective.

Depending on requirements, requests for sea transport are usually made to local or regional shipping companies. Global freight companies can also be used as an intermediary. Where possible, regular scheduled shipping should be used but chartering a ship for a specific task is also an available option.

4.5 Military

The New Zealand Defence Force (NZDF) has a wide variety of assets that may be made available to support transport tasks during a Response. These include light and heavy road transport vehicles, fixed-wing and rotary-wing aircraft, shipping, and the ability to establish and maintain movement control centres and transport nodes. In extremis, the NZDF can also conduct logistics-over-the-shore (LOTS) operations using landing craft and/or aerial delivery (i.e. stores drops by parachute).

The NZDF will determine the best resource to meet CDEM needs, therefore, any requests for NZDF assets must be couched in terms of the effect to be achieved (i.e. request to 'move 300 people from A to B on X date' , rather than request '20 trucks' or 'a helicopter'. Early liaison with the CDEM NCC NZDF representatives is recommended for all potential support.

4.1 Staging / Assembly Areas

Large scale events will very likely require Assembly and / or staging areas to manage the scale of resource movement and storage. Transport must be familiar with what these facilities are and how they are managed. They should talk to Facilities staff and also be familiar with the Logistics Directors Guideline.

Alternatively, where transport routes are largely available, the CDEM NCC may simply act as a facilitator with the final arrangements being made between the council and the supplier.

Deploying domestically

International resources

Information required / request and offer forms

Section 5 Finance

Introduction

In an event, the National Controller has all financial authority and delegate's financial authorities to the Response Manager and Logistics Manager who will approve invoicing on his behalf. Logistics officers are responsible for maintaining records of purchase and supply, to ensure vendors are paid and the cost of the response is known at any given point in time. Cost forecasting will also be required to provide the National Controller with an indication of future likely costs for the response.

NCMC Delegation

The National Controller delegates' financial authorities to NCMC staff based on the position held. Depending on the role on the Logistics desk determines what financial delegation level is held. Refer to the chart below:

Position	Financial authority
National Controller	Assigns financial delegation and approves and creates all invoices relating to the emergency
Response Manager & Logistics Manager	Approves, creates, and disputes all invoices relating to the emergency.
Logistics Finance Officer	Creates and disputes all invoices relating to the emergency. Maintains finance records of items purchases and PO Numbers sent out. Ensure that all invoices are approved before providing vendors with a PO Number.

Finance Guidance

Below is a list of best practice guidelines to follow:

- Document and provide rationale for all procurements during the event as soon as possible.
- Be aware of the possibility of conflicting of interest and manage them appropriately.
- Be aware of the possibility and take necessary steps to prevent inflated prices, fraud, bribery and corruption.
- Demonstrate sound reasoning and good judgement when acquiring goods or services.
- Use preferred supplies when feasible.
- Obtain necessary goods or services directly from suppliers
- Verbal approval is acceptable but must be followed up in writing from the officer with sufficient delegated financial authority.
- Send vendors PO numbers. Verbal confirmation is acceptable but must be followed up in writing, via email or letter.

Purchase order issuing

Finance staff will be expected to issue purchase orders for the procurement of goods and services requested by the Operations Desk.

Cost tracking

Costs incurred during the response are always an area of interest. Staff undertaking the finance function should be able to provide indicative and actual response costs at any given point in the response. Costs likely to be of particular interest include:

- Purchase orders issued
- Travel and accommodation costs and numbers of personnel deployed
- Contracts engaged

Section 6 Information and communications technology

Introduction

The role of the ICT sub function is to oversee ICT networks and technologies to ensure the response has what it needs and that everything is running efficiently. The ICT sub function is also responsible for all inward information to the CDEM NCC and distributing it to responders.

The main concerns for ICT are:

- EMIS
- CDEM NCC Technologies
- Ensuring staff have what they need
- Working with CASS IT
- Recording and disseminating all inward information

This section explains The Emergency Management Information System and CDEM NCC Communications Technologies

6.1 Emergency Management Information System (EMIS)

EMIS is a core component of ICT in the CDEM NCC and within Coordination Centres around the country. To support the system there are 3 main concerns:

- Supporting users in the CDEM NCC
- Supporting users external to the CDEM NCC
- Reporting issues you cannot resolve to higher levels

Role

The role of EMIS support staff is to ensure users can access and use effectively during BAU and Response. They do this by working with Regional Super Users to refine issues, fixing them is possible and escalating them if not. Location is less important than some other functions as most work can be done on the internet.

Related Tasks	
Step	**Action**
1	Try and make it to the CDEM NCC. If you can't, set up where you have an internet connection
2	Ensure you have an internet connection
3	Ensure you can access EMIS
4	Ensure you have contact with CASS IT or Intergen

EMIS Error Log

The issue log on National Documents is very important as it ensures issues are recorded appropriately and tracked. Another key part of the issue log is users can go into the log at any time to see what is happening with their issue. To see the issue log go to

s6(a) [redacted]

The issue log should be filled in by users reporting issues / errors. Once they do so, any actions need to be tracked against the record.

Related Tasks	
Step	**Action**
1	Ensure you have access to the EMIS Error Log
2	Ensure all staff reporting issues use the Error Log
3	Track all actions in the Error Log including change status fields
4	Refer to the Error Log number if emailing anyone regarding an error

Resolution Times

During BAU, after hours or during a significant event is it important to MCDEM that all users feel supported and issues are resolved as soon as possible. It is however important to have some guidelines on expected timeframes so everyone understands what to expect. The following is therefore indicative and may change depending on escalation required for the issue:

Priority	Explanation	Timelines for resolution	
High	Examples: - State of emergency dictates major changes - Multiple users cannot access one or more sites - Users cannot create event sites - Important components within event sites are not working	Reply within: Follow up every: Solution within:	15 minutes 1 hour 4 hours
Medium	Examples: - Single user cannot access one or more sites - Components within portal sites are not working	Reply within: Follow up every: Solution within:	15 minutes 5 hours 24 hours
Low	Examples: - Single user password change - Removal of user	Reply within: Follow up every: Solution within:	15 minutes 1 day 5 days

Escalation

Until June 2017, support for EMIS is 4 tiered. Initial support is via the MCDEM EMIS staff who are then supported by Central Agencies Shared Services (CASS) IT. If CASS cannot provide a solution, they are supported locally by Intergen and then Internationally by NC4 (America).

Support Agency	Explanation

MCDEM	Business support such as processes, initial trouble shooting, replicating issues, reporting to CASS
CASS	Advanced SharePoint support such as revising code, checking infrastructure, back-ups, redundancies, disaster recovery
Intergen	Advanced SharePoint / Microsoft support such as resolving code issues, advising on infrastructure, on site help
NC4	EMIS (E.Sponder) code owner. Highest level of escalation for everything to do with the application

Related Tasks	
Step	**Action**
1	Ensure you have contact with CASS IT. Contacts in the contact list 7.2.6

Key Contacts and Contact Details

Below are the key contacts for EMIS support. Ensure you have these stored in your phone.

Support Agency	During Business Hours	After Hours
MCDEM Duty Team	s9(2)(a), s6(a) [redacted]	[redacted]
Abbie Inwood (MCDEM EMIS)	[redacted]	[redacted]
Chris Killeen (MCDEM EMIS)	[redacted]	[redacted]
Jo Guard (MCDEM Operations Unit Team Leader)	[redacted]	[redacted]
s9(2)(a) [redacted] (North Island EMIS trainer)	[redacted]	[redacted]
s9(2)(a) [redacted] (Nelson-Tasman, West Coast and Marlborough EMIS trainer)	DDI: Mobile: Email:	DDI: Mobile: Email:

s9(2)(a) [redacted] (Canterbury EMIS trainer)	s9(2)(a), s6(a) [redacted]	[redacted]
CASS Service Desk	[redacted]	[redacted]
Intergen	DDI: 04 472 2021 or 0800 468 3743 Mobile: NA Email: NA Web site: http://www.intergen.co.nz/	DDI: 04 472 2021 or 0800 468 3743 Mobile: NA Email: NA Web site: http://www.intergen.co.nz/
NC4	DDI: 1-800-209-2312 Mobile: NA Email: support@nc4.com Web site: http://nc4.com	DDI: 1-800-209-2312 Mobile: NA Email: support@nc4.com Web site: http://nc4.com

Common Issues and Solutions

There are a number of common issues and solutions listed as ***Appendix I.***

Reference Materials

There are a number of reference materials for users based on the National Documents site s6(a) [redacted] including User Guides, Versions of printable forms, Official CDEM forms, Training materials etc.

The most important of the reference materials for support are the User Guides. They come as quick reference guides for users and more complex guides for advanced users - s6(a) [redacted]

Users / Audience

All CDEM Groups besides Auckland, Bay of Plenty and Taranaki use EMIS. Experience and levels of proficiency vary across the country but there are particular pockets of expertise:

- Northland
- Hawke's Bay
- Manawatu-Whanganui
- Nelson-Tasman
- Southland

As at Oct 2015, there are 3500 users of which 212 are Approvers, 400 (est.) are Super Users and the remainder are standard users.

There are also a number of trainers which make regular contact. They are s9(2)(a) [redacted] orth Island trainer), s9(2)(a) [redacted] (Canterbury), s9(2)(a) [redacted] (Nelson-Tasman, West Coast and Marlborough). Their contact details are in the contacts section.

6.2 Communications Technologies

Introduction

A significant number of computers, monitors, televisions, projectors and pieces of technical and communications equipment are maintained in the CDEM NCC as core resources for CDEM NCC activities. In addition, some agencies have installed equipment and systems specific to their agency.

It is the role of the Logistics manager and administration staff, during an activation, to know which agency is responsible for maintaining the systems. A separate schedule of assets is maintained by the MCDEM Operations Team and can be referenced for troubleshooting equipment in the CDEM NCC.

CDEM NCC Communications

REMA communications

Field facility communications

Microwave

The CDEM NCC has two microwave dishes on the roof that carry voice and internet communications via two paths to Palmerston North. They are used to send EMIS information phone calls and other traffic outside of the region if networks are damaged.

For help with microwave talk to CASS IT

Landline

Cellular

- Having a plan for networks, internet and communication if we have to move the CDEM NCC to another location
- Up-keeping list of contacts for appropriate communications providers and establishing relationships
- Collating and maintaining lists of CDEM NCC technologies including which could be used off site if required

Satellite

- Sailor satellite phone
- Portable phones
- Having a plan for networks, internet and communication if we have to move the CDEM NCC to another location
- Up-keeping list of contacts for appropriate communications providers and establishing relationships

- Collating and maintaining lists of CDEM NCC technologies including which could be used off site if required

Radio

The CDEM NCC is connected to the Wellington Region VHF radio network via the radio in the communications area of the CDEM NCC. The network has s6(a) [redacted] that can be used during events with s6(a) [redacted] and s6(a) [redacted] as main and secondary calling channel repectively.

For help with the radio network talk to WRCDEMG
For help with our equipment talk to _________

Section 7 Facilities

Introduction

The Logistics function includes the provision and maintenance of facilities to support a national level response, including the National Crisis Management Centre.

This section explains CDEM NCC, National Assembly Areas and National Staging Areas.

7.1 CDEM NCC

The CDEM NCC is the all-of-government crisis management centre. MCDEM is charged with keeping the CDEM NCC in a state of readiness for use by any national level agency requiring the facility for an emergency.

Many of the systems and processes described in this procedure relate specifically to civil defence emergencies where MCDEM is the lead agency. The support required to keep the CDEM NCC operational applies to emergencies being led by other agencies. The costs associated with MCDEM support to keep the CDEM NCC operational during an activation will be charged to the lead agency.

CDEM NCC Facilities responsibilities

Specific responsibilities include:

- Ensuring CDEM NCC ICT infrastructure remains operational
- Reception services
- CDEM NCC staff rosters
- Administrative services
- Security
- Catering
- Cleaning
- Health and safety briefings
- Monitoring staff welfare

7.2 National Assembly area(s)

An Assembly Area is required for events where large volumes of resources are being moved and need to be received, organised and stored before being transported to Staging Areas.

Establishment of a national Assembly Area must only be considered when there is no other capacity for storage / management of resources. It must be done in conjunction with the Controller and the IMT and input from the NZDF would be of benefit.

Figure 2 on the following page simply depicts the concept of an Assembly Area for a Wellington event.

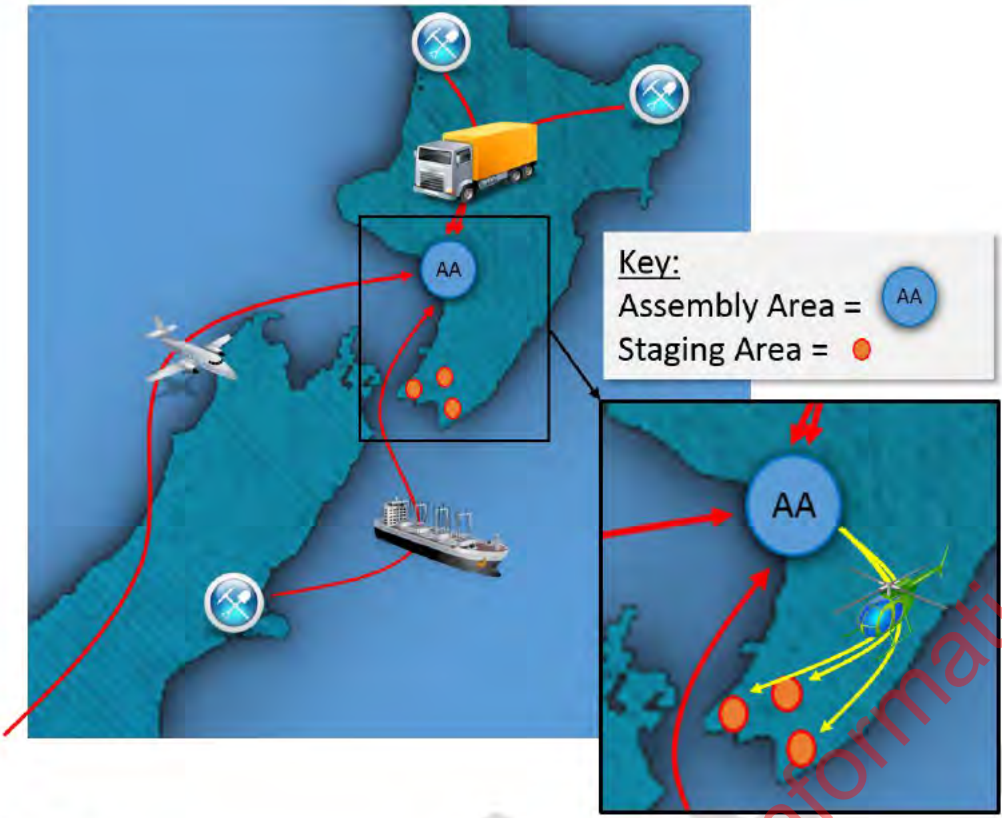


Figure 2.

7.3 National staging area(s)

Staging Areas are safe locations at a suitable distance from an in Incident operation area to gather / organise resources before they are dispatched to the incident ground.

It is unlikely the CDEM NCC will require or establish Staging Areas although they are the distribution points from the potential National Assembly Area/s.

Section 8 Catering

Introduction

Staff operating in the CDEM NCC may use the kitchen during an activation and will be provided with refreshments through the duration of the activation. Activations with lower staff levels (such as a **Mode 2** response) do not warrant the provision of catering, unless specifically requested by the Response Manager or Controller. If catering is requested, staff will be provided daily standard meals (breakfast/lunch/dinner) in the cafeteria. There are four catering options available for the provision of food and refreshments in the CDEM NCC and the Logistics/Response Manager or Controller, will determine the preferred option for each shift.

CDEM NCC staff should make dietary requirements known to the logistics team who will relay any requirements to catering staff. CDEM NCC staff may choose to provide their own food during activations.

This section explains Use of kitchen facilities, Epicure catering, Other catering options, CDEM NCC kitchen, Catering for outside the CDEM NCC.

Note: During an activation where the CDEM NCC is isolated from external sources of supplies, food may be rationed to ensure that the emergency food stocks in the CDEM NCC are maintained.

It is also important that safe food handling practices are followed during activations of the CDEM NCC to avoid illness amongst the staff. For guidance, see http://www.foodsmart.govt.nz/

8.1 Use of kitchen facilities

Staff working during an activation are allowed to provide their own food and use the equipment and cutlery in the CDEM NCC Kitchen. The logistics team will stock a table of refreshments throughout the activation. The logistic staff will also ensure that CDEM NCC kitchen equipment is operational and safe to use. It is the responsibility of activation staff to clean up after themselves and help maintain the cleanliness of the CDEM NCC Kitchen. The logistics team will not be responsible for food preparation.

Step	Action
1	Check the following kitchen equipment is operational: • Refrigerators • Microwave • Dishwasher • Just Water Jug • Hot water Jug • Stove/Oven • Freezers
2	Ensure the following items are on the refreshment tray in the kitchen: • Earl grey tea • English breakfast tea • Green tea • De-caffeinated tea • Fruit teas • Instant coffee • Milo

- Instant de-caffeinate coffee
- Plunger coffee
- Sugar
- Sweet n' Low

8.2 Epicure catering

Epicure (managed by Spotless Caterers), is the parliamentary caterer and may be used for the provision of meals for Mode 2, 3, or 4 activations when self-service or activation of the CDEM NCC kitchen is not possible or practical.

Normal business hours are 07:00 to 20:30 weekdays; however Epicure can make arrangement for catering outside these hours provided they are given sufficient notice.

Step	Action
1	Advise Epicure of the request by calling Epicure's reception at s6(a) [redacted] or emailing s6(a) [redacted] Complete the Trolley Service Form (See Appendix Catering 1) and email the form to: s6(a) [redacted] Epicure will send an email requesting confirmation that the order is correct. Review this order and send them confirmation or amendments to the order.
2	Assist the delivery and set up of the food to the cafeteria.
3	Notify CDEM NCC staff that the food has arrived on rolling log and PA system.
4	At the end of the meal, check that all catering platters, plates, and silverware are wiped down and placed on Epicure's trolley.
5	Email Epicure to inform them that the trolley is ready for pick up.
6	Check that Epicure remove used dishes after a couple of hours.

8.3 Other catering options

Other catering companies may be used as an alternative to Epicure when Epicure is unavailable or unable to cater, with the approval of the Response Manager and Controller.

However, any alternative caterer will need Parliamentary access to be arranged for them, and will need to be booked as soon as possible (they are usually booked well in advance).

Use the following process when employing alternative caterers:

Step	Action
1	Obtain approval from Response Manager or Controllers for use of outside caterers

2	Contact Parliament Security Control Room on s6(a) [redacted] and organise a place for the catering company to deliver our order.
3	Place order with caterer (see: Appendix Cater 2 for list of companies in area) and provide the following details: • The request is for the National Crisis Management Centre • The meals required (lunch, dinner, morning tea etc) • The number of people being provided for • Time of delivery • Any special dietary requirements • A Cost Centre number and Purchase Order number (*if applicable*) Delivery will be requested at location given by Parliament Security Control Room
4	Notify Parliament Security Control Room and inform them of the catering company's intended time of delivery.
5	Meet the caterers and escort them to the CDEM NCC.
6	Set up the food in the kitchen and notify CDEM NCC staff that the food has arrived on rolling log and PA system.
7	At the end of the meal, check that all catering platters, plates, and cutlery are wiped down and placed together for pick up.
8	Contact the catering company and inform them that their dishes are ready to be picked up. Enquire what time they will be picking up their dishes.
9	Notify Parliament Security Control Room and inform them of the catering company's intended time of pick up.
10	Meeting the caterers and escort them to the CDEM NCC kitchen, so they can retrieve their equipment.

8.4 CDEM NCC kitchen

The CDEM NCC kitchen can be used by staff during an activation and is equipped and stocked to feed 70 people, 3 meals and 2 teas for 3 days. Using the CDEM NCC kitchen to feed staff may be essential for support of a Mode 3 or 4 activation if other options are unavailable. Menu instructions for these meals can be found in the white cupboard next to the Oven/Stove top or see Appendix Cater 3.

8.5 Catering for outside the CDEM NCC

The logistic team may be required to provide catering for outside of the CDEM NCC, which requires the approval from the Response Manager or Controller. Depending on who the catering is for, use their preferred catering company. If there is not a preferred catering company, look in the yellow pages and contact a catering company based on location and availability.

Below is a list of things to considering when ordering catering outside the CDEM NCC.

Considerations for Onsite Catering:

- Name and number of person on site for the catering company to contact
- Preferred catering companies in order of preference, if they have one
- Location for catering delivery
- The meals required (lunch, dinner, morning tea, etc)
- The number of people being provided for
- Time of delivery
- Any special dietary requirements
- Purchase information; such as a cost centre or purchase order number (*if applicable*).

Information required from the catering supplier:

- The organisation the request is for and name and number of a person on site
- Billing information
- Location to deliver catering
- The meals required (lunch, dinner, morning tea etc)
- The number of people being provided for
- Time of delivery
- Any special dietary requirements
- A cost centre number with purchase order number (*if applicable)* from Logistics