# Section 9 Personnel

## Introduction

Personnel staff in the CDEM NCC are responsible for rostering, receiving and briefing / training (if required) staff coming into the CDEM NCC. They are also responsible for ensuring staff are paid where applicable. This may include requesting staff from other locations, managing offers of staff and managing volunteers (however this is unlikely at the NCC level).

This section explains Requests for staff assistance, Travel and accommodation and CDEM NCC rosters

## 9.1 Travel and accommodation

In an activation it may be required to arrange travel and accommodation to and from the response and to provide travel and accommodation for personnel to roster the CDEM NCC. In mode 1 & 2 activation, a logistics staff member will arrange all travel and accommodation in consultation with the Logistics Manager and Controller. Based on this consultation, the logistics staff member will determine what travel arrangements are required to enable an effective response and ensure value for money bookings.

In a mode 3 & 4 the Controller will activate the MOU agreement with HRG and a staff member from HRG will sit in the CDEM NCC and arrange and accommodation on behalf of the response until the MOU is terminated.

**Note:** All travel and accommodation must be booked with HRG (Hogg Robinson Group), which is DPMC's preferred travel provider. Taxi bookings are arranged with TaxiCharge partner Taxi Companies.

**Note:** All travel, accommodation, vehicle rental, and taxis must be approved by the Controller or the Logistics Manager, if the authority has been given to that role, before it is ticketed/reserved.

## Arranging travel and accommodation

All travel and accommodation must be booked with HRG unless there are special circumstances surrounding the request. If there are special circumstances, then the Controller or Logistics Manager must advise the travel organiser.

To book domestic and international (outside of NZ and Australia) travel and accommodation:

| Step | Action |
|------|--------|
| 1 | Collect the following information from the traveller or individual requesting the travel and/or accommodation. **Flights**<br>• Name of the individual(s) flying<br>• Contact details of individual(s) flying (eg. contact number, address, passport details, etc.) |

- Desired flights or the arrival and departure location, date, and time
- Type of fare (bag, flexi, etc)
- Cost Centre *(if applicable)*
- Reason for travel *(if applicable)*

**Accommodation**

- Name of the individual(s) staying
- Contact details of individual(s) (eg. Contact number or address, etc.)
- Preferred hotel/motel
- The day and time, if possible, of arrival and departure
- Type of room(s)
- Cost Centre *(if applicable)*
- Reason for accommodation *(if applicable)*

**Vehicle Rental**

- Name of the individual(s) driving
- Contact details of driver (eg. Contact number, address, drivers licence, etc.)
- Preferred vehicle(s)
- Drop off and pick up locations and times
- Cost Centre *(if applicable)*
- Reason for vehicle *(if applicable)*

2    Compose a travel and/or accommodation email request that includes the information that was collected from the traveller (see section above for the information that should be included). This email should include the Cost Centre- s9(2)(i) POK number and the name of the Controller or Logistics Manager who will approve this travel.

3    Send the email request to s9(2)(a) and cc the Logistics Manager/Controller so that they can approve the request

    **Note:** If the request is urgent, call HRG at s9(2)(i) and request the approver to email s9(2)(a) with their approval.

4    Once an itinerary is issued, provide the traveller with their travel details via email, phone, mail or in person.

5    Save the itinerary in EMIS under the event name, in the Logistics section on the ribbon.

**Note:** If any changes are required with your booking, please send your request changes to s9(2)(a) or call on s9(2)(a)

## Taxis

All Taxi bookings are to be arranged with TaxiCharge partner companies or corporate taxis.

We have set up a pin with the Blue Bubble Group partners which will remain active until the Logistics Manager requests the pin to be changed. To delete or add PINs, you must contact TaxiCharge during business hours.

**Note:** Multiple pins can be activated at the same time with regional restrictions placed on them e.g. a PIN that only allows you to travel within a certain location/distance.

Taxi PINs are given to individuals who are participating in the CDEM NCC activation and do not have DPMC/MCDEM issued TaxiCharge cards. You must provide the following information to the individual:

| Step | Action |
|------|--------|
| 1 | The PIN number |
| 2 | Directions that the user must give their name and PIN number to the taxi driver |
| 3 | A full list of the taxi companies in their location. **Note:** the PIN only works for taxis that are in the Blue Bubble group. |

The table below are all Blue Bubble taxi companies that take TaxiCharge cards. The taxi **companies with a √ next to them accept the PIN**.

| Location | Taxi company | | Phone Number |
|----------|--------------|---|--------------|
| Auckland | Auckland Co-op Taxis | √ | 09 300 3000 |
| Auckland | North Shore Taxis | | 09 488 8000 |
| Christchurch | Blue Star Taxis | √ | 03 379 9799 |
| Christchurch | First Direct Taxis | | 03 377 5555 |
| Christchurch | Gold Band Taxis | | 03 379 5795 |
| Dunedin | Dunedin Taxis | √ | 03 477 7777 |
| Hamilton | Hamilton Taxis | √ | 07 847 7477 |
| Hawkes Bay | Hawkes Bay Combined Taxis | √ | 06 835 7777 |
| Invercargill | Blue Star Taxis Invercargill | | 03 217 7777 |
| Nelson | Nelson City Taxis | | 03 548 8225 |
| New Plymouth | Energy City Cabs | | 06 757 5580 |
| New Plymouth | New Plymouth Taxis | √ | 06 757 3000 |
| Palmerston North | Palmerston North Taxis | √ | 06 355 5333 |
| Paraparaumu | Paraparaumu Taxis | | 04 296 1111 |
| Porirua | Porirua Taxis | | 04 237 6099 |

| | | | |
|---|---|---|---|
| Queenstown | Queenstown Taxis | √ | 03 450 3000 |
| Rotorua | Rotorua Taxis | √ | 07 348 1111 |
| Taupo | Taupo Taxis | √ | 07 378 5100 |
| Tauranga | Tauranga Mouth Taxis | √ | 07 578 6086 |
| Timaru | Timaru Taxis | | 03 688 8899 |
| Whanganui | River City Cabs | √ | 0800 345 3333 |
| Wellington | Wellington Combined Taxis | √ | 04 384 4444 |
| Wellington | Hutt & City Taxis | | 04 570 0057 |
| Wellington | Co-op Shuttles Wellington | | 0800 387 8787 |
| Whangarei | A1 Cabs | √ | 09 438 3377 |

## 9.2 CDEM NCC rosters

Logistics staff may be required to complete a roster for the CDEM NCC. When requested to complete a roster, go to the Logistics section on EMIS and copy and paste a blank roster template into …………

The link to the roster template can be found below: <sup>s6(a)</sup>

Included in the blank roster template is a list of staff and their activation roles. You will need to use this when allocating staff. The notes also include the number of staff required on each desk but you will need to have a discussion with Desk Managers before you attempt to roster.

The …………………..will decide whether to have a full or skeleton staff on the night shift.

When rostering, consider the following:

- Staff will work an **8** hour shift, for **5** days with **2** days off
- Where staff reside
- Whether staff will need childcare
- The amount of hours staff have already worked.

# Section 10 Administration

## Introduction

The CDEM NCC is the all of government crisis management centre, the operation of which is supported by MCDEM staff. The administration services described in this part of the Logistics SOP may be required to support another lead agency using the CDEM NCC facilities.

### 10.1 Stationery

If urgent stationary items are required during business as usual, please email the MCDEM administration team at <sup>s9(2)(a)</sup> with your request along with the reason why the stationary is need or who approves this purchase (*especially if it is a large purchase*). If stationary is required during an activation, email the Operations desk at <sup>s6(a)</sup> <sup>s6(a)</sup> with your request. During an activation approval is not required for stationary purchases.

### 10.2 Security/access

Parliamentary Security controls access to Parliament and therefore the CDEM NCC. Security will also support the control of access to the CDEM NCC on request via the on-duty Security Supervisor.

Security can be contacted on the following numbers through the parliamentary phone system 24 hours a day.
- Security Control <sup>s9(2)(i)</sup>
- Duty Security Supervisor

A red phone located inside the main entrance door (in the circular corridor) of the CDEM NCC has a direct connection to the Parliamentary Security Control Room.

### 10.3 Catering

Staff operating in the CDEM NCC will be provided with refreshments through the duration of the activation. Activations with high staff levels (such as a **Mode 3** response) will be provided daily stander meals (Breakfast/Lunch/Dinner) in the cafeteria. Activations with low staff levels (such as a **Mode 2** response) do not warrant the provision of catering, unless specifically requested by Logistics/Response Manager or Controller

Further detail on catering is located in Section 10.

### 10.4 Cleaning

When the CDEM NCC is first activated, Building Facilities are notified to clean the CDEM NCC regularly.

If anything requires urgent attention (i.e. breakages or spillages), you can contact Building Facilities during business hours on <sup>s9(2)(i)</sup> or <sup>s9(2)(i)</sup> and after hours through Parliamentary Security on <sup>s9(2)(i)</sup>

### 10.5 Health and Safety

Under the Health and Safety at Work Act 2015 employers must take practicable steps to ensure the safety of employees at work. Additionally, employees must also take all practicable steps to keep themselves and other staff members safe from harm.

We are covered by the DPMC Health & Safety Policy. A copy of this is placed on the Health & Safety (H&S) board in the hallway by the green door.

## 10.6 Monitoring staff welfare

## 10.7 Reception services

The Reception function serves as the interface between CDEM NCC facilities and the wider parliamentary complex.

Staff assigned to the reception function will:

- Monitor and manage all meeting room bookings
- Control access to the CDEM NCC
- Liaise with Parliamentary Security to meet and escort visitors
- Give visitors Health and Safety Information
- Receive calls on the intercom, parliamentary phone and reception phone.

The main reception for the CDEM NCC is located in room 38 (see the floor plan on page **Error! Bookmark not defined.**). The main reception will be staffed during mode 3 and 4 activations during peak hours and will revert to the alternative reception (off the operations area) and be attended by Operations staff during off-peak hours.

[Nb: Should reception services be the Health and Safety induction person?]

### CDEM NCC reception activation

To activate the reception function, complete the following tasks:

| Step | Action |
|------|--------|
| 1 | Open **glass-sliding windows** between CDEM NCC Reception Foyer and Reception Room (turn the key in the lock until the knob pops out and slide the window open) |
| 2 | Place **door signs** (located under reception desk) on foyer access door advising all entrants to sign in and out. |
| 3 | Ensure that the board in the CDEM NCC foyer displays the correct level of activation and the correct contact details. |
| 4 | Check that the CDEM NCC **access register** has at least 12 blank pages available and a working pen. |
| 5 | File any **completed CDEM NCC access register forms** in the tray under the reception window |
| 6 | Ensure plenty of copies of the *CDEM NCC Visitor Health and Safety Information* are next to the access register. (Spare copies are located in the reception room) |

### Managing meeting room bookings

When the NCMC is activated. It is the responsibility of the reception services to call and cancel any previous books that have been made the NCMC prior to it being activated. Details of bookings made can be found on the Ops Calendar which is located in the Ops room.

When the NCMC is active the reception monitors and maintains the meeting room bookings through the Calendar's in Microsoft Outlook. The Calendars will be printed and placed outside each room every morning while the NCMC is activated.

Meeting room requests will be sent to desk top NCMC01 for confirmation.

The following rooms are available to be booked:

- Briefing Room
- International Room
- International Meeting Room
- Conference Room
- Briefing Room
- ODESC Room

| Step | Action |
|------|--------|
| 1 | The request will come through to your Outlook Inbox. |
| 2 | On the top of the email you will see three tabs<br>• **Accept**<br>• **Tentative**<br>• **Decline** |
| 3 | Click the appropriate tab and choose **"Send the response now"**. |
| 4 | If you want to write something in the response choose **"Edit the response before sending"** |
| 5 | Each room has different facilities please prioritise acceptance of these rooms to facilitate the needs of the meeting room requestor. |
| 6 | If ever you need to cancel a booking you must contact the requester and apologise for the inconvenience, it is important that you try to accommodate them in another room, or suggest another location if the NCMC is unable to accommodate. |

The facilities of each room are as follows and some groups receive priority to certain rooms:

| Room | Facilities | Priority |
|------|-----------|----------|
| **International Room** | ➢ Projector<br>➢ 2 Whiteboards<br>➢ 2 Computers<br>➢ Television<br>➢ Seating for 10-12 people | MFAT |
| **International Meeting Room** | ➢ Whiteboard<br>➢ 3 Desks<br>➢ Seating for 8 people | MFAT |
| **Conference Room** | ➢ 2 Whiteboards<br>➢ Teleconference phone | |

| | |
|---|---|
| | ➤ Seating for 8 people |
| **Briefing Room** | ➤ Projector |
| | ➤ Speaker podium |
| | ➤ 2 Television Screens |
| | ➤ 1 Computer |
| | ➤ Whiteboard |
| | ➤ 4 Pin Boards |
| | ➤ Seating for up to 35 people |
| **ODESC** | ➤ Video Conferencing |
| | ➤ Teleconference phone |
| | ➤ Seats 16 people around table |
| | ➤ 16 Supplementary seats around room |
| | ➤ Whiteboard |
| | ➤ 2 Pin Boards |
| | ➤ 1 Computer |
| | ➤ Projector |

## Managing Access

To manage access to the CDEM NCC:

| Step | Action |
|---|---|
| 1 | Ensure all staff (who have access through the security door at the top of the stairs) sign in and out of the CDEM NCC using the access register |
| 2 | Ensure all visitors: <br> • Are directed to the CDEM NCC entrance (if they know the way) <br> • *Or* are met at Parliamentary reception (Bowen or Beehive) if unaccompanied and escorted to CDEM NCC reception, <br> • *or* are accompanied by CDEM NCC staff to the CDEM NCC reception <br><br> Ensure on arrival, visitors: <br><br> • Sign in and out of the CDEM NCC using the access register, <br> • Are issued with an CDEM NCC ID name tag and the tag number recorded against their name in the access register <br> • Are familiar with the CDEM NCC health and safety procedures and <br> • Are handed over to: <br>     o The person they have come to see, <br>     o The relevant functional desk manager, <br>     o The Operations Manager (mode 2), or <br>     o The Response Manager (mode 3 and 4) |

| 3 | Visitors who are liaison officers are assigned to a specific functional area (this is particularly relevant for the early stages of an activation). |
|---|---|

Introduce liaison officers to their relevant functional desk manager as outlined in the table below:

| Liaison Agency | Functional area |
|---|---|
| **MBIE (lifelines)** | Logistics |
| **Ministry of Social Development** | Logistics |
| **NWCG** | Logistics |
| **Transport response Team** | Logistics |
| **Ministry of Health** | Operations |
| **NZ Defence Force** | Operations |
| **NZ Fire Service** | Operations |
| **NZ Police** | Operations |
| **International NGOs** | Operations (International Assistance Cell) |
| **MFAT** | Operations (International Assistance Cell) |
| **UNDAC** | Operations (International Assistance Cell) |
| **GNS Science** | Planning & Intelligence |
| **MetService** | Planning & Intelligence |
| **NZ Fire Service (GIS Team)** | Planning & Intelligence |

## Reception phones

The CDEM NCC reception area has three phones:

1. **Intercom/door lock** - allows you to speak with people at the CDEM NCC main entrance and unlock the door remotely.  An intercom/door lock phone is also available at the alternative reception.
2. **The Parliamentary phone** – allows you to makes calls on the Parliamentary PABX
3. **The CDEM NCC reception phone** – allows you to makes call within the CDEM NCC and externally.

In modes 3 and 4, the reception desk must be staffed at all times (during daytime hours and as required at night) to ensure that calls can be answered.

**Reception staff are NOT to give out ANY information relating to the activation event over the phone or to any visitors** unless advised specifically by the Public Information Manager or the Response Manager.

The Public Information Management function, extension <span style="background-color:#ccc">s6(a)</span> can supply standard responses or media releases over the phone.  The Operations function, extension <span style="background-color:#ccc">s6(a)</span> handles all operational matters.

## Operating the Intercom phone

| Step | Action |
|------|--------|
| 1 | When the 'doorbell' rings, pick up the receiver on the intercom (just like a phone) and say "CDEM NCC Reception". |
| 2 | Ascertain who the person is and if they have a role in the CDEM NCC before deciding whether to allow access to the CDEM NCC |
| 3 | To unlock the top door, press the button on the intercom with a key-like symbol next to it. This allows the person access into the CDEM NCC Reception foyer only. They must then go through the access procedures. |
| 4 | To unlock the door between reception and the CDEM NCC circular corridor, press the button located underneath the receiver |

## Parliamentary phone

The **Parliamentary phone** located on the reception desk is connected to the Parliament internal phone network.  Calls within Parliament can be connected by dialling the extension number required.  A directory to internal Parliament extension numbers is located next to the Parliament phone.

| Step | Action |
|------|--------|
| 1 | Answer calls "National Crisis Management Centre.  (Your name) speaking." |
| 2 | If the call is from Security advising of a change in security status then this will need to be referred to the Response Manager (note that calls cannot be transferred to CDEM NCC extensions) |
| 3 | Calls from Epicure (formerly Bellamy's) should be managed by the Logistics Team. |
| 4 | Any calls from ministerial offices should be referred to the Response Manager in the first instance. |
| 5 | Any other calls should be managed as specified in the process below on the response to external calls. |

## Useful Parliamentary extensions

| | Extension number |
|---|---|
| **Parliamentary Operator** | s9(2)(i) |
| **Bowen House reception** | |

| Security Control | s9(2)(i) |
|---|---|
| Security Duty Supervisor | |

It is possible that calls from outside DPMC will be directed to this number during an activation of the CDEM NCC.

## The CDEM NCC Phone

To dial out using the CDEM NCC reception phone, dial 1 before the number.

Follow the steps below when answering the CDEM NCC reception phone.

| Step | Action |
|---|---|
| 1 | Answer calls "National Crisis Management Centre. (Your name) speaking." |
| 2 | Listen to details of the call, then refer as per the table below on response to external calls |

## Guide for transferring calls

Use the guide below to ascertain where to direct calls

| Type of Call | Transfer to: |
|---|---|
| **Media inquiry** | Public Information Manager (extension s6(a) |
| **Public inquiry about a New Zealander (e.g. family member) in the event area** | Local Emergency Operations Centre or Police station |
| Enquiry about foreign national in affected area | Ministry of Foreign Affairs & Trade s6(a) |
| Public request for up-to-date information | Public Information Team, or where appropriate, give standard response as advised by PIM team |
| Offer of assistance to CDEM NCC | Operations Team s6(a) (for passing onto Response Manager |
| Offer of assistance to local authorities | Operations Team s6(a) |
| Offer of information concerning the event | Operations Team s6(a) |
| Inquiry from Ministerial office | Refer to Response Manager. |
| Other enquiries | Operations Team s6(a) |

If you cannot get hold of the appropriate contact in the CDEM NCC then obtain the following information from them.
- **Name**
- **Organisation**
- **Contact details**
- **Brief summary of reason for call**

Advise that the CDEM NCC will contact them on the matter and pass the information to the appropriate contact for their follow up.

# Section 11 Glossary

| | |
|---|---|
| **Liaison Officers** | Liaison Officers are not necessarily co-located with the Logistics staff but will provide vital intelligence for the logistics function. |
| **National level logistics** | Logistics operations that take place at a national level, ie. From the CDEM NCC |
| **Port of arrival** | An international airport or port where goods arrive from overseas, clear Customs and MPI inspection |
| **National Assembly Area** | An area outside the area of impact where resources sourced through the national supply chain are gathered accounted for and deployed to either a Forward Staging Area or the CDEM Groups Assembly Area. |
| **Forward Staging Area** | |
| **Group Assembly Area** | |

## Appendix A Staff Requirements

| Mode | Sub functions required | | | | | | | | Staff required to perform sub functions |
|------|:---:|:---:|:---:|:---:|:---:|:---:|:---:|:---:|------|
| | Supply | Transport | Finance | ICT | Facilities | Catering | Personnel | Administration | |
| **Mode 1** | x | x | x | x | x | x | x | x | Logistics not required |
| **Mode 2** | x | x | x | ✓ | ✓ | ✓ | ✓ | ✓ | Logistics Manager and two officers |
| **Mode 3** | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | Logistics Manager, five officers and specialist staff for travel and finance if required |

# Appendix B Role Descriptions and Checklists

| | **Logistics Manager** |
|---|---|
| **Introduction** | The Logistics Manager is responsible to the National Controller for the effective management of the CDEM NCC logistics function. A close working relationship with the Controller's management team and the Operations Manager in particular is essential. The position of Logistics Manager will be held by a person with:<br><br>• seniority within the MCDEM;<br>• an appropriate financial delegation;<br>• experience in emergency management;<br>• experience in logistics management;<br>• training in the operation of the National Crisis Management Centre, and the use of the Emergency Management Information System (EMIS)<br>• familiarity with the Coordinated Incident Management System (CIMS)<br>• familiarity with the operations planning process (The Planning 'P')<br><br>the ability to lead the CDEM NCC logistics function competently and confidently |
| **Functional Relationships** | Responsible to: National Controller<br><br>Responsible for:<br><br>• Logistics Officers<br>• Logistics Specialists<br>• Line of sight:<br><br>CDEM NCC Management Team (Response Manager, Operations Manager, Planning and Intelligence Manager) |
| **Outputs** | The Logistics Manager is responsible to the National Controller for:<br><br>• identifying, securing, positioning and making available, resources and personnel requested by CDEM NCC Operations<br>• establishing and maintaining facilities outside of the CDEM NCC for the management of national level logistics activities<br>• maintaining auditable accounts for all goods and services procured by the CDEM NCC logistics desk<br>• maintaining records of offers of assistance<br>• ensuring communications systems are available to support CDEM NCC operations<br><br>During Incident Management Team (IMT) meetings the Logistics Manager must clearly identify the nature of logistics functions being provided and the level of operational and financial delegation. |

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# Logistics Manager

**Have you had your duty/previous shift handover?**

Name:
Date:
Who you report to:
Signature:

| First 5 Minutes | ✓ |
|---|---|
| Report to Logistics desk and introduce yourself to staff | |
| Put on allocated jerkin | |
| Get required stationery (pens, highlighters, pad etc.) | |
| … | |

| First 30 Minutes | ✓ |
|---|---|
| Receive shift handover briefing from outgoing Logistics Manager | |
| Make yourself known to the Response Manager and National Controller | |
| Assign roles within the function and ensure staff are clear on their responsibilities | |
| Assign a Second in Command (2IC) | |
| Identify any outstanding activation or shift tasks to be completed | |
| Log into EMIS and go to the NCMC Logistics homepage (here) to access shift handover notes and relevant documents, and then to the Logistics event page | |

| Ongoing Tasks | ✓ |
|---|---|
| Plan and monitor the workflow of the Logistics function | |
| Attend IMT meetings | |
| Carry out National Controller directives | |
| Contribute to the Initial Action Plan / CDEM NCC Action Plan and National Action Plan as required | |
| Liaise with other Function Managers | |
| Plan and carry out all assigned tasks | |
| Record major incidences in the EMIS Functional Log | |
| … | |

| | Logistics Officer |
|---|---|
| **Introduction** | Logistics Officers will be required on the desk to undertake logistics functions including:<br><br>• liaison with CDEM Group logistics staff;<br>• liaison with CDEM NCC teams, government, and non-government agencies to ensure a coordinated approach to logistics and supply chain management;<br>• procurement of goods and services on behalf of the affected CDEM Group(s);<br>• procurement of goods and services on behalf of the National Controller to support the national response;<br>• logistics services to support the response, including medical support to responders, communications and facilities management;<br>• administrative services to maintain appropriate records;<br><br>A Senior Logistics Officer may be required to manage the desk in the absence of the Logistics Manager. Logistics Officers are likely to be drawn from Department staff and may also be drawn from CDEM Groups if required. |
| **Functional relationships** | Responsible to: Logistics Manager<br><br>Responsible for: Nil<br><br>Line of sight      CDEM NCC Logistics Specialists<br><br>           CDEM NCC functional desks<br><br>           CDEM NCC liaison officers<br><br>           Suppliers and service companies<br><br>           CDEM Group logistics staff |
| **Outputs** | The Logistics Manager is responsible to the National Controller for:<br><br>• identifying, securing, positioning and making available, resources and personnel requested by CDEM NCC Operations<br>• establishing and maintaining facilities outside of the CDEM NCC for the management of national level logistics activities<br>• maintaining auditable accounts for all goods and services procured by the CDEM NCC logistics desk<br>• maintaining records of offers of assistance<br><br>ensuring communications systems are available to support CDEM NCC operations |

## Logistics Officer

**Have you had your duty/previous shift handover?**

Name:
Date:
Who you report to:
Signature:

| First 5 Minutes | ✔ |
|---|---|
| Put on allocated jerkin | |
| Get required stationery (pens, highlighters, pad etc.) | |
| Report to Logistics desk and introduce yourself to staff | |
| Receive allocated role from Manager | |
| … | |

| First 30 Minutes | ✔ |
|---|---|
| Receive shift handover briefing from outgoing team | |
| Familiarise with process information for your role | |
| Identify any outstanding activation or shift tasks to be completed | |
| Log into EMIS and go to your page – identify any new information / outstanding tasks | |
| … | |
| … | |

| Ongoing Tasks | ✔ |
|---|---|
| Ensure all steps recorded for your role in this SOP are completed if applicable | |
| Plan and monitor the workflow / processes of your role and ensure any changes to procedure are recorded / updated for the next shift | |
| Record major incidences in the EMIS Functional Log for the next shift | |
| Carry out all assigned tasks | |
| Acknowledge all EMIS messages | |
| … | |
| … | |
| … | |

| Logistics Specialists | |
|---|---|
| **Introduction** | Logistics Specialists, based on the Logistics Desk in the CDEM NCC, will be required depending on the nature of the emergency and the logistics services being managed in the CDEM NCC. Logistics Specialists may include:<br><br>• travel and accommodation (from the department's travel agency)<br>• procurement (from DIA Shared Services Operations, Supply)<br>• accountant (from DIA Shared Services Finance)<br><br>Specialists need to be located in the CDEM NCC to enable liaison with other responders e.g. travel coordination may involve commercial airlines, military and private aircraft, rental car companies, rail and shipping services, and hotel and motel providers. |
| **Functional Relationships** | Responsible to: Logistics Manager<br><br>Responsible for:    nil<br><br>Line of sight:    CDEM NCC Logistics Officers<br><br>Parent branch or company<br><br>Suppliers and service companies<br><br>CDEM Group logistics staff |
| **Outputs** | Logistics Specialists are responsible to the Logistics Manager for:<br><br>• ?<br>• ? |

# Appendix C Requests for resources or assistance process

The Left hand column of the process below displays the Request for Resources or Assistance process.

| ID | Title | Explanation |
|---|---|---|
| R01 | Request for Resources or Assistance | Operations receives internal or external request for resource or assistance. They ensure there is sufficient information in the request to continue. |
| R 02 | Currently available? | Operations checks to see if there is a resource available that could meet the need. This includes checking the offers list that is maintained by Logistics. |
| R 03 | Task the procurement | - If the resources is not currently available, operations decides if they want it procured and if so, task Logistics to do so. |
| R 04 | Available domestically? | Logistics contacts national level domestic vendors and CDEM Groups not participating in the response (or with resources potentially available) to find the resource. |
| R 05 | Request the resource | Resource is requested via the International Cell. |
| R 06 | Task the transportation | If transport is required, Operations creates a tasks for the Logistics function to transport the available resource. This can include offers that are accepted. Operations then contacts the requestor to tell them:<br><br>The request will be filled<br><br>that Logistics will contact them with details,<br><br>gives them the contact information for Logistics |
| R 07 | Arrange transport | If transport is required Logistics arranges transport of the available resource. |

# Appendix D Offers of resources of assistance process

The right hand column of the process below displays the Offers of Resources or Assistance process.
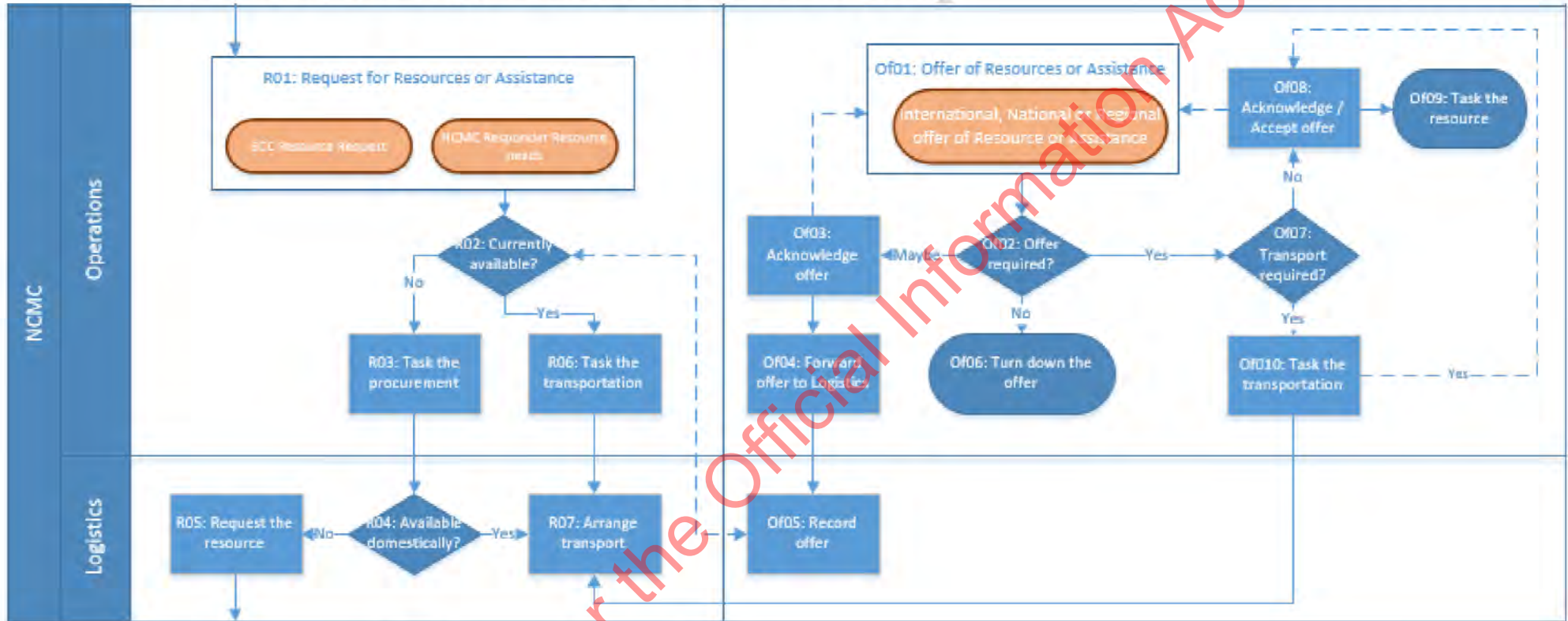
| ID | Title | Explanation |
|---|---|---|
| OF01 | Offer of Resources or Assistance | Operations receives an offer of resources or assistance. They ensure there is sufficient information about the offer. |
| OF02 | Offer required? | Operations determines whether the offer is, is not or may be required. |
| OF03 | Acknowledge offer | Operations contacts the offeror to:<br>- acknowledge the offer<br>- get any further information required<br>- tell them they'll be contacted if the offer is required, and<br>- Give them a contact number |
| OF04 | Forward offer to Logistics | Operations forwards the offer to Logistics for recording. |
| OF05 | Record offer | Logistics records the offer in the Offers of Assistance (Domestic or International) list on the Logistics page in EMIS. They ensure that all of the information is there and if not, contact the offeror to confirm. |
| OF06 | Turn down offer | Operations thanks the offeror for the offer and tells them their offer will not be required for this event. |
| OF07 | Transport required? | Operations determines whether the offered resource requires transport arrangements that will have to be managed by the CDEM NCC. |
| OF08 | Acknowledge / Accept offer | Operations contacts the offeror to:<br>- acknowledge the offer<br>- get any further information required<br>- Organise transport |
| OF09 | Task the resource | Operations tasks the resource If required. |
| OF10 | Task the transportation | Operations tasks Logistics to arrange transport of the offer. |

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# Appendix E Resource Request information form

| Topic | Content |
|---|---|
| Requestor Name | |
| Requestor Contact phone | |
| Requestor Contact email | |
| Description of problem or task to be completed | |
| Specific resource requested | |
| Quantity required | |
| Capacity | |
| Potential Substitute | |
| Supporting equipment / consumables | |
| Personnel required to operate or support | |
| Transport required | |
| When is it required | |
| How long is it needed | |
| Where to deliver or report | |
| Person to deliver / report to | |
| Agency to deliver / report to | |
| Deliver / report to contact details | |

## Appendix F CDEM NCC request for staff

| Request for staff | | |
|---|---|---|
| The National Crisis Management Centre is seeking specialist staff to deploy to: | Area | |
| | Event | |
| Appropriately experienced and capable staff are sought for the following positions: | | |
| | | |
| | | |
| | | |
| | | |
| Please provide the following information with your offer: | | |
| Role offered | | |
| Period available (dates from and to) | | |
| Title (Mr, Mrs etc.) | | |
| First names (as shown on passport) | | |
| Family name | | |
| Known as | | |
| Gender | | |
| Other relevant skills | | |
| Nearest commercial airport | | |
| Notice required to move | | |
| Work phone | | |
| Home phone | | |
| Mobile phone | | |
| Email address (that can be checked while out of the office) | | |
| Usual employer | | |

| | |
|---|---|
| Street and postal address of employer | |
| Dietary requirements | |
| Additional notes | |
| Hourly charge-out (if applicable) | |
| **For international deployments** | |
| Passport number | |
| Nationality on passport | |
| Passport place of issue | |
| Passport expiry date | |
| Vaccinations (copy of record) | |
| Medical certificate (copy attached) | |

| Please indicate whether your organisation is offering this support: | Gratis | Includes travel, accommodation, meals, incidentals and time. | Tick |
|---|---|---|---|
| | Supported | Includes travel, accommodation and meals. Employer pays for time. | Tick |
| | On contract | Full reimbursement | Tick |
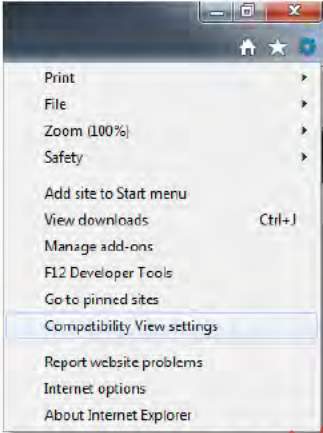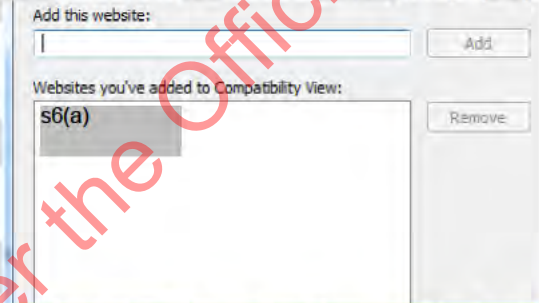
**Gratis support** – please provide an order number to enable the CDEM NCC to invoice the cost accrued by the CDEM NCC in arranging this deployment. You pay staff time directly to the staff member.

**On contract** – please indicate the hourly charge-out rates that will be invoiced. Note that the CDEM NCC will pay a maximum of 10 hours per day. CDEM NCC will arrange travel, accommodation and meals.

# Appendix G Requisition form

| Requisition of Property |
| --- |
| Under section 90 of the Civil Defence Emergency Management Act 2002 and as a Controller, member of the police, or person authorised by a Controller, and considering it necessary for the preservation of human life, I hereby requisition the following property: |
| |
| |
| |
| The requisitioned property is to be immediately placed under the control of: |
| |
| I further require the owner, or person for the time being in control of the property, to provide any assistance for the effective and safe use of the requisitioned property. |
| |
| *[signature of person authorised to requisition property and date]* |
| **101 Offences in relation to requisitioning**<br><br>    1 A person commits an offence who:<br><br>        a) intentionally fails to comply with any direction given to him or her under section 90(2); or<br><br>        b) intentionally fails to provide assistance under section 90(6).<br><br>    2 It is a defence in any proceedings for an offence against subsection (1)(a) if the Court is satisfied that the Controller or member of the police did not have reasonable grounds for believing that in all the circumstances of the case the direction requisitioning property was necessary for the preservation of human life.<br><br>    3 It is a defence in any proceedings for an offence against subsection (1)(b) if the Court is satisfied that the person had reasonable grounds for not providing assistance.<br><br>*Civil Defence Emergency Management Act 2002* |

# Appendix H Common Issues and Solutions

| Issue | Detail | Solution |
|-------|--------|----------|
| **User can't create an event site** | Sometimes users cannot create event sites or after they have clicked create the site has not obviously appeared for them | Ensure the following:<br><br>- The user is a Super User (must be to create a site)<br>- The user has waited for 10 minutes to see if the site creates<br>- The user has Refreshed their page or closed and opened their browser to see it the site appears<br>- Go to the portal sites' 'All Site Content' list and see if you can find the site under 'Sites and Workspaces' |
| **User forgotten password** | It is fairly common for users to forget their passwords. | Do the following in order:<br><br>1. Ask the user to follow the user guide<br>2. If they don't have one, direct the user to the 'Apply for Access' page and the reset password button on the top right hand side of the page<br>3. If all else fails, reset the users password at the registration site<br>s6(a)<br>          Note: You have to be an approver to do this. |
| **User locked themselves out** | If a user tries to enter EMIS with the wrong credentials too many times (more than 3), their account will be locked | Do the following in order:<br><br>1. Ask the user to wait 15 minute for auto unlock<br>2. If they can't wait that long, contact CASS IT and ask them to unlock the account<br>3. If the user still cannot access EMIS after either of these processes, refer to the change password section above |

| | Sometimes users will complain the certain links or forms don't work. This is usually tied up with the browser they are using. More modern browsers have a compatibility setting that needs to be turned on. | Ask the user to: |
|---|---|---|
| **Links don't work** | | 1. Ensure they are using Internet Explorer<br>2. Select the Browser tools and click Compatibility View Settings<br><br>Print ▸<br>File ▸<br>Zoom (100%) ▸<br>Safety ▸<br><br>Add site to Start menu<br>View downloads     Ctrl+J<br>Manage add-ons<br>F12 Developer Tools<br>Go to pinned sites<br>Compatibility View settings<br>Report website problems<br>Internet options<br>About Internet Explorer<br><br>3. Ensure EMIS is added to the next pop up<br><br>Add this website:<br><br>[　　　　　　　　　]   Add<br><br>Websites you've added to Compatibility View:<br>s6(a)       Remove<br><br>4. If this option doesn't work, escalate the issue |

| | | |
|---|---|---|
| **User account in Error state** | Sometimes when an Approver tries to approve an account it will go to error state. This is a known issue that has not yet been resolved. | Contact CASS IT and ask them to fix the error. They will delete the Active Directory account and the SharePoint profile before reapproving the account. |
| **Need to delete user account** | When people move on or move to another CDEM office their account needs to be deleted. This is particularly important if they need to apply for another CDEM EMIS Location. | Do the following in order:<br><br>1. Ask the person reporting the deletion to have the account revoked or get permission to revoke it yourself. This is done on the registration site and you need to be an Approver. If the user needs to reapply, ask them to wait until their previous account is deleted.<br>2. Once the account is revoked, contact CASS IT and asked them to delete the account. They'll delete the Active Directory account, the SharePoint Profile and the User name in the Registration site<br>3. If required, contact the user when the account has been deleted and let them know they can reapply |

| | | |
|---|---|---|
| **User needs access to another site** | Sometimes users need access to sites other than their own | Do the following in order:<br><br>1. Get confirmation from the site owner that this is okay<br>2. Find out whether they will be a User or Super User<br>3. Ask the site owner to add the user to the appropriate permission group or do this yourself (you must be a Super User on the site) by:<br><br>1) Going to the site and then permissions<br><br><br><br>2) Going to the appropriate Group (EMS Users for Users and Super Users for Super Users)<br><br><br><br>3) Clicking New and adding the user |
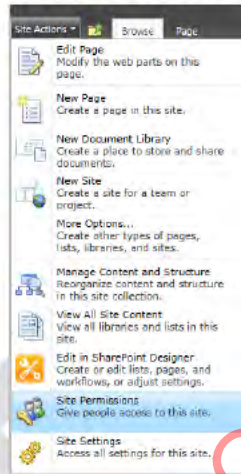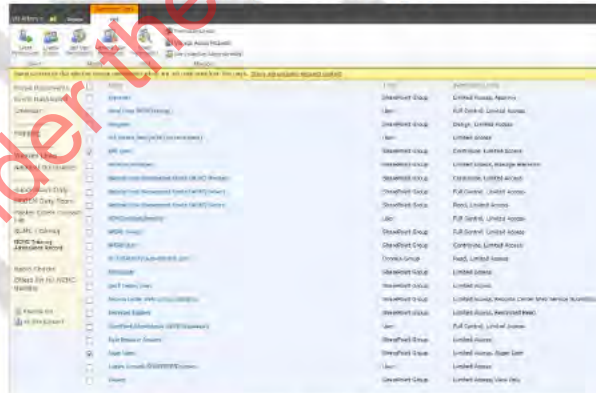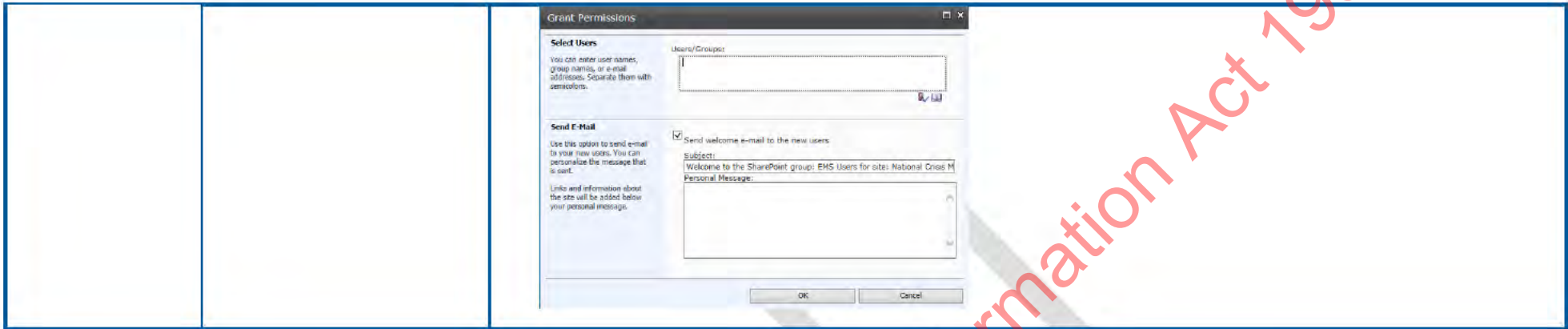
# Appendix I Resource Request information form

| Topic | Content |
|---|---|
| Requestor Name | |
| Requestor Contact phone | |
| Requestor Contact email | |
| Description of problem or task to be completed | |
| Specific resource requested | |
| Quantity required | |
| Capacity | |
| Potential Substitute | |
| Supporting equipment / consumables | |
| Personnel required to operate or support | |
| Transport required | |
| When is it required | |
| How long is it needed | |
| Where to deliver or report | |
| Person to deliver / report to | |
| Agency to deliver / report to | |
| Deliver / report to contact details | |

# Appendix J Logistics checklist

| Order | Task | Details | Complete? |
|:---:|---|---|---|
| 1 | BAU Cancellation | Cancel appropriate BAU functions depending on the event size / scope | |
| 2 | Roster | Prepare the roster in coordination with the Response Manager | |
| 3 | Catering | Prepare catering in coordination with the Response Manager | |
| 4 | HRG / Finance | Contact each and inform them there is a response underway and to stand by encase required. | |
| 5 | EMIS | Make sure EMIS is running okay and put a plan in place to monitor it on a regular basis depending on staff availability | |
| 6 | Resource processes | Open offers list and requests pages in EMIS / Prep vendor list | |
| 7 | Contacts | Touch base with Logistics staff at all activated ECCs. Ensure they have your number and know they can ask for help. | |
| 8 | Planning / Resource recommendations | If appropriate / time is available, initiate a conversation with the Planning function about potential resource requirements. Consider proactive activities that could be achieved | |
| 9 | | | |
| 10 | | | |

# Appendix L Alternative CDEM NCC Catering

*The table below lists possible alternative catering companies for the CDEM NCC should Parliamentary catering be unavailable:*

| External Catering Companies for CDEM NCC | | | | |
|---|---|---|---|---|
| **Name** | **Contact Person** | **Address** | **Contact Details** | **Menu** |
| Blue Carrot Catering | s9(2)(a) | 14A Sydney Street Petone | s9(2)(a) | www.bluecarrotcatering.co.nz/menues |
| Red Herring Catering | | Unit12 McMillan Court, Newlands | | |
| In House Catering | | Newlands | | |
| Nosh | | 9 Ganges Road Khandallah | | noshshop@nosh.co.nz |
| Ana Cuisine | | 211 The Parade, Island Bay | | http://www.cateringwelling.co.nz/ |
| Corporate Caterers | | | | http://www.corporatecaterers.co.nz/ |
| New World | | 41 Murphy Street Thorndon | | http://orders.newworld.co.nz/ |
| Pandoro Wellington | | Courtenay Place & 14 Woodward Street Wellington | | |
| Relish | | Captial on the Quay 256 Labton Quay Wellington | | http://www.relishforfood.co.nz/ |
| Simply Food | | 2 Sar Street Thorndon | | http://www.simplyfood.co.nz |

# Appendix M Arrangements for Staff during emergencies

*The following table indicates recommended arrangements for staffing the CDEM NCC during different states of emergency.*

| Emergency Status | Responding EOC/ECC | Supporting EOC/ECC | CDEM NCC | Costs | Comments |
|---|---|---|---|---|---|
| No State of Emergency -- State of Local Emergency | Seeks support within own CDEM Group in the first instance. | Offers support via CDEM Group. | N/A | CDEM Group or council requesting support pays travel & accommodation. | Depending on CDEM Group structure & arrangements. |
| | Accepts an offer of support from an EOC/ECC of another CDEM Group. | Offers support. Arranges travel & accommodation. | N/A | Council/CDEM Group offering support pays travel & accommodation. | Responding EOC/ECC may offer to arrange and/or pay travel & accommodation. |
| | Requests support from an EOC/ECC of another CDEM Group. Arranges travel & accommodation. | Offers support upon request from responding EOC/ECC. | N/A | Council/CDEM Group requesting support pays for travel & accommodation[1]. | Supporting EOC/ECC may offer to arrange and/or pay travel & accommodation. |
| | Requests CDEM NCC to seek & coordinate support. | Offers support through CDEM NCC. | Coordinates request for support. Arranges travel & accommodation | Council/CDEM Group requesting support pays for travel & accommodation[2] | Supporting EOC/ECC may offer to pay travel & accommodation. |
| Local emergency, but CDEM NCC needs support | N/A | Receives request for support from CDEM NCC. | Requests support. Arranges travel & accommodation. | MCDEM pays travel & accommodation. | |
| State of National Emergency | Receives support coordinated by CDEM NCC. | Offers support through CDEM NCC. | Requests support. Arranges travel & accommodation. | MCDEM pays travel & accommodation. | MCDEM will not pay for any support that is not coordinated by CDEM NCC. |

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[1] For large emergencies with a longer duration, the responding council/CDEM Group may submit a claim (via MCDEM) requesting that Government agrees a 'special policy' to cover costs associated with staff support. Government agreement is on a case-by-case basis and subject to a Cabinet decision.

[2] As above.

# Logistics Manager

**Have you had your duty/previous shift handover?**

**Name:**
**Date:**
**Operations Manager:**
**Signature:**

| First 5 Minutes | ✓ |
|---|---|
| Report to Duty Manager/outgoing Operations Manager and receive **Master Operations checklist** | |
| Put on allocated jerkin | |
| Get EMIS message pad | |
| Get Stationery (pens, highlighters etc) | |

| First 30 Minutes | ✓ |
|---|---|
| Receive shift handover briefing from outgoing team | |
| Make yourself known to the Response Manager and/or National Controller | |
| Assign roles to Operations Function and ensure staff are clear on their responsibilities | |
| Assign a Second in Command (2IC)- Tasks can be delegated to this person | |
| Identify any outstanding activation or shift tasks to be completed | |
| Log into EMIS and go to the NCMC Operations homepage (here) to access shift handover notes and relevant documents, and then to the Operations event page | |

| Ongoing Tasks | ✓ |
|---|---|
| Plan and monitor the workflow of the Operations Function according to the **Master Operations checklist** | |
| Attend National Controller meetings | |
| Carry out National Controller directives | |
| Contribute to the Simple Action Plan/National Action Plan | |
| Manage the implementation of the Simple Action Plan/National Action Plan (evaluate progress, hold implementation meetings where required) | |
| Oversee National Warning System messages | |
| Ensure that all NCMC functions are advised of new Sitreps and Action Plans and where to find them | |
| Liaise with other Function Managers | |

**Ministry of Civil Defence & Emergency Management**
Te Rākau Whakamarumaru

# International Function SOP

## DRAFT version 0.4

### June 2019

# Version Control

| Version | Date | Author / reviewer | Summary of changes |
|---------|------|-------------------|--------------------|
| DRAFT 0.1 | 15/08/2018 | Hannah Jolly | Created skeleton draft in agreed new template. Includes some existing material from current SOP |
| DRAFT 0.2 | 7/9/2018 | Jo Guard | Fleshing out of all aspects of the initial draft document. |
| DRAFT 0.3 | 28/9/2018 | Jo Guard | Fleshing out of all aspects of the initial draft document from feedback obtained from the International Function workshop held on 26 September 2018. |
| DRAFT 0.4 | 30/05/19 | Jo Guard | Reordering taking in changes. |

# Contents

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# Section 1 Overview

This standard operating procedure (SOP) covers the key objectives and tasks of the International function in the National Crisis Management Centre (NCMC). It is used by:

- The **International Function Manager** to ensure the completion of key tasks, and the management, review and adjustment of the overall operation of the International function

- **International function members** to guide them through their tasks, and

- **Other function staff** to understand what the International function's roles, objectives and tasks are.

## 1.1 International function purpose

The objective of international assistance is to enhance New Zealand's response capacity and capability where required following a large-scale emergency. The International function provides a point of contact within the NCMC to deal with offers of, and requests for, international resources or assistance during emergencies.

The purpose of this document is to describe the responsibilities, processes and procedures for the International function in the NCMC. The focus of this SOP is for CDEM led emergencies. However, other agencies may wish to use elements of this procedure to support coordination of international resources or assistance for emergencies led by other agencies.

## 1.2 Context

The International function works within New Zealand's domestic framework described in the NCMC Concept of Operations. The high level arrangements for International Assistance are outlined in the Act and the Guide to the Plan.

The International Function is activated when it is anticipated there will be offers of international assistance made by the international community. If New Zealand's domestic capabilities are exceeded, the International function is the mechanism by which we will request/accept international assistance.

International assistance is managed by the NCMC International function, which is led by the Ministry of Foreign Affairs and Trade (MFAT). The function also forms part of a wider framework under the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) system for coordinating international assistance – the OSOCC system[1].

The following table explains the terms used in the above diagram and throughout this document:

| Item | Description |
|------|-------------|
| AOG Hub | **All of Government Hub** <br><br> An All of Government Hub may be established in a major emergency such as the Wellington earthquake. If an alternative NCMC is established in Auckland, the hub will operate out of Wellington to support response operations. The International function may forward deploy a team to the AoG Hub to achieve its roles and responsibilities, if required. This team may replicate some of the NCMC International function's roles; however, the team will carry these out in support of the International function rather than duplicating processes. |
| ERS | **Cabinet External Security and Relations Committee** |

---

[1] As detailed in the UNOCHA On-Site Operations Coordination Centre (OSOCC) Guidelines.

| | |
|---|---|
| | The Cabinet of New Zealand is the New Zealand Government's body of senior ministers, responsible to the New Zealand Parliament. The Cabinet External Security and Relations Committee, chaired by the Prime Minister, co-ordinates and directs national responses to major crises or circumstances affecting national security (either domestic or international). |
| **INSARAG** | **International Search and Rescue Advisory Group**<br><br>UNOCHA oversees the International Search & Rescue Advisory Group (INSARAG). INSARAG operates within guidelines encouraging teams to achieve and maintain standards accepted globally. Teams may be assessed and classified using these guidelines, focusing on Management, Search, Rescue, and Medical and Canine capabilities. Policy and process requirements endorse border security and immigration controls. Fire and Emergency New Zealand maintains three USAR teams to form one INSARAG heavy classified National Taskforce, and is the operational focal point for INSARAG. MFAT is the political focal point for INSARAG. |
| **LEMA** | **Local Emergency Management Agency**<br><br>The Local Emergency Management Agency in the New Zealand context is the Ministry of Civil Defence & Emergency Management. |
| **NCC** | **National Coordination Centre**<br><br>Each lead agency has its own National Coordination Centre from which it manages a response. |
| **ODESC** | **Officials Committee for Domestic and External Security Coordination**<br><br>The Officials Committee for Domestic and External Security Coordination is a New Zealand government committee which gives the Prime Minister strategic policy advice on security and intelligence matters. The committee comprises the chief executives of the selected Government agencies. The group is chaired by the head of the Department of the Prime Minister and Cabinet. |
| **OSOCC** | **Onsite Operations Coordination Centre**<br><br>An Onsite Operations Coordination Centre is established to coordinate assistance by the UNDAC team if UNDAC has been requested by a host Government. In the New Zealand context, the National Crisis Management Centre will assume the role of an OSOCC. |
| **RDC** | **Reception Departure Centre**<br><br>Reception and Departure Centres (RDCs) receive arriving international assistance on behalf of the International function and assist with border processes if required. RDCs will advise incoming teams of assignments and onward logistical arrangements.<br><br>RDCs will be required at all ports and airports receiving international assistance. |
| **Sub OSOCC** | **Sub Onsite Operations Coordination Centre**<br><br>In large scale emergencies, a sub OSOCC(s) may be required. In the New Zealand context, this may be linked into the All of Government Hub which is a forward deployment (or branch) of the NCMC. |

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| UNDAC | **United Nations Disaster Assessment and Coordination (UNDAC) team** |
|---|---|
| | United Nations Disaster Assessment and Coordination (UNDAC) teams offer coordination, assessment and information management expertise consistem with New Zealand's CDEM skills and competencies. It aims to facilitate close links between country-level, regional and international response efforts. |
| | MFAT, in partnership with MCDEM, maintains New Zealand UNDAC membership and capability. Through this arrangement New Zealand contributes to UNDAC missions in other countries and UNDAC support is available to New Zealand. |
| | MFAT is the New Zealand Focal point for UNDAC. |
| UNOCHA | **United Nations Office for the Coordination of Humanitarian Affairs** |
| | UNOCHA's mandate, under the direction of the Emergency Relief Coordinator, includes the coordination of humanitarian aid response, policy development, resource mobilisation, and humanitarian advocacy. UNOCHA is able to deploy resources to New Zealand at short notice during an emergency if requested by the New Zealand Government. |
| VOSOCC<br><br>Or VO | **Virtual On-Site Operations Coordination Centre** |
| | The Virtual OSOCC (VOSOCC) is a real-time online coordination platform that allows information exchange early in an emergency. Specific features of the VOSOCC allow responders to exchange information, such as baseline country information, entry points and other aspects of logistical support, and assessment information. |

The figure below illustrates where the two systems are overlaid, demonstrating the international assistance structure in New Zealand and how it relates to the OSOCC system.

The key is as follows:

- Blue boxes – New Zealand system
- Orange boxes – the OSOCC system
- Arrows – key communication lines
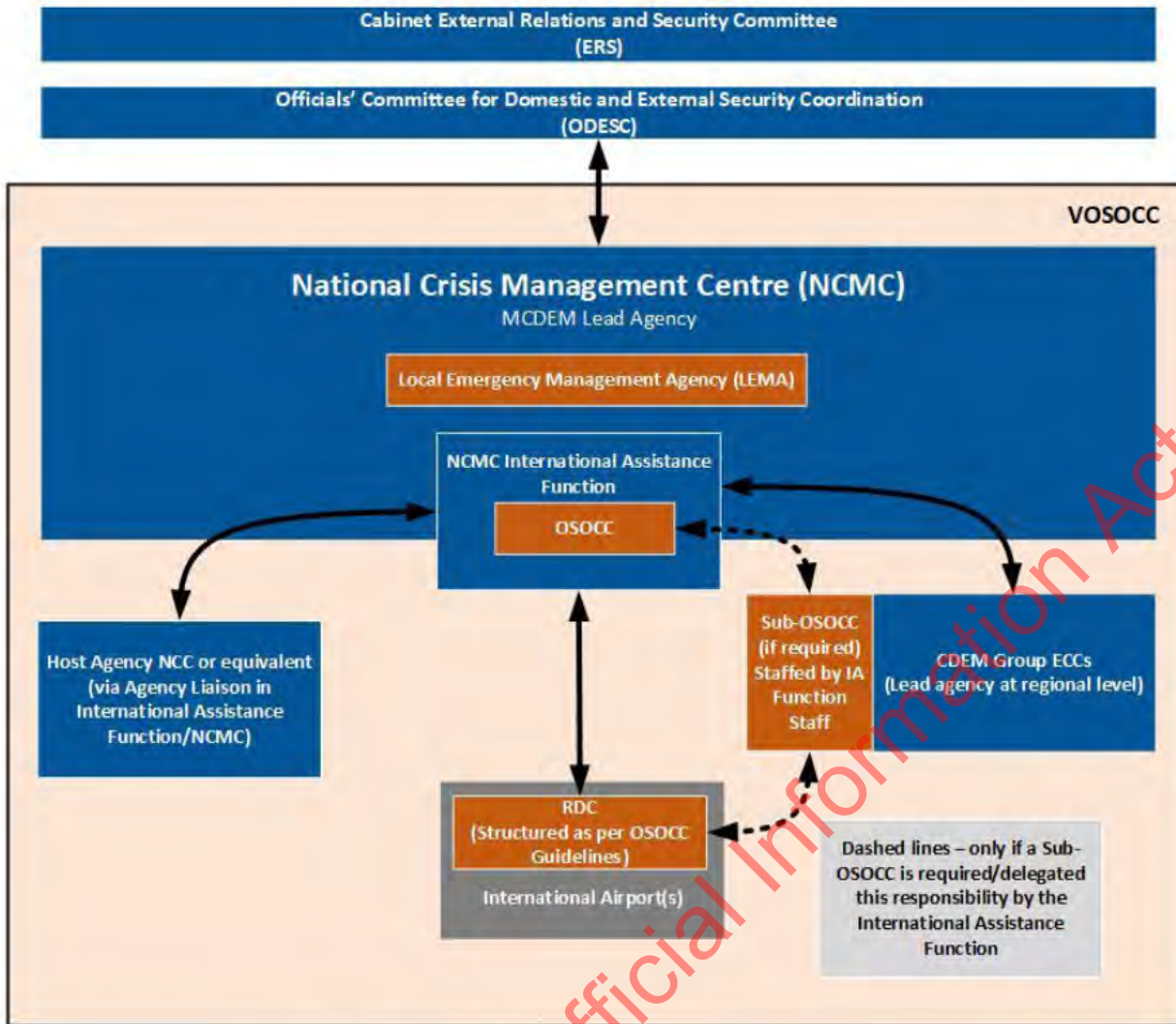
## 1.3 Role of the International function

The International function provides a point of contact within the NCMC to deal with offers of, and requests for international resources and assistance during large-scale emergencies. The International function:

- ensures that any international assistance is consistent with New Zealand laws and regulations; and
- ensures that international assistance is based on requests made by the New Zealand Government or the acceptance of offers of assistance by the New Zealand Government; and
- maintains, through the Ministry of Foreign Affairs and Trade, effective lines of communication with foreign governments and international organisations on all aspects of an emergency via New Zealand's overseas posts and foreign diplomatic missions accredited to New Zealand; and
- supports the National Controller to provide daily situation reports to the international community; and
- ensures that all requests for and offers of international assistance are coordinated by the National Controller through the International function; and
- uses the following links to the international community:
  - o existing lines of communication between the Ministry of Foreign Affairs and Trade and foreign governments and international organisations; and
  - o New Zealand's overseas diplomatic posts; and
  - o foreign diplomatic missions resident in and accredited to New Zealand; and
  - o the UNOCHA; and
  - o the Non-Governmental Organisations Disaster Relief Forum; and

- ensures that all international assistance is, upon arrival in New Zealand, coordinated by the National Controller (who may request other agencies or officials to coordinate particular aspects of this assistance); and
- ensures that once an international resource has been requested, and the resource has been mobilised (even if a domestic resource becomes available), the international resource arrives in New Zealand; and
- ensures that the Ministry of Foreign Affairs and Trade (with the assistance of the New Zealand Red Cross, the New Zealand Police, the Ministry of Health, and the New Zealand Customs Service) keeps the international community informed of the safety and whereabouts of foreign nationals.

This does **not** include:

- MFAT support areas (e.g. ???), and

- providing assistance offshore.

# 1.4 Responsibilities

The International function is responsible for:

- supporting the overall response and operates to the National Controllers intent;
- facilitates the communication and coordination of actions across agencies related to international assistance during an emergency in New Zealand;
- receives and collates offers of international resources or assistance;
- receives and collates requests for international resources or assistance;
- when required, matches requests for international resources or assistance with offers of assistance;
- provides information updates and/or seeks approval from the NCMC/ODESC/Ministers/other decision-makers;
- communicates through the appropriate channels requests for, and acceptance of, international resources or assistance
- ensures all offers of assistance are appropriately responded to
- Ensures host agencies are aware of the status of requests and deployments.

## *Key references and resources*

A full list of key references and resources for the International function is included at Appendix B.

## *Legal considerations*

The actions taken by the International function must remain consistent with New Zealand laws and regulations. Agencies are expected to communicate this to their hosting agencies.

All information in the NCMC is discoverable and can be requested under the Official Information Act (1982), but subject to the Privacy Act.

Health and safety

Where complaints can be dealt with – eg. Crown Law.

Do Legal want to put something in here about international teams operating in the NZ environment?

*The New Zealand Government and the New Zealand Red Cross have pledged to adopt and utilise the International Disaster Response Laws, Rules and Principles (IDRL) Guidelines. Please refer to* www.ifrc.org/idrl *for more information.*

# 1.5 Supporting agencies

In an emergency, the **International Function Manager**, who is ultimately responsible for all International function tasks, leads the International function. Refer to the International Function Manager – Role Card on page xx for the requirements for this role.

The table below lists the agencies that may represent the team supporting the International Function Manager and how they contribute to the International function.

| Agency | Role |
|---|---|
| Ministry of Civil Defence & Emergency Management (MCDEM) | • Lead agency for developing this SOP<br>• Activates the International function during emergencies where MCDEM is the lead agency to coordinate international assistance.<br>• Coordinates consequence management when acting as a support agency (which may require working with relevant agencies to coordinate international assistance). |
| Ministry of Foreign Affairs and Trade (MFAT) | • Operates an ECC that receives queries from and provides information to foreign governments and international organisations. The ECC:<br>   ◦ conveys requests for resources or assistance to foreign governments and international organisations (directly, via MFAT posts, Foreign Missions/posts resident in and accredited to New Zealand);<br>   ◦ conveys offers of resources or assistance from foreign governments and international organisations (directly, via MFAT posts, foreign missions/posts resident in and accredited to New Zealand);<br>   ◦ channels New Zealand's response to offers of international resources or assistance from foreign governments and international organisations when offers have been declined or accepted. |
| Fire and Emergency New Zealand (FENZ) | • Coordinates Urban Search and Rescue (USAR) operations in support of the National Controller's strategic requirements, including:<br>   ◦ coordinating offers of USAR resources or assistance;<br>   ◦ determining requirements for international USAR support; and<br>   ◦ managing USAR operations.<br>   ◦ Initial RDC setup<br>   ◦ USAR Coordination Cell (UCC) set up.<br><br>**Note**: NZFS provides up-to-date contact information for USAR personnel. *The UN manages the USAR directory, and the USAR database can be accessed* here. *Classified teams and their current status is also found on the Virtual Onsite Operations Coordination Centre (**VOSOCC**). NZFS maintains the USAR Operations Focal point as stipulated by the United Nations.* |
| Ministry of Health (MOH) | Coordinates International Emergency Medical Teams (EMT) including:<br>• Determining requirements for international Emergency Medical Team (EMT) support<br>• Registering EMTs and clinical teams. |
| New Zealand Defence Force (NZDF) | • Coordinates foreign military contingents deployed for response. |

| | |
|---|---|
| NZ Police | Lead agency for:<br>• Incident cordon and containment (including movement control within affected zone/s)<br>• Security<br>• Maintenance of law and order<br>• Missing persons<br>• Disaster victim identification (DVI) operations (including Liaising with the Coroner) |
| Ministry for Primary Industries (MPI) | • Maintains biosecurity at the border<br>• Leads domestic response to food-related events through border crossings<br>• Leads domestic response to animal welfare issues through international relationships and agreements for support in significant events; and<br>Supports trade implications affected by events alongside MFAT |
| New Zealand Customs Service | • Works with Reception and Departure Centres (RDC) staff to expedite international personnel and resources through the border into New Zealand |
| Ministry of Business, Innovation and Employment (MBIE) | • Expedites visa clearance processes for international personnel through the border into New Zealand<br>• Supports the NCMC in contracting and procurement of international resources. |
| NGO Disaster Relief Forum (NDRF) | • Includes the Council for International Development (CID) |
| New Zealand Red Cross | • Responds to humanitarian needs of people affected by a disaster in New Zealand<br>• Requests bilateral international assistance from the Australian Red Cross or the International Federation of the Red Cross under a pre-arranged mutual assistance agreement which may include:<br>  ° Immediate financial assistance<br>  ° Deployment of global/regional disaster response tools<br>  ° Provision of "Non Food Item" relief supplies<br>  ° Technical, managerial or additional coordination support personnel.<br><br>• For a significant disaster event in New Zealand, New Zealand Red Cross will implement its major international assistance contingency plan in consultation with the International function/NCMC. All disaster management activities are undertaken by the Red Cross movement in line with the Princples and Rules for Red Cross and Red Crescent Humanitarian Assistance 2013 and the Red Cross fundamental principles of Neutrality, Impartiality and Independence and in accordance with the code of conduct for the international Red Cross and Red Crescent movement and NGO's in disaster relief, relevant disaster law (IDRL) and movement statutory guidelines. |
| Members of the New Zealand United Nations Disaster Assessment and | • May staff International function or act as Reception Departure Centre Liaison |

| Coordination (UNDAC) Team | |
| --- | --- |

**Note:** The exact team structure, numbers, and agency representation will depend on (and vary according to) the event. There may be a possibility that some agencies could contribute to the International Function through their designated NCMC Liaison Officer.

## New Zealand UNDAC Team

New Zealand UNDAC Team members may be requested to staff the International function or supplement staffing at the Reception Departure Centre.

## How we link to ECCs – regions and Groups

Maintain engagement and interoperability with international partners likely or pre-approval to deploy in support during an event.

## Security clearances

There is generally no security clearance required to work in the International function. However, certain events may require national security clearance.

Do we want to say something about what the agencies do in BAU readiness (including maintaining bilaterals)?

## International teams

It is important for the International function to maintain engagement and interoperability with international partners that are likely to deploy support during an event. The table below lists the international teams that would be involved during a national emergency and their capabilities.

| Team | Capabilities |
|------|-------------|
| USAR | **Urban Search and Rescue** <br><br> USAR Teams are coordinated through the International Search and Rescue Advisory Group (INSARAG)[2] methodology.  The implementation of USAR coordination begins with the arrival of the first INSARAG classified team into New Zealand (which could be New Zealand's own classified heavy team) setting up a Reception Departure Centre (RDC) and supplemented with team members from other classified teams.  This staffing level ensures that initial coordination and staffing is appropriate at the RDC, USAR Coordination Cell (UCC) and Sector Coordination Cell(s) (SCC) as required. |
| EMT | **Emergency Medical Teams** <br><br> The World Health Organisation (WHO) Emergency Medical Teams (EMT) Initiative assists organisations and member states to build capacity and strengthen health systems by coordinating the deployment of quality assured medical teams in emergencies. Emergency Medical Teams are coordinated through an Emergency Medical Team Coordination Centre (EMTCC) which reports to the Ministry of Health. |
| UNDAC | **United Nations Disaster Assessment and Coordination** <br> UNDAC is part of the international emergency response system for sudden-onset emergencies. It is designed to help the United Nations and governments of disaster-affected countries during the first phase of a sudden-onset emergency. UNDAC also assists in the coordination of incoming international relief at national level and/or at the site of the emergency.  UNDAC assistance is requested through the UN OCHA and copied to MFAT (UNDAC Policy Focal Point and MCDEm as the Operational Focal Point). A Terms of Reference is then agreed between UN OCHA and the New Zealand Government, which may include support to the International function. |
| DVI | **Disaster Victim Identification** <br><br> The process of DVI involves a range of forensic science techniques used to make a positive identification of deceased victims.  This process is managed by the New Zealand Police. |
| EMA | |
| INGO | International NGOs – through RDC and offers of assistance from them |
| Red Cross | |

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[2] INSARAG is a global network of more than 90 countries and organisations under the United Nations umbrella. INSARAG deals with urban search and rescue (USAR) related issues, aiming to establish minimum international standards for USAR teams and methodology for international coordination in earthquake response based on the INSARAG Guidelines endorsed by the United Nations General Assembly Resolution 57/150 of 2002, on "Strengthening the Effectiveness and Coordination of International Urban Search and Rescue Assistance"

# 1.6 Relationships

Within the CIMS structure at the national level, the International function reports to the Operations Manager. This sub-function only applies in large-scale incidents when international assistance is involved. It is always managed at the national level, and is responsible for the coordination, integration and management of international support to a response. It also maintains a view over individual organisations' direct connections with international partner agencies in supporting their response efforts, to ensure a holistic and system-wide approach to international assistance.

**OPERATIONS**

- Action Plan Execution
- Field Staff Management
- Volunteer Coordination
- Investigations
- Lifeline Utilities Coordination
- Support Agency Representatives Coordination
- International Assistance

The International function works with a number of other functional areas across the NCMC as part of the response. The table below indicates some of the key functional interactions the International function will have in order to fulfil its responsibilities:

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

| Function | Interaction |
|---|---|
| Operations | Operations activates the International function in a Mode 3 or 4 event<br>Operations can task the International function with requesting international resources or assistance and/or accepting/rejecting/holding international offers of resources or assistance on behalf of the National Controller. |
| PIM | Operations and PIM will set out a Communications FAQ for those taking calls and emails, |
| Logistics | Logistics coordinates the movement of international resources from point of entry in New Zealand into the affected area; and the movement of procured international resources from the point of origin to where the resources are required in New Zealand. |
| Intelligence | The International function will provide function status reports to Intelligence |
| Planning | The International function will provide information to Planning for inclusion in the National Action Plan (and for tracking taskings)<br>The International function will offer information (along with Operations and Logistics) about available resources |
| Policy | The International function will keep the Policy function informed of offers of, and requests for international resources and assistance. |

# International function contact details

The International Function operates in the room to the right of the MFAT (secure) office space in the NCMC. If space permits, the large meeting space adjacent to these rooms may be used.

International Function desk phone: s6(a)

Email: s6(a)

## Pre-approval for mobilisation of critical international resources

International assistance is most effective when it is deployed immediately (e.g. within the first 72 hours) after an emergency.

Cabinet currently approves international assistance via the Cabinet National Security Committee after an emergency has occurred. It has previously agreed through the approval of the National Civil Defence Emergency Management Plan Order 2015 that if the cabinet National Security Committee is unable to meet, approval for international assistance can be sought from a senior Minister, or the chair of the Officials Committee for Domestic and External Security Coordination (ODESC). This process can be truncated if the assistance is for immediate support for lifesaving activities, specifically medical and urban search and rescue resources, in which case the National Controller can request assistance without Cabinet approval.

Cabinet pre-approval has been granted to seek or accept international assistance from partner countries that can provide immediate, life-saving or otherwise critical assistance that would need to be 'activated' and prioritised as soon as possible after a large scale rapid onset emergency. The partner countries identified by response agencies are:

s6(a)

The above countries were selected on the basis that they already operate with close operational partnerships, have specific technical expertise, can comply with the relevant approved international standards, and possess the ability to operate easily and quickly in the New Zealand environment (e.g. English language capability).

The types of international assistance that may be sought from these countries include:

- Emergency Medical Teams
- Urban Search and Rescue Teams
- Policing support
- Disaster Victim Identification
- Defence Force assets

- Humanitarian Assistance Disaster Relief
- Emergency Management support

In the event of a large scale rapid onset emergency, pre-approved partner countries would, at the request of the National Controller, be able to deploy the necessary resources without NSC approval.

For any subsequent international assistance, the International Function will follow the standard process for seeking ODESC and Cabinet consideration for all requests and offers of assistance once needs assessments have been completed.

Initial international assistance required to respond to a major emergency.

| New Zealand Response Agency | Type of Assistance | Partner Country | Reason for Selection |
|---|---|---|---|
| Ministry of Health | Emergency Medical Teams | s6(a) | • Medical training and qualifications that can be registered in New Zealand<br>• Emergency Medical Teams classified under the World Health Organisation EMT initiative; capable of deploying a Type 2 EMT (Inpatient Surgical Emergency Care);<br>• The ability to speak English, which is important for patient interaction and medicine dispensing. |
| Fire and Emergency New Zealand | Urban Search and Rescue Teams | | • Selection has been based on International Search and Rescue Advisory Group (INSARAG) classifications. 'Heavy' teams have operational capability for complex technical search and rescue operations in collapsed or failed structures. Specific team selection has focussed on interoperability, including the ability to speak English. |
| New Zealand Police | Policing Support | | • Selection has been based on existing relationships and aligned operating models. |
| | Disaster Victim Identification | | • Section based on previous disaster assistance to New Zealand, ability to speak English and ratify their medical qualifications. |
| New Zealand Defence Force | Defence force assets provision of land, | | • Section has been based on historical and developing |

| | maritime, and air transport, and provision of Humanitarian Assistance Disaster Relief equipment and stores and logistic support at key transport nodes | s6(a) | relationships that enable interoperability and familiarity at the tactical and operational levels. |
|---|---|---|---|
| Ministry of Civil Defence & Emergency Management | Emergency Management Support | | • Selection has been based on existing bilateral relationships, English language skills and interoperable incident management systems. |

All practical moves must be taken to streamline the processing of deployed staff and assets into New Zealand; however, this process must not undermine New Zealand's security.

All deployed teams and assets must meet the requirements of their New Zealand requesting agency. This likely includes teams being:

- self-sufficient;
- internationally classified (where appropriate); and
- able to easily integrate into the New Zealand operating environment.

In New Zealand, the international NGO (INGO) umbrella body is the Council for International Development (CID). The CID facilitates the NGO Disaster Relief Forum (NDRF), a coordinating body for New Zealand NGOs involved in international humanitarian work.

Approved INGOs not represented in New Zealand that offer support, or are requested by the NCMC to provide support, will be referred to the NDRF. In liaison with the National Controller (through the International function), the NDRF will provide the same support to these INGOs as NZ-based NGOs will to their international partner agencies. This is to include:

- communications and information management;
- briefing on New Zealand CDEM response arrangements; and
- links to the NCMC and CDEM Group ECCs.

| Capability | Requirements |
|---|---|
| Emergency management staff | Trained and experienced staff capable of working in Coordination Centres to support the response |
| Emergency Medical Teams (EMTs) | EMTs classified under the World Health Organisation (WHO) EMT initiative<br><br>Medical training and qualifications that can be registered in New Zealand<br><br>Capability of deploying Type 2 EMT (Inpatient Surgical Emergency Care)<br><br>The ability to speak English, which is important for patient interaction and medicine dispensing |
| Police / Disaster Victim Identification | English language skills and the ability to ratify medical qualifications |

| UNDAC | UNDAC teams may be deployed at short notice, typically for a period of 2-4 weeks, and are drawn from a cadre of trained and experienced international emergency managers |
| --- | --- |
| | UN assistance in the form of an UNDAC Team can be requested to support with the coordination of international assistance and would be embedded in the NCMC International function |
| USAR teams | International Search and Rescue Advisory Group (INSARAG) classified Heavy teams. |
| | 'Heavy' teams have been selected as they have the operational capability for complex technical search and rescue operations in collapsed or failed structures. |
| **International Defence Forces Support** | |
| Amphibious ships | Capable of beach landings, or loading landing craft |
| Fuel delivery systems | Ship-to-shore diesel delivery systems |
| | Air delivery systems |
| | Fuel storage e.g. bladders |
| Helicopters | Heavy and medium lift helicopters |
| Terminal operations teams (used to operate airports, ports, National Assembly Areas) | Must be logistically self-supporting |
| | Must be capable of operating with NZDF Terminal Operations |
| | Will be used at National Assembly Areas and other national/regional logistics hubs |

Do we want to say something about what the agencies do in BAU readiness (including maintaining bilaterals)?

We will need to put something in here about the new ETA – changes to the border process

*Possible content:*

# Section 2 Tasks

This section provides detail and guidance on the core tasks of the International Function.

What do you do for the National Controller?

Task tracking and closeout

Process workflow

## *Checklists*

To ensure International function tasks are continuously identified, reviewed and completed, the International Function Manager uses the <u>International Manager Checklist</u> on page 44.

The International Team use the relevant sections of this SOP and the <u>[Other role]</u> Checklist on page 46 to guide them through their assigned tasks.

Checklists given to international partners that specify measures needed for rapid border movement

Confirm agencies are briefed to do border clearance (and what will they be told) – include section on process for ETA clearances – new process at the border

Activation checklist

Process for saying yes/no? – flow diagram required.

# 2.1 Activating the International function

The National Controller will request the activation of the International function if there is a high likelihood New Zealand will receive offers of international resources and assistance during an emergency. The National Controller may contact MFAT to discuss the situation before making a decision to activate the International function.

The National Controller will task the Operations function to formally notify MFAT that the International function is to be activated. Upon receipt of this notification, MFAT will appoint an International Function Manager and the International Function Manager, in collaboration with the Operations and Logistics functions, will call in appropriate agency personnel to staff the function.

Activation triggers

- o   High likelihood of receiving international offers of assistance or
- o   Have received offers
- o   The response is of a size or scale that domestically available resources will not meet the needs
- o   There is likely / is a requirement to receive families into NZ (eg. CHC shooting) there is a role for the coordination of national agencies to achieve New Zealand's obligations to the international community.

Levels of activation/ Function scalability  – refer to ConOps

Who do we tell, what, how and when

Standup procedure

Stand down procedure

## 2.1.1 Process for approving and notifying of International function activation

The process for approving and notifying of International function activation is illustrated below.
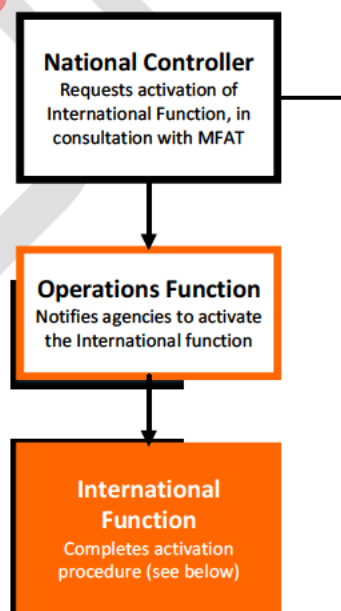
## 2.1.2 Stand-up procedure

[insert]

| Step | Action |
|------|--------|
| 1 | NC to decide |
| | Ops rings MFAT |
| | Ops/Logs works with International Function Manager to request staff |
| 2 | MFAT to appoint an International Function Manager |
| | |
| 3 | Reply to notification message to acknowledge receipt |
| | International Function Manager to arrive at NCMC |
| | Report to Response Manager for a briefing |
| | Report to Operations / Logistics to establish roster and staffing and establish where in the NCMC you are working from |
| | Assign roles to incoming International function team – and agency liaison requirements and embedded staff |
| | Log onto NCMC computer |
| | Log onto EMIS |
| | Log onto VOSOCC  - monitor regularly and update as required – this includes messaging regarding assistance requirements |
| | Ensure phones are working and printing facilities are working |
| | Check daily schedule for meetings |
| | Create daily schedule for International function team |
| | Liaise with Operations for tasking |
| | Establish links with MFAT ECC |
| | Collate offers and requests for assistance spreadsheet |
| | Complete decision register |
| | Participate in IMT meetings |
| | Continually update boards, message logs, plans and ensure elements are recorded electronically (in EMIS)? |
| | Complete shift handover briefings |

## 2.2 Coordinating requests for and offers of international assistance

Insert diagram – end to end process diagram/ workflow showing - receiving offers, requesting, accepting and declining international assistance

[Workshop and insert agreed process – should include guidance on where offers come from, how we request assistance, how they will be centralised / consolidated, how approval is granted, then flowing into setting up reception centres/departures]

Bilateral arrangements – overview, how they work and how they link into the NCMC International function.

Insert a diagram that explains this process after the workshop.

### 2.2.1 Communicating with the international community via Virtual OSOCC

Include guidance and protocols (or link to reference) for using virtual OSOCC.

- Overview
- Link to website
- Logon details
- What the colours mean
- Who should manage/update and how often
- Posting messages (and/or creating a new event)
- Important things to add (eg. USAR and EMT information)
- Who moderates on behalf of NZ Government?

### 2.2.2 Requesting assistance from the international community

[Process flow – needs to capture process for requesting assistance from both pre-approved countries as well as non pre-approved countries. Needs to make reference to range of bi-lateral agreements in place at the agency level]

Reiterate which countries are pre-approved here

Centrally managed for all

Sign off process (via MFAT)

Links to what MFAT does vs what the International function does

Matrix/workflow required.

# International Resource or Assistance Requests / Offers

| Requests | Offers |
|---|---|

**International Providers**

Receive request → Offer resource or assistance

**Domestic Stakeholders**

Government agencies, NGOs, Commercial orgs, Bilateral arrangements,

Receive / acknowledge offer and record in SMIS

**International Function**

Request resource

No

Already offered? — - — - → Match offer against current requests

Yes → Arrange transport

**NCC Logistics**

Resource Request

Arrange Transport

Yes

Available Domestically? - — - — → Records offer and match against requests

No

Resource delivered

*Released under the Official Information Act 1982*

# Section 3 Receiving requests for International resources or Assistance

All requests for resources or assistance, which may include international resources, are to be forwarded to the NCMC. Requests for resources or assistance not available in New Zealand will be provided to the International function. The process is shown in Figure 2.

**Figure 2: Process for requests for international resources or assistance**
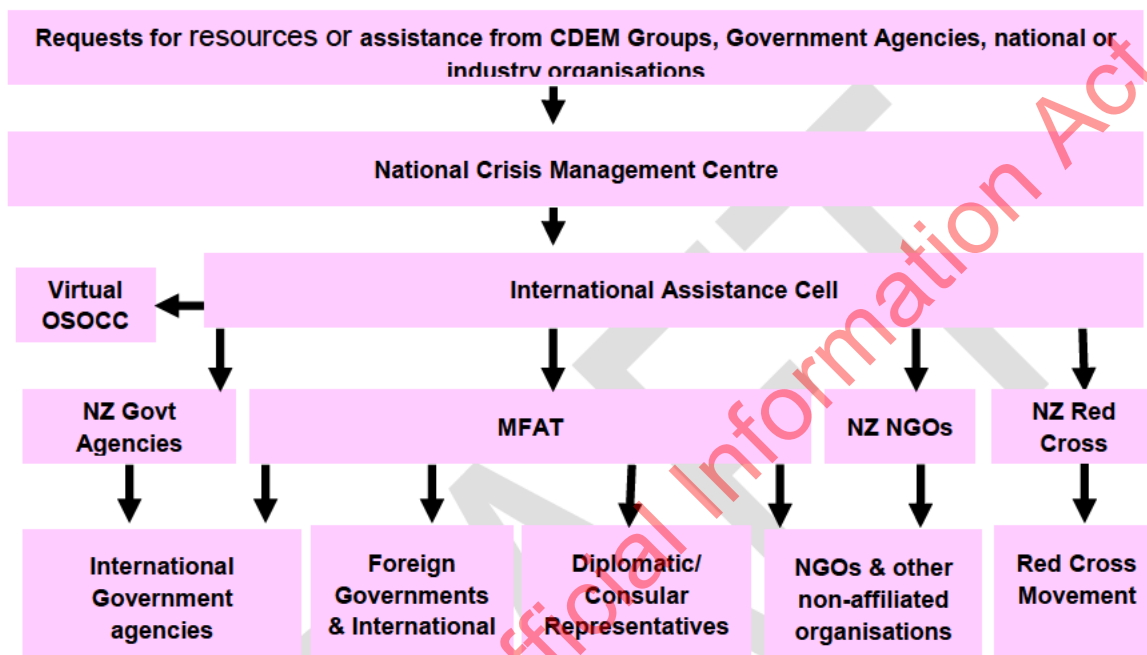


When requests for international resources or assistance are received:

- seek a recommendation from originator of the request or Logistics Team (where appropriate) a potential supplier(s) or location(s) of the resource/service;
- update international function page on EMIS.
- load requests for resources and assistance onto the VOSOCC.
- direct MFAT to seek specified assistance.
- seek signoff from the National Controller.

*Possible content:*

There are a number of methods of initiating requests for offers of international resources or assistance are:

- Immediate support for lifesaving activities: these are specifically for emergency medical teams and urban search and rescue resources. These can be approved immediately by the Director CDEM / National Controller. A substantive request from MCDEM via ODESC to ERC (if time allows) seeking approval to activate international resources or assistance arrangements to support the New Zealand response for the duration of the emergency.
- Political leaders may request assistance directly from counterparts.
- Generic requests e.g. need for USAR via VOSOCC
- Specific requests e.g. request for Australian USAR Teams leveraging a bilateral agreement

## 3.1.1 Receiving offers of assistance from the international community

Offers of resources or assistance made through MFAT (which may be received by MFAT posts, Foreign Missions resident and accredited to New Zealand, or by other government agencies);

Offers of resources or assistance made directly to the PM and Ministers;

International Non Governmental Organisations (NGOs) offers of resources or assistance through their New Zealand based representatives;

- Multiple offers may be received from the UN by MFAT, including via the New Zealand Permanent Mission to the United Nations in Geneva, or the National Controller;

- Non-official sources (eg NGOs, private organisations, individuals, local communities, website inquiries) that have no representative in New Zealand will make offers via the Operations function of the NCMC;

- International offers of commercial services or products may be received from the private sector, NGOs or industry by government agencies often requiring payment;

Offers of resources or assistance may be received within the NCMC; through informal and professional networks

Include process flow

Offers of international resources or assistance will be received (see Figure 1) during emergencies and will be forwarded to the International function. If the International function is not activated, any offer being responded to from the NCMC (or MCDEM - if NCMC not activated) will be copied to MFAT and relevant agencies.

**Figure 1: How offers of international resources or assistance are received**
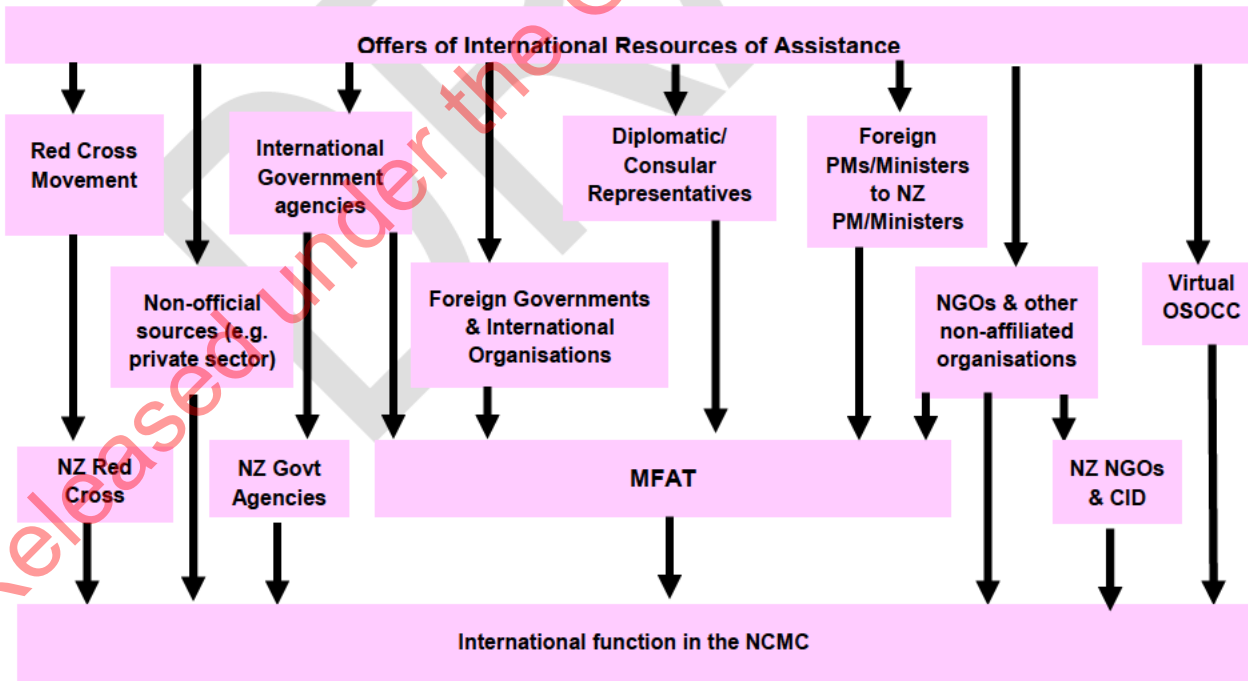


When offers of international resources or assistance are received, International function personnel will:
- list all offers on NCMC EMIS;
- inform the Logistics function of offers which may need domestic transportation support;
- where required, seek advice from other agencies regarding unique offers of resources or assistance;

- consider each offer on its merit and the required need;
- ask MFT to provide the agreed response to non-official sources of international resources or assistance; and
- ask MFAT to provide the agreed official response of the New Zealand Government to foreign governments and international organisations (broad guidance below).

| Purpose | Content of message | Timeframe |
|---------|-------------------|-----------|
| Initial acknowledgement | Thanks/Confirm received/hold | Within 24 hours |
| If offer is related to immediate response | Accept/Decline or remain on hold | Within 2 days |
| If offer remains on hold and relates to immediate response | Accept/Decline or remain on hold | Provide update every 2-5 days |
| If offer related to recovery, medium term or where need is unclear | Accept/Decline/ update with new information remain on hold | Within 5 days |

- Guideline on response times

We should add a section here about setting up an RDC and how this is staffed and what the purpose is – to facilitate the entry and exit of international assistance. Include diagram and notes from the RDC workshop

## 3.1.2 Evaluation of offers/ matching process

Include process flow

- Driven by the needs to the host agency
- Match up requests/offers of assistance and provide to National Controller daily

**sp**

Process: Identification of a requirement for international assistance

Is assistance for lifesaving activities (medical and USAR)? CDEM Plan Clause 148(a)

Yes

Decision: Would assistance be coming from Cabinet pre-approved counties? (Rapid onset, major emergencies only)

No

No/unknown

Has ERS (Cabinet Sub-committee) activated international assistance arrangements? CDEM Plan clause 148(b)

Yes

No

Process: Seek approval from ERS (or if unable to meet Senior Minister / Chair of ODESC) to activate international assistance arrangements

Once approval is granted

Has required assistance already been offered?

No

Yes

Is the assistance being sought from a specific country (e.g. Australia) or is the request general (e.g. INSARG Heavy teams)

Specific → Request for assistance made to partner country via MFAT

General → Request for assistance made via Virtual OSOCC

Offer(s) of assistance received

Decision: Does offer meet request / is it required (e.g. multiple offers)?

No → Communicate NZs decline of offer via MFAT/NCMC International Function

Yes → Communicate NZs acceptance of offer via MFAT/NCMC International Function

Sub-process: MATCHING (Operational decision with political considerations)

**Notes/comments**

Need to add check in points with National Controller

*alternate start point? If this is need to consider how we show a loop back to approvals

**National Civil Defence Emergency Management Plan Order 2015**

148   **Approval to accept or request international assistance**

International assistance may be initiated by a request—

(a)   for immediate support for lifesaving activities (specifically medical and urban search and rescue resources, which can be approved immediately by the National Controller); or

(b)   from the National Controller, or the Director, via the ODESC to the NSC, seeking approval to activate international assistance arrangements to support the New Zealand response for the duration of the emergency (if the NSC is unable to meet, approval will be sought from a senior Minister, or the chair of the ODESC).

149   **Requests for international assistance**

(1)   All requests for international assistance are to be provided to the National Controller for consideration.

(2)   The process for making requests for international assistance is detailed in *The Guide*.

150   **Offers of international assistance**

(1)   All offers of international assistance are to be provided to the National Controller for consideration and agreement before acceptance of that assistance

(2)   The process for accepting offers of international assistance is detailed in *The Guide*.

(3)   Any international assistance must be able to operate within the New Zealand regulatory and legal framework.

### 3.1.3 Accepting/declining International Assistance

- Accepting assistance

## 3.2 Accepting offers for international resources or assistance

The requirements for accepting offers of international resources or assistance are:

- All offers of international resources or assistance must be provided to the Director CDEM / National Controller for consideration.
- Some countries have existing international response arrangements. Parties to the East Asia Summit Rapid Disaster Response Toolkit (EAS Toolkit) have identified and earmarked assets and capacities which may be made available and mobilised for disaster relief and emergency response. The Toolkit is located on the National Controller's desk in the NCMC. The accompanying Toolkit SOP guides the actions of parties and the ASEAN Coordinating Centre for Humanitatrian Assistance on disaster management (AHA Centre) in implementing:
  - o The regional standby arrangements for disaster relief and emergency response;
  - o the utilisation of military and civilian personnel, transportation and communication equipment, facilities, goods and services, and the facilitation of their trans-boundary movement; and
  - o the coordination of joint disaster relief and emergency response operations.
- Some New Zealand agencies may have existing international response arrangements. These agencies must ensure that the International function is aware of any offers of international resources or assistance received from partners. Even when international arrangements exist between agencies, any offers of international resources or assistance must be considered and agreed by the Director CDEM / National Controller before acceptance of the resources or assistance.
- The Director CDEM / National Controller may discuss offers received with ODESC or others before making a decision on any offers to be accepted;
- The International function Manager is responsible for providing offers to the Director CDEM / National Controller at least once daily for consideration.
- Any offers to be accepted must be signed off by the Director CDEM / National Controller.
- International function Manager is responsible for the sign-off process including record keeping (scanned copies of signed accepted offers are to be filed in the MCDEM document management system called EMIS), updating EMIS and communicating accepted offers to members (of the International function?).
- The Logistics function must be informed of any accepted offers which may require a delivery or logistics component if not provided by the donating entity.
- MFAT, through its ECC, will use existing lines of communication to foreign governments (including through foreign diplomatic missions), partners and international organisations regarding agreed offers of resources or assistance.
- The International function team will communicate acceptance or decline of all non-official sources of international resources or assistance.

**Note:**

- New Zealand Red Cross and NGOs have their own arrangements for surge capacity and mutual assistance from their international partners. These arrangements are considered to be internal support arrangements.
- New Zealand NGOs via the NDRF will keep the International function informed of international surge capacity and/or mutual assistance being deployed into New Zealand during emergencies.
- The Order of St John New Zealand, as an NGO and emergency service provider of pre-hospital ambulance services, may receive mutual aid support directly through Australian St John Orders.

- Declining offers of assistance

## 3.3 Declining offers

Decisions to decline offers of international resources or assistance will be based on operational response requirements. The International function will, on behalf of the National Controller, instruct MFAT to provide the formal response on behalf of the New Zealand Government to foreign governments and international organisations when offers are declined. MFAT will provide the formal response on behalf of the New Zealand Government to all non-official sources of international resources or assistance when their offers are declined.

- Centrally managed for all
- Signoff process (through MFAT) – flow diagram?
- Approval process (legislation and pre approval) for accepting and declining offers of assistance (needs a diagram).
- Links to what MFAT does vs what the International function does
- Matrix/workflow required.

Question: Is the International function the enabler for entry and exit only – reporting and managing by the 'in country' agency – like the RDC diagram include demobilisation.

**Note**:
- If NSC is unable to meet, approval will be sought from a senior Minister or Chair of ODESC. A retrospective approval can be sought from NSC.
- Any international resources must be able to operate within the New Zealand regulatory and legal framework. MFAT will be tasked with rejecting/returning international resources that are not compatible with New Zealand's regulatory and legal framework.
- The International function will contribute to Cabinet and briefing papers which will be led by the appropriate policy team or by DPMC.
- If international resources or assistance are not required, the International function will focus on information gathering and coordination of offers.
- The Ministry of Health will only accept international Emergency Medical Teams that agree to operate against the WHO Minimum Standards and have pre-registered prior to arrival.

The requirements for requesting international resources or assistance are:
- All requests for international resources or assistance must be provided to the Director CDEM / National Controller for consideration.
- Any international request must be accompanied by a recommendation about which country/partner/organisation will be sent the request.
- The Director CDEM / National Controller may discuss requests for international resources or assistance with ODESC or others before making a decision on any requests to be made.
- The International Function Manager is responsible for providing requests to the Director CDEM / National Controller at least once daily for consideration.
- Any requests to be made must be signed off by the Director CDEM / National Controller with a recommendation about which country/partner/organisation will be sent the request.
- The International Function Manager is responsible for the sign-off process including record keeping (scanned copies of signed accepted offers are to be filed in the MCDEM document management system), updating EMIS and communicating approved requests to members.
- MFAT, through its ECC, will use existing lines of communication to foreign governments (including through foreign diplomatic missions), partners and international organisations regarding agreed requests for resources or assistance.

**Note:**

Once an international resource has been requested and the resource has been mobilised, even if a domestic resource becomes available, the international resource should remain en-route to New Zealand and not cancelled.

Need to workshop the steps involved

## 3.4 Coordinating the deployment of, and deployed international assistance

Follow up

- Provide information on progress of requested mobilised or deployed international resources or assistance – monitor this on the VO
- Establishing a transition process for the responsibility of moving, managing, tasking, international resources or assistance once the resource arrives in New Zealand to the NCMC Logistics function.
- Maintaining an overview of all deployed international assistance including providing information on the arrival, operations, rotation(s), departure and resources of international teams.

Insert expanded version of the RDC diagram developed in the RDC workshop that shows:

- End to end deployment process including demobilisation
- Agency roles and responsibilities (hand over points where 'responsibility' for international assistance changes

Dealing with the return of unapproved resources that have landed / is enroute to New Zealand (and how to communication this message to foreign governments).

**Reception Departure Centres**

**Pre arrival**

Actions:

VOSOCC event set up

Offers on VOSOCC

Pre-approved teams requested/accepted (National Controller decision)

Assessments of additional requirements initiated

*Assistance arrives in New Zealand*

*Assistance departs New Zealand*

**Border Clearance (Air side)**

Actions:

Clear Customs (BAU Process)

Clear Immigration (BAU Process)

Biosecurity Clearance (BAU Process)

*Assistance arrives at RDC*

**Reception and Departure Centre (Land side)**

RDC Roles

Initial Reception

Registration

Customs Advice/Support
Trouble shooting/support as required

Bio Security Advice/ Support
Trouble shooting/support as required

Initial Team Leader Briefing
H&S and Security
Situational overview
Content provided by the NCMC

Assignment
Direction to next location e.g. UCC for Tasking

Logistics and Transport
Transport details (as organised by the NCMC/host agency) including:
- onward flights to next location (usually host agencies forward command post, UCC or equivalent); and/or
- accommodation details
Team and equipment reunification processes/assistance

Key External Links

In many locations this will be coordinated via an Airport EOC
- NZDF (at Military airports)
- Ground Handling
- Facility Management
- Traffic Management
- Security
- Immigration
- Customs
- MPI

*Transit (including safety briefings as required)*

**Host agencies forward command post, UCC or equivalent**

Actions:

Team briefing/debriefing from NCMC/ECC and Host agency

Tasking

Note: Once in country all teams/assets come under the control of host agency
RDCs and the NCMC International Assistance Function act as a facilitator and conduit

Note: This process also works in reverse, when assistance exits New Zealand. While actions may occur at different stages in the process, the same principles apply and it is important to ensure assistance is properly supported upon departure e.g. thanks, registration of departure etc.

**International Assistance expected to transit through RDCs (and relevant NZ host agency)**

- Emergency Medical Teams – MOH
- USAR – Fire and Emergency New Zealand
- UNDAC/EM Personnel – MCDEM
- Disaster Victim Identification personnel – Police
- International Defence Forces – NZDF
- International NGOs – NGO Disaster Relief Forum (NDRF) (via Council for International Development (CID))

**RDC Staffing**

| Time | Staffing | Notes |
|---|---|---|
| | | |

Initial Set up

- **New Zealand USAR and Emergency Medical Team representatives**
- **NZ Customs**
- **Airport liaison (for initial set up)**
- **\*NZDF – on request**
- **\*MFAT – available via phone**

- NZ Customs will act as liaison with airport EOC staff and MPI
- \*NZDF support would be anticipated if International Defences forces were transiting through civilian Airports

- **International UNDAC team members**
- **NZ Customs**
- **\*NZDF on request**
- **\*MFAT Available via phone**

- The 1st arriving International UNDAC members will relieve USAR and EMT representatives

- UNDAC will train NZ Emergency Management staff, these NZ staff (when trained) will become the sustainable/ongoing staffing. These staff will be drawn from the NCMC Supplementary staffing list.

Ongoing staffing

- **NZ Emergency Management Personnel**
- **NZ Customs**
- **\*NZDF on request**
- **\*MFAT Available via phone**

Need identified for an RDC Role card including:

- Manage Information flow with NCMC
- Generalist
- Problem solver
- Strong Communicator (Language/interpretation consideration)

### International Function Representation

Agencies identified as requiring representation in the International Assistance function to make this RDC structure work are listed below. Note: this does not mean full time attendance/liaison, only that the International Function needs to be able to easily access representatives from this agency who have experience in International Assistance.

- MFAT (co-lead)
- MCDEM (co-lead)
- Fire and Emergency NZ
- MOH
- NZ Red Cross
- NZ UNDAC (as RDC liaison NZDRF (CDC))
- Customs
- Police
- NZDF
- MPI
- NDRF (CID)

- MBIE – role of MBIE in the International Function TBC, but could include:
  - Building assessments
  - Immigration advice
  - Procurement
  - Radio frequency service

The RDC will report to the International Function

USAR will be coordinated by a UCC (which might have an SCC or several) and the UCC reports to the International Function (which is NZ's version of the OSOCC). Mention BoO. Maybe put a diagram in of like Shakey City.

## 3.4.1 Demobilising resources

Exit strategy

System diagram required? – show steps from mobilisation to return, including command and control.

## 3.5 Managing and administering the International function

[section requires review & developing]

Role of MFAT as function manager – and need for 2IC

Role of Agency Liaison officers – not to staff the function but to be SMEs

## 3.5.1 Maintaining a Decision / Response Log

## 3.5.2 Contributing to shared NCMC outputs

E.g. Action Plan and SitRep

## 3.5.3 Establishing and maintaining an International function daily schedule

Who does what and when for this function.

| | Actions |
|---|---|
| *Beginning of a response* | |
| 1 | Confirm the NCMC Daily Schedule. |
| 2 | Define/confirm how the International function will contribute to any items in the NCMC Daily Schedule. This may include: <br> • Attendance at key meetings or briefings <br> • Attending meetings / contributing to the development of the Action Plan <br> • Preparatory work for NCMC shared outputs (e.g. preparing content for the SitRep, preparing issues/comments to raise at Action Planning meetings). |
| 3 | Prepare a Daily Schedule for the International Function, using the template provided in Appendix H International Function Daily Schedule (template) on page 52. |

| | Actions |
|---|---|
| | **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 International Team on the daily schedule, and ensure it is displayed or made available for everyone to refer to. |
| *During a response* | |
| 5 | Update the International Daily Schedule at least once every shift, alongside the NCMC Daily Schedule. |
| 6 | Ensure that International Team members are made aware of any changes, and any related work or requirements. |

## 3.5.4 Monitor staffing, workload and wellbeing

| | Actions |
|---|---|
| *Beginning of a response* | |
| 1 | Identify International Function tasks that need to be completed. |
| 2 | Identify how many staff, and from which agencies, will be required to complete the tasks, including any particular skills and expertise required. |
| 3 | Pass on staffing requirements to the NCMC Response and Logistics Managers for rostering purposes. |
| 4 | Prepare briefing materials for your incoming team, including:<br>• brief overview of the situation<br>• task assignments<br>• an initial International Function Daily Schedule, based on the NCMC Daily Schedule |
| 5 | 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.<br>**Note:** If you are unable to brief team members yourself (due to meeting commitments, etc), assign a delegate. |
| *During a response* | |
| 6 | **At least once per shift**: Review task assignments to ensure the right amount of people with the right skills are assigned to International Function tasks.<br>Pass on any rostering requirements to the NCMC Logistics Function. |
| 7 | Maintain a consistent schedule for International Function briefings. Ensure staff have opportunities to raise any questions or concerns.<br>All Manager-Manager handovers should be accompanied by a function briefing. |
| 8 | Ensure your location is known at all times (e.g. let staff know if you will be in a meeting).<br>Assign a delegate to act as 2IC in your absence. |
| 9 | Ensure all staff take breaks, and are informed when meals and refreshments are available. |

# Section 4 Appendices

# Appendix A Role cards

## A.1 International Function Manager – Role Card

### Purpose of the role

Direct the team

Responsible to ensure all tasks/responsibilities are carried out.

### Initial tasks

Allocate roles

Brief the team

Log on to the VOSOCC – ensure that there is an event loaded (and either initiate if not, or provide initial update if there is)

Establish communications lines with key stakeholders

### Daily/weekly tasks

Attend IMT meetings

Attend Planning meetings

Make recommendations to the National Controller and obtain signoff on requests for assistance

Liaise through MFAT to accept or decline offers of assistance

Attend MFAT meetings

### Reporting lines

[insert text]

### Key resources

[insert list – links to checklists, reference docs, etc]

# A.2 International Function Officer

## Purpose of the role

Act as Deputy (2IC) to the International Function Manager

Complete the administration roles within the function

## Initial tasks

[insert text]

## Daily tasks

Answer phone

Monitor shared International function inbox

Monitor and update Virtual OSOCC

Collate offers and requests for international assistance

Match offers and requests for international assistance

Liaise with 'sub-osoccs' if applicable + links to RDCs and other stakeholders

Analysis of requests/offers

## Reporting lines

Liaise with other agencies

Liaise with other NCMC functions / Liaison Officers


You could split the roles this way:

Manager

- IMT meetings
- Staff welfare
- Link to National Controller
- Contribute to National Action Plan
- Link to MFAT LO and ECC


Person 1:Monitor

- VOSOCC
- EMIS
  Emails
- MFAT link
- Boards and visuals


Person 2: Offers and Requests

- Matching
- Collating for National Controller

- Requesting MFAT to say yes/no
- Recording decisions in the decision log/register
- Link to Logistics to get things from A to B
- Status report to Intelligence function
- 

## Key resources

[insert list – links to checklists, reference docs, etc]

Computer access

Phone lists

Logon for VOSOCC

## We also need a section for the RDC including:

Managing information flow to / from the NCMC

Person who is a generalist/problem solver/strong communicator

# Acronyms

| Acronym | Description |
|---|---|
| CID | Council for International Development |
| DES | Cabinet Committee on Domestic and External Security |
| DPMC | Department of the Prime Minister and Cabinet |
| ECC | Emergency Coordination Centre (MFAT) |
| EMT | Emergency Medical Team (including international and domestic) |
| EMT CC | Emergency Medical Team Coordination Cell |
| IASC | Inter-Agency Standing Committee (United Nations) |
| PDG (MFAT) | Pacific & International Development Group of the Ministry of Foreign Affairs and Trade |
| IMT | Incident Management Team. |
| INSARAG | International Search and Rescue Advisory Group (United Nations) |
| IFRC | International Federation of the Red Cross/ Red Crescent |
| MCDEM | Ministry of Civil Defence & Emergency Management |
| MFAT | Ministry of Foreign Affairs and Trade |
| MPI | Ministry for Primary Industries |
| NCC | National Coordination Centre |
| NCMC | National Crisis Management Centre |
| NDRF | Non Government Organisation Disaster Relief Forum |
| NGO | Non Government Organisation |
| NSC | National Security Committee |
| NZDF | New Zealand Defence Force |
| NZFS | New Zealand Fire Service |
| NZRC | New Zealand Red Cross |
| ODESC | Officials Domestic and External Security Coordination |
| OSOCC | On-Site Operations Coordination Centre |
| UN Virtual OSOCC | United Nations Virtual Onsite Operations Coordination Centre |
| RDC | Reception Departure Centre |

| SOP | Standard Operating Procedures |
|---|---|
| UNDAC | United Nations Disaster Assessment and Coordination |
| UNOCHA | United Nations Office for the Coordination of Humanitarian Affairs |
| USAR | Urban Search and Rescue |
| WHO | World Health Organisation |

# A.3 Liaison Officer (overlaps with general duties and into International Function)

## Purpose of the role

Fulfil the conduit of agency information for all agency requests

## Initial tasks

Set up presence of agency liaison within the NCMC and report back to the ECC.

Make yourself known to key stakeholders.

## Daily/weekly tasks

Be the SME for agency advice

Collate requests and communicate between the NCMC and International function

Attend meetings as required

Maintain own agency situational awareness

Ensure outside official/non official requests get directed to the International function

## Reporting lines

Liaise with other agencies

Liaise with other NCMC functions / Liaison Officers

## Key resources

# Appendix B Key references and resources

[use this section to list or reference to key resources and doctrine, including agreements, guidelines, handbooks, documents, resource packs, contact lists, etc]

- MCDEM Response Concept of Operations
- NCMC User Guides
- EMIS User Guides
- NCMC Response Activation SOP
- CDEM Act 2002
- The Guide to the National Civil Defence Emergency Management Plan
- Official Information Act 1982
- NCMC Function SOPs
- EAS Toolkit
- WHO Guideline
- VOSOCC
- EMIS spreadsheet for collating offers and requests for resources and assistance
- UN OCHA On-site Operations Coordination Centre Guidelines 2014

# Appendix C Checklists

[Require development]

## C.1 International Manager Checklist

| Activation | ✔ |
|---|---|
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

| | Ongoing<br>*Ensure the following occurs/is achieved each shift.* |
|---|---|
| 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |
| 6 |  |
| 7 |  |
| 8 |  |
| 9 |  |
| 10 |  |
| 11 |  |
| 12 |  |
| 13 |  |
| 14 |  |
| 15 |  |

| Handover (outgoing International Manager) | ✔ |
|---|---|
|  |  |

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|---|---|
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| | |
|---|---|
| Handover (incoming International Manager) | ✔ |
| | |
| | |
| | |
| | |

## C.2 [Other role] Checklist

| Starting a shift | ✔ |
|---|---|
| | |
| | |
| | |
| | |

| | Ongoing<br>*Ensure the following occurs/is achieved each shift.* | |
|---|---|---|
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |
| 5 | | |
| 6 | | |
| 7 | | |
| 8 | | |
| 9 | | |
| 10 | | |
| 11 | | |
| 12 | | |
| 13 | | |
| 14 | | |
| 15 | | |

| Finishing a shift | ✔ |
|---|---|
| | |
| | |
| | |
| | |

# Appendix E International function Member Agency Contact Details

The table below provides the contact details for member agencies for **business as usual activities**. Members are responsible for keeping MCDEM informed if any details outlined below change.

| Member Agency | Named member | Contact Details |
|---|---|---|
| **MCDEM** | Jo Guard, Team Leader National Operations | s9(2)(a) |
| **MFAT** | s9(2)(a) Division Manager, Protocol Division | |
| **NZFS** | s9(2)(a) | |
| **Ministry of Health** | s9(2)(a) Manager Capability | |
| **NZ Police** | s9(2)(a) Manager National Security | |
| **NZDF** | Deputy Director Strategic Commitments (Domestic) | |
| **NZ Customs** | s9(2)(a) | |
| **MPI** | s9(2)(a) Head of Planning and Readiness | |
| **New Zealand Red Cross** | s9(2)(a) International and National Emergency Management Officer | |
| **CID** | s9(2)(a) Humanitarian Coordinator | |

# Appendix F Activation Points of Contact

The table below provides the 24/7 contact details for member agencies during emergencies. Members are responsible for ensuring duty personal within their agency are familiar with the International function and the arrangements documented in this SOP. Members are responsible for keeping MCDEM informed if any details outlined below change.

| Agency | 24/7 Contact | Contact details |
|--------|--------------|-----------------|
| MCDEM | MCDEM Duty Manager | s9(2)(a), s6(a) |
| MFAT | MFAT Main number | |
| | NZ Aid Programme Pacific Duty phone (for offshore natural disaster event) | |
| | MFAT Pacific Duty phone (for offshore event) | |
| NZFS | NZFS | |
| Ministry of Health | Ministry of Health | |
| NZ Police | NZ Police | |
| NZDF | Watchkeeper, HQ Joint Forces New Zealand | |
| NZ Customs | Strategic Coordination Unit | |
| | Auckland: Integrated Targeting and Operations Centre | |
| MPI | MPI pest and disease line | |
| DPMC | s6(d), s9(2)(a)  Director SRG | |
| | s6(a), s9(2)(a)  Operations Manager SRG | |
| New Zealand Red Cross | NZRC Duty Manager | |
| NDRF | NDRF will activate Association of Non-Governmental Organisations of Aotearoa (ANGOA) if required | |

Also include a handover checklist and a decision log and a status report template.

## Appendix G Response Log (manual template)

| Response Log | Event Name: | | Date Prepared: |
|---|---|---|---|
| Actions / Decisions | | | |
| **Time** | **Comment** | **Action / Decision** | **Responsible** |
| | | | |
| | | | |
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# Appendix H International Function Daily Schedule (template)

This 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.

The daily schedule for the International function should align with the overall daily schedule of the NCMC

| Time | Activity | Responsibility |
|------|----------|----------------|
| 0700 | | |
| 0740 | | |
| 1000 | | |
| 1100 | | |
| 1300 | | |
| 1400 | | |
| 1500 | | |
| 1540 | | |
| 1600 | | |
| 1730 | | |
| 1800 | | |
| 2200 | | |

# Appendix I Shift Start Checklist

The checklists below are to be completed by the Manager of International function or a delegated team member at the start of each activation or shift:

## International Function Activation

This checklist shows the tasks to be completed at the initial start-up:

| Task | Who | Reference Documents | ✔ |
|---|---|---|---|
| Start call-out/notification of International function members | | | |
| Tasks/functions assigned to team members | | | |
| Start all international function computers (ensure printer and peripherals functioning) | | | |
| Log on to EMIS | | | |
| Log on to Virtual OSOCC s6(a) | | | |
| Set up hard copy back-up file folder for messages and phone log | | | |
| Confirm if established with Operations Manager (or Response Manager if appointed) for notification to all NCMC functions | | | |
| Take note of the: <br> • Time and date of the next NCMC SitRep <br> • Time and date of next National Controller's meeting <br> • Time and date of next ODESC meeting <br> • Time and date of next Controller's teleconference | | | |
| Develop a shift plan for ongoing International function work. This will be used as the basis for handover with the next shift. | | | |

| Identify roster requirements for International function team (in conjunction with Logistics Function) | | | |
|---|---|---|---|
| **Task** | **Who** | **Reference Documents** | **✓** |
| Appoint a manager of the International function | | | |
| Complete the shift handover form (see Appendix E) | | | |
| Establish break times with staff | | | |
| Maintain regular communications with key contacts | | | |
| Continually update status boards, message log and plans and ensure they are saved electronically | | | |

## First 5 Minutes ✓

| | |
|---|---|
| Report to Duty Manager/outgoing International function Manager and receive Master **International function checklist** | |
| Put on allocated jerkin | |
| Get EMIS message pad | |
| Get Stationery (pens, highlighters etc) | |

## First 30 Minutes ✓

| | |
|---|---|
| Receive shift handover briefing from outgoing team | |
| Make yourself known to the Operations Manager, Logistics Manager, Response Manager and/or National Controller | |
| Assign roles to International function team and ensure staff are clear on their responsibilities | |
| Assign a Second in Command (2IC)- Tasks can be delegated to this person | |
| Identify any outstanding activation or shift tasks to be completed | |
| Log into EMIS and go to the NCMC International function homepage here  to access shift handover notes and relevant documents, and then to the Operations event page | |
| Establish connections with the MFAT ECC | |

## Ongoing Tasks ✓

| | |
|---|---|
| Plan and monitor the workflow of the International function according to the Master International function checklist | |
| Attend National Controller meetings | |
| Carry out National Controller directives | |
| Contribute to the Simple Action Plan/National Action Plan | |
| Manage the implementation of the Simple Action Plan/National Action Plan (evaluate progress, hold implementation meetings where required) | |
| Monitor the International function shared mailbox | |
| Establish connects with the appropriate liaison agencies in the NCMC | |
| Monitor and update EMIS | |
| Collate offers and requests for international resources and assistance | |
| Make regular recommendations to the National Controller on offers and requests for resources and assistance | |

| Considerations | ✓ |
|---|---|
| Can any of your tasks be allocated to your 2IC? | |
| Are you and your staff keeping a shift record for the shift handover form? (can be found here) | |
| Is someone in the team monitoring the messages and tasks being recorded in EMIS to ensure they are being read and actioned? | |
| Have you liaised with other function managers? | |
| Have you provided regular status reports? | |
| Have you got the information you require for the next Controller's meeting? (tasks and how they're progressing, staff levels, concerns or queries) | |

** At the end of your shift, make sure this checklist is scanned into EMIS and a hardcopy is filed xx **

# International function shift handover form

Staff relieving a previous shift must conduct a handover with the staff standing down. To facilitate this process, the relief staff should complete the International function Shift Hand Over Form. A copy of the form is shown below.

**Note:** This form is held as an electronic template on the NCMC shared drive (S:\Event Templates) and in the International function folder in the Operational Procedures library on EMIS.

| | |
|---|---|
| **Event name:** Click here to enter Event name. | |
| **Current Activation Mode:** Choose a mode. | **Date:** Click here to enter a date. |
| **Next Situation Report due:** Click here to type time, 2400 hours, and date. | |
| **Outgoing Shift International function Manager:** Click here to insert name | |

| Completed | Information | Further/ ongoing actions |
|---|---|---|
| ☐ | **Current event information:**<br>Click here to enter text. | Click here to enter text. |
| ☐ | **Urgent recommendations for incoming shift:**<br>Click here to enter text.<br>Or select none | Click here to enter text. |
| ☐ | **Non-urgent recommendations for incoming shift:**<br>Click here to enter text.<br>Or select none | Click here to enter text. |
| ☐ | **Important meetings/ teleconferences:**<br>Click here to enter text.<br>Or select N/A | Click here to enter text. |
| ☐ | **Important key actions or decisions taken during this shift to be aware of:**<br>Click here to enter text.<br>Or select N/A | Click here to enter text. |
| ☐ | **Equipment issues:**<br>Click here to enter text.<br>Or select N/A | Click here to enter text. |

| Completed | Information | Further/ ongoing actions |
|:---:|:---|:---|
| ☐ | **Type of information coming in to the International function:**<br>Click here to enter text.<br>Or select N/A | Click here to enter text. |
| ☐ | **Status of emails at close of shift:**<br>Select all/part/none logged into EMIS and provide guidance in Actions column | Click here to enter text. |
| ☐ | **Status of EMIS for messages/ tasks/ documents:**<br>Click here to enter text. | Click here to enter text. |
| ☐ | **International function staff contacts:**<br>Click here to enter text.<br>Or select N/A | Click here to enter text. |
| ☐ | **Extra notes :**<br>Click here to enter text.<br>Or select N/A | Click here to enter text. |

**Details correct at:** Insert time 2400 hours , Click here to enter a date.

**Outgoing Shift International function Manager:** Sign or initial

# Appendix J International function Status Report

A status report is an internal verbal or written update of a function's progress created between situation reports (Sitreps). The International function is responsible for compiling a status report and providing it to the Intelligence function as part of the reporting process.

A template for a status report can be found in EMIS quick launch of every event site. See example below:

| Date: | Time: |
|---|---|
| Function: | |

**Current Situation**

**Outstanding Issues / Challenges / Problems**

**Anticipated Priorities / Actions**

**Other Comments / Issues**

*For use by Intelligence only*

| Situation Report Used In: | |
|---|---|

# Appendix K The Role of the International Red Cross Red Crescent Movement in Disaster Relief

# Appendix L The Role of Non-Governmental Organisations

Non-Governmental Organisations (NGOs) are non-profit organisations or associations that stand independently of the state. NGOs are active in a wide spectrum of activities including development, environmental work, humanitarian response and relief, social welfare, advocacy and human rights. NGOs may be financed by private individuals, groups, governments or intergovernmental organisations e.g. the European Union. They can be used by organisations (e.g. the UN) as channels for delivering humanitarian supplies (e.g. food aid) or services. NGOs may be divided into two main categories, namely international NGOs, i.e. those working in the international field (even though they may not be an international organisation in the strictest sense of the term) and local NGOs, i.e. those working within their own country. Many do both.

NGOs work in all areas of the humanitarian field and provide the greatest international capacity to implement relief on the ground. NGOs tend to specialise in one or two fields, or to target their efforts towards one vulnerable population group. They usually offer skilled staff, rapid deployment capacity (if they are not already in the area), operational flexibility, and resources that might not otherwise be available in an emergency. NGOs can be an essential partner in disaster response because they are known locally and they themselves know the area, the culture, the population, etc. In many cases they work together with international NGOs, the UN and others. In any given emergency there may be a large proliferation of NGOs. They may organise themselves into NGO coordination bodies to meet their collective needs and integrate activities to maximise their impact. NGOs may be part of, or lead one of the eight clusters, in the Cluster System (i.e. WASH, logistics, protection, early recovery, health and nutrition, shelter, emergency education and inter-cluster coordination).

*In New Zealand, the domestic (local) NGO umbrella body is the Association of Non-Governmental Organisations of Aotearoa (ANGOA). The international NGO umbrella body is the Council for International Development (CID). The coordinating body for New Zealand NGOs involved in international humanitarian work is the NGO Disaster Relief Forum (NDRF) which is an standing committee of CID and facilitated by a CID staff member. Members of CID and NDRF endorse the Sphere Humanitarian Charter and Minimum Standards in Humanitarian Response, and The Code of Conduct for International Red Cross and Red Crescent Movement and NGOs in Disaster Relief as the minimum acceptable requirement for NGOs working internationally. See www.sphereproject.org and www.ifrc.org for more information.*

See the next page for a list of NGOs with a presence in New Zealand:

| NGO Disaster Relief Forum (NDRF) Members | International NGOs with a presence in New Zealand | Relevant United Nations branches in New Zealand |
|---|---|---|
| ADRA NZ<br>Caritas Aotearoa NZ<br>CBM NZ<br>ChildFund NZ<br>Christian World Service<br>Oxfam NZ<br>RedR NZ<br>Rotary NZ World Community<br>Salvation Army<br>Save the Children NZ<br>SurfAid NZ<br>Tear Fund NZ<br>The Leprosy Mission NZ<br>UNICEF NZ<br>World Vision NZ | ADRA<br>Amnesty International<br>ANCOP<br>Caritas<br>CBM<br>ChildFund<br>Christian World Service<br>ECPAT<br>Family Planning International<br>Fred Hollows Foundation<br>Greenpeace<br>Habitat for Humanity<br>Hope International Development Agency<br>International Needs<br>ITUC (NZCTU)<br>Mission Aviation Fellowship<br>Oxfam<br>Pax Christi<br>Quaker Peace and Service<br>RedR<br>Rotary<br>Salvation Army<br>Save the Children<br>Soroptimist International<br>Surfaid International<br>Tear Fund<br>Transparency International<br>WWF<br>World Vision<br>YMCA<br>Zonta | UNANZ<br>UNICEF<br>UNIFEM |

# Appendix N Use of Virtual OSOCC during New Zealand Emergencies

New Zealand supports the use of the Virtual OSOCC as an important information sharing and information management tool. New Zealand has a range of stakeholders who have an interest in and are registered for the Virtual OSOCC including local, regional, national stakeholders as well as NGOs and others from New Zealand. When an emergency occurs in New Zealand, it is inappropriate for many of the New Zealand stakeholders currently registered to add comments about how New Zealand may have been affected and what support New Zealand may need. Comments, information and documents about an emergency affecting New Zealand can only be provided on the Virtual OSOCC by approved New Zealand government representatives.

To prevent misinformation or inaccurate information being communicated to the international community, New Zealand applies two levels of access for New Zealand users during emergencies affecting New Zealand:

Level 1: New Zealand Users

- New Zealand users are able to read information.
- Level 1 New Zealand users would have no authorisation to upload material or add comments during an emergency affecting New Zealand.

Level 2: Authorised New Zealand Users

- Role specific and/or named individuals that have authorisation to upload information on an emergency affecting New Zealand will be provided to Emergency Services Branch at the beginning of an emergency.
- The list will include the following roles:
    - Policy and Operational Focal points for UNDAC, INSARAG and APHP
    - Director/National Controller, Ministry of Civil Defence & Emergency Management
    - National Crisis Management Centre – Operations
    - National Crisis Management Centre – International function
    - National Crisis Management Centre – New Zealand Fire Service Liaison
    - National Crisis Management Centre – Ministry of Health Liaison
    - New Zealand UNDAC members and APHP members
    - New Zealand USAR Coordination
    - Liaison Officer, Ministry of Foreign Affairs and Trade
    - Chief Executive/National Commander of New Zealand Fire Services
    - National Coordinator, National Health Coordination Centre
    - New Zealand Emergency Medical Team Coordination Cell.

**Note:**

- NGOs are not restricted by these arrangements but are requested to only upload information regarding their organisation's response activities.
- Those outside of the above parameters or individuals making a request to become a Level 2 User during an emergency affecting New Zealand are to be referred to the Ministry of Civil Defence & Emergency Management to determine whether the person should given Level 1 or Level 2 access.
- The International function will periodically review New Zealand membership of the Virtual OSOCC and make recommendations to the Emergency Services Branch about currency and/or accuracy of profile.

# National Crisis Management Centre

POLICY STANDARD OPERATING PROCEDURE
June 2018

March 2018

# CONTENTS

## 1.1    Introduction

This publication contains the standard operating procedures (SOPs) for the Policy function in the National Crisis Management Centre (NCMC).

## 1.2    Policy Contact Details

Operations Desk phone: <sup>s6(a)</sup>

Policy Desk phone: <sup>s6(a)</sup>

<sup>s6(a)</sup>

Email: <sup>s6(a)</sup>

24 hour telephone number for MCDEM Duty Officer (to check NCMC activation status in an emergency): <sup>s6(a)</sup>

Key acronyms in this document are:

- CDEM: Civil Defence Emergency Management
- DPMC: Department of the Prime Minister and Cabinet
- NCMC: National Crisis Management Centre
- NSC: Cabinet National Security Committee
- NSP: National Security Policy
- ODESC: Officials' Committee for Domestic and External Security Co-ordination
- PIM: Public Information Management/Manager
- SOP: Standard Operating Procedure

## 1.3    Purpose

This SOP explains the Policy Team functions in the NCMC, the composition of the team, the reporting lines and decision-making processes, and the roles of the Policy Desk Manager and the Policy Team.

It also provides guidance, templates and examples for key activities undertaken by the Policy Team in the NCMC. These include:

- Producing rapid briefings to the Prime Minister,Minister of Civil Defence,and other Ministers, and ongoing rolling ministerial updates
- Producing a briefing/aide memoire for the Minister
- Producing a note or memo for the Minister
- Producing a note or memo for the Director CDEM / National Controller
- Producing a briefing for the Officials' Committee for Domestic and External Security Coordination (ODESC)
- Producing a visit briefing and arranging a Ministerial visit
- Preparing a Cabinet paper
- Preparing a statement to the House
- Preparing and evaluating documentation for declarations of states of emergency
- Providing advice on Government financial support
- Providing an advance payment to a local authority
- Providing Disaster Relief Funds to a local authority.

## 1.4    Context

The purpose of the NCMC is to provide the Government with the ability to coordinate Government and non-Government resources for emergencies (local or national).

Key functions that the NCMC supports are to:

- gather and collate information
- assess impacts
- produce reports, directives and public statements
- provide and coordinate assistance
- accommodate and provide information for meetings of the central government crisis management structures
- provide policy advice and Ministerial servicing
- establish recovery arrangements.

## 1.5    Policy team purpose

The purpose of the Policy function during an emergency is to provide support to the Director CDEM, the National Controller, the Minister of Civil Defence, Cabinet and ODESC by developing and coordinating policy options for Government support in response and recovery from an event. Policy advice needs to be coordinated and integrated across all sectors and departments responding to an event, or providing recovery assistance.

## 1.6    Policy team responsibilities

In summary, the principal responsibilities of the Policy team are to develop whole-of-government policy advice and to draft documents to present policy advice, for consideration by the Minister(s), Cabinet and ODESC.

The Policy Duty Manager will coordinate the initial response. They may then act as Policy Desk Manager, depending on the level of the event, or may assign a separate Desk Manager.  NCMC Policy staff report to the Policy Desk Manager.

In an emergency event, National Security Policy (NSP) team is also responsible for providing support to the Director CDEM.

Ministerial briefings and Cabinet papers are signed out by either the National Controller or Director CDEM, depending on the particular briefing and circumstances. When teams are operating at both NCMC and in regular work spaces[1], discussion and agreement is required as to whether the NCMC Policy Desk Manager or the NSP Director makes the final decision on the content of papers (in consultation with the Director CDEM and the National Controller).

In case of an event that may require NCMC activation, a text is sent via the National Warning System to all members of the CDEM Policy team, who should then contact the Duty Policy Manager.

## 1.7    Policy team structure

The NCMC has different modes of operation and these impact on the structure of the Policy Team and where it is located.  The Policy Team consists of staff from NSP. However, in larger activations, the team can be supported by staff from within the Security and Intelligence Group, wider

Department of the Prime Minister and Cabinet (DPMC), or other government departments. Policy staffing needs in the NCMC are determined in consultation with the National Controller and Director NSP.

At higher modes of activation, the work may be split between the NCMC and regular work spaces (i.e. Bowen House and Pipitea House). Those in the NCMC work on fast turnaround papers (briefings etc.). People in their regular work spaces look at longer term issues, prepare any Cabinet papers and assist the NCMC team by researching questions raised in the NCMC which they are better placed to answer.

## 1.8    Policy staffing levels

Policy staffing will vary depending on the Mode at which the NCMC is operating. The table below sets out the potential staffing requirements at different levels of activation:

| Mode | NCMC Response | Staffing level | What this means for the Policy Team |
|---|---|---|---|
| 1 | Monitor | Stand By: MCDEM Duty Team activated | No Policy staff are usually required in the NCMC at this activation level (but confirm with NCMC Duty Manager). The Minister is kept updated as required. In this mode the Duty Officer is responsible for providing updates to the Minister and should be able to do this without Policy input, but Policy staff may be asked to assist. |
| 2 | Engage | Activate: Limited staffing | One or two MCDEM staff in the NCMC. Unlikely to need Policy staff at the NCMC, depending on the situation, but the Minister still needs updates. If needed at NCMC, main tasks are to monitor the situation, attend National Controller's team meetings, liaise with the Minister's Office and prepare update briefings for the Minister. Also important to keep the rest of the NSP CDEM team informed of the situation. |
| 3 | Assist | Activate: Full staffing | Two or three staff in the NCMC. (Policy Desk Manager and two staff). Staff in the Security and Intelligence Group (number dependent on circumstances). Tasks as described above with the probable addition of ODESC briefings. Policy staff outside the NCMC likely to need to start scoping and developing a Cabinet paper on all-of-government response and support and responding to other requests from the NCMC. |
| 4 | Manage | Activate: Full staffing for extended duration | Four staff in the NCMC (Policy Desk Manager, Lead Analyst and two staff). Additional staff from the Security and Intelligence Group. Tasks as described above. |

Shift durations for Policy staff will not normally exceed 12 hours per shift for any individual and will be arranged along an 8 hour timetable as soon as practicable.

A roster will be distributed outlining proposed shifts to be worked. Start times are likely to be based on the needs of the Minister of Civil Defence, particularly in regard to media cycles and the need for ministerial press statements. Policy staff are to ensure that they are available for an adequate handover and should be available at least 30 minutes prior to a shift change.

The Policy Desk Manager will establish a confirmed roster in consultation with other managers, for each activation. At least two Policy staff will be rostered for each shift, depending on the activation level, with the exception of Mode 1, when only the Duty Policy Manager may be involved (dependent on circumstances and Ministerial support required).

Shift end and start times are structured to allow for 30 minutes overlap time to facilitate a shift handover and a short handover briefing (led by NCMC Response Manager). All outgoing and incoming staff attend shift handover briefings if possible (not all Policy Desk shift changes will coincide with NCMC shift changes). The Policy Desk Manager will need to provide an update on Policy activities as part of the NCMC shift handover briefings.

A shift handover form needs to be completed at the end of each shift, and the items on the checklist carried out during handover. The shift handover form is included as **Appendix A**. Key information to be transferred includes completed papers, drafts, any set deadlines for upcoming briefings, upcoming meeting times, and other critical information as necessary.

If there is a gap between shifts, leave detailed handover notes containing this key information.

If time permits, a timeline for the event should be kept up-to-date with milestones occurring during each shift. A template for the timeline is included with the shift handover form in **Appendix A**.

Incoming Policy Desk Managers should contact the NCMC Response Manager and the Minister's Office and inform them of any change in personnel.

## 1.9 Policy Desk Layout

Figure 1 represents the policy function seating at any mode of activation. As the staffing requirements increase, the Desk Manager will take a more supervisory approach and is unlikely to occupy a desk.
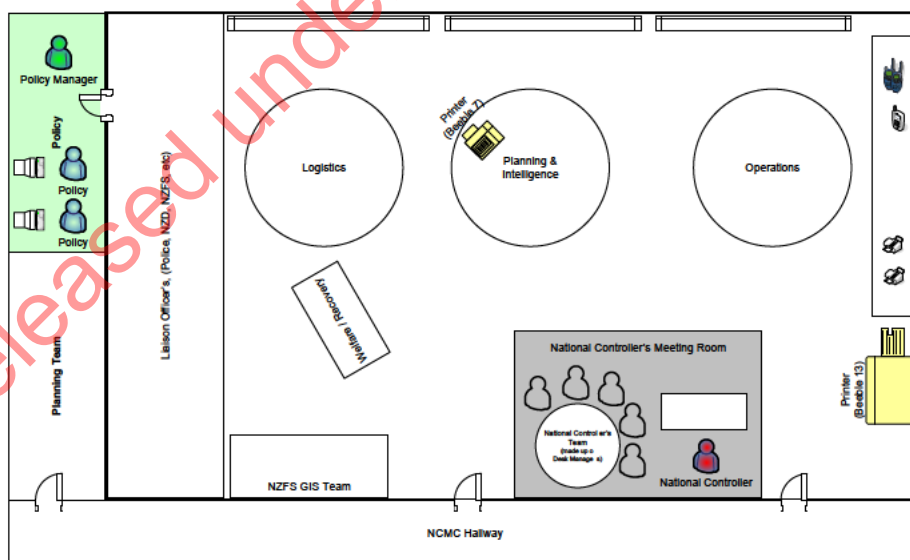


Figure 1: Policy function floor plan in a mode 1 or 2 activation of the NCMC.

## 1.10  Inputs

The inputs to the Policy function are:

- Private Secretary and Minister's office
- Director CDEM
- Communications from outside the NCMC, received by e-mail, phone, EMIS, radio, fax. This includes situation reports, information updates, requests for assistance, and offers of assistance
- Tasks from the National Controller
- National Action Plans
- Information generated in the NCMC.

## 1.11  Resources required

The usual communication channels are required to perform the Policy Function in the NCMC at any mode of activation: telephone (landline and mobile) and Internet access (including to EMIS) and email.

Other resources that must be available and ready to use in the event of activation include:
- High capacity printer/photocopier/scanner
- Microsoft Office Software applications
- Computer software/hardware
- Stationary, particularly A4 copier paper, printer toner and pens
- Access cards to facilities (e.g. NCMC)
- ID (MCDEM, security clearance)
- Physical copies of key knowledge documents (e.g. legislation Guide to the National Civil Defence Emergency Management Plan 2015)

The Functional Manager for the Policy desk should check these resources are on hand often and in advance of an imminent likely emergency.

## 1.12  Functional relationships

Policy function members will liaise and establish functional links with personnel in the NCMC and in particular these people/desks:

- Public Information Manager (PIM) – to ensure consistency of public messaging, and also to assist support the Minister's (or (Prime) Ministers') needs in terms of media and visits
- Intelligence – as the source of information and intelligence needed to advise key people and prepare briefings and so forth
- Planning – to gather information from SitReps and action plans to inform Policy activities and outputs such as briefings etc
- Control – to ensure shared information about the Minister's (or (Prime) Ministers') movements and needs, and the availability of key staff to review and sign off papers
- Operations – as a further source of intelligence
- Logistics – for rostering and staff support and resources
- Liaison Groups – such as NZTA, Police and Fire, for intelligence that will inform briefings etc.

For more information on the Desk Functions, please refer to **Appendix B**.

Policy also needs to liaise and establish links with external government agencies, and occasionally private groups such as the insurance sector, in order to source information but also critically to ensure a coordinated policy approach and stream of advice across government. Some agencies are represented in the NCMC in larger activations (the liaison agencies – refer above) and can be dealt with directly, or will attend special meetings, such as ODESC, watch groups, or senior official groups; otherwise, agencies should be contacted by telephone and email as soon as possible during an activation to appraise them of the situation. Contact will need to be maintained throughout the response and often into the initial recovery phase.  In some cases Policy staff will develop joint papers with other agencies.

A list of contact names is provided in **Appendix C**.

## 1.13   Legal considerations

All information in the NCMC is discoverable and can be requested under the Official Information Act (1982).

It is imperative that Policy team staff can access legal advice when the NCMC is activated. A 24/7 contact to DPMC legal staff is required and is provided in **Appendix C**.

## 1.14   Reporting

Policy staff report to the Policy Desk Manager. The Policy Desk Manager reports to the National Controller but *must* keep in regular communication with the Director NSP and the Director CDEM.

## 1.15   EMIS

During an emergency event, EMIS is the master record of all information and is also the primary means of disseminating information between functions within the NCMC. Key documents such as this SOP are also stored in the S drive as a backup (see below).
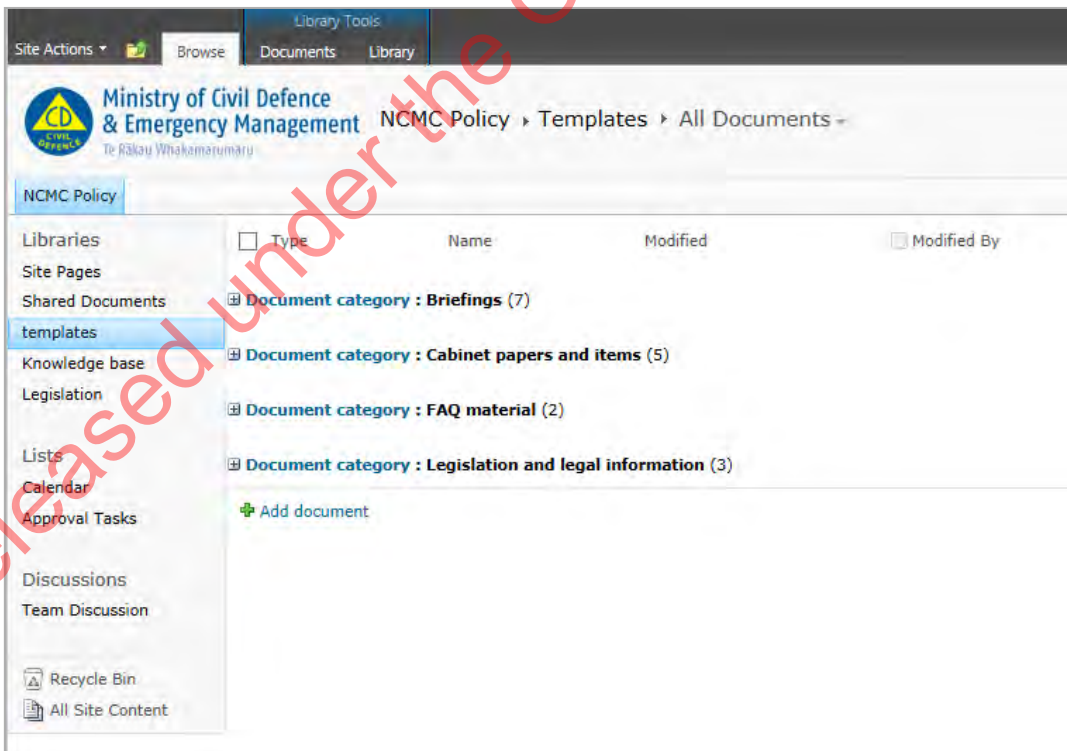


EMIS records all information received and produced in the NCMC during the event.  It is managed by the Operations Desk, and tasks are assigned through it to relevant NCMC desks to be actioned.

During the event, the Policy page in EMIS should be checked regularly for any tasks that have been assigned to Policy.

All information received or disseminated by the NCMC (by any function) must be recorded and filed in EMIS.  Use the 'Messaging' and 'Tasking' User Guides found in the 'Global Documents>EMIS User Guides' library in the NCMC Portal.

Find policy documents via the NCMC EMIS portal using this pathway: 'All Site Content' → 'Sites and Workspaces' → 'NCMC Policy'.

After the event, a decision should be made as to what documents produced (e.g. briefings) or received (e.g. emails) should be saved into iManage. The Operations team will set up a sub-folder in the iManage folder 'Significant Event Coordination' for events that require the NCMC to be activated (and also those that do not, but that require a level of MCDEM involvement).

Refer to the EMIS folder for more information on how to access and use information on EMIS.

## 1.16   S:\ Drive

The S:\ drive should be used by the Policy Team to store documents that would not be saved into the event site on EMIS as they are not intended for wide distribution or sharing (such as Cabinet papers, and other documents with a security classification of In Confidence or above, which can include briefings).

The S Drive also provides a secondary location to locate templates, copies of legislation, FAQs, and other important and/or useful documents (as a contingency if EMIS is not working).

To go to the S:\ drive:

- Click on "My Computer" on the desktop

- Click on the S:\ drive

- Go to the specific event folder

- Each event has a separate folder under the S:\ drive

- The event folder would be set up by Operations Desk at the start of the response phase

- All of the relevant information produced should be saved in this event folder

- Set up "Policy" folder under the event folder, if not already set up

- Save all briefings, Cabinet papers and other documents produced in this "Policy" folder

- You will find draft and completed Sitreps in the " NCMC Sitreps" or "Situation Reports"  folder under the event folder

You may also find other useful information such as maps and photos in the "Images" folder under the event folder.

## 1.17   CabNet

CabNet is a secure platform for supporting Cabinet and Cabinet committee processes and is a central repository for storing Cabinet and Cabinet committee meetings, papers and minutes of decisions.

Policy desk computers have access to Cabnet (look in favourites).

Policy staff may need to access CabNet to source previous Cabinet papers and minutes.  Policy may also use CabNet to submit a final draft of a Cabinet paper for Ministerial approval.

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Policy staff in the NCMC should already have access to CabNet which requires users to have a RealMe login and either a SecurID token or to receive a security code by text.

For guidance on CabNet see http://cabguide.cabinetoffice.govt.nz/using-cabnet

The link to CabNet is https://cabnet.dpmc.govt.nz

## 1.18 Emails

Both of the computer terminals on the Policy desk in the NCMC has its own identifier (NCMC 47 or NCMC 48) and associated email address s6(a) However, both terminals also have a shared generic email address s6(a)

So that other desks in the NCMC know that an email has been sent from the Policy desk, emails should be sent using the generic email address s6(a)

It is important also that Policy staff check the s6(a) inbox regularly, not just the email address of the terminal s6(a) they are using.

## 1.19 NCMC Reference materials

The following reference materials are required:

- Concept of Operations, National CDEM Response and Recovery
- NCMC User Guides
- EMIS User Guides
- NCMC Activation SOP
- Duty Policy Manager a quick overview of what to do when the NCMC is activated. See **Appendix D.**
- Duty Policy Manager with a checklist in business-as-usual when coming on to their shifts. See **Appendix E.**

# 2 POLICY STAFF

## 2.1 Overview

The Policy Team liaises closely with response and recovery staff, and attends shift handovers and other general NCMC staff briefings. The Policy Team is responsible for providing policy advice and developing whole-of-government policy advice for consideration by Cabinet. Policy papers need to be coordinated and integrated across all sectors and departments responding to an event, or providing recovery assistance. The Policy Team will work with other government officials on the implications of policy options prior to their being submitted to the Minister(s), Cabinet, or ODESC.

## 2.2 Responsibility

The key responsibilities of the NCMC Policy Team are to:

- Produce urgent briefings or updates on the emergency for the Minister(s) on a regular basis.

- Produce briefings and papers for Cabinet on the emergency situation and government resource/support requirements and options.

- Provide advice on financial assistance policy, as needed.

- Produce urgent briefings for the Director CDEM or ODESC as required.

- Track and manage requests and questions from the Minister's office, and other Ministerial servicing as required.

- Assist in arrangements for Ministerial visits and produce visit briefings.

- Prepare statements for the House.

- Prepare the form for a declaration of a state of national emergency, ensuring that these are legally correct.

- Establish and maintain a link with the Minister's Office.

- Liaise with officials from other departments and agencies.

- Develop a policy overview of the situation and proposals for assistance.

- Develop and analyse policy proposals to meet the needs identified by the Director, ODESC, the Minister or the Cabinet National Security Committee (NSC).

- Peer review documents as needed; for example, draft media statements.

- Assist councils with advice on the gazetting of declaration forms.


There is also the role of the **Functional Desk Manager for Policy**. This person, in business-as-usual, is to ensure that the NCMC Policy staff have opportunities for training; to prepare presentations on the Policy Desk Function for the other desks; to ensure the Policy duty roster is maintained and other administrative tasks are completed; to check that resources in the NCMC are up-to-date and ready to use; to identify surge capacity as much as is possible; to ensure any actions listed for Policy on a corrective action plan following an emergency are completed; and to liaise with other Functional Desk Managers.

# 3 POLICY DESK MANAGER

## 3.1 Overview

The Policy Desk Manager fulfils a standard Policy Manager role in the NCMC, with some specific features.

## 3.2 Policy Desk Manager Responsibilities

The Policy Desk Manager is responsible for:

- Maintaining an overview of the Government's support in response to, and recovery from, the event.

- Leading the provision of coordinated policy advice to the Minister of Civil Defence, other Ministers, and Cabinet.

- Liaising with the NCMC response personnel and National Controller through attendance at the National Controller's briefings.

- Coordinating policy advice with Officials Committee for Domestic and External Security Coordination (ODESC) agencies.

- Supporting the Director CDEM and National Controller with Advice

- Maintaining contact with the Director National Security Policy

- Ensuring the Policy Team is adequately informed on the situation, priorities, and requirements that develop.

- Providing guidance and management on the Policy Team functions.

More information is given in **Appendix D.**

## 3.3 Key activities

The key tasks of the Policy Desk Manager are to:

- Receive requests for policy advice and information

- Ensure delivery of Policy products

- Ensure co-ordination of across government policy advice (i.e. in Cabinet papers and ODESC briefings)

- Manage Policy rostered staff

- Keep the Director NSP informed of the situation and staffing needs

The Policy Desk Manager should:

- keep in close and regular contact with the:

    – Minister's office to determine the Minister's needs and as conduits of information both ways

    – Director CDEM and National Controller

    – Director NSP, including to discuss who will review and/or sign-out documents

- Liaise with the PIM to develop consistent messages for the Minister(s) and to share information on:

    – the Minister's needs for Comms/media messages;

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- – Ministerial visits (which will require media support); and
- – to glean updates on (social) media 'read'
- Move around the Operations Room to stay close to events and monitor rolling logs
- Attend National Controller and NCMC meetings and teleconferences as required
- Make sure policy staff are taking breaks and finishing shifts on time.

# 4 CDEM REFERENCE MATERIALS

## 4.1 Where to find CDEM reference materials

The documents listed in this section are located in several different locations including:

s6(a)

| | |
|---|---|
| S Drive: | S:MCDEM>Policy docs _temp storage>NCMC |
| | (accessible from all computers in the NCMC and Level 17 Bowen House) |
| Hard copies: | On the Policy Desk in the NCMC. |
| MCDEM website: | CDEM related documents such as the National CDEM Plan and Guide to the National CDEM Plan, Directors Guidelines. |

## 4.2 Documents and Resources

The table below lists documents that may need to be used by the Policy function during a response, and where to find them:

| Name | File type | Location |
|---|---|---|
| Acronyms, abbreviations, and CDEM definitions | Word doc | National Crisis Management Centre>NCMC Policy>knowledge base |
| CDEM Act (2002) | PDF Online | National Crisis Management Centre>NCMC Policy>legislation http://www.legislation.govt.nz/act/public/2002/0033/latest/DLM149789.html?src=qs |
| Official Information Act 1982 | Online | http://www.legislation.govt.nz/act/public/1982/0156/latest/DLM64785.html?src=qs |
| Privacy Act 1993 | Online | http://www.legislation.govt.nz/act/public/1993/0028/latest/DLM296639.html?src=qs |
| National CDEM Plan (2015) | PDF Online | National Crisis Management Centre>NCMC Policy>legislation http://www.legislation.govt.nz/regulation/public/2015/0140/latest/DLM6486453.html?src=qs |
| The Guide to the National CDEM Plan (2015) | PDF Online | National Crisis Management Centre>NCMC Policy>legislation http://www.civildefence.govt.nz/assets/guide-to-the-national-cdem-plan/Guide-to-the-National-CDEM-Plan-2015.pdf |
| Contact details (in non-tabular form) | Word doc | S:\Policy NCMC docs |

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| Name | File type | Location |
|------|-----------|----------|
| NCMC Policy Standard Operating Procedure (this document) | Word doc | National Crisis Management Centre>NCMC Policy>shared documents |

# 5 PRODUCING A RAPID BRIEFING TO THE PRIME MINISTER AND MINISTER OF CIVIL DEFENCE

## 5.1 Overview

If the NCMC is activated, Policy provides rapid briefings for the first 24 hours with holding messages and key information about what we know so far about the event and what is happening.

The rapid briefing is to inform and assist the Prime Minister, the Minister of Civil Defence and other relevant Ministers (and their offices) to provide consistent information and assurances to the public about an emergency, including what has happened, consequences on people and communities and the government's response.

The briefing provides for rapid information in the immediate to short-term response phase, where there is a need for MCDEM to issue warning(s) or an emergency where MCDEM is the lead agency. This first briefing occurs as soon as possible after the emergency or warning occurs. A second rapid briefing should follow within an hour or a few hours, depending on the type of emergency, and as more information becomes available.

Pre-prepared messaging is sourced from current templated content of National Warnings and Advisories, or is otherwise based on the current process that the Duty Team follows in responding to an event

The rapid briefing is not to provide background information about the government's framework for response to and recovery from emergencies, nor provide policy advice or discuss recovery measures.

## 5.2 Guidance

| Step | Action |
|------|--------|
| 1 | Refer to the template for the process and template to produce a rapid briefing |
| 12 | Log final version in EMIS (refer to section 2.4 for information on logging). |

| Type | Where found |
|------|-------------|
| Template | s6(a) |

# 6 PRODUCING MINISTERIAL ROLLING UPDATES

Rolling updates to the Prime Minister, the Minister of Civil Defence and other Ministers follow on from and 'update' the initial rapid briefings. They are simple bullet point emails so that Ministers can read them easily on their phones, rather than attachments.

Rolling updates are primarily for the Prime Minister and the Minister of Civil Defence but are often shared with all Ministers and local Members of Parliament so they are up to date with what is happening and what to say to the public.

The timing of transition from rapid briefings to rolling updates generally occurs 24-48 hours after the initial event and response occurs - once the NCMC is activated, situation reports are being generated and the Prime Minister and Minister of Civil Defence are into the 'battle rhythm' of media standups and visits to affected areas.

They provide succinct, tailored notes on the situation and emerging risks, what the government is doing about them, and key public messages. This draws from various intelligence, for example, situation reports from MCDEM, local authorities, CDEM Groups, agencies (for example, defence force and emergency services, transport, primary sector, business sector, health, education, welfare) media sources, teleconference updates etc.

Rolling updates are not intended to provide background information about the government's framework for response to and recovery from emergencies, nor provide policy advice, or discuss recovery measures. Detailed advice, particularly anything requiring a decision require separate briefings to relevant Ministers.

Rolling updates are provided at regular intervals (usually every 4-6 hours). Timing is negotiated with the Minister's Private Secretary. Rolling updates continue until they are no longer required by the Prime Minister/Minister of Civil Defence's offices and usually coincide with deactivation or significant de-escalation of the NCMC.

At least two people are required on each shift to do rolling updates – one person to do 'static' work. This includes the actual drafting, as well as scanning and drawing together readily available information from EMIS/internet/news channels, and the information provided by the 'runner'. Another person is the 'runner' to attend teleconferences, proactively seek information from functional areas of the NCMC (e.g. controller, intelligence, PIM) and agencies, work with the intelligence function on the 'so what', verify conflicting information, and monitor and respond to requests from Ministers' offices to provide particular information in the next update.

| Step | Action |
| --- | --- |
| 1 | Copy the previous rapid briefing/rolling update to a new email. Make all text black. |
| 2 | Make all contributing agencies aware of deadline for receiving the most up to date information to input to the rolling update (allow time for inputting and signout).<br><br>Inform PIM of deadline and task them to prepare key messages for the public (generally 'what do we know' 'what are we doing' 'what do we need you (the public) to do'. |
| 3 | Update from intelligence sources (noted above) to include what is new and still critically important. Highlight new or updated information as red text. Ensure old news that is not important for Minister's to know anymore is removed. Include:<br><br>• Key messages about the event and its potential impacts |

| | | |
|---|---|---|
| | | • What government agencies are doing to respond: e.g. activations - ODESC/NCMC/states of emergency; deployments of personnel and/or assets; financial assistance; regulation<br>• Key roles and responsibilities of agencies – who is leading what<br>• Visits and meetings: if the Prime Minister, Ministers, Chief Executives are meeting any key people.<br>• Key public messages of assurance<br>• Who the public should call or where they should go for information<br>• Expected time of next update |
| 4 | | Check public messages are consistent with PIM |
| 5 | | Have draft peer reviewed (if time allows). |
| 6 | | Have draft reviewed by Policy Desk Manager and/or Director NSP and National Controller (to be determined in advance). |
| 7 | | Send to Director CDEM for approval. |
| 8 | | Send to Minister's Private Secretary (or action as otherwise agreed). |
| 9 | | Log final version in EMIS (refer to section 2.4 for information on logging). |

# 7 PRODUCING A BRIEFING FOR THE MINISTER

## 7.1 Overview

**Note:** Decisions on whether to do full briefings, shorter aide memoire or some other type of update are dependent on the unique circumstances of each event and the expectations of the Minister's office. The Policy Team should discuss early on with the Minister's office's what their expectations are for the timing and format of updates in the response to an emergency, as well as whether the briefing is for joint Ministers or will be shared with other Ministers.

The following guidance outlines the key steps involved in producing a briefing for the Minister of Civil Defence.

## 7.2 Guidance

**NOTE**: if the briefing is a joint briefing, then there will be added steps in terms of collating information and joint sign-out across agencies.

| Step | Action |
|------|--------|
| 1 | Contact the Minister's Private Secretary to set expectations on timing of briefing (if possible, try and coordinate with SitRep timings). Find out from Policy Desk Manager who is signing out the briefing. |
| 2 | NCMC Policy Desk to ensure Operations log the briefing as an action for the Policy Team |
| 3 | Refer to the Ministerial briefing example to give you an idea of what type of information needs to be included. Briefings should focus on higher level issues and any decisions the Minister may have to make over the next day (or before the next scheduled briefing). |
| 4 | Refer to most recent Policy briefings produced during the event to see what information needs updating. |
| 5 | Use the most recently published SitRep and any information in the draft SitRep folder to update key information as necessary (refer to section 3.2 for information on accessing the draft SitRep)<br><br>*[NB: the SitRep is written for operational audiences and will have too much technical detail than is necessary for the Minister; however the Minister might have been provided a copy of the SitRep earlier and it is wise to consider what s/he might ask subsequently, in terms of information and policy advice that can be included in the briefing]* |
| 6 | Contact key agencies if you require information; and/or to inform them if the briefing will be going to their Minister. |
| 7 | Open the ministerial briefing template on the S:\ Drive, or in EMIS, or in iManage. |
| 8 | Draft the briefing. |
| 9 | Have draft briefing peer reviewed (if time allows). |
| 10 | Make any necessary changes and show it to the National Controller for approval. Ask the Director CDEM if they would like to see it too (sometimes they both do, sometimes they don't). |

| 11 | Once Director CDEM has signed off briefing, send to Minister's Private Secretary (or action as otherwise agreed). Follow up to confirm that the Minister has received it. |
|---|---|
| 12 | Log final version in the EMIS (refer to section 2.4 for information on logging). |

## 7.3    Aide memoire

A briefing to the Minister may have an aide memoire attached. An aide memoire is for the Minister to use in meetings to help them remember the key points of an issue and key messages to communicate. An aide memoir should be able to 'stand alone' from the briefing. The key test is "if this were ripped off the back of back of the briefing would it still make sense".

## 7.4    Small scale emergencies

In a small scale emergency that is being dealt with effectively at the local level, the NCMC will, in most cases, not be activated. The Minister of Civil Defence might however request or require information and updates on the situation. The Minister's interest in being appraised of the situation will vary according to circumstances.

The Duty Officer will usually provide this advice to the Private Secretary or the Director CDEM. In many cases a set of bullet points sent by email will be sufficient and Policy assistance is not required. In other cases, a memo or briefing may be required and Policy may be asked to assist with drafting. If so, please refer to the process set out in the sub-sections above.

## 7.5    Templates and examples

The below templates can be used for the preparation of briefing documents, and examples are provided as a guide for what might be included. Please note that examples may be in outdated formats, and that current formatting can be found in the templates. The documents can be located in EMIS through the links provided.

| Type | Where found |
|---|---|
| Template: Duty team updates | s6(a) |
| Template: Standard MCDEM briefing | |
| Template: Briefing for NCMC emergencies | |
| Example Briefing | Link: Ministerial Briefing example 2014 Northland floods |
| Template: Standard | s6(a) |

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| Type | Where found |
|---|---|
| MCDEM aide memoire | |

# 8 PRODUCING A NOTE OR MEMO FOR THE MINISTER

## 8.1 Overview

The following guidance outlines the key steps involved in producing a note or memo for the Minister of Civil Defence and Emergency Management. Memos are often prepared when the information required is a brief update, or on a very specific topic, or if is information required between scheduled briefings.

## 8.2 Guidance

| Step | Action |
|------|--------|
| 1 | Contact Minister's Private Secretary to set expectations on timing, and to get information on how they want Policy to send the note (whether an aide memoire or set of bullet points) to be provided (e.g. email or hard copy to the Private Secretary, directly to the Minister etc.). |
| 2 | NCMC Policy Desk to ensure Operations log the note or memo as an action for the Policy Team. |
| 3 | Refer to the attached example to get you started on format, and to give an idea of what type of information needs to be included. |
| 4 | Refer to most recent Policy briefings produced during the event if any, to see what information needs to be updated. |
| 5 | Use most recent published NCMC SitRep and any information in the draft SitRep folder (refer to section 3.2 of this document for information on accessing the draft SitRep). |
| 6 | Draft the note or memo. |
| 7 | Have draft peer reviewed (if time allows). |
| 8 | Have draft reviewed by Policy Desk Manager and/or Director NSP (to be determined in advance). |
| 9 | Make any necessary changes and show it to the National Controller for approval. Ask the Director CDEM if they would like to see it too (sometimes they both do, sometimes they don't). |
| 10 | Once Director CDEM has signed off briefing, send to Minister's Private Secretary (or action as otherwise agreed). |
| 11 | Log final version in the EMIS (refer to section 2.4 for information on logging). |

## 8.3 Templates and examples

The below templates can be used for the preparation of notes and memos, and examples are provided as a guide for what might be included. Please note that examples may be in outdated formats, and that current formatting can be found in the templates. The documents can be located in EMIS through the links provided.

March 2018

| Type | Where found |
|------|-------------|
| Template: Standard MCDEM memo | s6(a)<br><br>25 |
| Example | |

# 9 PRODUCING A NOTE OR MEMO FOR THE DIRECTOR CDEM / NATIONAL CONTROLLER

## 9.1 Overview

The following guidance outlines the key steps involved in producing a note or memo for the Director CDEM or Controller. Memos are often prepared when the information required is a brief update, or on a very specific topic, or is information required between scheduled briefings.

## 9.2 Guidance

| Step | Action |
|------|--------|
| 1 | Discuss with the Director CDEM or the Controller to find out exactly what they need. |
| 2 | NCMC Policy Desk to ensure Operations log the briefing as an action for the Policy Team. |
| 3 | The template for the memo is the standard MCDEM memo template. A template is provided in EMIS and in the Shared Drive in the NCMC, as well as the MCDEM S;\ Shared Drive (if you have access). |
| 4 | For sources of updated information, refer to:<br><br>a. the most recent Policy briefings produced during the event<br><br>b. most recent published NCMC SitRep and any information in the draft SitRep folder (refer to section 2.4 of this document for information on accessing the draft SitRep), and<br><br>c. the PIM manager. |
| 5 | Draft the note or memo. |
| 6 | Have draft peer reviewed (if time allows). |
| 7 | Have draft reviewed by Policy Desk Manager. |
| 8 | Give the Director/Controller a copy of the final version for their approval. |
| 9 | Log final version (refer to section 2.4 for information on logging). |

## 9.3 Templates and examples

The below templates can be used for the preparation of notes and memos, and examples are provided as a guide for what might be included. Please note that examples may be in outdated formats, and that current formatting can be found in the templates. The documents can be located in EMIS through the links provided.

| Type | Where found |
|------|-------------|
| | |

| Template | No current template. |
|----------|---------------------|
| Example | No current example. |

# 10 PRODUCING A BRIEFING FOR ODESC

## 10.1 Overview

The following guidance outlines the key steps involved in producing a briefing for the Officials Committee for Domestic and External Security Coordination (ODESC).

## 10.2 Guidance

| Step | Action |
|------|--------|
| 1 | The Policy Desk Manager will be advised of ODESC meeting times and what information is required, probably by the National Security Systems team (DPMC) or the Director. This will include a discussion between NSS and the Director about which team will produce the necessary briefings and documents (i.e. NSS and/or the Policy team). |
| 2 | If the Policy Desk is required to produce a briefing or other documents, the Policy Desk Manager should ensure the Operations desk logs this request as an action for the Policy Team. |
| 3 | Refer to the ODESC briefing example to give you an idea of what type of information needs to be included. These briefings are largely based on the most recent SitRep, but also ask ODESC to make any necessary decisions and clearly outline the Director's key focus for the day. NSS will be able to assist. |
| 4 | Refer to most recent Policy briefings (including notes/memos) produced during the event to see what information needs updating. Use the most recently published SitRep and any information in the draft SitRep folder to update key information as necessary (refer to section 3.2 for information on accessing the draft SitRep). |
| 5 | Open ODESC briefing template on the S:\Drive (or from EMIS). [Note there is currently no template for an ODESC briefing – discuss format with National Security Systems directorate if there is time or otherwise use a standard memo format] |
| 6 | Draft the briefing. Meanwhile the Policy Desk Manager should find out who will sign the document out. |
| 7 | Have draft briefing peer reviewed (if time allows). |
| 8 | Have draft briefing reviewed by Policy Desk Manager and/or Director NSP (to be determined in advance). |
| 9 | Make any changes to draft briefing as required, and give to Director CDEM for their review and sign-off. |
| 10 | Once Director CDEM has signed off briefing, make copies as required for all attendees at ODESC (NSS can advise of number of copies required - ensure a printer is free, allow enough time for printing sufficient copies). |
| 11 | Provide copy to Minister's Private Secretary for information only. |
| 12 | Ensure that an email copy is sent to an NSP-CDEM staff member for saving in iManage, and other copying and admin is completed (refer Section 3.2 for information on processing briefings). |

| 13 | Log final version in NCMC system. |
|----|-----------------------------------|
| 14 | The Policy Desk Manager to attend the ODESC meeting as an observer. They are to note and share with the rest of Policy team, the recommendations agreed and any other decisions made during the ODESC meeting. |

## 10.3  Templates and examples

The below templates can be used for the preparation of ODESC briefings, and examples are provided as a guide for what might be included. Please note that examples may be in outdated formats, and that current formatting can be found in the templates. The documents can be located in EMIS through the links provided.

| Type | Where found |
|------|-------------|
| Template | s6(a) |
| Example | |

More information about the interconnections and roles between the NSS team and the NSP team in emergencies can be found in the NSS Handbook.

# 11 PRODUCING A VISIT BRIEFING AND ARRANGING A MINISTERIAL VISIT

## 11.1 Overview

The following guidance outlines the key steps involved in arranging a Ministerial visit and producing a visit briefing. It is important that the key roles are understood and confirmed (refer section 9.2.1).

## 11.2 Guidance

### 11.2.1 Arranging a Ministerial visit

| Step | Action |
|------|--------|
| 1 | Minister's office advises the NCMC of the Minister's intention to visit the affected area. |
| 2 | If the message is received by the Director, the Operations Desk is advised and Policy Desk will be tasked with preparing a visit briefing for the Minister and the Operations Desk will inform the relevant Regional Emergency Management Advisors (REMAs). |
| 3 | If the message is received by Policy, they will inform the Director and National Controller of the Minister's intentions and advise the Operations Desk, who will then advise the relevant REMAs of visit intentions. |
| 4 | The REMA will liaise with local authority officials to determine the most suitable location and time to visit. |
| 5 | The REMA will then coordinate directly with the Minister's office around the local arrangements of the visit, as much as possible. |
| 6 | The REMA will liaise with Policy Desk to ensure the arrangements, and any other information required that they can source, is included in the visit briefing (such as background information on any CDEM issues known in the area that could be influential, or about the people that the Minister is to meet). |
| 7 | The Minister's office will make all flight and travel arrangements for the Minister and his or her staff. They should also complete the run-sheet, although this will need to be confirmed at the time. |

### 11.2.2 Producing a visit briefing

| Step | Action |
|------|--------|
| 1 | Contact Minister's Private Secretary to set expectations on timing of briefing. Advise REMA a briefing is being drafted. |
| 2 | NCMC Policy Desk to ensure Operations log the visit briefing as an action for the Policy Team. |
| 3 | Refer to the Ministerial visit briefing example below to give you an idea of what type of information needs to be included. The briefing should provide a situation update and also relevant contact details, travel information and key messages for the Minister to use in an interview situation. |

| 4 | Refer to most recent Policy briefings (including notes/memos) produced during the event to see what information needs updating, specifically around the area that is to be visited. |
|---|---|
| 5 | Use the most recently published SitRep and any information in the draft SitRep folder to update key information as necessary. Refer to section 3.2 for information on accessing the draft SitRep. |
| 6 | Open visit briefing template on the S:\ Drive, in EMIS or a previous example saved in iManage. |
| 7 | Draft the briefing. |
| 8 | Have draft briefing peer reviewed (if time allows). |
| 9 | Have draft briefing reviewed by Policy Desk Manager. |
| 10 | Make any changes to draft briefing as required, and give to Director for their review and sign-off. |
| 11 | Once Director has signed off briefing, send out as agreed with Private Secretary. |
| 12 | Provide email copy of final briefing to REMA for their information. |
| 13 | Log final version in NCMC system (refer to section 3.2 for information on logging). |

## 11.3  Templates and examples

The below templates can be used for the preparation of visit briefings, and examples are provided as a guide for what might be included. Please note that examples may be in outdated formats, and that current formatting can be found in the templates. The documents can be located in EMIS through the links provided.

| Type | Where found |
|---|---|
| Template | s6(a) |
| Example | |

# 12 PREPARING A CABINET PAPER

## 12.1 Overview

The following guidance outlines the key steps involved in producing a Cabinet paper.

**NOTE**: if the Cabinet paper is a joint paper, then there will be added steps in terms of collating information and joint sign-out across agencies and Ministers.

## 12.2 Guidance

During an activation, Cabinet Papers are usually drafted by other Policy staff in head office. They are transferred to the Policy Desk to be finalised and signed off in the NCMC.

| Step | Action |
|------|--------|
| 1 | Policy staff to confirm with the Policy Desk Manager and/or Director NSP (to be determined in advance):<br><br>  a. the timing for the Cabinet paper;<br><br>  b. whether the paper will be considered by ODESC;<br><br>  c. which agencies are expected to contribute to the Cabinet paper;<br><br>  d. what decisions are expected of Cabinet (if any) and what recommendations to make;<br><br>  e. what the timings are of any other relevant papers/meetings (e.g. next SitRep, Action Plans, Briefings, ODESC meetings); and<br><br>  f. who needs to review and sign off the Cabinet paper. |
| 2 | Policy Desk to liaise with Minister's Private Secretary to arrange for Minister to review and sign Cabinet paper when completed |
| 3 | Minister's Private Secretary to consult the Cabinet Office on the arrangements before the Cabinet meeting. |
| 4 | Policy Desk to ensure Operations log the Cabinet paper as an action for the Policy Team. |
| 5 | Home office Policy staff to call and email external agency CDEM policy contacts (contact details at Appendix C) and inform them of the timelines and other expectations for the Cabinet paper. Establish whether they will have material to contribute to the paper, and if so when they can deliver it. |
| 6 | Refer to a previous Cabinet paper or the example below to get you started on format, and to give an idea of what type of information needs to be included. The standard Cabinet paper template can be used. |
| 7 | Refer to the most recent Policy briefings produced during the event, to see what information needs to be included. |
| 8 | Use the most recently published SitRep and any information in the draft SitRep folder to update key information as necessary (contact the Policy Desk to access information in the draft SitReps). |

| 9 | Draft the paper, inserting material from other agencies as received. |
|---|---|
| 11 | Email Cabinet paper to external agency CDEM policy contacts if time allows for comment. |
| 12 | Have draft paper reviewed by Policy Desk Manager and Director NSP. |
| 13 | Make any changes to the draft paper as required, and give to Director CDEM for their review or signature. |
| 14 | Provide paper (and completed CAB 101 and CAB 100 forms if not submitting the paper via CabNet) to Minister's Private Secretary as arranged, for Minister to sign paper. |
| 15 | If required, arrange an oral briefing on the paper with the Minister prior to the Cabinet meeting |
| 16 | Private Secretary to submit completed paper to Cabinet office through CabNet. |
| 17 | Policy desk send final electronic version to the Minister's Private Secretary. |
| 18 | Log final version in NCMC system. |

## 12.3 Templates and examples

The below templates can be used for the preparation of Cabinet papers, and examples are provided as a guide for what might be included. Please note that examples may be in outdated formats, and that current formatting can be found in the templates. The documents can be located in EMIS through the links provided.

| Type | Where found |
|---|---|
| Template | s6(a) |
| Example | |

# 13 PREPARING A STATEMENT FOR THE HOUSE

## 13.1 Overview

The following guidance outlines the key steps involved in writing a statement to be delivered by the Minister in the House. The Minister delivers such a statement when a state of national emergency has been declared.

## 13.2 Guidance

| Step | |
|------|---|
| 1 | Confirm with the Policy Desk Manager the timing for the statement and who needs to review and sign off on it. |
| 2 | Policy Desk to liaise with Minister's Private Secretary to arrange for Minister to review the statement when completed. |
| 3 | Policy Desk to ensure Operations log the statement as an action for the Policy Team. |
| 4 | Refer to the most recent Policy briefings produced during the event, to see what information needs to be included. |
| 5 | Use the most recently published SitRep and any information in the draft SitRep folder to update key information as necessary (contact the Policy Desk to access information in the draft SitReps). |
| 6 | Draft the statement, inserting material from other agencies as received. |
| 7 | Have draft statement peer reviewed. |
| 8 | Have draft statement reviewed by Policy Desk Manager and/or Director NSP (to be determined in advance). |
| 9 | Make any changes to the statement as required, and give to Director CDEM for their review or signature. |
| 10 | Policy desk send final electronic version to the Minister's Private Secretary. |
| 11 | Log final version in NCMC system. |

## 13.3 Templates and examples

The below templates can be used for the preparation of statements, and examples are provided as a guide for what might be included. Please note that examples may be in outdated formats, and that current formatting can be found in the templates. The documents can be located in EMIS through the links provided.

| Type | Where found |
|------|-------------|
| Template | s6(a) |
| Example | No current example. |

# 14 PREPARING AND EVALUATING DOCUMENTATION FOR DECLARATIONS OF STATES OF EMERGENCY

## 14.1 Overview

Policy staff are required to check the form of a declaration of a state of local emergency to ensure that the document meets the requirements set out in the CDEM Act. They may also be required to provide advice to a local authority around the process of declaring, extending or terminating a state of emergency.

In the event that the Minister of Civil Defence decides, on advice, to declare a state of local emergency or a state of national emergency, Policy staff will prepare the form for the Minister.

## 14.2 Guidance

### 14.2.1 Declaration of a state of local emergency

| Step | |
|------|---|
| 1 | If a local authority declares a state of local emergency, the MCDEM Regional Emergency Management Advisor should send (email or fax) a copy of the declaration form to the NCMC or to MCDEM Wellington. |
| 2 | It is the role of the Policy team to check that the declaration form is correct, in terms of the form and manner set out in the Civil Defence Emergency Management Regulations 2003. In particular, the Policy team should check:<br><br>• the names of the wards, districts or areas is correct and encompasses all the locations that are understood to be needed to be covered<br>• the date and time are written correctly<br>• the declaration is signed by a person of appropriate authority (i.e. a person appointed by the CDEM Group as set out in the Group Plan or authorised under the CDEM Act (refer section 25) |
| 3 | Where the form or manner differs from what is prescribed in the Regulations, then the Policy team should seek legal advice to whether the difference is material or not. |
| 4 | The Policy team must also check the documentation for the extension or termination of a state of local emergency. |
| 5 | Section 73(3) of the CDEM Act states "A person who makes a declaration ... must immediately give notice to the public of the declaration by any means of communication that are reasonably practicable in the circumstances of the case, and must ensure that the declaration is published in the *Gazette* as soon as practicable". |
| 6 | The Policy team might be called upon to assist the CDEM Group with advice on publication, or in rare circumstances, to progress this publication where the CDEM Group is unable to (i.e. due to telecommunications difficulties). Note there is no exact timeframe for publication, only that it is "immediately" and that the Gazette notice is "as soon as practicable". |
| 7 | The cost of publication and Gazetting is normally borne by the CDEM Group or affected local authority. Information about the Gazette can be found at this address: https://gazette.govt.nz/. |

### 14.2.2    Declaration of a state of local or national emergency

| Step | |
|------|---|
| 1 | Should the Minister intend to declare a state of national emergency, or a state of local emergency if the local authority is unable to, then the Policy team will need to draft the declaration for the Minister. |
| 2 | There are templates for the forms for a state of local or national emergency (see below). The forms are those prescribed in the CDEM Regulations 2003. |
| 3 | Do not vary the wording that is prescribed – only fill in the spaces provided. |
| 4 | The draft should <u>ALWAYS</u> be checked by the corporate solicitor or lawyer before being provided to the Minister. |
| 5 | Once an emergency has been declared, a PDF of the declaration should be sent to the webmaster to be uploaded to MCDEM's website. |

## 14.3  Templates and examples

The below templates can be used for the preparation of documentation, and examples are provided as a guide for what might be included. Please note that examples may be in outdated formats, and that current formatting can be found in the templates. The documents can be located in EMIS through the links provided.

| Type | Where found |
|------|-------------|
| Template (local state of emergency) | s6(a) |
| Template (National state of emergency) | |
| Example | No current example. |
| Guidance | s6(a) |

# 15 PRODUCING ADVICE ON GOVERNMENT FINANCIAL SUPPORT

## 15.1 Overview

Policy may provide advice to the Minister of Civil Defence, the Minister's Press Secretary, ODESC[2] and Public Information Managers about what government financial support is available to local authorities, communities, individuals and businesses during and after an emergency.

## 15.2 Guidance

The file in EMIS, *Frequently Asked Questions about Government financial support for emergencies*, provides potential questions and answers to questions such as who pays for costs incurred during an emergency, what criteria need to be met in order for Government to reimburse local authorities, and what support is available from other agencies.

## 15.3 Templates and examples

The below templates can be used for the preparation of advice, and FAQ material is provided as a guide for what might be included. Please note that examples may be in outdated formats, and that current formatting can be found in the templates. The documents can be located in EMIS through the links provided.

| Type | Where found |
|------|-------------|
| Template | s6(a) |
| Example | No current example. |

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[2] Officials' Committee for Domestic and External Security Co-ordination

# 16  PROVIDING AN ADVANCE PAYMENT TO A LOCAL AUTHORITY

## 16.1  Overview

Local authorities may receive advance payments during or immediately after an event.

Policy also manages the process of providing Government financial support to local authorities in the form of advance payments and/or disaster relief funds, during and immediately after an emergency.

An advance payment may be made immediately following CDEM events, but must be managed over the months (or years) until a final claim is received and Cabinet approve payment. The process below outlines the steps involved in making the advance, but not for managing it.

## 16.2  Guidance

| Step | |
|---|---|
| 1 | The local authority provides estimate of combined response and recovery costs, with as much detail on the actual damage as possible. |
| 2 | Policy in conjunction with Policy Desk Manager and Director CDEM assess the estimated costs against the criteria in the Guide to the National CDEM Plan, and determine the likely reimbursement that the local authority would receive. |
| 3 | If the local authority is likely to be eligible for a future reimbursement of greater than $250,000, the local authority concerned would be provided an advance payment. |
| 4 | The Director CDEM asks the Chief Executive of the Local Authority to confirm in writing that the advance payment is required in order to effectively manage the response to and recovery from the emergency. |
| 5 | The Director CDEM recommends to the Minister of Civil Defence that an advance payment be made, through a written briefing. |
| 6 | The Minister of Civil Defence can agree to advance payments of up to $500,000.  Cabinet approval is required for advances above this amount. |
| 7 | Contact CASS Finance to confirm the requirements for making a payment to the local authority. |
| 8 | Request the local authority to set up a separate account to hold the advance payment, provide their GST numbers, and give the contact details of a lead person in their finance team. |
| 9 | Policy drafts an agreement for the local authority and the Director, CDEM to sign regarding the management of the advance payment and get DPMC Legal and CASS Finance to review and approve it. |
| 10 | Policy arranges for the Director, CDEM and the appropriate person from the local authority to sign two copies of the agreement (one for the local authority, and one for MCDEM). CDEM Policy keeps the original copy, files a scanned copy in DMS, and provides copies to DPMC Finance. |

| 11 | DPMC Finance makes payment of the agreed advance to the local authority. |
|----|--------------------------------------------------------------------------|

## 16.3  Templates and examples

The below templates can be used for the provision of advance payment, and examples are provided as a guide for what might be included. Please note that examples may be in outdated formats, and that current formatting can be found in the templates. The documents can be located in EMIS through the links provided.

| Type | Where found |
|------|-------------|
| Template | s6(a) |
| Example | No current example. |

# 17 PROVIDING DISASTER RELIEF FUNDS TO LOCAL AUTHORITIES

## 17.1 Overview

Policy manages the process of providing Government financial support to local authorities to support their communities in the form of disaster relief funds, during and immediately after an emergency.

## 17.2 Guidance

Following a civil defence emergency, the Minister of Civil Defence (along with either the Prime Minister or the Minister of Finance) may authorise a payment of up to $100,000 to a disaster recovery relief fund (also called mayoral relief fund) established by a local authority.

*Refer to 33.5.2 of the Guide to the National CDEM Plan.*

| Step | |
|------|---|
| 1 | Identify if there is a need to make a payment to a mayoral relief fund (requests may come from the local authority, the Minister of Civil Defence, or from within Government). |
| 2 | Advise CASS Finance that the Government may be making a payment to a relief fund, confirm that there is sufficient funding in the appropriation, and establish any timing or other requirements. |
| 3 | Confirm with the local authority that it is establishing or activating a mayoral relief fund for the event. Confirm that it has (or will set up) a dedicated bank account for the relief fund (a trust), and request them to provide an invoice including their GST and account numbers and give the contact details of a lead person in their finance team. |
| 4 | The Director CDEM assesses the need for the provision of a government contribution to the mayoral relief fund, and makes a recommendation on whether a payment should be made, and of how much, to the Minister of Civil Defence.  This will most likely be an oral briefing, but the Director may need a briefing prepared for the Minister. |
| 5 | The Minister of Civil Defence discusses the available options with the Prime Minister and/or Minister of Finance and confirms that a government contribution will be made to the relief fund. |
| 6 | Draft appropriate briefing and letter for the necessary Ministers to approve a payment, and provide them to the Private Secretary. |
| 7 | The Private Secretary arranges for the Ministers to sign the briefing, or otherwise formally approve the payment, and advises Policy. |
| 8 | Advise CASS Finance and the local authority that the payment has been approved, and CASS Finance arrange payment on receipt of an invoice. |

## 17.3 Templates and examples

The below templates can be used for providing disaster relief funds, and examples are provided as a guide for what might be included. Please note that examples may be in outdated formats, and that current formatting can be found in the templates. The documents can be located in EMIS through the links provided.

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| Type | Where found |
|------|-------------|
| Template | s6(a) |
| Example : Briefing | |
| Example: Letter to Minister of Finance | |

## APPENDIX A    POLICY SHIFT HANDOVER FORM

Staff relieving a previous shift, must conduct a handover with the staff standing down.  To facilitate this process, staff should complete the Policy Shift Handover Form.  A copy of the form is shown below.

| **Event Name:**<br><br>**Current Activation Level:** | **Outgoing Shift Policy Manager:**<br><br>**Outgoing Shift team members:** | **Outgoing Shift Date:**<br><br>**Shift Times**      :      hrs to      :      hrs |
|---|---|---|
| **Background key information:**  (e.g.: any key information/actions undertaken as part of the event, declarations made) | **Information on Minister and their Office** (e.g. their whereabouts currently, visits planned, information requirements) | **Summary of Policy Team key actions taken this shift:** (briefings/other papers completed, actions undertaken, ODESC/NSC decisions made) |
| **Key timings**<br><br>**Next Sit Rep due:**<br>**Next Ministerial Briefing due:**<br>**Next Desk Manager's meeting:**<br>**Next ODESC/NSC Meetings (and papers due):** | **Other incoming shift priorities:** (e.g. directives from Director/Minister and urgent information requirements) | **Other issues arising and follow up required:** |

Desk Policy Manager Initials:

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**Tasks to be completed before shift handover**

| Task | Complete |
|---|:---:|
| Complete handover report | ☐ |
| Complete timeline report | ☐ |
| File relevant information and paper work (e.g. put NCMC SitReps and completed briefings into different folders) | ☐ |

**Handover**

| Item | Complete |
|---|:---:|
| Handover report | ☐ |
| Timeline report | ☐ |
| Where to find information in the NCMC computer systems (e.g. EMIS, Outlook, Share  S:\ Drive) | ☐ |
| Key websites for monitoring and getting information (e.g. GeoNet) | ☐ |
| Filing system (for paper work) | ☐ |
| Filing system (for computer systems) | ☐ |
| Emphasise upcoming meetings and tasks | ☐ |
| Inform the Minister's office of the handover and whom they should contact for new shift | ☐ |
| If required, introduce the new crew to the Director, National Controller, Response Manager, etc. | ☐ |
| Update Director NSP | ☐ |

**Tasks to be completed after shift handover**

| Task | Complete |
|---|:---:|
| Bring/email completed briefings back to Bowen House for usual formal process (e.g. get briefings database number; put the briefings into iManage) | ☐ |

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**Timeline for the event**

Example:

| Time | Agency / person | Key decisions & activities | Notes |
|------|-----------------|---------------------------|-------|
| 0800 | e.g. Magnitude 7.0 earthquake in Canterbury | | |
| 0850 | | NCMC activated | |
| | | | |
| | | | |

# APPENDIX B   IMPORTANT PEOPLE, OTHER DESK FUNCTIONS AND KEY DOCUMENTS

## **Important People**

The key people from MCDEM that you may need to interact with while in the NCMC are listed below, together with details of their role in the NCMC.

| | |
|---|---|
| Sarah Stuart-Black<br><br>Director CDEM | The Director is the link between the NCMC and Government.<br><br>During a state of national emergency the Director directs and controls the resources available for civil defence emergency management.<br><br>The principal functions of the Director are to:<br><br>• Keep the Minister informed and advise the Minister if a declaration of a state of national emergency is required<br>• Provide advice and direction to the National Controller<br>• Represents MCDEM at ODESC<br>• Approves government submissions<br>• Fronts or supports media interviews<br><br>The Director is responsible for the overall national level (NCMC) response to the event. |
| David Coetzee<br><br>National Controller | Co-ordinates the national support or management of the emergency event.<br><br>National Controller's responsibilities:<br><br>• Advises the MCDEM Duty Manager<br>• Informs the Director<br>• Communicates with CDEM Group or Local Controllers<br>• Fronts or supports media interviews<br>• Chairs the National Controller's Team<br>• Approves or delegates approval of SitReps and public information<br>• Approves the National Action Plan and directs its implementation |
| Response Manager<br><br>(Check duty roster) | Response Manager's responsibilities:<br><br>• Advises the MCDEM Duty Manager<br>• Advises and supports the Operations Manager<br>• Informs and advises other function managers<br>• Informs and advises the national Controller<br>• Understudies the National Controller and stands in when required<br>• Oversees, facilitates and maintains NCMC operational focus<br>• Schedules and leads NCMC briefings<br>• Authorises SitReps and public information<br>• Oversees NCMC staff welfare<br>• Assists with technical infrastructure |
| Public Information Manager<br><br>(Check duty roster) | Key point of contact between MCDEM and the media. |

# Functions of the desks in the NCMC

| NCMC function | Responsibilities |
|---|---|
| **Operations Desk** | The Operations Desk is responsible for communications and the flow and dissemination of incoming and outgoing information in the NCMC. This involves receiving, recording and filing of messages/information and the dissemination and display of NCMC-generated intelligence.<br><br>The principal responsibilities of the Operations staff are to:<br><br>• Receive and disseminate incoming information;<br>• Distribute tasks;<br>• Disseminate warnings, instructions and information;<br>• Process correspondence and operational messages;<br>• Operate communications systems;<br>• Maintain the operations log;<br>• Activate International Assistance Cell (if required);<br>• Produce shift rosters. |
| **Planning/ Intelligence Desk** | The Planning/Intelligence Desk is responsible for the assessment of all information on the emergency situation, and for providing accurate and timely reports and analysis.<br><br>The principal functions of the Planning/Intelligence staff are to:<br><br>• Produce SitReps;<br>• Collect and maintain up-to-date information on the nature and extent of the emergency and the action being taken in response;<br>• Forecast and advise on future trends and developments;<br>• Maintain electronic mapping and visual display boards. |
| **Logistics Desk** | The Logistics Desk is responsible for the collection of information and the organisation and coordination of resource support to local authorities.<br><br>The principal functions of the Logistics staff are to:<br><br>• Link with Government departments, organisations and lifeline utilities (direct or through liaison officers) to determine or facilitate resource and information issues;<br>• Action response to local authorities' requests for logistic support;<br>• Respond to information needs;<br>• Keep track of overall resource status. |
| **Public Information Desk** | The Public Information Desk is responsible for, and collaborates with the National Controller, on all aspects of public information. The Public Information Manager liaises directly with media representatives principally from NZPA, Radio NZ, TVNZ, and TV3, etc., and any other relevant agency including the Parliamentary Press Gallery.<br><br>The principal functions of the Public Information staff are to:<br><br>• Prepare all official statements, public information, news bulletins, and CDEM instructions, that are to be released to the media, the public and NCMC liaison officers; |

| NCMC function | Responsibilities |
|---|---|
| | • Liaise with all news media; <br> • Arrange press conferences and action media enquiries; <br> • Maintain the MCDEM website. |
| **Administration and Welfare Desk** | The Administration Section is responsible for the efficient and effective administration of the NCMC. The Admin Officers are the principal officers charged with coordinating and managing all aspects of accommodation within the NCMC, its maintenance and supporting functions. <br><br> The principal functions of the Administration and Welfare staff are to facilitate the smooth running of the NCMC through: <br><br> • Staff arrangements and rostering; <br> • Staffing reception and managing access control; <br> • Providing equipment and technical resource requirements; <br> • Directing of visitors/liaison staff; <br> • Monitoring health and safety and welfare requirements. |
| **Liaison Officers** | NCMC Liaison Officers are representatives of CDEM support agencies (DPMC, Police, Health, MAF, NZDF, NZFS). NCMC Liaison Officers are assigned to the NCMC in accordance with the nature, scope and requirements of the emergency and at the request of the National Controller. <br><br> The principal functions of liaison officers are to: <br><br> • Provide a direct and continuous link between their respective organisations and the NCMC; <br> • Exchange information; <br> • Advise on their organisations' capabilities; <br> • Relay requests and tasks from the NCMC; <br> • Link with Logistics and/or Recovery Desk to determine or facilitate resource and information issues. |
| **Recovery Desk** | Recovery begins on day one of an emergency and develops gradually as the response phase matures. During the response phase, the Recovery Manager establishes recovery activities. The Recovery Manager is responsible for activating the agencies involved in the recovery structures, arranging for extra human resources to fulfil the recovery function and analysing impact assessment information to form the basis for planning recovery activity in the short, medium and long term. The continued recovery activities can be conducted from the NCMC but are generally accommodated as part of normal MCDEM activities. |

## Important documents

### *NCMC SitRep*

The NCMC Situation Report (SitRep) is a factual statement of the situation as known at a particular point in time. The NCMC SitRep is released to a wide (but standard) audience.

The SitRep forms the basis for:

• Information about the event

- Planning
- Public information
- Minister's and ODESC briefs

SitReps are compiled and released by the Operations function at pre-determined times and intervals (determined by the National Controller). A general guide in this regard is:

- Mode 1: Not applicable
- Mode 2: Early morning and late afternoon
- Mode 3 & 4: Early morning, mid-afternoon and early evening

### *National Action Plan*

A National Action Plan is prepared for a Mode 3 and 4 response. Its purpose is to ensure a coordinated response nationally, and therefore sets the overall response objectives and priorities as a direction by the National Controller.

Development of the National Action Plan is coordinated by the Planning and Intelligence function based on an assessment of the situation and an analysis of overall response activities. Policy may be asked for input.

The Plan is reviewed constantly and adjusted or re-confirmed at pre-determined intervals (indicated by the National Controller). It is distributed to all stakeholders involved in the response, and supports media releases.

# APPENDIX C    CONTACT DETAILS

## NCMC Contact details

Operations Desk    s6(a)

Policy Desk                                    Email:  s6(a)

24hr telephone number to check NCMC activation status in an emergency    s6(a)

*Contact details for Minister's Office*

| NAME | Role | Work | Blackberry / IPhone | Email |
|------|------|------|---------------------|-------|
| s9(2)(a) | Private Secretary | s9(2)(a) | | |
| | Press Secretary | | | |
| | Private Secretary (Advisory) | | | |

## Policy staff contact details

*NSP team (core policy staff)*

| NAME | Role | Work landline | Work mobile | Email |
|------|------|---------------|-------------|-------|
| s9(2)(a) | Director, National Security Policy Directorate | s9(2)(a) | | |
| | Principal Policy Advisor | | | |
| | Principal Policy Advisor | | | |

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| s9(2)(a) | Senior Policy Advisor | s9(2)(a) |
| | Senior Policy Advisor | |
| | Senior Policy Advisor | |
| | Senior Policy Advisor | |
| | Policy Advisor | |
| | Executive Assistant to Director, National Security Policy Directorate | |

*Contact details for key MCDEM staff*

| NAME | Role | Work landline | Work mobile | Email |
|------|------|---------------|-------------|-------|
| Sarah Stuart-Black | Director CDEM | s9(2)(a) | | |
| David Coetzee | National Controller | | | |
| Shane Bayley | Manager Development (manages the REMAs) | | | |
| Jenna Rogers | Manager Analysis and Planning | | | |
| Lisa Rountree | E/A to Director CDEM | | | |
| Anthony Frith | Communications Manager | | | |
| MCDEM office contact | (generic phone number) | | | |
| Joe Kennedy | Senior Advisor (EMIS support) | | | |

*Contact details for Security & Intelligence*

| NAME | Role | Work landline | Work mobile | Email |
|---|---|---|---|---|
| s9(2)(a) | Senior Advisor, National Security Systems | s9(2)(a) | | |
| | Director, National Security Systems | | | |
| | Operations Manager | | | |

*Contact details for key staff in PAG and OCE*

| NAME AND ROLE | Role | Work landline | Work mobile | Email |
|---|---|---|---|---|
| s9(2)(a) | Policy Advisor, PAG | s9(2)(a) | | |
| | Director, Office of the Chief Executive | | | |
| | Corporate Legal Services Manager | | | |
| | Senior Solicitor DPMC | | | |
| | Manager, Ministerial Services | | | |
| | Senior Advisor, Ministerial Services (OIA and PQ) | | | |

| s9(2)(a) | | Advisor, Ministerial Services | s9(2)(a) | | |

## Contact details for external agencies

| Agency | Name | Role | Landline | Mobile | Email |
|---|---|---|---|---|---|
| DIA | s9(2)(a) | Acting manager, Policy group<br><br>Principal Advisor Resilience & Recovery | s9(2)(a) | | |
| DOC | | Director of Policy | | | |
| EQC | | Manager, Office of the Chief Executive | | | |
| GNS | | GeoHazards Monitoring | | | |
| Housing NZ | | Regional Business Manager | | | |
| IRD | | Policy Manager, Policy and Strategy | | | |
| Insurance Council | | Insurance Emergency Coordinator | | | |
| LGNZ | | Principal Analyst | | | |

| | s9(2)(a) | | s9(2)(a) |
|---|---|---|---|
| MPI | | Principal Adviser, Resource Policy<br><br>Director, Resource Policy<br><br>Manager North Island Regions<br>Manager South Island Regions | |
| MBIE | | Principal Advisor, Energy markets<br>Policy Manager, Energy Markets<br>Manager, Enterprise Policy | |
| MBIE – Building/ housing | | Senior Policy Analyst (Contractor)<br><br>Temporary accommodation<br>Manager, Buildings Act Policy | |
| MFAT | | MFAT IDG Pacific Emergencies Duty Officer (24/7)<br>MFAT IDG Duty Manager (24/7) | |
| MfE | | Manager, Environmental Risk and Innovation | |
| Min Edu | | Education Systems Policy<br>Schooling Policy | |

Released under the Official Information Act 1982

| | s9(2)(a) | | s9(2)(a) |
|---|---|---|---|
| MoH | | Director – Emergency Management | |
| MoT | | On-call manager (ring first!) | |
| | | Senior Advisor | |
| MSD | | National Manager Emergency Management | |
| | | Policy Manager, Social Policy | |
| NZ Police | | Emergency Management team | |
| NZDF | | | |
| NZFS | | Deputy National Commander | |
| TPK | | Business Manager, Regional Partnerships | |
| NZTA | | Network Operations Team | |
| Treasury | | Vote Analyst National Infrastructure Unit | |

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# APPENDIX D   PROCESS UPON NCMC ACTIVATION OR FOR NOTICEABLE EMERGENCIES

*Process steps for the Duty Policy Manager (DPM) in an emergency:*

(1)  Respond to the activation text if one is sent

(2)  The Duty Policy Manager will (if not contacted by either of the below):

- contact the Civil Defence Private Secretary to determine/discuss the immediate requirements of the Minister's office; and
- contact the Director CDEM to assess the situation and determine/discuss what level of immediate Policy support is required

(3)  Then the Duty Policy Manager will:

- contact Policy staff to determine availability and assign who will initially go to the NCMC
- notify the Director NSP of the situation, and who is going to the NCMC in the first instance
- notify the MCDEM Duty Manager of the initial Policy staffing arrangements for the NCMC; OR that Policy will work remotely
- contact the Duty PIM to discuss if there are any immediate interfaces between what Policy and PIM need to deliver; and
- notify the PAG advisor where the scale of the emergency immediately warrants it.

*Process steps for Policy staff in an emergency:*

(1)  respond to activation text if one is sent

(2)  contact the Duty Policy Manager; and

(3)  It can be helpful to start making travel and/or childcare arrangements while you wait to find out if you will be required to work at the NCMC or remotely.

## Access to NCMC

People with authorised identification will be able to enter the Parliamentary complex (without screening) from:

- Entry between Parliament House and the Executive Wing 0700-2300 hrs, Monday to Friday;
- Bowen House Main Entrance 0700-2000 hrs, Monday to Friday (or after the House rises, whichever is later).

People without Parliamentary ID will have to go through security screening at either entrance.  You will either need to be accompanied by someone with an ID card or arrange to meet someone with ID at the security desk to be signed in.  If you arrive at the NCMC between 2300hrs and 0700hrs, or during the weekend you will need to ring the bell at the Executive Wing glass doors for security to let you in.  Once through the front door, your swipe card will allow you access from there to the NCMC.

Once a roster has been established, a list of those involved in the NCMC response should be provided (usually via the NCMC Operations Desk) to Parliamentary security to facilitate access.

# APPENDIX E    RESPONSIBILITIES OF POLICY DUTY MANAGER IN BAU AND EMERGENCIES

**BEFORE AN ACTIVATION**

- When you begin your shift (usually 9.00am on a Monday morning) print out (or save somewhere accessible) the duty roster that the Operations Team emails out. Ensure you know who the Duty Manager and the Duty Officer are.

- Keep your phone(s) charged, and take them to meetings. If working in Pipitea House, let the Duty Manager know. It can be useful to take your laptop and charger home with you outside of business hours.

- Take home a hard copy of the SOP – but keep in a secure place (as it has addresses, phone numbers etc. of public servants) – or have a copy saved on your laptop.

- Send out an email each Friday checking if any NCMC Policy staff are NOT available that weekend or if there are any known absences coming up (e.g. Leave).

- Have key information stored at reach (e.g. on your cell phone), such as EMIS log-in process and username/password and phone numbers of policy staff, other key people and NCMC contact details (some, but not all, are included in this SOP).

- Handover to next Policy Duty Manager at 9:00am of the day the next rostered shift begins for Policy Duty Manager (i.e. at end of the week you are rostered on for).

- If you have an iron key, it's useful to save copies of the templates and examples of documents, and key documents such as the CDEM Act and the Guide to the National CDEM Plan, in case the internet and/or EMIS goes down.

**UPON ACTIVATION**

- Follow the sequence outlined in **Appendix D**.

**ONCE IN THE NCMC**

- Follow the directions in **section 3.3.**

**The Functional Manager for the Policy desk should check resources in the NCMC often or in advance of an imminent likely emergency (refer section 1.11)**

# APPENDIX F    TEMPLATES

1. **Standard MCDEM Briefing Paper**
2. **Briefing template for NCMC and emergencies**
3. **Aide memoire template**
4. **Memorandum template**
5. **Visit brief template**
6. **Cabinet paper template**
7. **Statement to Parliament template**
8. **Declaring a state of national emergency – form templates**
9. **Declaring a state of local emergency- form templates**
10. **Government financial support FAQs**
11. **Advance payment agreement template**
12. **Providing disaster relief funds to local communities**

# 1. Standard MCDEM Briefing Template

## *Coversheet - Minister's Office / MCDEM use only*

## Briefing:

| Date: | | Priority: | |
|---|---|---|---|
| Security classification: | | Tracking number: | |

| Contact for telephone discussion (if required) | | | |
|---|---|---|---|
| **Name** | **Position** | **Telephone** | **1st contact** |
| | | | ✓ |
| | | | |

**Minister's office to complete:**   ☐ Approved          ☐ Declined

☐ Noted          ☐ Needs change

☐ Seen          ☐ Overtaken by Events

☐ See Minister's Notes          ☐ Withdrawn

**Comments:**

# BRIEFING

| Date: | | Priority: | Routine |
|---|---|---|---|
| **Security classification:** | In Confidence | **Tracking number:** | |

## Purpose

Insert a short statement to explain why the Minister is receiving this briefing and what its aim is. Use bullet points if appropriate.

## Executive Summary

[Only required if document is longer than 3 pages excluding the cover page – otherwise delete section]

## Recommended action

The Ministry of Civil Defence & Emergency Management recommends that you:

a   **Agree**  [insert recommendation text];

*Agree / Disagree*

AND / OR [delete one or both as required, only used if providing alternatives or composite recs]

b   **Agree** [insert recommendation text];

*Agree / Disagree*

c   **Agree**  [insert recommendation text]; and

*Agree / Disagree*

d   **Note** [specific element of briefing.].

Sarah Stuart-Black
**Director CDEM**
..... / ...... / ......

Hon Kris Faafoi
**Minister of Civil Defence**
..... / ...... / ......

[Ensure signatures do not end up on orphan page]

## Background

1. Text.

2. Text.

# Heading Level 1

## *Sub-heading Level 2*

### Sub-Heading Level 3

3. Text.

4. Text.

5. Here is a line that is followed by bullet points:

   - First level bullet
   - Another one then:
     - o Second level bullet;
     - o And another;
     - o One more; and
   - Another first level bullet.

# Heading Level 1

## *Sub-heading Level 2*

### Sub-Heading Level 3

6. Text.

7. Text.

8. Here is a line that is followed by bullet points:

   - First level bullet
   - Another one then:
     - o Second level bullet;
     - o And another;
     - o One more; and
   - Another first level bullet.

# Next steps

9. Text.

10. Text.

## Appendix One

1. Text.
2. Text.

### *Coversheet - Minister's Office / MCDEM use only*

## Briefing:

| Date: | | Priority: | |
|---|---|---|---|
| Security classification: | | Tracking number: | |

| Contact for telephone discussion (if required) | | | |
|---|---|---|---|
| **Name** | **Position** | **Telephone** | **1st contact** |
| | | | ✓ |
| | | | |

**Minister's office to complete:**    ☐ Approved        ☐ Declined

☐ Noted        ☐ Needs change

☐ Seen        ☐ Overtaken by Events

☐ See Minister's Notes        ☐ Withdrawn

**Comments:**

# BRIEFING

| Date: | | Priority: | Routine |
|---|---|---|---|
| **Security classification:** | In Confidence | **Tracking number:** | |

## Purpose

Insert a short statement to explain why the Minister is receiving this briefing and what its aim is. Use bullet points if appropriate.

## Executive Summary

[Only required if document is longer than 3 pages excluding the cover page – otherwise delete section]

## Recommended action

The Ministry of Civil Defence & Emergency Management recommends that you:

e    **Agree**  [insert recommendation text];

*Agree / Disagree*

AND / OR [delete one or both as required, only used if providing alternatives or composite recs]

f    **Agree** [insert recommendation text];

*Agree / Disagree*

g    **Agree**  [insert recommendation text]; and

*Agree / Disagree*

h    **Note** [specific element of briefing.].


Sarah Stuart-Black
**Director CDEM**
..... / ...... / ......

Hon Kris Faafoi
**Minister of Civil Defence**
..... / ...... / ......

[Ensure signatures do not end up on orphan page]

## Background

3. Briefing text.

   *Outline in brief the emergency itself.*

   *Key information includes but is not limited to e.g. the magnitude and depth of an earthquake and where it was located OR the cause of a tsunami and its expected amplitude and where and when it is forecast to impact OR the strength of a cyclone and where and when it has impacted OR the amount of rain leading to flooding and where the flooding is impacting.*

## Current situation

4. Briefing text

   *Do not repeat the information in the sitrep.  Ask various desks the current status for the following headings (advice is given on who to contact) or use SitReps, teleconferences and approved media messages.*

   *If there is nothing yet to say under these headings (i.e. emergency impacts have not yet occurred) then include a generic statement along the lines of "There is nothing to report at this time. We will provide an update in your next briefing or inform you as soon as possible if anything significant arises"*

### *People*

5. briefing text

   *Could include but is not limited to numbers of people affected (killed, hurt, evacuated, on the move); what are the provisions for evacuation if necessary; impacts on public order and/or confidence.*

### *Damage*

6. briefing text

   *Could include but is not limited to damage to property, buildings, infrastructure, land and the environment; whether there are cordons or restrictions to public access; remedial measures in place or underway; any continuing risk to public safety or property.*

### *Transport*

7. briefing text

   *Could include but is not limited to effect on roads, railways, ports and airports; what is open or closed; remedial measures in place or underway.*

### *Health*

8. briefing text

   *Could include but is not limited to effect on hospitals and health services; numbers of people being treated or effected; alternative measures in place or underway; effect on ambulance services.*

### *Lifeline utilities*

9. briefing text

   *Could include but is not limited to effects on electricity, gas and energy; telecommunications; radio and television.*

## Social and economic impacts

10. briefing text

Highlight the <u>potential</u> social and economic impacts of the event. Do not be alarmist, the impact assessment must be proportional to the magnitude of the event

### *Social impacts*

11. briefing text

*Could include (but is not limited to) things such as disruption to lives (schools, workplaces and community venues are closed), public order and public confidence*

### *Economic impacts*

12. briefing text

*Could include (but is not limited to) things such effects on domestic economy and/or international trade, supply chain disruptions, lifeline utility outages, rationing.*

## Financial assistance

13. briefing text

*If appropriate at this juncture, outline the types of financial assistance available. Here is some sample text:*

*xxxx*

*As more information becomes available give advice on what financial assistance (if any) may be required. Usually response and recovery costs will not be included as these will be subject to later claims from the affected local authority.*

### *Advance payment*

14. briefing text

*Include the name of the local authority that has requested an advance payment, the purpose of the payment and the amount. Note that a separate Cabinet paper will be provided.*

### *Disaster or mayoral relief fund*

15. briefing text

*Include the name of the local authority that has requested a contribution, the amount sought and whether they have a mayoral or disaster relief fund. Note that a separate briefing will be provided.*

## State of emergency

16. Briefing text

*Depending on the magnitude of the event, give information about the possibility / likelihood of a state of emergency (local or national) being declared.*

*It may be useful to give information about the Minister's responsibility in terms of states of emergency. Here is some sample text:*

*xyz*

## Key media messages

17. Briefing text

*Contact the PIM about latest key media messages for the Minister.*

## Next steps

18. Briefing text

*Outline what the Minister should do between the time of this briefing and the next one. Also note any key events that she should know about – a media conference, or a key deliverable being produced such as a Cabinet paper or a Situation Report.*

---

# FORMAT GUIDE

## Heading Level 1

### Sub-heading Level 2

#### Sub-Heading Level 3

1. Text.
2. Text.
3. Here is a line that is followed by bullet points:
   - First level bullet
   - Another one then:
     - Second level bullet;
     - And another;
     - One more; and
   - Another first level bullet.

## Appendix One

19.     Text.

20.     Text.

*Coversheet – Minister's Office / MCDEM use only*

## Briefing: title

| Date: | | | Priority: | Routine/Urgent |
|---|---|---|---|---|
| Security classification: | In Confidence | | Tracking number: | |

| Contact for telephone discussion (if required) | | | | |
|---|---|---|---|---|
| **Name** | **Position** | **Telephone** | | **1st contact** |
| Sarah Stuart-Black | Director, CDEM | s9(2)(a) | s9(2)(a) | |
| | | | | |

**Minister's office to complete:**  ☐ Approved   ☐ Declined

☐ Noted   ☐ Needs change

☐ Seen   ☐ Overtaken by Events

☑ See Minister's Notes   ☐ Withdrawn

**Comments:**

# BRIEFING: *title*

| Date: | | Priority: | |
|---|---|---|---|
| Security classification: | | Tracking number: | |

## Purpose

We attach an aide-memoire to/for...

## Recommended action

The Ministry of Civil Defence & Emergency Management recommends that you **note** the contents of the attached aide-memoire.

Sarah Stuart-Black
**Director CDEM**

..... / ...... / ......

Hon Kris Faafoi
**Minister of Civil Defence**

..... / ...... / ......

# AIDE-MEMOIRE

Name of event/Cabinet Committee meeting/etc

Date and time of event/meeting etc

## Cabinet paper: [Title of Cabinet paper]

### *Background*

1. x.

### *Important points*

2. x.

### *Key messages*

3. .x

## 4. Memorandum template

**Ministry of Civil Defence & Emergency Management**
Te Rākau Whakamarumaru

**Tracking No:**

# Memorandum

| | |
|---|---|
| **To:** | **Minister of Civil Defence** |
| **From:** | **Sarah Stuart-Black, Director CDEM** |
| **Date:** | |
| **Subject:** | |

## Purpose

This Memo is to inform you….

## Heading

etc..

Sarah Stuart-Black
Director CDEM

## 5. Visit brief template

*Coversheet - Minister's Office / MCDEM use only*

## Briefing: Visit [XXXX]– [DATE]

| Date: | | Priority: | Routine |
|---|---|---|---|
| Security classification: | In-Confidence | Tracking number: | Xx/xx |

| Contact for telephone discussion (if required) | | | |
|---|---|---|---|
| Name | Position | Telephone | 1st contact |
| Sarah Stuart-Black | Director CDEM | s9(2)(a)    s9(2)(a) | |
| | | | |

**Minister's office to complete:**

☐ Approved        ☐ Declined

☐ Noted        ☐ Needs change

☐ Seen        ☐ Overtaken by Events

☐ See Minister's Notes        ☐ Withdrawn

**Comments:**

# BRIEFING: Visit to [XXX]–[DATE]

| Date: | | Priority: | Routine |
|---|---|---|---|
| Security classification: | In-Confidence | Tracking number: | Xx/xx |

## Purpose

Attached is information to support your visit to [XXX] on [DATE].

## Recommended action

The Ministry of Civil Defence & Emergency Management recommends that you **note** the attached information.

Sarah Stuart-Black
**Director CDEM**

..... / ...... / ......

Hon Kris Faafoi
**Minister of Civil Defence**

..... / ...... / ......

## Visit to [XXX]: [DATE]

1. You are visiting [XXX], to meet with [XXX], to discuss [*e.g. the impacts of the recent xxx and needs of their communities].*

2. You will be accompanied by [NAME], [ROLE] mobile [XXXXXX].

3. [*Brief overview of the situation including how the response was managed, any specific issues, whether a state of emergency is [still] in place, and any clean-up/ response activities that are occurring*]. **Attached** is your itinerary and information on the event, impacts, and response.

## Itinerary

*[Date]*

- *[Create a bullet for each itinerary item and important details including transport, location, time, key names of people involved, and contact details.]*

- 

*[Date]*

- *[Create a bullet for each itinerary item and important details including transport, location, time, key names of people involved, and contact details.]*

## [XXXX] event

- *[A couple of sentences describing the event- including the nature of the event (e.g. heavy rainfall, earthquake) the results of the event (e.g. flooding, landslips, damage to housing and infrastructure), whether a local or national state of emergency was declared].*

*Response during the event*

- *[Bullet key points relating to the response during the event. These may describe actions taken by the CDEM group, NZ Defence Force, the Police, welfare agencies, local council(s), and the Ministry of Health; whether people were evacuated; how the public were kept informed; which Emergency Operations Centres were activated and when; and if and when the state of emergency has been lifted*.]

- 

*Impacts and response post event*

- *[Bullet key points relating to impacts of the event and response post event. Impacts might include damage to infrastructure, access/road closures, electricity, damage to land, or damage to farmland and livestock. The timeframe for resolving/alleviating these impacts should also be noted where possible (e.g. how long a road might be closed for, when power is expected to be restored). Response might include evacuations (including the accommodation and care of evacuees and the security of evacuated premises), attempts to make contact with isolated communities, opening of floodgates, clean-up, the appointment of Recovery Managers, or recovery planning.]*

- 

*Government assistance*

- [Bullet key points relating to government assistance. These will cover what support is available to local authorities and communities (see example below), any funds approved by the Ministry of Social Development towards Enhanced Taskforce Green, regional disaster relief funds, and any further government contributions to this, any support offered by the Ministries of primary Industry and Transport.

- The following support is available to local authorities and communities:
  - deployment of staff from the Ministry of Civil Defence & Emergency Management to provide on-the-ground advice and support;
  - reimbursement of local authorities for response and recovery costs such as accommodating, transporting, feeding and clothing displaced residents, and repairing essential infrastructure;
  - welfare assistance such as hardship grants, through the Ministry of Social Development;
  - police assistance with security and rural reconnaissance, supported by the NZ Defence Force if necessary;
  - help from Rural Support Trusts to assist those affected in rural areas; and
  - support to repair and clear state highways.

# 6. Cabinet paper template

Chair

Cabinet Committee on Domestic and External Security Coordination

**TITLE**

**Proposal**

1

**Executive Summary**

2

**Background**

3

**Current situation**

4

**Sector responses**

**Health**

5

**Welfare**

6

**Housing**

7

**Transport**

8

**Lifeline implications**

9

**Drinking water**

10

**Economy**

11

**International**

12

**Communications and media**

13

**Looking forward**

14

**Consultation**

15

**Financial Implications**

16

**Legislative Implications**

17

**Regulatory Impact and Compliance Cost Statement**

18

**Publicity**

19

**Recommendations**

20      I recommend that the Committee:

      **1**     **note…**

      **2**     **agree…**

Hon Kris Faafoi

**MINISTER OF CIVIL DEFENCE**

  **/  /2018**

# 7. Statement to Parliament template

**Template for Statement to Parliament**

*[For reference only – delete before sending*

*STATEMENTS IN THE HOUSE From Standing Orders (30 July 2014)*

*356 Ministerial statements*

*(1) A Minister may make a statement informing the House of some matter of significant public importance which requires to be brought to the House's attention immediately.*

*(2) A ministerial statement may be made at any time, but not so as to interrupt a member who is speaking. If possible, a copy of the statement should be delivered to the leader of each party before it is made.*

*357 Comment on ministerial statement*

*The leader of each party with six members or a member authorised by the leader may comment on a ministerial statement. Following their comments, the Minister may reply. ]*

## 8. Declaring a state of national emergency – form templates

*Form 2, Schedule 2, CDEM Regulations 2003 (effective from 25 March 2012)*

## Declaration by Minister of state of national emergency

*Section 66, Civil Defence Emergency Management Act 2002*

I,_ **Kristopher John Fa'afoi** _____[*full name*]

declare that a state of national emergency exists **[select one]**

☐ over the whole of New Zealand

*or*

☐ in _____

_____
[*specify names of Civil Defence Emergency Management Group areas or districts*]

owing to _____

_____
[*describe emergency*]

The state of national emergency comes into force immediately on the making of this declaration, and expires 7 days after the time and date on which it comes into force (unless extended or terminated at an earlier time).

Declared by: _____
[*signature*]

Designation: **[select one]**

☐ Minister of Civil Defence

☐ _____
[*specify other Minister of the Crown*]

Time and date of declaration: _____

**Notes**

1. The Minister must advise the House of Representatives as soon as practicable of the making of this declaration.

2. This declaration must also be—
   a) notified to the public immediately by any means of communication that are reasonably practicable in the circumstances; and
   b) published in the Gazette as soon as practicable. It is recommended that publication in the Gazette occur within 20 working days after the state of emergency is terminated.
3. Calculating "7 days after the time and date on which the state of emergency comes into force": If the state of emergency came into force at 9.35 am on 1 January, it would expire at 9.35 am on 8 January. If the state of emergency came into force at 9.35 am on a Friday, it would expire at 9.35 am on the following Friday.

# Declaration by Minister extending state of national emergency

*Section 71, Civil Defence Emergency Management Act 2002*

I,_____ **Kristopher John Fa'afoi** _____ [*full name*]

extend the state of national emergency declared at _____

_____
[*specify time and date, and include times and dates when any extensions took effect*]

**[select one]**

☐ over the whole of New Zealand

*or*

☐ for_____

_____
[*specify names of Civil Defence Emergency Management Group areas or districts*]

owing to_____

_____
[*describe emergency*]

The state of national emergency is extended for 7 days immediately before **[select one]**

☐ the expiry of the original declaration

*or*

☐ the last extension.

Declared by: _____
                          [*signature*]

Designation: **[select one]**

☐ Minister of Civil Defence

☐ _____
[*specify other Minister of the Crown*]

Time and date of declaration:_____

**Notes**

1. The Minister must advise the House of Representatives as soon as practicable of the making of this declaration.
2. This declaration must also be—
   a) notified to the public immediately by any means of communication that are reasonably practicable in the circumstances; and
   b) published in the Gazette as soon as practicable. It is recommended that publication in the Gazette occur within 20 working days after the state of emergency is terminated.
3. Calculating the extension of "7 days" for a declaration extending the state of emergency: If the extension came into force at 9.35 am on 1 January, it would expire at 9.35 am on 8

January. If the extension came into force at 9.35 am on a Friday, it would expire at 9.35 am on the following Friday.

4.  If this is a second or subsequent extension of a state of emergency, specify the time and date when each previous extension took effect and the time and date when the state of emergency was first declared.

# Declaration by Minister terminating state of national emergency

*Section 72, Civil Defence Emergency Management Act 2002*

I,___ **Kristopher John Fa'afoi** _____[*full name*]

terminate the state of national emergency declared at_____

_____
[*specify time and date, and include times and dates when any extensions took effect*]

**[select one]**

☐ over the whole of New Zealand

*or*

☐ for _____

_____
[*specify names of Civil Defence Emergency Management Group areas or districts*]

owing to _____

_____
[*describe emergency*]

The termination of the state of national emergency takes effect immediately from the time and date this declaration is made.

Declared by: _____
           [*signature*]

Designation: **[select one]**

☐ Minister of Civil Defence

☐ _____
[*specify other Minister of the Crown*]

Time and date of declaration:_____

**Notes**

1. This declaration must be—
    a) notified to the public immediately by any means of communication that are reasonably practicable in the circumstances; and
    b) published in the Gazette as soon as practicable. It is recommended that publication in the Gazette occur within 20 working days after the state of emergency is terminated.
2. If any extension of the state of emergency was made, specify the time and date when each extension took effect, as well as the time and date when the state of emergency was first declared.

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# 9. Declaring a state of local emergencies – form templates

*Form 5, Schedule 2, CDEM Regulations 2003 (effective from 25 March 2012)*

## Declaration by Minister of state of local emergency

*Section 69, Civil Defence Emergency Management Act 2002*

I, _____ **Kristopher John Fa'afoi** _____[*full name*]

declare that a state of local emergency exists in_____

_____

[*specify names of Civil Defence Emergency Management Group area, districts, or wards*]

owing to _____

_____

[*describe emergency*]

The state of local emergency comes into force immediately on the making of this declaration. The state of local emergency expires 7 days after the time and date on which the state of emergency comes into force.

Declared by: _____

[*signature*]

Designation: **[select one]**

☐  Minister of Civil Defence

☐  _____

[*specify other Minister of the Crown*]

Time and date of declaration:_____

**Notes**

1. This declaration must be—
   a) notified to the public immediately by any means of communication that are reasonably practicable in the circumstances; and
   b) published in the Gazette as soon as practicable. It is recommended that publication in the Gazette occur within 20 working days after the state of emergency is terminated.
2. Calculating the extension of "7 days" for a declaration extending the state of emergency: If the extension came into force at 9.35 am on 1 January, it would expire at 9.35 am on 8 January. If the extension came into force at 9.35 am on a Friday, it would expire at 9.35 am on the following Friday.

# Declaration by Minister extending state of local emergency

*Section 71, Civil Defence Emergency Management Act 2002*

I, _____ **Kristopher John Fa'afoi** _____[*full name*]

extend the state of local emergency declared at _____

_____
[*specify time and date, and include times and dates when any extensions took effect*]

for _____

_____
[*specify names of Civil Defence Emergency Management Group area, districts, or wards*]

owing to _____

_____
[*describe emergency*]

The state of national emergency is extended for 7 days immediately before **[select one]**

☐  the expiry of the original declaration

*or*

☐  the last extension.


Declared by: _____
[*signature*]


Designation: **[select one]**

☐  Minister of Civil Defence

☐  _____
[*specify other Minister of the Crown*]


Time and date of declaration: _____


**Notes**

1. This declaration must be—
   a) notified to the public immediately by any means of communication that are reasonably practicable in the circumstances; and
   b) published in the Gazette as soon as practicable. It is recommended that publication in the Gazette occur within 20 working days after the state of emergency is terminated.
2. Calculating the extension of "7 days" for a declaration extending the state of emergency: If the extension came into force at 9.35 am on 1 January, it would expire at 9.35 am on 8 January. If the extension came into force at 9.35 am on a Friday, it would expire at 9.35 am on the following Friday.
3. If this is a second or subsequent extension of a state of emergency, specify the time and date when each previous extension took effect and the time and date when the state of emergency was first declared.

# Declaration by Minister terminating state of local emergency

*Section 72, Civil Defence Emergency Management Act 2002*

I, ___ **Kristopher John Fa'afoi** _____[*full name*]

terminate the state of local emergency declared at _____

_____
[*specify time and date, and include times and dates when any extensions took effect*]

for _____

_____
[*specify names of Civil Defence Emergency Management Group area, districts, or wards*]

owing to _____

_____
[*describe emergency*]

The termination of the state of local emergency takes effect from the time and date when this declaration is made.

Declared by: _____
                          [*signature*]

Designation: **[select one]**

☐   Minister of Civil Defence

☐   _____
     [*specify other Minister of the Crown*]

Time and date of declaration: _____

**Notes**

1. This declaration must be—
   a) notified to the public immediately by any means of communication that are reasonably practicable in the circumstances; and
   b) published in the Gazette as soon as practicable. It is recommended that publication in the Gazette occur within 20 working days after the state of emergency is terminated.
2. If any extension of the state of emergency was made, specify the time and date when each extension took effect, as well as the time and date when the state of emergency was first declared.

# 10. Government financial support FAQs

**Frequently Asked Questions about Government financial support for emergencies**

*The following can be used for the purpose of producing advice on Government financial support.*

### Who pays for costs incurred during a civil defence emergency?

The initial and primary responsibility for paying for costs incurred during an emergency rests with the local community, local authorities and regional Civil Defence Emergency Management (CDEM) Groups.  Additionally, Government provides financial support to cover some response and recovery costs.

### Does a state of emergency need to be declared to receive Government financial support?

The provision of financial support is not dependent on a declaration of a state of emergency having been made under the CDEM Act 2002.

### Where can information on Government financial support be found?

The kinds of costs that the Government reimburses and the associated evaluation criteria are detailed in Section 33 of the Guide to the National CDEM Plan (the Guide) and are summarised below.

| Category of cost | Reimbursement policy |
|---|---|
| Response costs: associated with caring for displaced or directly affected people, such as emergency accommodation, transport, meals and clothing. | Fully reimbursed by the Government (Section 33.4.1 of the Guide). |
| 'Other' response costs: associated with precautionary or preventive measures taken to reduce the immediate danger and the impact of the event, but not related to caring for directly affected people.<br><br>Essential infrastructure recovery repairs: restoration of generally uninsurable local authority and community essential infrastructure, such as repairing river management systems. | The Government may reimburse local authorities for 60% of these costs combined, above a threshold based on the capital value of the district or region concerned. (Section 33.4.2, 33.5 and 33.7 of the Guide) |
| Special policy: in exceptional circumstances, the Government may support activities that fall outside the scope of existing policies. | Decisions are made on a case-by-case basis by Cabinet.  (Section 33.6 of the Guide). |

In the first instance, a local authority should talk to their Regional Emergency Management Advisor about available Government financial support.  Further detail on available financial

support and the processes for claiming this support is available in section 33 of the Guide to the National CDEM Plan.

*What financial support is available to local authorities during an emergency event?*

There are currently two methods in place – advance payments and contributions to disaster recovery relief funds – which allow Government to provide financial support to local authorities during (and immediately after) an emergency event, thereby allowing them to carry out response and recovery activities more effectively by reducing their short-term financial burden.

In order to receive and advance payment, local authorities must provide an estimate of the costs likely to be incurred as a result of the civil defence emergency to the Director of CDEM for assessment.

Disaster relief funds are most commonly set up by local authorities as Mayoral Relief Funds and are designed to provide support to affected individuals, families and community organisations, in accordance with the provisions of the trust deed.

*What financial support is available to local authorities following an emergency event?*

MCDEM administers the Government's provision of financial support to local authorities for four separate categories of costs incurred during response to and recovery from an emergency event.  These categories are: caring for the displaced response costs; other response costs; recovery costs; and special policy financial support.  Detail on each of these categories is in section 33 of the Guide. Policy has a role in advising the Minister.

*What is the process for making a claim for financial support?*

Claims by local authorities for reimbursement of response and recovery costs are submitted to the Director of CDEM after the emergency event.  The claims are assessed by the Director in discussion with the local authority concerned, before being submitted to the Minister of Civil Defence (and in some cases, Cabinet) for approval.

*What information is required to make a claim?*

Local authorities are initially responsible for meeting all emergency expenditure arising during and after an emergency event.  A clear record of any expenditure incurred and why should be maintained in order to provide support to any later claims.

Section 33 of the Guide contains detailed advice on the information that is required to be included in a claim.

*What financial support is available from other government departments?*

In addition to MCDEM, the Ministry of Social Development, the Ministry of Primary Industries, the New Zealand Transport Authority and the Inland Revenue Department also have financial support measures that can be provided to directly affected parties following a civil defence emergency.  A summary of the key measures available is provided as Appendix 4 on the next page.

# Summary of key financial support measures

| Agency | Measure |
|--------|---------|
| *Response* | |
| MCDEM | Caring for the displaced (or isolated) – Government will fully reimburse local authorities for costs incurred in caring for displaced people during an emergency. |
| | Other response costs and essential infrastructure – Government may partially reimburse costs that contribute to preventative actions taken to reduce the impact of an event. |
| MSD | Civil Defence Payments – to provide income support and assistance to evacuees for immediate needs such as temporary accommodation costs, food and clothing. |
| *Recovery* | |
| MCDEM | Recovery costs – Government may partially reimburse costs related to essential infrastructure repair and recovery. |
| | Disaster recovery relief funds – contributions can be made by joint Ministers to local authority disaster relief funds. |
| | Advance payments for response and recovery costs – where significant response and recovery costs are expected. Government may provide advance payment toward these costs based on local authority estimates. |
| | Special policy support – provided to local authorities in order to establish new programmes for repair and recovery, under exceptional circumstances. |
| MSD | Relocation and reestablishment grants – for low income, uninsured households where essential household equipment has been destroyed. |
| | Rural assistance payments – for farming families to meet their essential living needs. |
| | Psychological support – for counselling and support services for people affected by disasters. |
| | Taskforce Green and Enhanced Taskforce Green – labour assistance programmes for helping to clear up and repair damage. |
| MPI | Adverse Events Framework – recovery assistance provided for farms and farming families. |
| IRD | Tax assistance – for those affected by civil defence emergencies. |

| NZTA | Road subsidy assistance – to assist with the repair of local (council) roads. |

## 11. Advance payment agreement template

**[This agreement must be checked by DPMC Legal]**

Agreement made with [name of local authority] in response to the [date and name of event]

**THIS AGREEMENT** is made on [date]

BETWEEN          HER MAJESTY THE QUEEN acting by and through the
DIRECTOR CIVIL DEFENCE EMERGENCY MANAGEMENT (the "Crown")

AND   [NAME OF LOCAL AUTHORITY] (the "Council")

BACKGROUND

A.      The Crown has agreed to make a grant to the Council as an advance payment for
the estimated response and recovery costs to be claimed by the Council in relation
to the [insert name and date of event].

B.      It is a requirement of Cabinet that Government grants for emergencies in New
Zealand be covered by an agreement which requires that grant monies be held in
special interest bearing bank accounts, and that surplus funds, and any interest
earned on such funds, are to be returned to the Crown.

THE PARTIES AGREE THAT:

1.  The Crown will pay the Council the sum of [insert sum up to $500,000] (GST exclusive)
(the grant) as an advance payment in anticipation of the estimated response and
recovery costs to be claimed by the Council in relation to the [insert name and date of
event].

2.  The Council must use the grant, and any interest earned on it, solely for the purpose of
response and recovery costs incurred as a result of the [insert name and date of event]
(the response and recovery costs).

3.  The Council must provide to the Director of Civil Defence Emergency Management a
short written report of expenditure on the response and recovery costs by 1 December
and 1 June each year until the Council has submitted a full claim for the response and
recovery costs.

4.  The Council must submit a full claim to the Crown for the response and recovery costs in accordance with Section 33 of the Guide to the Civil Defence Emergency Management Plan 2015 (the Guide).  The Crown will assess the claim in accordance with the criteria for Government support in the Guide.

5.  The Council shall make best endeavours to submit an interim claim for the response and recovery costs by [insert reasonable date], and to submit a final claim for any remaining response and recovery costs by [insert reasonable date].

6.  The Council must refund to the Crown any part of the grant or of the interest that the Crown determines does not meet the criteria for Government support in the Guide.

7.  The Council must refund to the Crown the full grant and interest if the Council fails to fulfil its obligations under this agreement.

DISPUTE RESOLUTION:

1.  Negotiation: If any dispute or difference arises between the parties concerning the construction or performance of this Agreement or the rights and liabilities of the parties, the parties will actively, openly and in good faith discuss that dispute or difference with a view to resolving it by mutual agreement.  Neither party shall commence any litigation in relation to this Agreement unless it has provided an opportunity for the representatives of both parties to meet for the purpose of endeavouring to resolve the dispute or difference by mutual agreement.

2.  Mediation: Any dispute or difference which cannot be settled by active, open and good faith discussion between the parties will be submitted to mediation before either party commences any litigation. Either party may initiate mediation by giving written notice to the other. If the parties cannot agree a mediator within two working days of the notice, then a mediator will be appointed by the Board of Directors for the time being of the Resolution Institute or its successor.

**SIGNED** for and on behalf of **HER** MAJESTY THE QUEEN by the Chief Executive, Department of the Prime Minister and Cabinet: (_____)

In the presence of: (_____)

Name:

Occupation:

Address:

The Common Seal of the [name of Council] was affixed in the presence of:

(_____)


Name:

Occupation:

Address:

# NCC PIM Function SOP

## DRAFT version 4.0

## 17 August 2018

# Version control

| Version | Date | Author / reviewer | Summary of changes |
|---------|------|-------------------|--------------------|
| DRAFT 1.0 | 22/06/18 | Hannah J | Skeleton draft converted from workshopped 'PIM task matrix' (at Comms Team meeting 22 June 2018<br>For development by the Comms / PIM team |
| DRAFT 2.0 | 31/07/18 | Hannah J | Updated draft incorporating Iona W feedback |
| DRAFT 3.0 | 15/08/18 | Hannah J | Update draft according to feedback / work on other functions' SOPs |
| DRAFT 4.0 | 17/08/18 | Hannah J | Update incorporating feedback from Iona and Ants at RPT session on 16th August. |

# Contents

# Section 1 Overview

This standard operating procedure covers the key objectives and tasks of the PIM function in a CDEM NCC. This SOP is used by:

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

## *Objectives*

The objectives of the NCC PIM function are to:

- ensure that affected communities know the correct actions to take throughout an emergency
- support CDEM Group PIM functions
- ensure that affected communities and the wider public know what is happening, and what the government is doing
- coordinate all-of government communications so that key messages are consistent and PIM-related issues are flagged, understood, and addressed appropriately at the national level.

## *Responsibilities*

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

| | | |
|---|---|---|
| Communicate national warning and advisory information | Coordinate the development of national level key messages | Publish national key messages to MCDEM's channels |
| Manage media and social media | Provide expertise, advice, and support to CDEM Group PIM functions | Manage / administer the PIM function |

## Tasks of the NCC PIM function

See Section 2 Tasks on page 6 for a complete guide to PIM function tasks.

## Roles

The PIM function in the NCC is led by the **PIM Manager**, who is ultimately responsible for all PIM function tasks. The PIM Manager may appoint a **PIM Team** to support them in the execution of their tasks, as shown below. The exact team structure and numbers will depend on (and vary according to) the event.

**Manager**

The PIM Manager is responsible for ensuring all the key tasks for the PIM function are completed, regardless of the mode.

The PIM Manager may appoint a 2iC if required

**Officers**

PIM Officers support the PIM Manager to complete key tasks. They may be assigned to one or multiple key tasks. The number of PIM Officers will depend on the scale and needs of the response.

**Specialist roles**

Webmaster     Social media assistant     Media Manager

Appointed by PIM Manager as required

## Partnerships

The PIM function works to the direction set by the **National Controller**.

The key internal and external partnerships for the NCC PIM Function are shown below.

| Internal partnerships | External partnerships |
|---|---|
| National Controller, Response Manager (if appointed), and all NCC functions | CDEM Group PIM functions |
| Strategic Comms | National media organisations |
| Director, CDEM and assistant(s) | |
| Minister's Office personnel | Other external stakeholder organisations (including groups that emerge during the event) |
| Parliamentary Services and Security | |

# Section 2 Tasks

This section provides detail and guidance on the core tasks of the PIM Function. The tasks described in this section represent what the PIM function **may** do in a response; however, most responses **will not require** all tasks to be completed.

## Task assignment: PIM Manager

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

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

- the nature, circumstances and requirements of the emergency and what needs to be done
- the information needs of affected communities and the wider public
- the level of national PIM support required at the national and CDEM Group levels, and
- the changing demands of the response over time.

## Checklists

To ensure PIM function tasks are continuously identified and completed, the PIM Manager uses the following checklists:

- PIM Manager Checklist – TSUNAMI on page 54
- PIM Manager Checklist – other hazards on page 57.

PIM Officers use:

- Relevant sections of this SOP to guide them through their assigned tasks, and
- PIM Officer Checklist on page 60

## Tasks

## 2.1 Communicate national warning and advisory information

The aim of this task is to publish critical national warning or advisory information to MCDEM's online channels, including the website and social media accounts.

There are three sub-tasks:

1. Update website and social media
2. Contact CDEM Group PIM if messaging is inconsistent
3. Determine / advise on activation or termination of MOU

### 2.1.1 Update website and social media

| | |
|---|---|
| **Who does this task** | Webmaster or Social Media Assistant(s)<br>**Important:** This task must be done by staff with access to and training in MCDEM's Duty processes, and website and social media channels. |
| **When** | Immediately following the issue of any National Warning, Advisory, or Cancellation message. |
| **How** | Follow processes in:<br>• *Duty Webmaster SOP.*<br>• *Social Media Accounts SOP*<br>• *MCDEM Website SOP.* |
| **Outcome** | The media and the public receive key National Warning or Advisory information via online channels.<br>Current safety and awareness information relating to the emergency is available at www.civildefence.govt.nz |

### 2.1.2 Contact CDEM Group PIM if messaging is inconsistent

| | |
|---|---|
| **Who does this task** | PIM Manager or 2iC |
| **When** | Immediately/ASAP after inconsistency is identified. |
| **How** | 1. Contact the relevant CDEM Group PIM point of contact (link to list)<br>2. Ensure they have received / are aware of correct messages<br>3. Advise on any necessary changes to CDEM Group messaging<br>4. Escalate consistency issue to National Controller if necessary. |
| **Outcome** | CDEM Group messaging is consistent with national-level messaging. |

## 2.1.3 Activation of MOU

| Who does this task | National Controller in consultation with the PIM Manager |
|---|---|
| When | When a National Warning: Tsunami is issued<br>When a National Warning: Volcanic Eruption is issued (if required)<br>In other events, when there is an extreme threat to life safety (if required) |
| How | Use the checklist of considerations below. |
| Outcome | MOU with broadcasters is used appropriately, and to best affect according to the circumstances of the emergency.<br>Media audiences receive timely, correct, consistent safety and awareness information. |

### *National Warning: Tsunami*

Refer to PIM Manager Checklist – TSUNAMI on page 54.

### *National Warning: Volcanic Eruption*

The MOU with broadcasters may be activated following the issue of:

- *National Warning: Major Volcanic Eruption*

- *National Warning: Moderate Volcanic Eruption*

- *National Advisory: Minor Volcanic Eruption*

The National Controller, in consultation with the PIM Manager, determines whether to activate the MOU, and (if so) which frequency is required – 15, 30, or 60 minutes.

### Considerations

The **PIM Manager** must consider the following when providing advice to the National Controller:

| Consideration | Key questions |
|---|---|
| What is the nature and severity and severity of the threat | Where is the volcano located?<br>What types of volcanic hazards are present or expected?<br>Are people at risk and do / will they need to take life-saving actions? |
| Urgency and timing | Do people need to take lifesaving actions immediately?<br>What are the implications of time-of-day? |
| Existing messaging and channels | Are at-risk people able to receive the key safety messages in a timely fashion via exitsing channels and means?<br>Is media coverage already sufficient to ensure audiences receive the messages?<br>In a localised event – has an EMA been issued? |

| Consideration | Key questions |
|---|---|
| Impact on broadcasters in proportion to the threat | Would broadcasters be negatively impacted by requiring them to interrupt their programming – is the disruption proportional to the threat? |

## MOU templates

MOU activation messages for Volcanic Eruptions are templated in the National Warning System:

- *MOU – NW – Moderate Volcanic Eruption*
- *MOU – NW – Major Volcanic Eruption*

Refer to the **National Warning System template repository** for template content [NCMC S Drive:\PIM\NWS Whispir SOP & Templates].

## Issuing the MOU activation message

MOU activation messages for volcanic activity are issued:

- Directly by the National Controller or Duty Manager
- By the Operations function, on approval by the National Controller or Duty Manager

## Other events

Procedure for crafting

## 2.2 Coordinate the development of national level key messages

The aim of this task is to ensure that national-level key messages are continuously adapted according to the needs and dynamics of the emergency, and can be used consistently across both national and local levels.

There are two sub-tasks:

1. Define the appropriate level of messaging
2. Develop and adjust national level key messages.

### 2.2.1 Define appropriate level of messaging

| Who does this task | PIM Manager or 2iC |
| --- | --- |
| When | ASAP at the beginning of a response, and at least once per day for duration of response |
| How | Answer the key questions in the table below.<br>Use the answers to set and communicate the strategic direction for the PIM function. |
| Outcome | The PIM Manager knows:<br>• Where and how the PIM function can best add value to the response – at the national level as well as supporting CDEM Group PIM functions.<br>• Required staffing levels and skillsets for the NCC PIM function |

| Consideration | Key questions |
| --- | --- |
| Audiences | Who are the audiences of national level key messages? |
| National Warning / Advisory status | Has a national warning, advisory, or cancellation been issued?<br>Is one likely to be issued?<br>Will frequent updates need to be issued until the warning is cancelled?<br>Has the MOU with broadcasters been activated, or is likely to be activated? |
| CDEM Group PIM capacity | Have CDEM Groups or councils been actively pushing out safety and awareness messages (who, what, how often)?<br>Are those messages consistent with national-level messaging (if this has been issued)?<br>Have national media been sharing CDEM Group information?<br>How can national-level messaging best support CDEM Group-level messaging?<br>Which CDEM Group PIM functions have been activated, and are they adequately staffed?<br>How can NCC PIM engage with and support CDEM Group PIM functions form the national level? |

| Consideration | Key questions |
|---|---|
| Defining / positioning the role of the NCC | Is the NCC leading the response, or supporting CDEM Groups?<br>Who are the other key agencies (e.g. science advisors, emergency services, other government departments)?<br>Who are the best spokespeople for the national level?<br>Should spokespeople from other agencies support the primary spokesperson? |
| Use of social media | How often (and with what information) should MCDEM's social media be updated?<br>What story are we telling?<br>What level of detail is required?<br>What information should be displayed on MCDEM's website, and how often should this be updated? |
| Media appetite for information | Are online channels (as above) sufficient for communicating with the media?<br>What is the appetite for interviews and briefings?<br>How can the NCC engage the media to establish a voice of authority? |
| All-of-government communications needs | Is ODESC activated for the event?<br>Is Strategic Comms activated for this event? Do they have an understanding of NCC PIM operations and challenges?<br>Are advice and speaking notes for the Director consistent with those for the Minister, other agencies, and other Ministers?<br>How can NCC PIM support consistent messages for all-of-government spokespeople? |
| Other agencies | How can we ensure consistent messages announcements or other government agencies, as well as CDEM Groups?<br>Is Strat Comms liaising with other portfolios?<br>Are agency roles and remits clearly understood and communicated?<br>Are private sector organisations involved (e.g. airports, lifeline utilities, etc)? |
| Availability of core PIM staff, and likelihood of prolonged response | How many PIM function staff are required each shift?<br>Can core PIM team members meet the staffing requirement, or is surge support needed?<br>If core PIM team members meet staffing requirement, how is their BAU work affected – can the disruption be minimised in any way?<br>Are there any specialist roles that require filling? |

## 2.2.2 Develop and adjust national-level key messages

| | |
|---|---|
| **Who does this task** | Assigned PIM Officer(s) or the PIM Manager (as appropriate)<br>Key messages must be approved by the PIM Manager |
| **When** | ASAP at the beginning of a response, and at least once-per day for duration of response |
| **How** | Follow the procedure in the table below. |
| **Outcome** | National-level key messages are continuously adapted to respond to the changing circumstances of the event and public information needs and challenges.  Key messages should always answer the questions:<br>• What we know<br>• What we (government) are doing<br>• What you (public) need to do. |

| | **Action** |
|---|---|
| 1 | Key messages not yet developed:<br>**Go to Step 2**<br>Existing key messages to be reviewed and adjusted:<br>**Go to Step 8.** |
| 2 | Locate the template: Template – Key messages.dotx<br>Found in NCMC Shared Drive>PIM>Templates, or EMIS PIM Team page |
| 3 | Open template and save locally to computer, following file name convention:<br>**Event Name Key Messages – version 001 – DD MM YYYY HH:MM** |
| 4 | Gather current messages from key partners for consideration in national key messages:<br>• CDEM Group and local key messages<br>• Key messages from other agencies involved in the response. |
| 5 | Develop key messages using the prompts and guidance in the template.<br>Main topics to include are:<br>• Situation overview<br>• Major impacts<br>• Key safety messages<br>• MCDEM's actions<br>• Expected development of the event<br>• Government actions and the national response<br>**Notes:**<br>• If a National Warning or Advisory is in force, use this as the key source of wording<br>• Use Appendix F Key info & resources on page 65 to gather more information.<br>• Key messages should be high-level awareness and public safety messaging only. Do not catalogue detailed statistics, facts or figures. |
| 6 | Provide the draft key messages to the PIM Manager to review and approve (print-out or via email). |
| 7 | Once approved by the PIM Manager, save the finalised document to the **EMIS Event Site PIM page.** |

| | Action |
|---|---|
| 8 | Ensure other NCC functions are aware of and can access the key messages:<br>• Email notification to all functions.<br>• Mention at next NCT meeting or NCC staff briefing. |
| 9 | **When key messages require review**, locate and open the current Key Messages on EMIS Event Site PIM page.<br>Ensure you update the Version # on the first page of the document. |
| 10 | Review and adjust key messages as appropriate.  Consider:<br>• Are these key messages still relevant?<br>• Are there any new circumstances or developments that need to be reflected in key messages?<br>• Do these messages support CDEM Group messaging?<br>• Do they position the NCC and the national response appropriately?<br>• Is the safety messaging consistent with the latest scientific advice, and understanding of the threat?<br>• Is there any information from our partner agencies that we should include?<br>• What is the latest from NCC functions?<br>Use Appendix F Key info & resources on page 65 to ensure information is still relevant, and gather more information. |
| 11 | Provide the adjusted key messages to the PIM Manager to review and approve (print-out or via email). |
| 12 | Provide key messages to National Controller for approval. |
| 13 | Incorporate PIM Manager's changes as required into the EMIS version document.<br>Close the document. |
| 14 | (Using the 'Edit Properties' function), change version number and time/date of update in the filename. |
| 15 | Ensure other NCC functions and partner agencies are aware of and can access the updated key messages (as appropriate – may not be necessary for minor updates):<br>• Email notification to all functions.<br>• Mention at next Function Manager's meeting or NCC staff briefing.<br>• Email to CDEM Group PIM functions<br>• Email to partner agencies<br>• Discussion at PIM teleconference.<br>If the latest Key Messages are requested by another function, direct them to the latest version on the Event Site PIM page. |

## 2.2.3 Contribute to/assist in providing updates and speaking points for the Minister

| | |
|---|---|
| **Who does this task** | Assigned PIM Officer(s) or the PIM Manager (as appropriate) |
| **When** | ASAP at the beginning of a response, and regularly for duration of response |
| **How** | Follow the flowchart below. |
| **Outcome** | Minister is provided with up-to-date key messages on a regular basis. Minister (in role as spokesperson) provides consistent messages. |

### *Process: Regular Ministerial updates*

First Minister's update required

↓

Provide Policy Manager with current national-level key messages

↓

Policy prepares/compiles draft

Subsequent/ongoing Minister's update required

↓

Policy reviews/amends previous update

→ Policy circulates draft for review ←

↓

Review and provide feedback on draft update by agreed time
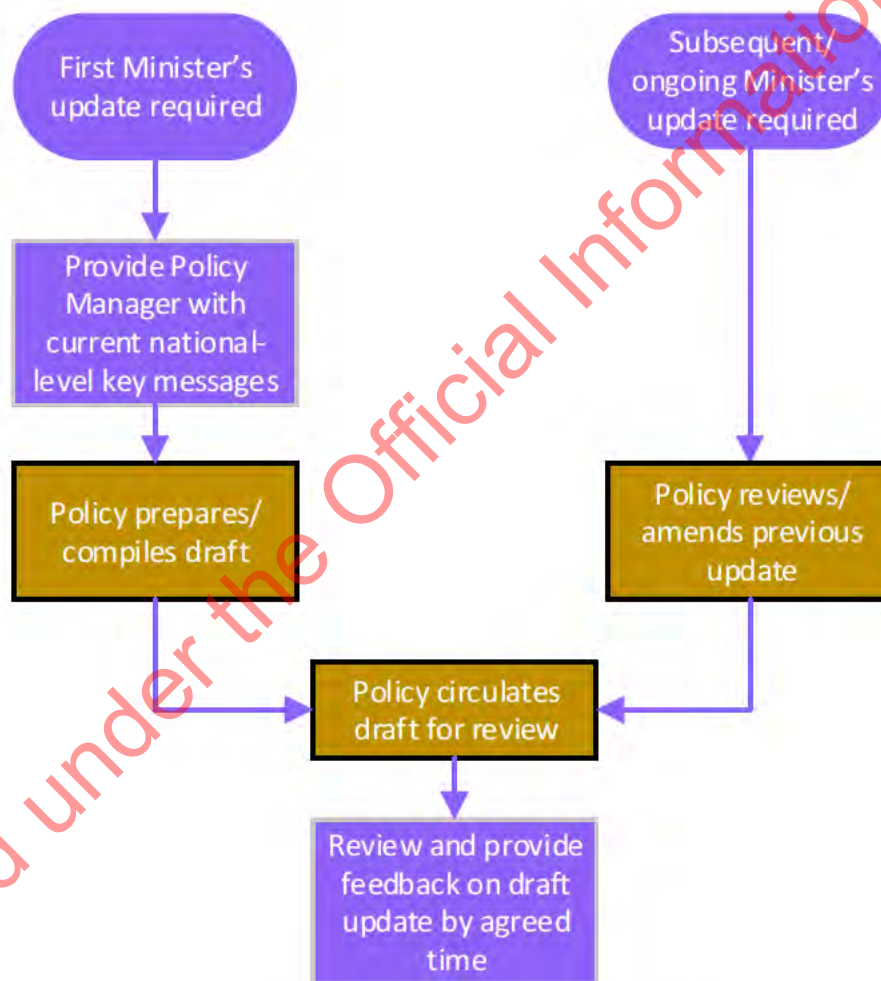
- Key messages are up-to-date

- Speaking points are consistent with key messages, and appropriate to meet PIM outcomes

- PIM-related amendments checked/approved by PIM Manager

## Process: Ad-hoc speaking points for the Minister

PIM Manager receives request for speaking points received

**Note:** If request comes to anyone other than PIM Manager, raise the request immediately with PIM Manager

Ensure following are informed:
- Controller
- Policy function
- Strategic Comms function

Develop speaking points

Use previous speaking points / ministerial update as a starting point if appropriate

Collect latest information from Intelligence

Speaking points are consistent with key messages, and appropriate to meet PIM outcomes and the Minister's requirements

Provide speaking points for review by Policy, Strategic Coms, Director (include appropriate time for feedback)

**Note:** Timeframes may be extremely tight – process for seeking feedback may have to adapt to this.

Seek/receive approval from Controller

Provide approved speaking points to Minister's Office

## 2.2.4 Liaise and coordinate with stakeholders

| | |
|---|---|
| **Who does this task** | PIM Manager<br>2iC or assigned PIM Officers, as appropriate |
| **When** | Regularly every shift, and as required throughout the response |
| **How** | Use guidance provided below |
| **Outcome** | Stakeholders are aware of current key messages and relevant NCC PIM needs/issues to inform their work<br>PIM function maintains good informational/operations links across external partners / organisations |

Stakeholders include:

- CDEM Group PIM functions
- Comms or PIM teams from partner agencies and /or organisations involved in the response.

### *Identifying stakeholders*

Stakeholders will be different for every event. To identify stakeholders, ensure you know:

- CDEM Group or local authority PIM functions who are:
  - activated (the event has impacted communities in their area/s of responsibility)
  - not activated, but monitoring the event or providing support
- which agencies have liaison officers in the NCC
- agencies or organisations (national or local) who are active in the response, and/or have been issuing information to the public, e.g. welfare services agencies, lifeline utilities, marae, or community groups. Touch base with the Welfare, Lifelines, and Operations functions to check.

Media and social media monitoring (link to section) should help identify other agencies, organisations, and groups that are active in the response.

### *Liaising with stakeholders*

| | |
|---|---|
| **Reaching out** | • Make contact and establish best means of communication (email address, phone number to use etc)<br>• Provide stakeholder with latest national key messages and any other relevant national PIM information<br>• Get an update on the latest key messages and PIM needs/challenges from their end<br>• Establish a regular schedule for touching base (noting that contact as/when required for urgent or significant updates may suffice).<br>• Update list of key contacts for the event (link) as required. |

| | |
|---|---|
| **Maintaining contact** | • If required, update NCC PIM Daily Schedule (see Contribute to shared NCC outputs |

| | |
|---|---|
| • Who does this task | PIM Manager / 2iC; Assigned PIM Officers<br>Sign off / Approval of PIM contributions by PIM Manager |
| When | Throughout the response |
| How | Refer to guidance below |
| Outcome | PIM function contributes effectively to NCC planning processes and outputs (e.g. Action Plans), and other NCC outputs (e.g. SitReps) |

[strawman below – needs work]

### Attending and contributing to IMT meetings

The **PIM Manager** (or representative) must attend all Incident Management Team (IMT) meetings, which include the National Controller, other function Managers, and agency representatives.

The following table provides a basic framework for contributing to IMT meetings.

**Note:** Timings for IMT meetings must be recorded in the **PIM Daily Schedule** (see section 2.6.4 on page 47).

| | |
|---|---|
| **Current Situation** | Highlight PIM Function current status:<br>• Current key messages<br>• Current PIM activities and staffing |
| **Outstanding Issues / Challenges / Problems:** | Identify situation or functional outstanding issues / challenges / problems to achieving:<br>• PIM-related challenges / issues at CDEM Group level<br>• PIM-related challenges of other agencies<br>• Tasks allocated to/demands on the PIM function |
| **Anticipated Priorities / Activities:** | What are the identified priorities / activities to focus on:<br>• Current PIM priorities<br>• Future public information needs and opportunities |
| **Other Comments / Issues:** | Any non-specific issues or comments |

| Record Decisions / Outcomes / Tasks | Record Controller / Response Manager decisions / requests, relevant information from other function managers and agencies |
|---|---|

### Contributing to the planning process

The PIM function must contribute to the development of the NCC Action Plan, as well as NCC Contingency and Transition Plans. PIM priorities and intended actions need to be outlined in all these types of plans.

The planning process is led by the Planning function. The **PIM Manager** (or representative) must:

- attend all scheduled planning meetings
- ensure that PIM-related content into draft Action Plans is developed, approved, and provided to the Planning function.

A template for a PIM Summary for the Action Plan is provided at Appendix N on page 80.

Timings for planning meetings and deadlines for providing content must be recorded in the PIM Daily Schedule (see section 2.6.4 on page 47).

### Contributing to Situation Reports (SitReps)

The PIM function must contribute to the development of NCC Situation Reports (SitReps). The SitRep development process is led by the Intelligence function.

The **PIM Manager** (or representative) must ensure that appropriate PIM-related content for each SitRep is developed, approved, and provided to the Intelligence function.

Deadlines for providing SitRep content must be recorded in the PIM Daily Schedule (see section 2.6.4 on page 47).

- Establish and maintain a PIM daily schedule on page 45) with any agreed stakeholder liaison activities.
- Ensure any agreed schedule of contact with the stakeholder is adhered to.
- Consider stakeholders' information needs and ensure they receive updates information (e.g. latest national key messages).
- Ensure major challenges / issues raised by stakeholders is passed on to relevant NCC functions and/or the Response Manager/National Controller as appropriate. This includes ensuring that CDEM Group requests for assistance with PIM function staffing is followed up).

| | Teleconferencing is an effective way to ensure coordination and communication between CDEM Group PIM functions and other agency PIM / Comms teams. |
|---|---|
| **Teleconferencing** | See Appendix D <u>PIM teleconferences</u> on page 61 for instructions and tips for holding a PIM teleconference. |

## 2.3 Publish national key messages to MCDEM's channels

The aim of this task is to publish appropriate national-level key messages to MCDEM's official online channels. This task also involves identifying other channels and developing resources via which messages may be shared.

There are two sub-tasks:

1. Publish key messages (social media and website)
2. Publish key messages (other channels and resources)

### 2.3.1 Publish key messages (social media and website)

| | |
|---|---|
| **Who does this task** | Webmaster or Social Media Assistant(s)<br>**Important:** This task must be done by staff with access to and training in MCDEM's website and social media channels |
| **When** | As defined by the PIM Manager.<br>**If a National Warning or Advisory is in force: See Communicate national warning and advisory information on page 8.** |
| **How** | Follow checklists below. |
| **Outcome** | NCC PIM uses online channels to support both national-level key messages as well as those of CDEM Group PIM functions.<br>NCC PIM's use of social media position MCDEM and the national response at the right level. |

Besides updating social media with National Warning or Advisory information (see section 2.1 on page 8), MCDEM does not aim to have a strong social media presence during an ongoing response.

The PIM Manager may direct the Webmaster or Social Media Assistant to:

- emphasise correct public safety messages

- share some relevant information from an official agency

- correct misinformation that could cause a public safety issue

- direct followers to official sources of information (e.g. a CDEM Group or local authority's social media or website).

**Important: If a National Warning or Advisory is going to be issued or is in force, follow the procedure for Communicate national warning and advisory information on page 8.**

### *Local CDEM events where MCDEM is not the lead agency*

| | |
|---|---|
| **Do we need to say anything about the event or not?** | Is there interest beyond the immediate area affected by the event? E.g. March 2017 Auckland flooding had a high level of media and ministerial interest.<br><br>Conversely, if the event is localised and there are no wider concerns we probably don't want to say anything. Be careful to not make an event appear more significant than it actually is. |

| | |
|---|---|
| **Writing ad-hoc messages** | Generally aim for no more than two tweets and two Facebook posts per day. |
| | Direct people to the right channels to get information (e.g. Council/CDEM Group Twitter accounts, Facebook Pages and websites). Make sure these are channels which are being updated. |
| | If sharing content from the lead agency always add a comment along the lines of "follow Agency Name for updates about the Event Name". |
| | Use short simple sentences. Avoid redundant words. Write "we are assessing the situation" not "we are currently assessing the situation". |
| | Local events can be used as an opportunity to leverage public education messages. E.g. a localised flood event can be a springboard to remind people to have a plan for their pets. |

- Use the pre-made public education social media images if possible.
- Consider the time of day when deciding whether to post or not. There is no point publishing public education messages at three in the morning when no one is going to read them.

| | |
|---|---|
| **State of local emergency declared** | When a state of local emergency has been declared we should always acknowledge this on the MCDEM website (create a new emergency event if one has not already been created) and on our social media channels. |
| | Retweet or share content from the Council or CDEM Group if they have posted about the declaration. |
| | Make sure to specify where the state of emergency exists and the reason for declaration (this is listed on the declaration form). |
| | Direct people back to the council or CDEM Group's website or social media channels for updates about the event. Check that these channels are being updated. |
| | Write something along the lines of "*A state of local emergency has been declared in [name of district or region] in response to the [event/situation]. Updates are being provided on the [council/group website and/or facebook page]*." |

## *Key resources*

Key resources for managing social media and the MCDEM website emergency banner are listed below. All these documents are available in soft copy on the EMIS Duty Team page, and in the **NCMC SDrive>PIM folder**.

- for approved public safety and action messages related to specific hazards: Consistent Messages: Working from the Same Page (available at http://www.civildefence.govt.nz/cdem-sector/consistent-messages-for-cdem/)

- general guidance for using Tweetdeck and Facebook platforms: *Social Media Accounts.*

- managing emergency information banners on the MCDEM website: *MCDEM Website SOP*

## 2.3.2 Publish key messages (other channels or resources)

| Who does this task | Assigned PIM Officer(s) |
|---|---|
| When | [??] |
| How | Follow checklist below. |
| Outcome | National key messages are shared via a variety of channels and resources that are responsive to the needs of affected communities, the wider public, and the particular challenges of the emergency. |

### *Identifying other channels or resources*

What other channels or resources should PIM consider to share its key messages?

How might you decide what's best in the circumstances?

How might we go about developing resources / collateral?

## 2.4 Manage media and social media

The aim of this task is to monitor and engage with media to ensure affected communities are receiving correct, consistent information. This task also involves using social media to gauge public interest, and identify and engage with other influencers and groups who may be active in the response.

There are five sub-tasks:

1. Monitor media and social media
2. Arrange/organise media interviews or national media briefings
3. Answer calls to the media line
4. Write media releases as required

### 2.4.1 Monitor media and social media

| Who does this task | Assigned PIM Officer(s) |
|---|---|
| When | At all times during shifts |
| How | Use checklists below. |
| Outcome | • Relevant information is identified in media and on social media and fed into the response.<br>• Public interest is gauged, and emerging public information needs or challenges are identified.<br>• Emerging influencers or groups are identified for future engagement.<br>• Needs or opportunities to adjust public messaging to reinforce safety information are identified and addressed.<br>• Emerging reputational risks are identified. |

The size and scope of news and social media coverage will vary depending on the type of the event, the location, the scale, the time of day. The questions below are intended to be a guide, rather than an exhaustive checklist.

A template for media monitoring is available in the following locations:

• MCDEM Sdrive: S:\MCDEM\Duty Documents\PIM & Webmaster Duty

• NCMC Sdrive: [insert link]

• In EMIS: s6(a)

This template may be adapted according to the needs of the event.

### *What to look for*

**News media**          Is the media saying anything?

　　　　　　　　　　　• If so, who?

How significant is the coverage?

　　　　　　　　　　　• Is it presented as breaking news?
　　　　　　　　　　　• Is it a brief description of the event or is the reporting more in-depth?
　　　　　　　　　　　• Is there an indication that they may expand their coverage?

What are they saying?

- Are there any trends in what is being reported or discussed?

Are they publishing our messages?

- Are they quoting MCDEM spokespeople?
- Is MCDEM social media content being embedded or quoted?

Are they publishing messages from CDEM groups?

Is the information they are publishing correct?

Is there new information the duty team may not be aware of?

What is the tone of the coverage?

- Is it positive, negative or neutral?
- Are they being supportive or critical of the CDEM response?

**Social media**   Is anyone saying anything about the event or response?

What are they saying?

- Are there any trends in what is being reported or discussed?

Are people asking for specific information that is not currently being provided?

- Is it information we hold? If so discuss and agree the appropriate response with the Duty PIM.

Are MCDEM messages are being shared/retweeted or discussed?

Are CDEM group messages are being shared/retweeted or discussed?

Is incorrect information being shared?

- Consider who the information is coming from and how large their audience is. If a public figure with thousands of followers is sharing incorrect information we should publish the correct advice/information. If it is someone with a very small number of followers it may not be necessary. Discuss and agree the appropriate response with the Duty PIM.

Is there new information the duty team or CDEM groups involved in the response may not be aware of?

## News media channels

Media column in tweetdeck

Main NZ media websites:

- www.stuff.co.nz
- www.nzherald.co.nz
- www.newshub.co.nz
- www.radionz.co.nz
- www.onenews.co.nz
- www.newstalkzb.co.nz

### Twitter

Twitter is the main social media channel to monitor during an event. Use Tweetdeck to search.

Twitter use in New Zealand is concentrated in the main centres (Auckland, Wellington and Christchurch in particular). Depending on the scale and location of the event, the number of people tweeting about a particular event will vary.

Monitor replies to our tweets. You can reply to tweets with any messages that have already been approved such as National Warning System messages, MCDEM media releases, content on getthru.govt.nz or *Working from the Same Page: Consistent Messages for CDEM*. If people are asking for information or assistance that is provided by another agency (i.e. their local council or another government department), direct them to the appropriate channel. If there are questions you cannot answer, check with the Duty PIM before replying.

Monitor content from monitoring agencies, CDEM groups, councils and other agencies involved in the response. Columns for many of these are already set up in Tweetdeck. Retweet any content that is relevant to the response (only if you are satisfied the account is an official one – if you are not sure, don't retweet).

**Earthquakes**    #eqnz is the most commonly used hashtag for New Zealand earthquake events. There is a column for monitoring the #eqnz hashtag in Tweetdeck.

You can also search using search terms such as the location of the earthquake or areas where damage may have been sustained.

Keep an eye out for incorrect information being shared (such as the triangle of life). If this is happening it may be worth tweeting a reminder about the correct actions. Discuss and agree the appropriate response with the Duty PIM.

**Other events**    Aside from earthquakes (#eqnz) there are no standard hashtags for hazards. A single or multiple popular hashtags may start being used over the course of an event. Keep an eye on these.

Search for key words such as the hazard type, the location of the event or areas that may be impacted.

### Facebook

**Searching**    You can search for key words such as the location of the event or areas where damage may have been sustained. However, Facebook searches may not return many results due to user privacy settings.

**Comments**    Monitor comments on our posts. You can reply to comments with any messages that have already been approved such as National Warning System messages, MCDEM media releases, content on getthru.govt.nz or *Working from the Same Page: Consistent Messages for CDEM*. If people are asking for information or assistance that is provided by another agency (i.e. their local council or another government department), direct them to the appropriate channel. If there are questions you cannot answer, check with the Duty PIM before replying.

**Official sources**     Monitor content from monitoring agencies, CDEM groups, councils and other agencies involved in the response. The NZGetThru account has liked many of these. Click on the "See Pages Feed" link to view this content. Share any content that is relevant to the response (only if you are satisfied the account is an official one – if you are not sure, don't share).

### *Reddit*

Check www.reddit.com/r/newzealand/ for posts related to the event.

MCDEM does not have a Reddit account so we only monitor this channel – we do not post content or reply to comments.

GeoNet has a presence on Reddit and comments on posts www.reddit.com/user/OfficialGeoNet

**Official sources**

## 2.4.2 Arrange/organise media interviews or national briefings

| | |
|---|---|
| **Who does this task** | Assigned PIM Officer(s); PIM Manager |
| **When** | As required, or as defined by PIM Manager |
| **How** | Follow procedures below. |
| **Outcome** | Media can share essential safety and awareness information via their outlets and channels.<br>National spokespeople are well versed in national-level key messages and emerging issues, and have all the information they need to confidently front media engagements.<br>NCC establishes an appropriate presence and visibility across media. |

### *Identifying appropriate spokespeople for the event*

National spokespeople must:

- Have an authoritative presence giving interviews

- Be knowledgeable in the technical aspects of the emergency

- Know what is being done in terms of emergency response

- Have a mandate to speak on behalf of MCDEM and/or the national response.

- Be trained in media interview techniques

| Options |
|---|
| *Primary spokesperson* |
| Director, CDEM |
| National Controller |
| Minister of Civil Defence<br>*This decision may be conveyed by the Director of Strategic Communications, or come directly from the Minister's office.* |
| NZSL Interpreter (must appear alongside the primary spokesperson) |
| *Secondary spokespeople (event dependent)* |
| GNS Science / GeoNet representative |
| MetService representative |
| Emergency services representatives (Police, Fire and Emergency) |
| Government agency representatives<br>(Ministry of Health, Ministry for Primary Industries, NZTA) |

## Arranging media interviews

Follow the procedure below to arrange media interviews with the national spokesperson.

| | Action |
|---|---|
| 1 | Receive request for interview from journalist. |
| 2 | Notify journalist of any scheduled national media briefings.<br><br>❗ If there is a national media briefing scheduled, this should meet the journalists' needs, and an interview should not be necessary.<br>If multiple requests for interviews are coming in, consider holding a national media briefing to lighten the load on national spokespeople.<br>See Organising a national media briefing on page 30.<br><br>If no briefings are scheduled, continue from Step 3 below. |
| 3 | Ask the journalist for the following information:<br>• their organisation<br>• their deadline<br>• will the interview be live or pre-recorded<br>• who else they are talking to<br>• is there anything in particular that they want to cover<br>• their contact number.<br>Emphasise the current key messages with the journalist.<br>Indicate that you will call them back with confirmation within a set timeframe (e.g. 5 minutes).<br><br>❗ Do not give the journalist the spokesperson's contact details. All media should be using the media line. |
| 4 | Liaise with the national spokesperson about the interview. Brief them on:<br>• the parameters of the interview (as indicated above by the journalist)<br>• current key messages, and any back-pocket messaging that may be useful. |
| 5 | Call the journalist back within the agreed timeframe, and confirm arrangements for the interview including the contact number to call (if applicable). |
| 6 | Confirm interview timings / details with the national spokesperson, and provide them with any further coaching and support. |
| *When interview takes place* | |
| 7 | Ensure you monitor the interview as it happens.<br>Make notes as required for future interviews, or to adjust the key messages. |

### Organising a national media briefing

| | Action |
|---|---|
| ⓘ | **Before you begin, ensure you inform the Duty Team and/or the National Controller and NCMC Function Managers of your intention to host the briefing.** |
| 1 | Determine a general approach for the briefing, i.e:<br>• timing<br>• spokesperson / spokespeople<br>• NZSL interpreter<br>• location<br>• script:<br>  ○ (if time is of essence) use National Warning, Advisory, Media Release as script<br>  ○ (if more time is available to prepare) prepare key messages and speaking notes<br>questions or no questions? |
| 2 | Identify and contact the principle spokesperson, explain the general approach (as above).<br>Instruct them where, when, and how they will be briefed. |
| 3 | Identify and contact any supporting speakers, explain the general approach (as above).<br>Instruct them where, when, and how they will be briefed. |
| 4 | Organise NZSL interpreter.<br>See Appendix H NZSL interpreters on page 70. |
| 5 | Ensure the briefing facility is prepared.<br>**Options**<br>NCMC Media Room or Beehive Theatrette: See Appendix I Locations for national media briefings on page 71 |
| 6 | Request Operations to issue a **Briefing Invitation** to the media.<br>Provide Operations with the correct information to include in the template.<br>**Note:** Ensure you allow enough time for the facility to be organised, and to prepare the spokespeople (including the NZSL interpreter). You can adjust the template wording if required. |
| 7 | Prepare for live streaming the briefing.<br>**Channels**: Periscope (Twitter) and Facebook Live.<br>See Appendix J Live streaming (Periscope and Facebook Live) on page 74. |
| 8 | Develop script or speaking notes for the spokespeople.<br>• (if time is of essence) use National Warning, Advisory, Media Release as script<br>• (if more time is available to prepare) use **Key Messages** template.<br>Layout should be 14pt double spaced.<br>Ensure you include notes for the principle spokesperson to introduce other speakers, including the NZSL interpreter, and instruct media camera-operators to keep them in-frame. |
| 9 | Prepare / coach spokespeople on current key messages, and any back-pocket messaging that may be useful. |
| 10 | Ensure briefing location is ready. |
| 11 | Notify all NCC staff of time and duration of media briefing. |
| **At scheduled time of briefing** | |

| | **Action** |
|---|---|
| 12 | Receive and brief media. Cover:<br>1. How much time has been allocated for the briefing. Let them know that the spokesperson is busy with their substantive role in the response.<br>2. Let them know that the spokesperson will be reading a prepared statement.<br>3. How much (if any) time will be allocated for questions.<br>Instruct camera operators to keep the NZSL interpreter in frame. |
| 13 | Run briefing:<br>1. Start Live Streams (see Appendix J Live streaming (Periscope and Facebook Live) on page 74).<br>2. Introduce the spokesperson.<br>3. The spokesperson should introduce any other speakers, then read their prepared remarks.<br>4. Other speakers to add their contributions, as appropriate.<br>(If you are taking questions) Depending on the number of media present and the spokesperson, it may be necessary to facilitate questions. |
| 14 | Wrap up briefing<br>1. Don't let the questions go on indefinitely. Wrap it up at the agreed time. Thank the media.<br>2. Provide any written material (e.g. latest media release, National Warning or Advisory).<br>Let the media know when the next briefing will take place (if known). If unknown we will keep them updated. |
| 15 | De-brief PIM team and speakers. |
| 16 | Update National Controller, Strat Comms, and other NCC functions as necessary. |
| 17 | Ensure briefing facility is put back in order, or proactively set up for next briefing. |

## 2.4.3 Answer calls to the media line

| Who does this task | Assigned PIM Officer(s) |
|---|---|
| When | At all times during a response |
| How | Follow procedures and checklists below. |
| Outcome | Media are provided with correct, current information<br>PIM Manager is informed about any common themes, questions, or issues being highlighted by the media. |

### *Setting up*

| Step | Action |
|---|---|
| ❗ | If you are taking over from someone, make sure you:<br>• gather all the current information they have been using<br>• get them to brief you on any current situations, tips<br>Then use this set up procedure as a checklist to ensure you have everything you need. |
| 1 | Choose a workspace. |
| 2 | Ensure the red 'Divert' button is switched on your phone.<br>This will allow to set yourself up before receiving any calls. |
| 3 | Ensure you have a selection of working pens, and a stack of paper **Media Call Forms**.<br>Media Call Forms are found on the central desk in the PIM Room. |
| 4 | Log in to the computer.<br>**Note:** Login details are on the cards attached to each computer. |
| 5 | Make sure you have access to:<br>• latest National Warning, Advisory, or Cancellation (if issued)<br>• latest Media Release and MoU Request for Broadcast (if issued)<br>• latest version of the **Media Call-Taker FAQs** document (if available) |
| ℹ | Early on in an event, the Media call-taker FAQs document may not yet be developed. If this is the case, locate the **Template – Responses to Media FAQs** in the **NCMC SDrive>PIM>Templates** folder.<br>Fill in the information with the assistance of the PIM Manager. |
| 6 | Turn the red 'Divert' button off your phone. |
| ✅ | You are now set up to answer media calls. |

## How to answer calls
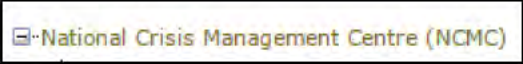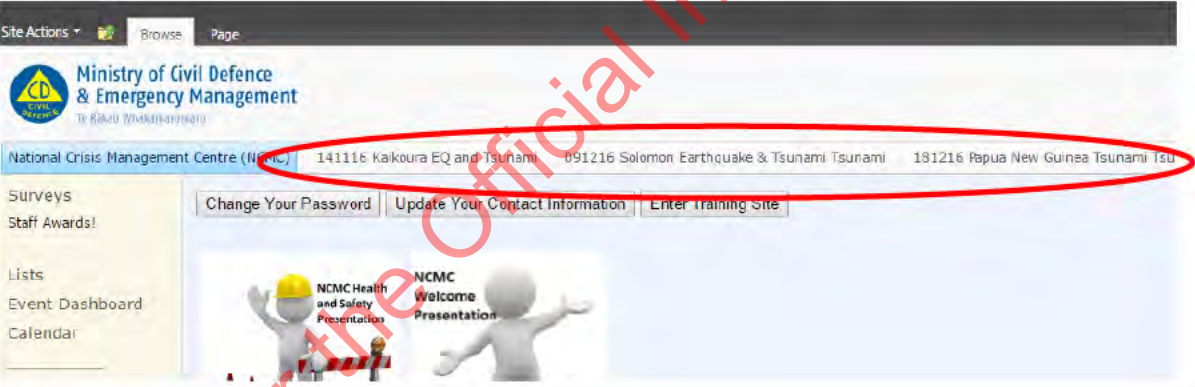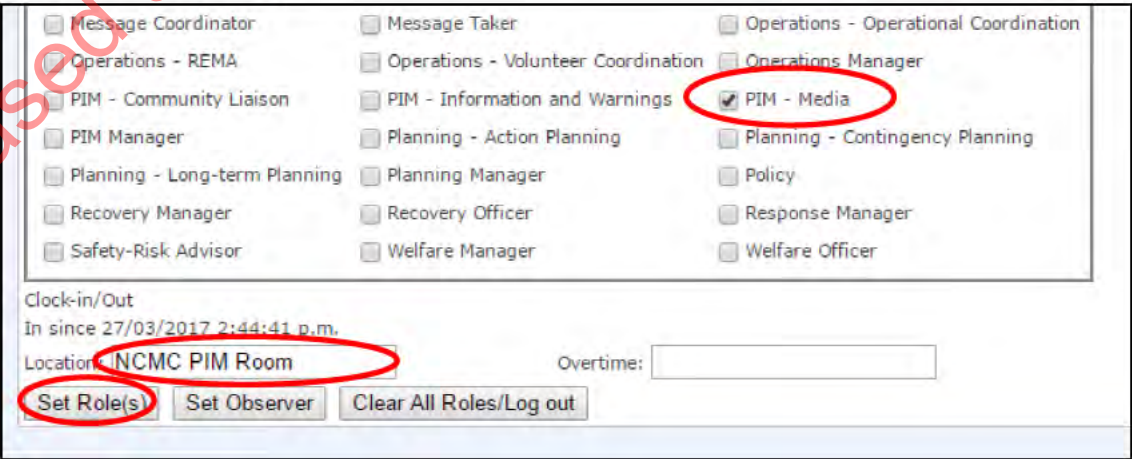
| Protocol | Detail |
|---|---|
| **Remember – stay calm** | Remain calm and professional at all times. |
| **Use the standard greeting** | 💬 National Crisis Management Centre – [Your Name] speaking. |
| **Only give callers known, approved information** | Give callers only known, approved information from:<br>• latest National Warning, Advisory, or Cancellation (if issued)<br>• latest Media Release and MoU Request for Broadcast (if issued)<br>• latest version of the Media Call-Taker FAQs document. |
| **If you don't know how to respond to the enquiry:** | You may be unsure what to say in response to an inquiry. If so, advise the caller:<br><br>| Step | Action |<br>|---|---|<br>| 1 | Advise the caller:<br>💬 I'll need to confirm that information – I'll get back to you in [X] minutes. |<br>| 2 | Confirm the caller's preferred contact number. |<br>| 3 | End the call, and seek advice about how to respond. |<br>| 4 | **Always call back when you say you will.** | |
| **If MCDEM is not the responsible agency:** | If MCDEM is not the responsible agency, refer the caller to the relevant information source.<br>See Appendix G Information sources on page 67 |

| Protocol | Detail |
|---|---|
| **If you get a request for an interview:** | Journalists often call the media line to request interviews. If someone is requesting an interview: |

| Step | Action |
|---|---|
| 1 | Check if there is a **media briefing** scheduled. |
| 2 | If yes, tell the caller:<br><br>💬 There's a media briefing scheduled for [time].<br><br>Provide the caller with NCMC access information (included in the **Media Call-Taker FAQs** document). |
| 3 | **If there is no briefing scheduled,** ask the caller:<br>• Where they are from<br>• What their phone number is<br>• When their deadline is<br>• What information they need<br>• Who else they are talking to<br>• Whether the interview is live or pre-recorded<br>Record their answers on the Media Call Form. |
| 4 | End the call, and discuss the request on to the Media Manager or PIM Manager. |
| 5 | **Call the caller back with an update.** |

| Protocol | Detail |
|---|---|
| **Flag any issues or recurring themes with the Media Manager or PIM Manager** | Flag any issues raised by calls with the Media Manager (if appointed) or the PIM Manager.<br><br>This includes any common themes or concerns cropping up in your calls, or information about any significant developments in the situation that the NCMC may be unaware of. |
| **Record each call on a Media Call Form** | Record all details of calls on the Media Call Form. Before the call ends, don't forget to ask the caller's name, and their organisation (if not already provided).<br><br>Once the call has ended, ensure you have completed the Media Call Form before taking the next call. Drop your completed forms in the paper tray on the central desk labelled Media Call Forms. |
| **Update the Media Call Log** | The Media Call Log [link] is shared by everyone, and is used to develop a record of all media calls or enquiries for an event.<br><br>Ensure you update this regularly with information for all the individual Media Call Forms you compile. |
| **If you need to leave your desk** | If you need to leave your desk: |

| Step | Action |
|---|---|
| 1 | Ensure someone else is there to continue taking calls. |
| 2 | Turn on the red 'Divert' button on your phone. |

## Logging media enquiries in EMIS

| Who does this task | Assigned PIM Officer(s) with access to and training in EMIS |
|---|---|

| Setting up | |
|---|---|
| Step | Action |
| 1 | Collect all paper Media Call Forms:<br>• from the tray on the central desk in the PIM Room<br>• from Call Takers (ask around to see if anyone has completed forms). |
| 2 | Log in to EMIS a <sup>s6(a)</sup> |
| 3 | Go to the National Crisis Management Centre site.<br><br>⊟··National Crisis Management Centre (NCMC) |
| 4 | Select the Event Site.<br>All event sites are displayed as links on the top toolbar. Event Sites are identified by the date the event occurred, the location or region, and the hazard type (e.g. 141116 Kaikoura EQ and Tsunami). |
| 5 | On the Role Selection page:<br>select **PIM – Media** as your role<br>type in **NCMC PIM Room** as your location.<br>Then click **Set Role(s)**. |

| Setting up | |
|---|---|
| Step | Action |
| 6 | Open to the PIM page for the event.<br><br>**Role Selection**<br>M 7.5 Earthquake near Hanmer Springs<br><br>141116 Kaikoura EQ and Tsunami   Control   Intelligence   Planning   Operations   Logistics   PIM   Welfare   Lifelines   Messaging   International<br><br> |

| Logging enquiries | |
|---|---|
| Step | Action |
| 1 | In the Media Log section of the PIM page, select **Add new item**.<br><br> |

## Logging enquiries

| Step | Action |
|------|--------|
| 2 | Fill in all the relevant fields, then click **Save**. <br><br> *Currently, the 'Call Taker's Name' field has top be populated with the name of a Registered EMIS User. This is a constraint, but is being changed.* <br><br>  |

## 2.4.4 Write media releases as required

| | |
|---|---|
| **Who does this task** | PIM Manager – determines need for media release, approves draft<br>Assigned PIM Officers(s) – prepare media release |
| **When** | As determined by the PIM Manager |
| **How** | Follow the procedure below. |
| **Outcome** | National key-messages are supported by official media releases. |

### Is a media release required?

[Checklist required – when would a media release be necessary?]

### Writing and issuing a media release

[Quick procedure, reference/link to **template**]

[Must include steps for National Controller approval, and on how to provide the draft to Operations, and ensure it is issued via the NWS]

## 2.5 Provide expertise, advice, and support to CDEM Group PIM functions

| | |
|---|---|
| **Who does this task** | Assigned PIM Officer(s) or the PIM Manager (as appropriate) |
| **When** | Regularly and as-required throughout a response |
| **How** | Use the table below to ensure support to CDEM group PIM functions is considered and provided. |
| **Outcome** | CDEM Group PIM functions and personnel receive good advice and effective support throughout the response. |

CDEM Group PIM functions are key stakeholders, and should be liaised with regularly. See 2.2.4 <u>Liaise and coordinate with stakeholders</u> on page 17.

Teleconferences are a good channel for coordination and communication with CDEM Group PIM functions. See Appendix D <u>PIM teleconferences</u> on page 61.

### *Key considerations*

In liaising with and providing advice to CDEM Group PIM functions, consider the following:

| Consideration | Key actions |
|---|---|
| Consistency of key messages | • Ensure that national and CDEM Group key messages are regularly shared across agencies.<br>• Monitor CDEM Group and local authority messaging on social media and in news media to ensure that messages are consistent, and to identify issues that may need to be followed up with media (i.e. if they are not picking up CDEM Group messages)<br>• Consider CDEM Group PIM messaging priorities when updating national-level key messages.<br>• When national warnings or advisories are in force, <u>Contact CDEM Group PIM if messaging is inconsistent</u> (see page 8). |
| PIM-related challenges and issues | • Ensure PIM challenges and issues at CDEM Group level are noted<br>• Identify the most appropriate way to resolve or address issues - this may be by cross-Group agreement, or via national-level assistance (note that not all requests or issues will require national-level intervention or support).<br>• Ensure that CDEM Group PIM functions are in turn aware of PIM issues and operational challenges at the national level. |
| Support to CDEM Group PIM functions | • Identify ways in which CDEM Group PIM functions may be provided support, i.e. with Ministerial visits (work with Logistics, Strategic Comms, Policy and the REMAs).<br>• Ensure awareness of the official request for assistance process, to ensure we always provide the correct information to CDEM Group PIMs.<br>• Provide advice as required on engaging an NZSL interpreter (see Appendix H <u>NZSL interpreters</u> on page 70) and other key service providers (see Appendix K <u>Translation, captioning, and large-print service providers</u> on page 76). |

## 2.6 Manage / administer the PIM function

The aim of this task is to ensure that the PIM function is operating efficiently, and coordinating effectively with other NCC functions. This task also involves ensuring that the PIM team is well resourced and supported.

There are five sub-tasks:

1. Maintain contact lists
2. Monitor staffing, workload and wellbeing
3. Establish and maintaining a PIM daily schedule
4. Manage the PIM shared inbox
5. Manage PIM documentation

### 2.6.1 Maintain contact lists

| Who does this task | Assigned PIM Officer/s |
|---|---|
| When | During BAU, and throughout response |
| How | Follow guidance provided in tables below. |
| Outcome | Key contacts for the PIM function are accessible, and are managed and updated consistently throughout a response. |

### *Standard lists (maintained during BAU)*

The following contact lists are maintained during BAU, and used in a response.

| List | Maintainer | Master location | In response |
|---|---|---|---|
| PIM Master Contact List (CDEM Group and local PIM contacts) | MCDEM Comms Team | EMIS:<br>s6(a)<br><br>Also available on MCDEM website:<br>https://www.civildefence.govt.nz/media/local-regional-media-contact-information | 1. Save a copy of the PIM Contact List to the shared PIM folder for the event [or EMIS?]<br>2. Update this list as required with new key contacts / correct errors. |
| Media list | | | 1. Liaise with Operations function to add media contacts to the |

| List | Maintainer | Master location | In response |
|------|-----------|-----------------|-------------|
| MOU list | National Operations Team (BAU) Operations Function (response) | Contained in National Warning System platform (Whispir)<br><br>Back-up Excel version kept on Duty Team page in EMIS: "All Whispir Contacts List" s6(a) | appropriate Whispir distribution lists, if required.<br><br>2. Official communications to media (releases, MOU messages, invitations) are issued via Whispir, by the Operations function.<br><br>3. Provide content to the Operations function for these messages, as required. See the following sections for more information:<br><br>• Activation of MOU on page 9<br><br>• Organising a national media briefing on page 30<br><br>• Write media releases as required on page 39 |

## Event specific lists (developed during response)

In addition to the standard contact lists above, each event will require a customised set of contact details to be maintained. These contacts may include:

- people or roles from other agency / organisation PIM or Comms teams

- service providers

- ministerial or strategic comms contacts

- parliamentary services or facility-related contacts

- other partners or stakeholders specific to the response.

These contacts should be displayed (as they are confirmed and updated) on a whiteboard or display screen visible to all PIM function staff.

## 2.6.2 Monitor staffing, workload and wellbeing

| Who does this task | PIM Manager / 2iC |
|---|---|
| When | Throughout the response |
| How | Follow procedure below |
| Outcome | PIM staff are well rested and supported to do their tasks. Key PIM tasks and outcomes are achieved as the response develops. |

| | Action |
|---|---|
| | **Beginning of a response** |
| 1 | Touch base with Duty Team members:<br>• Duty PIM<br>• Duty Webmaster<br>Ensure they are supported in any duty-related tasks they are yet to complete. |
| 2 | Identify PIM Function tasks that need to be completed. |
| 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.<br>**IMPORTANT:** If you are requesting surge support, ensure Logistics is aware of your requirements. |
| 5 | Prepare briefing materials for your incoming team, including:<br>• brief overview of the situation<br>• objectives and priorities for the response<br>• task assignments<br>• an initial PIM Daily Schedule, based on the NCC Daily Schedule |
| 6 | Brief your team members as they arrive (ideally all at once). Ensure everyone knows the tasks assigned to them, and can access any supporting documents.<br>**Note:** If you are unable to brief team members yourself (due to meeting commitments, etc), assign a delegate. |
| 7 | Check in with Duty PIM and Webmaster, if still present.<br>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 PIM Function tasks.<br>Pass on any rostering requirements to the Logistics Function. |
| 9 | Maintain a consistent schedule for PIM Function briefings. Ensure staff have opportunities to raise any questions or concerns.<br>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).<br>Assign a delegate to act as 2iC in your absence. |

| | Action |
|---|---|
| 11 | Check in regularly on wellbeing of staff and relieve them if they are unwell, exhausted or otherwise showing signs of not coping. |
| 12 | Ensure all staff take breaks, and are informed when meals and refreshments are available. |

## 2.6.3 Contribute to shared NCC outputs

| Who does this task | PIM Manager / 2iC; Assigned PIM Officers<br>Sign off / Approval of PIM contributions by PIM Manager |
|---|---|
| When | Throughout the response |
| How | Refer to guidance below |
| Outcome | PIM function contributes effectively to NCC planning processes and outputs (e.g. Action Plans), and other NCC outputs (e.g. SitReps) |

[strawman below – needs work]

### *Attending and contributing to IMT meetings*

The **PIM Manager** (or representative) must attend all Incident Management Team (IMT) meetings, which include the National Controller, other function Managers, and agency representatives.

The following table provides a basic framework for contributing to IMT meetings.

**Note:** Timings for IMT meetings must be recorded in the **PIM Daily Schedule** (see section 2.6.4 on page 47).

| Current Situation | Highlight PIM Function current status:<br><br>• Current key messages<br>• Current PIM activities and staffing |
|---|---|
| Outstanding Issues / Challenges / Problems: | Identify situation or functional outstanding issues / challenges / problems to achieving:<br><br>• PIM-related challenges / issues at CDEM Group level<br>• PIM-related challenges of other agencies<br>• Tasks allocated to/demands on the PIM function |
| Anticipated Priorities / Activities: | What are the identified priorities / activities to focus on:<br><br>• Current PIM priorities<br>• Future public information needs and opportunities |
| Other Comments / Issues: | Any non-specific issues or comments |
| Record Decisions / Outcomes / Tasks | Record Controller / Response Manager decisions / requests, relevant information from other function managers and agencies |

### *Contributing to the planning process*

The PIM function must contribute to the development of the NCC Action Plan, as well as NCC Contingency and Transition Plans. PIM priorities and intended actions need to be outlined in all these types of plans.

The planning process is led by the Planning function. The **PIM Manager** (or representative) must:

- attend all scheduled planning meetings
- ensure that PIM-related content into draft Action Plans is developed, approved, and provided to the Planning function.

A template for a PIM Summary for the Action Plan is provided at Appendix N on page 80.

Timings for planning meetings and deadlines for providing content must be recorded in the PIM Daily Schedule (see section 2.6.4 on page 47).

### *Contributing to Situation Reports (SitReps)*

The PIM function must contribute to the development of NCC Situation Reports (SitReps). The SitRep development process is led by the Intelligence function.

The **PIM Manager** (or representative) must ensure that appropriate PIM-related content for each SitRep is developed, approved, and provided to the Intelligence function.

Deadlines for providing SitRep content must be recorded in the PIM Daily Schedule (see section 2.6.4 on page 47).

## 2.6.4 Establish and maintain a PIM daily schedule

| Who does this task | PIM Manager / 2iC |
|---|---|
| When | Throughout the response |
| How | Follow procedure below |
| Outcome | PIM staff are aware of can work to a clear daily schedule, and contributes effectively to shared NCC outputs. |

[strawman below – needs work]

| | Action |
|---|---|
| | **Beginning of a response** |
| 1 | Confirm the overall NCC Daily Schedule<br>**Note:** This should be displayed on NCC TV screens, or otherwise available from the Operations function. |
| 2 | Define/confirm how PIM will contribute to any items in the NCC Daily Schedule. This may include:<br>• Attendance at key meetings or briefings<br>• PIM teleconferences<br>• Media-related engagements and deadlines<br>• Minister's updates<br>• Deadlines for NCC shared outputs (e.g. preparing content for the SitRep, Action Plan content, preparing issues/comments to raise at Action Planning meetings) |
| 3 | Prepare a Daily Schedule for the PIM Function, using the template provided in Appendix E PIM Daily Schedule (template) on page 64.<br>**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 PIM Team on the daily schedule, and ensure it is displayed or made available for everyone to refer to. |
| | **During a response** |
| 5 | Update the PIM Daily Schedule at least once every shift, alongside the NCC Daily Schedule, or as needed. |
| 6 | Ensure that PIM Team members are made aware of any changes, and any related work or requirements. |

## 2.6.5 Manage the PIM shared inbox

| Who does this task | |
|---|---|
| When | |
| How | |
| Outcome | |

### *Setting up*
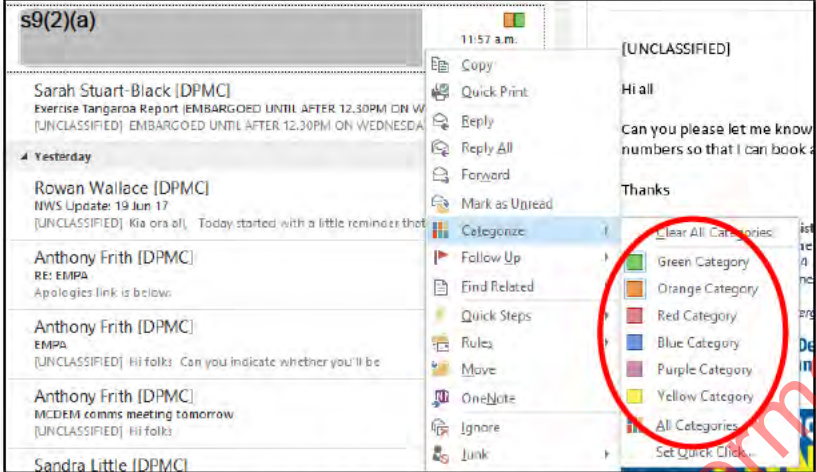
| Step | Action |
|---|---|
| **(!)** | If you are taking over from someone, make sure you:<br>• gather all the current information they have been using<br>• get them to brief you on any current situations, tips.<br>Then use this set up procedure as a checklist to ensure you have everything you need. |
| 1 | Log in to computer.<br>**Note:** Login details are on the cards attached to each computer. |
| 2 | Open Outlook, and ensure the auto-reply and auto-forward for <sup>s6(a)</sup>          is turned off. |
| 3 | Locate the following resources:<br>• Latest National Warning, Advisory, and/or media release for the event – these contain primary information about the event, including the applicable public safety messaging<br>• **Media Call-Taker FAQs** – includes extra information for journalists (such as time and location of next media briefing), and also other useful information needed to respond to common questions.<br>• Approved public safety messaging related to the hazard/ type of National Warning or Advisory. See **Consistent Messaging – Working from the Same Page**. Hard copies are kept on the PIM Room bookshelf.<br>Copies of these should be printed out and readily available on the bookshelf in the PIM Room.  If you can't locate them, check with your PIM Room colleagues. |
| **(✓)** | You are now set up to manage the PIM inbox. |

### *How to triage emails in the PIM inbox*

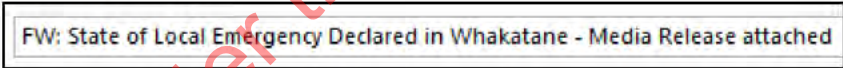| Step | Action |
|---|---|
| 1 | Create a new folder in the PIM inbox, named after the event.<br><br>▲ Inbox **1**<br>    Ex-Tropical Cyclone Hannah<br><br>You will use this folder to file emails once you have followed them up. |

| Step | Action |
|------|--------|
| 2 | Read each email in the Inbox.<br>**Things to look for**<br><br>Does the email contain:<br>• an enquiry?<br>• important information about the event?<br>• a request for information?<br>• a complaint?<br>• a combination of the above?<br><br>Is the sender a member of:<br>• the media?<br>• the public?<br>• MCDEM or the NCMC (an internal email)?<br>• a CDEM Group?<br>• a company or organisation?<br>• an official agency (central government, local government, or a national / regional authority)? |

Step 3 — Categorise each email using the coloured tags.

| Colour | | Category | Description |
|--------|---|----------|-------------|
| Yellow | ▢ | FYI only | Email to be read by PIM Function members for their information, but no follow-up required. |
| Green | ▢ | Quick Reply / Forward | • Email requires a simple reply, which you can provide from the **Media Call-Taker FAQs**.<br>• Response or attention required from another NCMC function.<br>• Response or attention required from external agency (e.g. a CDEM Group, local council, or other government agency). |
| Orange | ▢ | Media Manager | Email is from someone in the media. Response required from the Media Manager (you're unable to provide a 'quick reply'). |
| Red | ▢ | PIM Manager | Response or specific attention required from the PIM Manager. |

It may be appropriate to create new categories as an event develops.

You can add and define categories using the coloured tags – but always retain the 4 categories listed above as a minimum.

| Step | Action |
|---|---|
| 3 (continued) | To add a category tag to an email:<br>1. Right click on the email.<br>2. Open the 'Categorize' drop-down menu.<br>3. Select the coloured tag you require.<br><br><br><br>**Note:** Some emails may be assigned with multiple categories. |
| 4 | Follow up on the Green emails as appropriate.<br><br>Green — Quick Reply / Forward<br><br>As required:<br>• Reply to email as appropriate, OR<br>• Forward the email to the appropriate NCMC function, OR<br>• Refer the sender to the appropriate external agency for information. |
| 5 | Once you have completed all follow-up actions for an email, move it into the Event Folder in the PIM Inbox.<br><br>▲ Inbox 1<br>   Ex-Tropical Cyclone Hannah |
| 6 | Continue to triage emails as they arrive. |
| 7 | Check in with the PIM / Media Manager throughout your shift to ensure they are following up on any emails assigned to them. |

### How to share/forward an enquiry or information to another NCMC function

| Step | Action |
|---|---|
| 1 | Identify which NCMC functions the enquiry / information is relevant to. |
| ❗ | If you are unsure who the information is relevant to, seek advice from Media Desk colleagues, the Media Manager, or the PIM Manager. |

| Step | Action |
|---|---|
| 2 | **Forward** the email to the appropriate NCMC functions:<br><br>&bull; s6(a)<br>&bull;<br>&bull;<br>&bull;<br>&bull;<br>&bull;<br>&bull;<br><br>You can add other NCMC email addresses by accessing clicking on 'To' to access the address book.<br><br>To... |
| 3 | Adjust the **subject line** and **email body** to emphasise or draw attention to the key information. |
| ⓘ | If the source or nature of the information is not obvious, make sure you adjust the subject line/email body accordingly.<br><br>In the example below, the subject line of the email has been adjusted to make the key information immediately clear.<br><br>**Before tweaking:**<br><br>FW: Media Release<br><br>**After tweaking:**<br><br>FW: State of Local Emergency Declared in Whakatane - Media Release attached |
| 4 | Send the email. |

## 2.6.6 Manage PIM documents

| Who does this task | |
|---|---|
| When | |
| How | |
| Outcome | |

[needs development; protocols and locations for storing PIM documents during an event]

EMIS Event Page for critical live documents for the event:

- Current key messages

- Current media call-taker FAQs

- PIM Master Contacts List (CDEM Group and Local PIM contacts)

Folder in the NCMC Sdrive PIM folder, named after the event:

- Draft media releases or messages

- Content for Action Plan / SitReps

- Handover notes and checklists

Generic documents for use in the following NCMC Sdrive locations:

- S Drive:\PIM\SOPs

- S Drive:\PIM\SOPs\Templates

- S Drive:\PIM\SOPs\Duty PIM & Webmaster SOPs

- S Drive:\PIM\NWS Whispir SOP & Templates

# Appendices

# Appendix A PIM Manager Checklist – TSUNAMI

| First 30 minutes | ✔ |
|---|---|
| **If National Warning: Local-Source Tsunami Threat issued**<br>MOU activated at 15 minute frequency. | |
| **If National Warning: Beach & Marine OR Land & Marine Threat issued**<br>MOU activated at appropriate frequency, considering:<br>• severity of threat<br>• time of day<br>• travel time of the tsunami to New Zealand coasts. | |
| **Any type of National Warning/Advisory for tsunami issued :**<br>• Duty Webmaster is active and able to publish messages via online channels.<br>• Media monitoring underway.<br>• Duty PIM is active and able to take calls from media and provide advice to the Duty Team.<br>**Note:** These activities may be taking place remotely, and may need surge support. | |
| PIM Function briefed by National Controller / Duty Manager | |
| Begin logging media calls [use Media Call Log template located in NCMC S Drive:\PIM\Templates] | |
| Additional MCDEM staff called in if required to meet urgent staffing needs | |
| Interviews set up with major broadcasters<br>[insert list or table showing major broadcasters, contact numbers] | |

| Hours 1-3 | ✔ |
|---|---|
| PIM Room activation tasks complete (by Activators) | |
| Interviews arranged hourly until first media briefing is held | |
| First version of Key Messages for event developed & shared with other response functions, agencies, and stakeholders | |
| **When more than one person available to take media calls:** media line diverted to the NCMC PIM Room (see NCC PIM SOP Appendix L Diverting the media line on page 77). | |
| First version of Media Call-Taker FAQs developed & distributed to call takers | |
| Plan for transitioning Duty PIM to PIM Manager is agreed. | |
| Plan for transitioning Duty Webmaster tasks to NCC PIM function is agreed. | |
| Roster for PIM function (covering next 24-48-72 hours) developed and provided to Logistics function | |
| Regular liaison happening with CDEM Group PIM functions and other agencies as required | |
| PIM Daily Schedule (covering next 24-48-72 hours) developed & shared with PIM staff | |
| PIM Function staffing requirements identified | |
| AOG surge support staff called in if required | |

| Hours 1-3 | ✔ |
|---|---|
| First media briefing scheduled & invite sent to media | |
| NZSL interpreter engaged for media briefing | |
| Shared event folder for key documents set up and in use | |
| Event folder set up in shared PIM Inbox, and in use | |
| Media monitoring underway – key developments/concerns flagged with PIM Manager | |
| Social media monitoring underway – key developments/concerns flagged with PIM Manager | |
| First media briefing held – may involve Minister, PM, and/or partner agencies (e.g. GNS Science) as agreed with Strat Comms. | |

| | Ongoing<br>*Ensure the following occurs/is achieved each shift.* |
|---|---|
| 1 | Strategic Plan for the PIM function (current and future PIM needs, challenges, opportunities) developed and revised when needed |
| 2 | Key Messages updated when information changes or new information becomes available |
| 3 | Media Call-Taker FAQs updated as required |
| 4 | NCMC stand-ups and meetings attended by PIM Function representatives, with reports back to rest of function as required |
| 5 | PIM daily schedule and deliverables displayed, tracked and adhered to |
| 6 | PIM staff rested, supported, and rostered appropriately (staffing needs constantly monitored and gaps addressed in consultation with Logistics function) |
| 7 | Regular liaison with Policy function – PIM contributes to updates to Minister |
| 8 | Regular liaison with Strategic Comms function (if activated) – PIM contributions made to ODESC / all-of-government level |
| 9 | Regular liaison with Intelligence function – PIM contributions made to NCMC SitRep |
| 10 | Media briefings held at regular intervals (e.g. twice daily) or as required |
| 11 | Preparation and support for spokespeople provided |
| 12 | Media calls and emails answered and logged |
| 13 | Consistent monitoring of news media and social media channels |
| 14 | Facebook, Twitter, and website emergency banner updated as appropriate |

| Handover (outgoing PIM Manager) | ✔ |
|---|---|
| Document the following: | |
| *What has been done* | |
| *What is currently in progress* | |
| *What is planned (e.g. next briefing)* | |
| *Locations and status of key documents* | |

| | |
|---|---|
| *Outstanding actions (with reason and timeframes)* | |
| *Strategic considerations – changes to objectives, future PIM challenges & needs, staffing, task allocations etc* | |
| Brief the incoming PIM Manager on the above (or develop written notes, emailed to s6(a)     if NCC is shutting down overnight). | |
| Coordinate the delivery of a PIM Team briefing with the incoming PIM Manager | |
| Make sure you leave the workstation tidy, and remove any rubbish or personal items. | |
| Log out of all accounts or social media you may have been using at your workstation, e.g. Gmail, Twitter/Tweetdeck, and Facebook. | |

| Handover (incoming PIM Manager) | ✔ |
|---|---|
| Receive briefing and/or handover notes from outgoing PIM Manager | |
| Coordinate the delivery of a PIM Team briefing with the outgoing PIM Manager | |

# Appendix B PIM Manager Checklist – other hazards

In a tsunami event, use Appendix A PIM Manager Checklist – TSUNAMI on page 54.

| Activation | ✔ |
|---|---|
| **If a National Warning or Advisory will be / has been issued, ensure:**<br>• Duty Webmaster is active and able to publish messages via online channels.<br>• Duty PIM is active and able to take calls from media and provide advice to the Duty Team.<br>• National Warning or advisory content is used as first **Key Messages**<br>• National Warning or advisory content is used as first **Media Call-Taker FAQs**<br>**Note:** These activities may be taking place remotely, and may need surge support. | |
| Appropriate level of messaging for the event is defined and communicated to the Duty Manager / National Controller. | |
| Immediate media needs are considered and (if required) arrangements for media interviews or briefings are underway<br>**Note:** All national media briefings must include an NZSL interpreter if one is available. | |

| Hours 1-3 | ✔ |
|---|---|
| Plan for transitioning Duty PIM to PIM Manager is agreed. | |
| Plan for transitioning Duty Webmaster tasks to NCC PIM function is agreed. | |
| First version of Key Messages for event developed & shared with other response functions, agencies, and stakeholders (if National Warning or Advisory in force, use this as first version of Key Messages) | |
| Key Messages for event developed & shared with other response functions, agencies, and stakeholders | |
| **When more than one person available to take media calls:** media line diverted to the NCMC PIM Room (see NCC PIM SOP Appendix L Diverting the media line on page 77). | |
| First version of Media Call-Taker FAQs developed & distributed to call takers (if National Warning or Advisory in force, use this as first version of Media Call-Taker FAQs) | |
| Roster for PIM function (covering next 24-48-72 hours) developed and provided to Logistics function | |
| Regular liaison happening with CDEM Group PIM functions and other agencies as required | |
| Initial PIM Daily Schedule (covering at least first 8 hours of activation) developed & socialised with PIM team – covering scheduled media interviews, briefings, Minister updates, Controller's meetings or teleconferences, planned releases, etc | |
| PIM Function staffing requirements identified | |
| AOG surge support staff called in if required | |
| Shared event folder for key documents set up and in use | |
| Event folder set up in shared PIM Inbox, and in use | |
| Media monitoring underway – key developments/concerns flagged with PIM Manager | |

| Hours 1-3 | ✔ |
|---|---|
| Social media monitoring underway – key developments/concerns flagged with PIM Manager | |

| | Ongoing<br>*Ensure the following occurs/is achieved each shift.* | |
|---|---|---|
| 1 | Daily or shift schedule for the PIM Team is visible, able to be worked to, and aligned with overall NCC schedule. | |
| 2 | National-level key messages regularly reviewed and adjusted. | |
| 3 | PIM daily schedule and deliverables displayed, tracked and adhered to | |
| 4 | NCMC stand-ups and meetings attended by PIM Function representatives, with reports back to rest of function as required | |
| 5 | Advice and support provided to CDEM Group PIM functions as required. | |
| 6 | Issues and requests raised by CDEM Group PIM functions are logged and addressed appropriately. | |
| 7 | Regular liaison with Policy function – PIM contributes to updates to Minister | |
| 8 | Regular liaison with Strategic Comms function – may involve PIM contributions made to ODESC / all-of-government level | |
| 9 | Regular liaison with Intelligence function – PIM contributions made to NCMC SitRep | |
| 10 | During handovers, incoming personnel are briefed by the personnel they are replacing. | |
| 11 | PIM Manager provides regular briefings (e.g. at a shift handover, midway through a shift) | |
| 12 | PIM staff rested, supported, and rostered appropriately (staffing needs constantly monitored and gaps addressed in consultation with Logistics function) | |
| 13 | NZSL interpreters used consistently for national media briefings. | |
| 14 | MCDEM's online channels used to publish national key messages, as appropriate. | |
| 15 | Other channels or resources for publishing key messages are identified and developed if/as required. | |
| 16 | Media and social media regularly monitored for information and emerging issues, themes, or groups of interest. | |
| 17 | Media briefings held at regular intervals (e.g. twice daily) or as required – national spokespeople appropriately informed and prepped. | |
| 18 | Spokespeople from partner agencies brought in to support media briefings, as agreed with Strat Comms | |
| 19 | Media calls and emails answered and logged | |
| 20 | Media Call-Taker FAQs updated as required | |

| Handover (outgoing PIM Manager) | ✔ |
|---|---|
| Document the following: | |
| *What has been done* | |

| Handover (outgoing PIM Manager) | ✔ |
|---|---|
| *What is currently in progress* | |
| *What is planned (e.g. next briefing)* | |
| *Locations and status of key documents* | |
| *Outstanding actions (with reason and timeframes)* | |
| *Strategic considerations – changes to objectives, future PIM challenges & needs, staffing, task allocations etc* | |
| Brief the incoming PIM Manager on the above (or develop written notes, emailed to s6(a) if NCC is shutting down overnight). | |
| Coordinate the delivery of a PIM Team briefing with the incoming PIM Manager | |
| Make sure you leave the workstation tidy, and remove any rubbish or personal items. | |
| Log out of all accounts or social media you may have been using at your workstation, e.g. Gmail, Twitter/Tweetdeck, and Facebook. | |

| Handover (incoming PIM Manager) | ✔ |
|---|---|
| Receive briefing and/or handover notes from outgoing PIM Manager | |
| Coordinate the delivery of a PIM Team briefing with the outgoing PIM Manager | |

# Appendix C PIM Officer Checklist

[needs developing]

| Starting a shift | ✔ |
|---|---|
|  |  |
|  |  |
|  |  |
|  |  |

| | Ongoing<br>*Ensure the following occurs/is achieved each shift.* |
|---|---|
| 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |
| 6 |  |
| 7 |  |
| 8 |  |
| 9 |  |
| 10 |  |
| 11 |  |
| 12 |  |
| 13 |  |
| 14 |  |
| 15 |  |

| Finishing a shift | ✔ |
|---|---|
|  |  |
|  |  |
|  |  |
|  |  |

# Appendix D PIM teleconferences

## D.1 Defining teleconference timing and participants

[What are some considerations / actions for the PIM Manager here? When and how often should we do teleconferences?]

PIM Manager or 2iC (sets the frequency for, facilitates the teleconference)

Assigned PIM Officers (assist in setting up the teleconference)

Teleconferencing are held according to a set frequency (defined by the PIM Manager according to the nature of the event, and as agreed by CDEM Group PIM functions / other participants).

## D.2 Prepare and notify participants

| | Action | Completed |
|---|---|---|
| 1 | Confirm with Operations which teleconference number to use / is available. | |
| 2 | Confirm the date, time, attendance list, and any particular agenda items with the PIM Manager. | |
| 3 | Finalise the agenda and protocols (use xxx as templates, adding any specifics). | |
| 4 | Confirm you have the up-to-date contact details for attendees. | |
| 5 | Issue invitation via email from shared NCC PIM email s6(a) covering:<br>• Time and date<br>• How to call in (numbers)<br>• Protocols<br>• Agenda<br>Ensure you include a clear NCC PIM point of contact. | |
| 6 | Ensure PIM Manager is prepared / has materials to facilitate the teleconference:<br>• brief PIM update from the NCC, including national key messages and activity, challenges etc at the all-of-government level<br>• responses to requests or issues raise by CDEM Group PIMs or other stakeholders so far. | |
| 7 | Ensure someone is able to note down key actions and requests from CDEM Groups during the call (detailed minutes not required). | |

# D.3 Agenda

| Agenda<br>*PIM TELECONFERENCE* | |
|---|---|
| **Item** | **Responsibility** |
| Attendance and introductions | NCC PIM Manager |
| Participant updates<br>• Actions so far (include objectives and any particulars set out in current PIM/Comms plan if available)<br>• Emerging challenges and issues<br>• Questions / advice sought from NCC PIM or other participants<br>• Resourcing or other support needs | Participants representatives<br>*NCC PIM Manager determines order* |
| NCC PIM updates<br>• Acknowledge / address CDEM Group PIM issues and requests<br>• Seek cross-CDEM Group agreement on any relevant requests or issues<br>• Emphasise NCC PIM support available (focus on / enquire after PIM staff welfare)<br>• NCC PIM activities and emerging challenges / issues<br>• National-level key messages<br>• Relevant updates from Ministerial or ODESC level | NCC PIM Manager |
| Summary<br>• Any other concerns / discussion<br>• Confirmation of next teleconference time (if scheduled)<br>• Final questions<br>• Summarise action points<br>• Thank participants and end call | NCC PIM Manager |
| **Offline:** Ensure key actions and requests from CDEM Group PIMs have been recorded, ready for follow-up. | |

## D.4 Protocols

| Protocols |
| --- |
| *PIM TELECONFERENCE* |
| **Chair** |
| NCC PIM Manager |
| **Rules** |
| 1. Ensure all communications are brief, concise, relevant and factual.<br>2. Only one speaker at a time.<br>3. Avoid background noise and conversations. (Mute phone when not speaking). |

# Appendix E PIM Daily Schedule (template)

This 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.

| Time | Activity | Responsibility |
|------|----------|----------------|
| 0700 | NCC shift-change<br><br>All staff briefing – all to attend | Response Manager / National Controller |
| 0740 | PIM Function Briefing | PIM Manager |
| 0800 | Issue invitation to CDEM Group PIM / other agencies teleconference | [Name/role] |
| 1000 | Lead / facilitate PIM teleconference | PIM Manager |
| 1100 | National Controller Incident Management Team meeting – PIM Manager to attend | PIM Manager |
| 1300 | PIM content provided to Intelligence for SitRep development | [Name/role] |
| 1400 | NCC SitRep issued | Intelligence |
| 1500 | NCC shift-change<br><br>All staff briefing – all to attend | Response Manager / National Controller |
| 1540 | PIM Function Briefing | PIM Manager |
| 1600 | Spokesperson preparation | [Name/role] |
| 1700 | National media briefing | [Name/role] |
| 1800 | Action Planning Meeting for next operational period – PIM Manager to attend. | PIM Manager |
| 2200 | NCC close down brief<br><br>All staff briefing – all to attend | Response Manager / National Controller |

# Appendix F Key info & resources

| PIM Room activation | Location/s |
|---|---|
| **PIM Room Activation Checklist**<br>*(includes procedure for shutting down over night & final deactivation)* | • On noticeboard (clipboard), right-hand side as you enter PIM Room |
| Computer login information | • Attached to each PIM Room computer |
| Outlook | • PIM Inbox <sup>s6(a)</sup> [redacted] shared inbox accessible from each PIM Room computer<br>• Computer inbox <sup>s6(a)</sup> [redacted] individual inbox unique to each computer |
| Shared Drive | • S Drive > PIM<br>• If a folder for the event has been set up: S Drive > PIM > EVENTS_EXCERCISES > Event Name folder |
| Phone numbers | • Media line is <sup>s6(a)</sup> [redacted]<br>• Direct dial numbers are labelled on each phone<br>• Main NCMC phone number (goes to Operations Desk) is <sup>s6(a)</sup> [redacted] |
| IT Help | • Business Hours: <sup>s6(a)</sup> [redacted] or <sup>s6(a)</sup> [redacted]<br>• After Hours: <sup>s6(a)</sup> [redacted]<br>If unable to reach IT, talk to Logistics Function. |

| Templates | Location/s |
|---|---|
| Key Messages | |
| Media Call-Taker FAQs | • S Drive:\PIM\Templates |
| Blank media call form | • Remember to '**Save As**' the template as a new version before editing. |
| Media Call Log | |
| News and social media monitoring | |

| SOPs | Location/s |
|---|---|
| NCC PIM Function SOP | • Hard copies on bookshelf under TVs<br>• S Drive:\PIM |
| Duty SOPs for PIM and Webmaster | • Hard copies next to Webmaster workstation<br>• S Drive:\PIM\Duty PIM & Webmaster SOPs |
| National Warning System (Whispir) Manual | • Hard copies on bookshelf under TVs<br>• S Drive:\PIM\NWS Whispir SOP & Templates |
| National Warning System templates (including templates for MOU Requests for Broadcast, Media Releases, and Invitations to Media Briefings) | • In Whispir<br>• Back-up word versions kept in S Drive:\PIM\NWS Whispir SOP & Templates<br><br>ℹ **All media releases, MOU Requests for Broadcast (and terminations of requests for broadcast), and Invitations to Media Briefings must be sent via the National Warning System (Whispir).** |

| Contact lists | Location/s |
|---|---|
| PIM Master Contacts List (CDEM Group and local PIM contacts) | • In EMIS: s6(a) <br><br> • Also on MCDEM website: http://www.civildefence.govt.nz/media/local-regional-media-contact-information/ |
| Media List MOU List | • In Whispir <br> • Back-up versions kept on Duty Team page in EMIS: "All Whispir Contacts List" s6(a) |

| Around the NCMC | Location/s |
|---|---|
| NCMC phone list & emails | In file holders next to each work station |
| NCMC map | On noticeboard, right-hand side as you enter PIM Room |
| Help with NCMC facility or service issues | Talk to Logistics function |

| Equipment | Location/s |
|---|---|
| Headsets | • Next to each phone <br> • Instructions for use in file holders next to each work station |
| Microphone / camera equipment | • On bookshelf under TVs |
| Stationery supplies | • Next to each work station <br> • In tray on central desk <br> • In the store room (side room) next to Webmaster station |
| Paper recycling bin | • In the store room (side room) next to Webmaster station |
| TVs | • Remotes and instructions provided under/near to each TV |
| PIM Room projector | • Projector remote on bookshelf under TVs <br> • Display controlled from NCMC57 |
| Media Room display monitor | • See NCMC map for media room location <br> • Display controlled from NCMC63 |
| Interview Room display monitor | • See NCMC map for interview room location <br> • Display controlled from NCMC62 |

# Appendix G Information sources

## G.1 Key resource

| Topic | Source | Descriptions |
|---|---|---|
| General hazard information | Getthru.govt.nz<br>Working from the Same Page: Consistent Messages | General hazard information: What do before, during, and after the specific hazard |

## G.2 NCC functions

| Topic | Function | Descriptions |
|---|---|---|
| Event description | Intelligence | Event description: what, where, when, status, cause (if verified), likely follow on, affected areas |
| Current response | Operations | Current response: who is responding, what is being done |
| What the public needs to do | Operations | What the public needs to do: urgency, which people |
| Assistance | Welfare | any assistance programmes, where to go for help. Include how to access information for people with disabilities, users of other languages, tourists and other visitors to the area |
| Known damage | Intelligence | Homes, businesses, public buildings, infrastructure – roads, bridges, power, telecommunications etc. |
| Evacuation | Operations/ Welfare | areas and facilities evacuated, how many evacuated, reason for evacuation (e.g. gas cloud) |
| CDCs | Operations/ Welfare/ Recovery | which centres are operating, their purpose, location, how many people there, what services are available (information, welfare, recovery, evacuation). Include any relevant information about the accessibility of any centres |
| Status of utilities | Lifeline Utilities Coordinator | power, telecommunications, water, sewerage systems, natural gas |
| Road closures | Intelligence/ Operations/ Logistics | which roads, reason for closure |
| Facility closures | Intelligence | public buildings, schools, other facilities |
| Responding organisations | Operations/ Liaison | emergency services, local government, volunteer and/or community services, civil defence emergency management, government agencies |
| Future | Controller/ Planning | planned future response, what to expect next (e.g. weather, tides) |

## G.3 Partner agencies

| Topic | Agency | Descriptions |
|-------|--------|--------------|
| Public health | Ministry of Health DHBs | how to stay safe, where to access further public health information<br>https://www.health.govt.nz/news-media/media-centre |
| Casualties (fatalities and injuries) | Police | how many fatalities (must be from official police source), how many injured, and how badly, where the injured are being treated, how many missing and in what circumstances, general identification of fatalities e.g. age, sex. Note: Only Police can release names or personal details<br>http://www.police.govt.nz/news/police-media-contacts |
| Visa status information | MFAT, MBIE | where tourists and visitors affected by the emergency can go to access information<br>https://www.immigration.govt.nz/contact/media-enquiries<br>https://www.mfat.govt.nz/en/about-us/contact-us/ |
| Life or property is threatened | Police, Fire or Ambulance – 111 | Always dial 111 |
| Power/Gas | Utility services | |
| Weather science | MetService | www.metservice.com<br>https://twitter.com/MetService<br>https://twitter.com/MetServiceWARN |
| Local response | CDEM group / local council | Links to contact details: http://www.civildefence.govt.nz/find-your-civil-defence-group/ |
| Drains | Local council | Links to contact details: http://www.civildefence.govt.nz/find-your-civil-defence-group/ |
| Local roads | Local councils | Links to contact details: http://www.civildefence.govt.nz/find-your-civil-defence-group/ |
| State highways | NZTA | http://www.nzta.govt.nz/about-us/news-and-media/media-contacts/<br>http://www.nzta.govt.nz/<br>Traffic info map: http://www.nzta.govt.nz/traffic/<br>Social media accounts: http://www.nzta.govt.nz/contact-us/connect-with-us/ |
| School closures/status | Ministry of Education | http://www.education.govt.nz/ |
| Hospital closures | DHB | List of DHB websites: http://www.health.govt.nz/new-zealand-health-system/key-health-sector-organisations-and-people/district-health-boards/district-health-board-websites?icn=dhb-websites |
| Earthquake science | GNS Science / GeoNet | https://www.geonet.org.nz/ |
| Volcano science | GNS Science / GeoNet | https://www.geonet.org.nz/ |

| Topic | Agency | Descriptions |
|---|---|---|
| Tsunami science | GNS Science / GeoNet, Tsunami working group | https://www.geonet.org.nz/ |
| Landslide science | GNS Science / GeoNet | https://www.geonet.org.nz/ |
| Locating foreign tourists | MFAT | https://mfat.govt.nz/en/about-us/contact-us/ <br> s6(a) <br> s6(a) |

# Appendix H NZSL interpreters

NZSL interpreters are mandatory for all national media briefings. Follow the procedure below to engage an NZSL interpreter for a media briefing.

CDEM Groups should have arrangements in place during BAU that allow NZSL interpreters to be swiftly engaged for media briefings during emergencies. The procedure below should be provided to CDEM Groups who may not have these arrangements in place.

[procedure – s9(2)(a)]

# Appendix I Locations for national media briefings

## I.1 Option 1: NCMC media briefing room

The NCMC media briefing room is typically used to host national media briefings.

To prepare this room for use, follow the procedure below.

Confirm that the Duty Team or the Operations Desk has requested Parliamentary Security staff to unlock the media door into the NCMC.

Update the media room display with the time of the media briefing (see Media room screens)

Set up the NCMC media room.

- Check the background behind the spokesperson, including that it will not be black, white or glass.
- Visual aids or displays. Ensure that they are clear, easy to handle and visible when the room is full.

Task a person to meet media at the main entrance to NCMC if required. Ensure media are accompanied at all times in secure areas of the NCMC.

Turn on/off screen in interview room
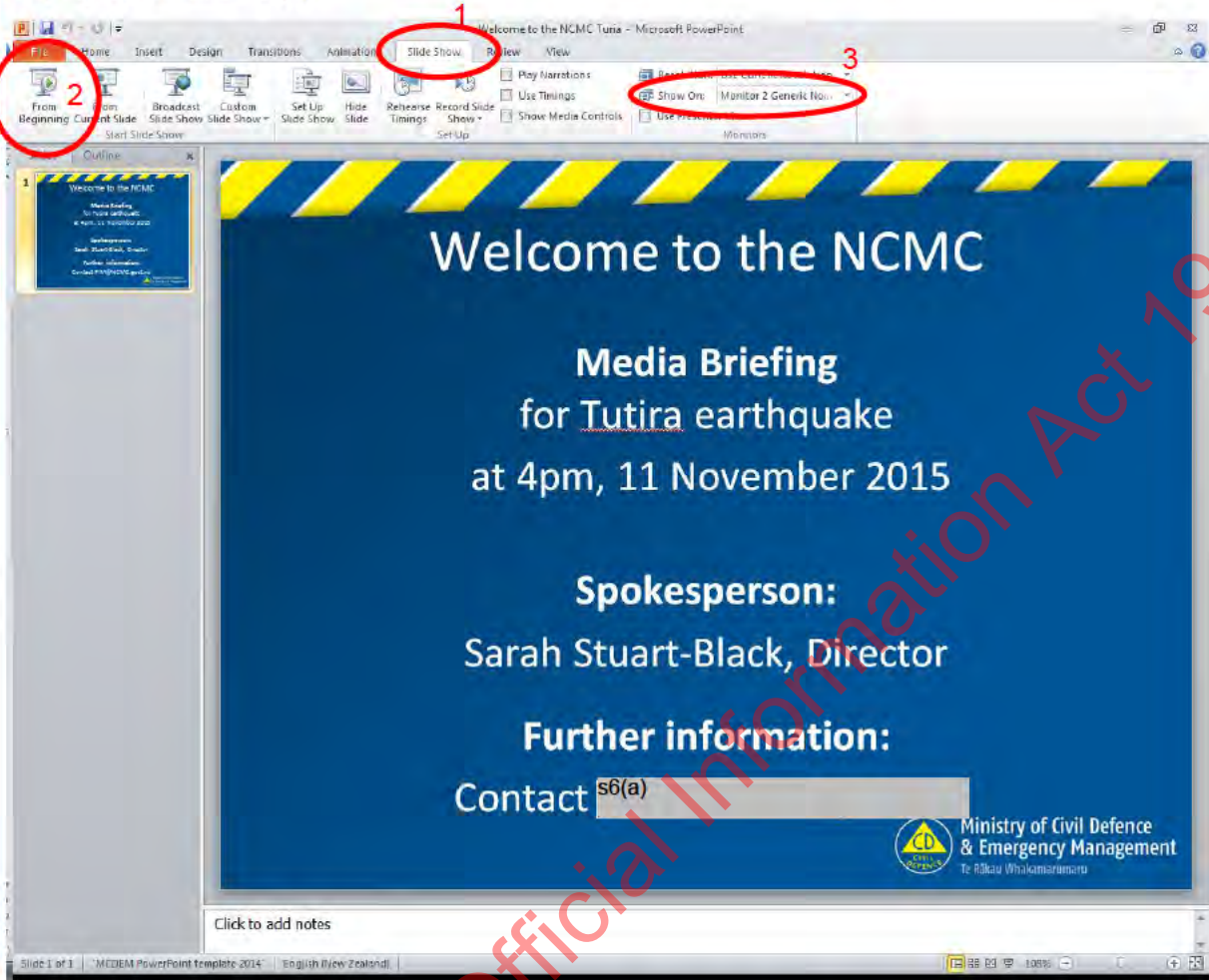
## I.2 Media room screens

There are two screens in the media space. One next to the glass wall and one in the interview room. These are run from workstations NCMC63 and NCMC62 in the PIM room.

Note: anything displayed on the second screens on NCMC63 and MCMC62 will be visible on the screens in the media space.

## I.3 Updating media room screen

| Step | Action |
|------|--------|
| 1 | Logon to pc NCMC63. |
| 2 | There are two Powerpoint templates on the desktop and in the PIM folder in the S: drive: <br> • Welcome to the NCMC template (short single slide) <br> • Media room display (multiple slides, can be used to display additional key messages and statistics) <br> Open the required template. |
| 3 | Update the template with the current information. If the time of the next media briefing has not yet been confirmed enter "TBC" |

| 4 | Click on the slide show tab (1) then from beginning (2). Make sure the slideshow is set to display on Monitor 2 (3) |
|---|---|
| |  |
| 5 | Go to the media room and turn on the television. The power button is located at the top of the row of buttons on the side of the tv. |
| 6 | When information changes update the template. |
| | Note: anything displayed on the second screen at NCMC63 will be visible on the screen in the media room. |

## I.4 Updating interview room screen

The interview room screen can be used to display relevant material during media briefings such as maps and diagrams. Between briefings the screen can also be used to display the Welcome to the NCMC or Media Room Display powerpoints.

| Step | Action |
|---|---|
| 1 | Logon to pc NCMC62. |
| 2 | Open the slideshow or image that needs to be displayed in the second smaller screen. |

| 3 | Go to the interview room and turn on the television. The power button is located at the bottom right corner of the tv – you just need to touch the power symbol on the glass, it doesn't need to be pressed hard. |
|---|---|
| | Note: anything displayed on the second screen at NCMC62 will be visible on the screen in the interview room. |

## I.5 Option 2: Beehive Theatrette

The Beehive Theatrette is a good option is a larger space is required for a media briefing.

The Speaker of the House is responsible for the parliamentary precinct and has given MCDEM permission to use the Beehive Theatrette for media briefings and conferences if required. The Theatrette is on the ground floor of the Beehive.

To organise access to and setup the facility, call the main parliamentary number, s6(a) and ask for the Duty Security Supervisor - they will assist you.

If you cannot get through to anyone else, touch base with Logistics to help contact someone who can assist.

# Appendix J Live streaming (Periscope and Facebook Live)

## J.1 Live streaming from Periscope

- Tweet about the upcoming live streaming to gain interest.

- Make sure the phone you are using is logged in to the Civil Defence twitter account via the app.

- Open Periscope, and touch the camera icon on the bottom panel.

- Enter the subject of your live video, e.g. 'Press conference with National Controller– Kaikoura Earthquake update.'

- BEFORE YOU BEGIN, ENSURE ALL MEDIA MICROPHONES ARE NOT OBSTRUCTING.

- Tap 'Go live' and you're on.

- This will stream directly to Civil Defence twitter page.

- Once completed, there is the option of uploading to twitter and saving to camera roll.

- This means it can be on twitter permanently and the saved to camera roll version can be shared on Facebook.

## J.2 Facebook Live

- Post about the upcoming live streaming to gain interest.

- Open the Facebook Pages app.

  **IMPORTANT:** You must post the Live Feed from the NZCivilDefence Facebook page. Ensure you are not posting the live feed from your personal account.

- Tap the "Publish" button located under the page's profile picture.



- Tap "Live Video" in the new window that appears.



- Enter a description for your live video, e.g. 'Press conference with National Controller– Kaikoura Earthquake update.'
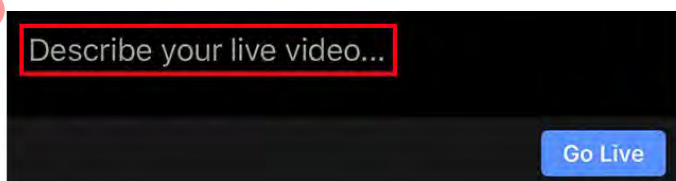


- BEFORE YOU BEGIN, ENSURE ALL MEDIA MICROPHONES ARE NOT OBSTRUCTING THE SPOKESPERSON, AND THE NZSL INTERPRETER IS IN SHOT.

- Tap 'Go live' and you're on.

- This will stream directly to Civil Defence Facebook page.

- Once completed, tap 'Finish'.



- When you're finished streaming, you will have the option to post a replay of the stream to your Facebook page, or to delete the video. You will also be able to download the video to your own device. To save the video, tap the highlighted button in the image below.
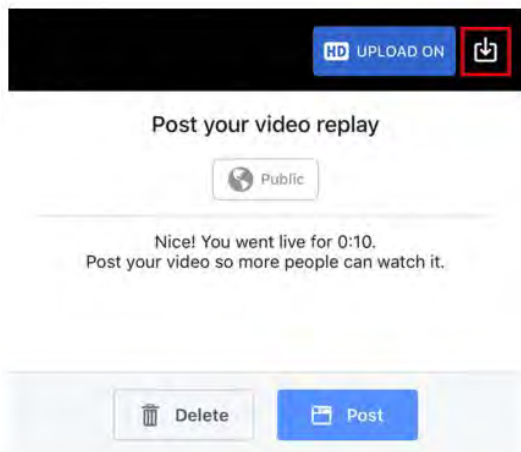


## J.3 Lollipod

Initially the Lollipod head can be a little counter intuitive until you've got you head around it, so here's a very short video to get you started.

Lollipod Phone Adapter

The adapter is quite deep for some phones and the temptation is to place the phone at the rear of the adapter, but for best results:

1. For the best grip place the phone at the very front of the adapter
2. Close it so the top arm is level
3. Press the top for two more clicks so it's under tension and the top arm flexes.

# Appendix K Translation, captioning, and large-print service providers

[need to develop an index of these providers for use in responses]

# Appendix L Diverting the media line

## L.1 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 <sup>s6(a)</sup><br>When answered you will receive broken dial tone. |
| 3 | Key in <sup>s6(a)</sup><br>**Note**: If you enter the incorrect pin number the call will be disconnected. |
| 4 | Wait for normal dial tone. |
| 5 | Key in <sup>s6(a)</sup> |
| 6 | Confirmation tone will be heard. |
| 7 | Hang up. |
| 8 | To confirm the divert, call <sup>s6(a)</sup> |
| 9 | One of the media desk phones will ring. |

## L.2 Divert the media phone to a mobile/non NCMC phone

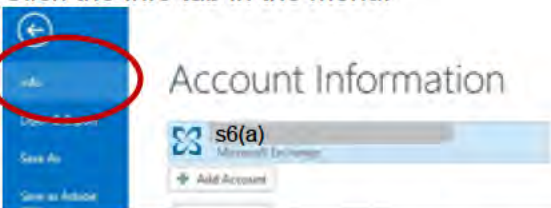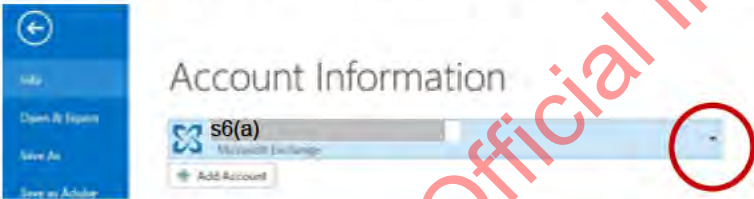| Step | Action |
|------|--------|
| 1 | From any landline phone, <sup>s6(a)</sup><br>When answered you will receive broken dial tone. |
| 2 | Key in <sup>s6(d)</sup><br>**Note**: If you enter the incorrect pin number the call will be disconnected. |
| 3 | Wait for normal dial tone. |
| 4 | Key in <sup>s6(a)</sup> [number of phone you wish to divert to] # - choose from below:<br>• Duty PIM Cell phone <sup>s6(a)</sup><br>• PIM Office NCMC <sup>s6(a)</sup><br>• Other mobile number. |
| 5 | Confirmation tone will be heard. |
| 6 | Hang up. |
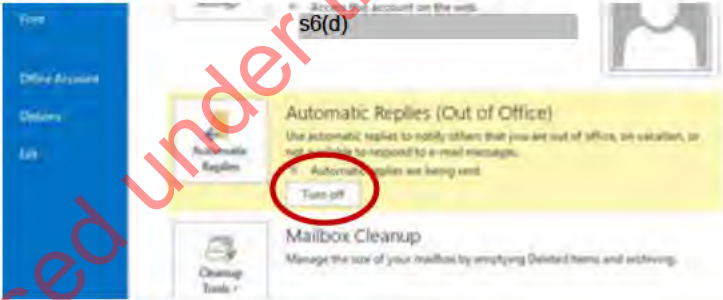
## L.3 Service requests and urgent assistance

Contact the NCC Logistics Function is you need urgent assistance, or:

• You need to change the re-programmed numbers

• You have an issue with the diversion.

# Appendix M Check auto-reply and forward is TURNED OFF for
s6(a)

| Step | Action |
|------|--------|
| 1 | From any PIM Room workstation, open Outlook. |
| 2 | In Outlook, click the File tab.<br> |
| 3 | Click the Info tab in the menu.<br> |
| 4 | Under Account Information use the drop down to select s6(a)<br> |
| 5 | If autoreplies are TURNED ON, the Automatic Replies section will be highlighted in yellow (see picture).<br>To turn then off, click the Turn off button.<br> |
| 8 | Click on Rules and Alerts.<br> |
| 9 | In the **Apply changes to this folder** list, click s6(a) |
| 10 | To turn off a rule (in this case, auto-forwarding):<br>1. Untick the box next to the relevant rule<br>2. Click **Apply**<br>3. Click **OK**. |

| Step | Action |
|------|--------|
| 11 | Click **Finish**. |

# Appendix N PIM Summary for the Action Plan

- Green highlights need to be filled with the relevant data
- This template is intended to be amended to suit the PIM team needs.

Refer to Appendix F in the Public Information Management Director's Guideline for an example.

| Reference number | PIM AP [00x] | Date | [201X-month(xx)-day(xx)] |
|---|---|---|---|
| PIM Summary for the | [name here] ECC/EOC | Emergency event | |
| Prepared by | [name and role] | Approved by | Controller [name] |

## Overview of PIM response

[Insert a brief description of how PIM will be implemented during the response, which must support the concept of operations determined by the Controller. Include the main audiences and level (local, regional, national, international), the main ways of communicating messages (media releases, web pages, social media, Information points, radio, all available etc.), whether the PIM effort is single agency, or multi-agency, and what message topics this PIM team will address.]

## PIM team

PIM team structure
[Insert structure diagram]

PIM Manager [dedicated phone number]
PIM team Manager 2IC [dedicated phone number]
Media Manager [dedicated phone number]
Social Media Manager [phone number]
[Insert other roles as appropriate]

The PIM Team role descriptions are listed [insert name of document and where to find it, or who to contact]
The PIM Team roster is available in [insert name of document and where to find it, or who to contact]

PIM meetings are scheduled for [insert where, when, topic (if applicable), and attendees]

## Spokespeople

Mayor, general emergency updates, [insert name, contact details, topics and availability]
[Insert additional spokespeople, including their role, topics, name, contact details, and availability]

| Direct message distribution | Details of the specific sites or types |
|---|---|
| Websites | [Insert name of site and pages, contact people and their details, type of information they will give out, any deadlines (in bold)] |
| Social media | [Insert name of site and pages, contact people and their details, type of information they will give out, any deadlines (in bold)] |
| Helpline | [Insert name of helpline(s), type of information they will give out, contact people and their details] |
| Information points | [Insert name, location, and function of places that include information points, type of information they will give out, the PIM liaison people and their details] |
| Community contacts/meetings | [Insert community organisation, role, name, and contact details of liaison person, type of information they will give out, and scheduled meeting times] |
| [Other- posters/ hand-outs/ SMS (text messaging)/ subscription message service] | [Insert type, how it will be distributed, the type of information they will give out, contact people and their details, and any deadlines (in bold)] |
| **Media message distribution** | **Specific stations or publications** |
| Radio | [Insert name of station, contact people and their details, any deadlines(in bold)] |
| TV | [Insert name of station, contact people and their details, any deadlines(in bold)] |
| Newspapers | [Insert name of publication, contact people and their details, any deadlines(in bold)] |
| **Media** | **Schedule** |
| Media briefing/conferences | [Include how frequently, location, invitees] |
| Media site visits | [Include how frequently, location, invitees] |
| Interviews | [Include how frequently, location, invitees] |
| **Message monitoring** | |
| [Include what role is analysing the results of the monitoring; who will the results be reported to, and what actions they will take; what is being monitored, and who is monitoring it.] | |

# NCC Welfare Function SOP

**DRAFT version 4.1**

*7 July 2019*

# Version control

| Version | Date | Author / reviewer | Summary of changes |
|---------|------|-------------------|--------------------|
| DRAFT 3.0 | 08/08/2018 | Hannah Jolly | Creation of skeleton SOP draft, using Welfare Key Task Matrix (approved at teleconference on 08/08/2018). |
| DRAFT 3.1 | 10/10/2018 | Dana MacDiarmid | Addition of detail based on conversations with Welfare Team. |
| DRAFT 4.1 | 19/07/2019 | Stuart Meiklejohn / Tom Kent | |

MCDEM Welfare Function

# Contents

MCDEM Welfare Function

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# Section 1 Overview

This standard operating procedure covers the key objectives and tasks of the Welfare function in a CDEM response.

## 1.1 Purpose

Welfare is responsible for effectively managing the consequences of an incident through planned and coordinated delivery of welfare services to affected individuals, families/whānau and communities, including animals. The welfare of responders is a responsibility of the logistics function. The NCMC Welfare function is activated where an emergency that requires national coordination and or national support occurs, for example:

- when more than one CDEM Group are (region) is impacted by an emergency, or
- the complexity of the emergency warrants national welfare coordination and support.

Note: that the national Welfare function can be activated even if the NCMC is not. These SOPs can be used to guide Welfare activities at the national level in those situations.

## 1.2 Responsibilities

Welfare is responsible for:

- ensuring the welfare needs of affected people and animals are identified and met through response and into recovery, as appropriate;
- coordinating with other organisations on the provision of welfare services to ensure delivery is integrated, timely and aligned to the needs of people and animals;
- planning, coordinating and integrating welfare activities with other CIMS functions and activities, including Logistics for the establishment of facilities to support affected communities (e.g. Civil Defence Centres and animal welfare shelters);
- providing timely and accurate welfare services information, through Public Information Management (PIM), to affected individuals, families/whānau and communities;
- identifying welfare priorities and providing strategic and operational advice to the Controller;
- contributing to the planning process, including the development of the Action Plan; and
- attending Incident Management Team (IMT) meetings and keeping the Controller and wider IMT informed of the Welfare aspects of the response.
- Gaining a comprehensive overview of the impact of the emergency
- Establishing and maintaining a link with the National Welfare Coordination Group (NWCG)
- Coordinating welfare spill-over issues among supporting CDEM Groups
- Making resources available (through the National Controller) to CDEM Groups and local authorities
- Managing/administering the Welfare function.

## 1.3 NCC Welfare Roles

### 1.3.1 Welfare Function Roles

The **Welfare Manager** leads the NCC Welfare function and is ultimately responsible for all Welfare function activities,

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

and needs of the population. Examples of welfare rolls could include welfare administrator, NWCG liaison, etc.

It is recommended that a second-in-command **Welfare Officer** be appointed as the lead for the Welfare desk when the Welfare Manager is in meetings during the day.

See *Section 2: Role Descriptions* for more information.

### 1.3.2 National Welfare Manager

A **National Welfare Manager** and alternates are appointed by MCDEM. The National Welfare Manager may also be the Welfare Manager during a response, or the roles may be filled by different people.

The National Welfare Manager is to:

(a) co-ordinate the welfare services function during reduction and readiness; and

(b) chair the NWCG, whose members are the agencies responsible for each of the welfare services sub-functions (the NWCG provides strategic oversight of planning and development of integrated welfare services); and

(c) in consultation with the NWCG, plan and co-ordinate at the national level the delivery of welfare services across welfare services sub-functions during response and recovery; and

(d) communicate and report on the progress of readiness activities for the welfare services function to NWCG members, CDEM Groups, and the Director.

## 1.4 Relationships

Welfare function members will liaise and establish functional links with all NCMC functions, and with the liaisons of any welfare service agencies in the NCMC.

Functional links will also be established with a number of external actors and liaisons, which may include:

- NWCG – core member agency representatives[1]
- CDEM Group Welfare Managers
- CDEM Group Managers
- CDEM Group Officers
- Local Welfare Managers
- Other welfare support agencies (including animal welfare organisations);
- Iwi/Māori
- Representatives from culturally and linguistically diverse (CALD) communities;
- Representatives from faith-based communities;
- Representatives from rural communities and primary industry sectors;
- The visitor and business sectors;
- embassies and consulates responsible for impacted foreign nationals;
- the insurance and financial sectors;

---

[1] The agencies represented on the core NWCG are: MCDEM, NZ Police, MSD, Oranga Tamariki, MoH, MBIE, and MPI.

## 1.5 Context

The Welfare function works within the framework described in the NCMC Concept of Operations. It follows New Zealand's Coordinated Incident Management System (CIMS).

Welfare
Coordin

### 1.5.1 Needs Assessment

Needs assessment is the systematic process of analysing, prioritising and understanding the interdependencies of the identified needs of affected people and animals.

Before welfare services can be delivered, the needs of affected people and animal must be identified and assessed in a timely and coordinated way.

Needs identification involves identifying the immediate and ongoing needs of people and animals affected by an incident to inform response and recovery activities.

### 1.5.2 Welfare Delivery Coordination

This sub-function ensures appropriate welfare services organisations and community groups have the capability and capacity to address the specific welfare needs. Welfare Delivery Coordination works with the other CIMS functions, welfare services organisations and communities to ensure that welfare activities and services are appropriate, timely, coordinated, and integrated to achieve maximum effectiveness and efficiency. Welfare Delivery Coordination determines options to deliver prioritised and accessible welfare services that meet assessed needs.

## 1.5.3 The Welfare Cycle

The Welfare function should follow the welfare cycle in situations where the NCC is engaged to support or coordinate welfare activities at the regional or national level.

## 1.5.4 Welfare Services Arrangements under the CDEM Plan 2015

The Welfare function also operates under the National CDEM Plan. Welfare under the National CDEM Plan includes the NWCG as an established cluster. The NWCG has nine sub-function groups, described in the nine clusters below. They are not an exhaustive list of all Welfare services, nor are they included as sub-functions under the Welfare function in CIMS. However, they are key Welfare services in significant emergencies and may be established as Welfare sub-functions if required. Each sub-function has a responsible agency and supporting agencies specified in the National CDEM Plan.

| Sub-Function | Responsible Agency (National and Regional levels) |
| --- | --- |
| Registration | MCDEM/CDEM |
| Inquiry | Police |
| Needs assessment | MCDEM/CDEM |
| Care and protection services for children and young people | Oranga Tamariki |
| Psychosocial support. | MoH/DHBs |
| Household goods and services | MCDEM/CDEM |
| Financial assistance | MSD |
| Shelter and accommodation | MCDEM and MBIE/ CDEM and MBIE |
| Animal welfare | MPI |

Further information on the sub-functions and agency roles can be found in the Director's Guideline: Welfare Services in an Emergency.

# 1.6 Reporting

Reporting requirements will differ depending on the mode of activation of the NCMC and other circumstances such as the Minister's requirements. The Welfare desk may be required to provide the following reports at the frequency indicated:

| Report type | Frequency | Purpose/ description | Report to |
|---|---|---|---|
| National Welfare Status Report | Aligned with NCMC SitRep | To inform the NCMC SitRep | P&I |
| Key statistics | Regular - varies | Ministers, media briefings, cabinet papers, various | P&I |
| NCMC Welfare update to NWCG | NWCG meetings | To update members on NCMC activities, requirements and requests. | NWCG |
| Any other Welfare information as requested by the National Controller | Ad-hoc | Varies | National Controller |

# 1.7 Reference materials

The following materials can be used for further information:

- National CDEM Plan Order 2015
- Welfare Services in an Emergency DGL
- Concept of Operations, National CDEM Response and Recovery
- NCMC User Guides
- EMIS User Guides
- NCMC Activation SOP
- CDEM Act 2002
- The Guide to the National Civil Defence Emergency Management Plan
- Official Information Act 1982
- Coordinated Incident Management System (3.0)

# 1.8 Welfare Desk Details

Email: s6(a)

Phone: s6(a)

Fax: s6(a)

# Section 2 Role Descriptions

The Welfare function in the NCC involves a mix of consistent actions and activities, and ad hoc problem solving. The Role Descriptions below capture the common tasks, but ad hoc work is common to all roles.

## 2.1 Welfare Manager

### 2.1.1 Responsibilities

The Welfare Manager is the person who supports and coordinates the delivery of welfare services across the 4Rs at the National and CDEM Group levels. They are responsible for the function of the Welfare desk and the provision of the overall Welfare function during a response. They report directly to Control and will often chair the NWCG.

---

**The National Welfare Manager and Welfare Manager roles**

The NCC Welfare Manager may also be the National Welfare Manager under the National CDEM Plan (or an alternate), or the roles may be filled by two different people. Shifts may also require multiple people to act as Welfare Manager in the NCC, while the role of National Welfare Manager may or may not change. The roles are addressed separately here, as the two roles may be filled by different people.

---

The Welfare Manager is responsible for the following:

- Managing the welfare response
- Responding to requests from the National Controller and enacting the National Controller's directives
- Supporting Group Welfare Manager(s) in affected region(s)
- Informing the NWCG and Subgroups of the National Controller's requirements by attending meetings and working with/through the NWCG Liaison Officer
- Implementing the welfare aspects of the National Action Plan (NAP) and adhering to strategic directives from the National Controller
- Representing the Welfare function on the National Controller's Team (NCT) or nominating a person to attend and on their behalf to:
  - give a brief summary of current welfare priorities in the NCMC
  - flag any concerns/issues
  - report back to the NCMC Welfare team.
- Providing guidance and direction to the Welfare function
- Planning and monitoring the workflow of the Welfare function
- Leading Welfare staff shift hand over including briefings
- Ensuring the tasks of the Welfare function are carried out
- Receiving and providing short briefings on the current situation to the NWCG Liaison Officer arriving at the NCMC
- Chairing the National Welfare Coordination Group
- Managing staff wellbeing
- Managing the development of the Welfare action plan
- Approving the welfare action plan
- Managing deactivation of the NCMC Welfare function.

## 2.2 NCMC Welfare Officer (2IC/First Officer/Executive Officer)

## 2.2.1 Responsibilities

The 2IC/First Officer/Executive Welfare Officer's responsibilities include:

- Act as Welfare Manager if required
- Support the Welfare Manager as required
- Information management including:
  - Communications
  - NCMC Log
  - information display
- Reporting (to Planning & Intelligence desk)
  - o Providing key statistics
  - o NCMC Sitrep – providing welfare updates
  - o Liaising with other functions as required
- Meeting attendance (as delegated by Welfare Manager):
  - o NWCG
  - o National Controller's Team.
  - o Any other roles as delegated by the Welfare Manager.

# 2.3 NCMC Welfare Officer

## 2.3.1 Responsibilities

The Welfare Officer's responsibilities include:

- Monitor and action:
  - o all communications with/from the Welfare function
  - o all Welfare activities in the NCMC Log
- Provide updated information to meet reporting deadlines and requirements.

# 2.4 NCMC Welfare Assistant/Administrator

## 2.4.1 Responsibilities

The Welfare Assistant/Administrator's responsibilities include:

- Monitoring WELFARE mailbox for urgent items
- Logging communications in the NCMC Log
- Searching for SITREPs
- Collating all offers of assistance for Accommodation
- Tracking NCMC Log tasks not yet completed
- Filing
- Booking the telephone conference phone line, finding a suitable room and taking meeting minutes
- Compiling a daily/weekly Welfare Function timetable.

# 2.5 NCMC Liaison Officer

## 2.5.1 Introduction

Liaison Officers are official representatives of their organisation/agency and serve as critical conduits between organisations and the NCMC. This role description contains key attributes and tasks expected from liaison officers during an activation of the National Crisis Management Centre (NCMC).

The overall purpose of Liaison Officers is to pass on information, advise on capabilities and relay requests and tasks from the NCMC (and National Controller) to their parent agency.

Note that Liaison Officers do not function as a separate team. Instead they form part of the particular functions in the NCMC where their inputs are required.

A dedicated area for Liaison Officers that provide for communication with their agencies is provided within the Operations Room.

Liaison Officers may be included on the National Controller's Team. In these cases, they will need to attend team meetings as directed.

There should only be one Liaison Officer per agency or organisation.[2] Other staff within the NCMC are not considered to be Liaison Officers, and should be kept free to perform their other tasks.[3]

The following attributes should be kept in mind when performing the basic functions of the liaison role (monitoring, coordinating, advising and assisting):

- **Reliability** and **flexibility** to adapt to changing response priorities
- Solution-focused **problem solving**
- **Self-motivation** when supporting staff, communicating and managing relationships with organisations and key individuals
- **Strong communication skills** for disseminating information to and from your agency and the NCMC
- The ability to meet response expectations set by the NCMC and your agency.

## 2.5.2 Responsibilities

The responsibilities of NWCG Liaison Officers in the NCMC are as follows:

- Representatives from NWCG agencies may also be required to staff the Welfare function in the NCMC during an emergency. Their role will be to act as liaison with the welfare services agencies and to advise the National Welfare Manager or National Controller on NWCG activities. The NWCG must liaise closely with the National Crisis Management Centre (NCMC) during response, via the National Welfare Manager and Welfare function, and will contribute to the national recovery effort by continuing to coordinate national welfare activities as required

---

[2] For example, NZDF normally has two Liaison Officers, one for Headquarters NZDF and the other for Headquarters Joint Force; both are separate organisations within the NZDF, and each requires a Liaison Officer. If the Headquarters Joint Force was not activated, then NZDF would only have one Liaison Officer present.

[3]

# Section 3 Tasks

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

## Task assignment: Welfare Manager

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

The Welfare 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.

## Checklists

To ensure the Welfare function is activated effectively and tasks are continuously identified and completed, the Welfare Manager uses the Welfare Manager Checklist on page 30.

The Welfare Team use the following resources to guide them through their tasks:

- Relevant sections of this SOP to guide them through their assigned tasks, and
- Welfare Officer Checklist on page 31.

Example tables to use in sections

| Step | Action |
|------|--------|
| 1 | |
| 2 | |
| 3 | |
| 4 | |
| 5 | |
| 6 | |
| 7 | |

| Items/action | ✔ |
|--------------|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |

# 3.1 Provide welfare-related support, expertise and advice to CDEM Groups

Recommended Role: Welfare Officer 2IC

Procedure tables / checklists / flowcharts for these sub-tasks

Is there useful content is current SOP?

What do we need to write/develop?

## 3.1.1 Respond to ECC / CDEM Group requests for national level welfare support, advice, and assistance

| 1.1.1 Respond to ECC / CDEM Group requests for national level welfare support, advice, and assistance ||
|---|---|
| *Beginning of a response* ||
| 1 | Confirm with Welfare Manager how requests are expected to received, channels they may be received from, and how they will be managed. |
| *During a response* ||
| 2 | Identify ECC / CDEM Group request and ensure they are clear and understood in discussion with Welfare Team/Manager. |
| 3 | Acknowledge the request to the requesting ECC / CDEM Group. |
| 4 | Log the request for action. |
| 5 | If request is for the Welfare team to action, then action it appropriately. |

## 3.1.2 Raise CDEM Group / local welfare issues with the National Controller and appropriate welfare sub-function agencies

Where possible issues should be raised through appropriate forums and channels within the NCC. This will include:

- IMT meetings
- Input into Action Planning
- Logging tasks through the Log function
- Engaging with agency Liaisons in the NCC
- Raising issues through NWCG meetings and communication
- Raising issues with sub-function responsible agencies or through sub-function meetings

CDEM Groups / local welfare staff should be advised of progress on the issues they have raised

## 3.1.3 Support CDEM Group / local level welfare services delivery via national-level coordination

REMA / MCDEM Field Staff teleconferences can be used to gain information, identify issues, and provide advice and support to REMAs / Field Staff who then support CDEM Groups and local welfare services.

### 3.1.4 Where possible/appropriate, attend Welfare Coordination Group meetings (by teleconference)

Early contact should have been established with CDEM Group Welfare Managers. There should be a clear agreement over how the NCC Welfare function and staff engage with Group/local levels, including teleconferences with WCGs.

WCG meetings should form part of the daily Welfare function meeting schedule.

MCDEM REMAs should be aware of the Welfare engagement with Group Welfare Managers/local welfare, including attendance at WCG meetings.

## 3.2 Coordinate welfare services at the national level

Procedure tables / checklists / flowcharts for these sub-tasks

Is there useful content is current SOP?

What do we need to write/develop?

## 3.2.1 Inform responsible agencies* when and what action is required [sub-functions, NCMC (LO), NWCG]

(*agencies with responsibility for the coordination of specific welfare services)

Responsible agencies are those named in the National CDEM Plan with responsibility for welfare sub-functions. As part of the activation of the welfare function, responsible agencies will be contacted, informed of the activation, and key contacts will be confirmed for further communication.

During activation the Welfare function should confirm with Activators which (if any) agencies have been requested to come to the NCMC, and assist in determining whether additional Liaison officers are required in the NCC. This should be reviewed as the event progresses.

The National Welfare Manager determines whether to activate the NWCG and call a meeting. They will also determine ongoing requirements for NWCG meetings and communication in consultation with agencies, based on the needs of the event and the need for coordination.

## 3.2.2 Convene the NWCG and/or activate required welfare services sub-functions or clusters as required (e.g. VSEAG)

- When the NWCG is activated and a meeting/teleconference is to be held, follow the activation process (Appendix ??)
- Use existing templates for NWCG meetings, including agendas and minutes.

Sub-functions are led by the responsible agencies, who will have their own procedures for their activation and meetings. They may activate at the request of the responsible agency or support agencies, or at the request of the National Welfare Manager. NCC Welfare staff should support and attend the meetings, ensure their alignment with NWCG and actions from the meeting or from the NCC. However, the responsible agencies will lead the coordination of the sub-function.

Other clusters exist outside the Welfare arrangements specified in the National CDEM Plan, but may have close links in an emergency event. Examples include the VSEAG (led by MBIE) and the NAEC (led by MPI). These clusters will follow their own arrangements. The National Welfare Manager and the NCC Welfare function should engage with those clusters as appropriate to the event, and to their normal way of operating.

## 3.2.3 Oversee welfare services sub-functions activity to ensure it's coordinated (eg. via NWCG teleconferences, or other means)

Where possible, NCC Welfare staff should attend sub-function meetings. They should ensure they are included on invites to meetings, and receive all communications and minutes.

The Welfare Manager should be briefed on sub-function activity, and advise the IMT and controller as appropriate.

The Welfare function should ensure representation on the sub-functions is appropriate, and connect agencies and non-government organisations up if needed.

### 3.2.4 Ensure welfare services agencies are well informed of the situation and National Controller's response priorities, expectations, and requirements

The Welfare function should ensure that agencies are receiving National Action Plans, tasks, and requests. This may be through the liaison officer, or directly to the confirmed contacts for each agency.

Each time that a National Action Plan is issued, the Welfare function should review it, and ensure all welfare staff are aware of areas relating to welfare. The National Action Plan will flow into the Operations function tasking process.

The National Action Plan can inform meetings, including the NWCG, and sub-function meetings. Welfare staff should take these opportunities to ensure agencies have received the National Action Plan, and are aware of welfare implications.

### 3.2.5 Ensure welfare services agencies are well informed of CDEM Groups' requests for assistance

Where CDEM Group welfare requests are passed to the NCC, the Welfare function should ensure that they are passed to appropriate agencies.

Requests for assistance are received and assessed by NCC Operations, and if appropriate they are tasked through EMIS. The Welfare function may need to pass tasks on to welfare services agencies, especially those not using EMIS. This may happen by passing tasks on through email, to NCC liaisons, in meetings such as the NWCG, or other channels. Operations are responsible for tracking tasks, but where external welfare services agencies are involved, the Welfare function may need to ensure tasks are received by agencies, understood, actioned, and closed.

The Welfare function can use national level connections to assist CDEM Groups to connect with local/regional representatives from welfare services agencies.

### 3.2.6 Collating Offers of Assistance

- From time to time, offers of assistance (such as for accommodation for displaced people) come in (either via email Inbox or through the Log).
- All offers of assistance are to be:
- Logged in NCMC Log
- Collated into a spreadsheet and forwarding to appropriate agencies daily or (as required)
- See Welfare Tasks for more detailed info.

## 3.3 Provide welfare-related support, expertise and advice to national-level response

Procedure tables / checklists / flowcharts for these sub-tasks

Is there useful content is current SOP?

What do we need to write/develop?

### 3.3.1 Participate in plan development – including the National Action Plan

Participate in Action Planning meetings led by the Planning function in the NCC.

Ensure information and perspectives from welfare service agencies is provided to the Planning function. This may include engaging liaison officers.

Coordinate contribution to contingency planning, including involvement from welfare service agencies as appropriate.

### 3.3.2 Update the Event/Decision/Action Log for Logistics

Each member of the Welfare function must log important information, actions and decisions in the EMIS Response Log. This includes email in the "Welfare Inbox" as well as sent items. Check with the Welfare Officer as to which emails are ready to be logged.

Items that should be added to the response log include:

- Major decisions like activating welfare arrangements, such as the NWCG, or activating assistance, such as classifying Adverse Events (MPI) etc.

- Information that may inform and update others about incident actions and outcomes

- Welfare Coordination Group meetings and associated minutes and actions

- 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.

### 3.3.3 Produce function status reports for IMT briefings

(Control IMT briefings, Tasking meetings, Planning meetings, REMA/Group teleconferences)

| | | |
|---|---|---|
| | **Develop Status Report as required** | |
| | Gather and collate information about current welfare situation from CDEM and agencies involved in the response to populate the Welfare Status Report. | |
| | If required: set up any CDEM-led Welfare sub-functions (Registration, Needs Assessment, | |

| | Emergency Accommodation and Household Goods and Services). | |
|---|---|---|
| | Ensure processes are in place to record information as it arrives. | |
| | Liaise with CDEM Groups for situation updates and to | |
| | Attend and input to team briefings and planning meetings as required with up to date situational information. | |

### 3.3.4 Support to Recovery planning

| | |
|---|---|
| Consider likely event progression over next 1, 2, 5 days and possible impacts on the population and the Welfare function's activities. | |
| Liaise closely with CDEM Groups/sub functions/ agencies/stakeholders/clusters around predicted event progression and required actions. | |
| Comply with filing and record keeping protocols for the National Coordination Centre. | |
| Tidy and pack away function desk equipment and notify Logistics to restock supplies. | |
| Ensure liaison officers and any (non-CDEM led) welfare sub-function representatives in the NCC demobilise and report as required. | |
| Utilise follow up support services such as EAP, as required. | |
| Participate in the opportunity to provide feedback in the debrief processes. | |

### 3.3.5 Coordinate with other NCC functions

Particularly:

a) Lifelines sub-function (e.g. informs household goods and services, needs assessment)

b) PIM - AOG fact sheet

c) International assistance - for consideration of international tourists

## 3.4  Provide welfare function intelligence to the national response

Procedure tables / checklists / flowcharts for these sub-tasks

Is there useful content is current SOP?

What do we need to write/develop?

Most of this information fits under "**Population themes**" as per **Geo ConOps v0.3** (p.10) [or could be "Social environment" as per Intelligence Function Information Collection Plan] – Who is in the affected area? How have they been impacted?.

Scale / scope of population affected / exposed

- Who / how many are affected?

- What are the social vulnerabilities?

- What is required to ensure safety and well-being?

- What is required to support individuals?

### 3.4.1 Coordinate and collate information

From:

a) NWCG – responsible agencies* (welfare services sub-functions), other support agencies as relevant
b) CDEM Groups – ECC Welfare function
c) MCDEM deployed field staff (particularly REMAs)
d) PIM – media, social media, website, public etc.

(*Note: MCDEM as responsible agency for Regn + NA, HHG&S and Shelter/Emergency Accommodation, will also need to do this – consider person resource for this work.)

### 3.4.2 Provide intelligence

To:

a) Intelligence function (via Welfare status reports, for Situation Reports)
b) Controller (via IMT meetings)
c) ODESC/Watch Group (to inform governance decision-making)
d) PIM (for public messaging)
e) Policy (for Ministerial updates)
f) NWCG (via direct comms - meetings, teleconferences, and NCMC SitRep)
g) Recovery (for social environment recovery considerations)

| Welfare information required | Source(s) | Rationale | Audience/purpose |
|---|---|---|---|
| **Shelter and accommodation/housing impacts and services** | | | |
| Number of homes affected | Relevant TAs | Understand scale of impact, what tpes of services needed, etc. – Comes early in response with more information coming over time. | Welfare agencies, |
| Number of homes white/yellow/red placarded | Relevant TAs / MBIE | As above – may come later in the response | Welfare agencies |
| Number of people displaced | | In order to understand the size and scale of need for shelter & accomm | Welfare agencies |
| Number of displaced people accessing emergency accommodation via Airbnb MOU (if activated) | Airbnb | To coordinate information push via Airbnb. Allows for TAS planning | Welfare agencies |
| Number of Temporary Accommodation Service (TAS) requests received, resolved, placed in TAS supply, with future need, actively managing + occupancy information and throughput (moved back to repaired home) | MBIE – TAS | Understand costs | Welfare and recovery |
| School enrolment numbers (as indicator of those dispersed/displaced) | Schools (via MOE?) | Disruption to children and the wider community (due to childcare obligations) | Welfare and recovery |
| Postal address change numbers (as indicator of those dispersed/displaced) | NZ Post, utilities | Understand displacement into recovery | Welfare and recovery |
| **Population impacts – people** | | | |
| Number of children affected | Education, OT, CDEM | Identify disproportionate effectds | Welfare, education |
| Number of children separated from parents or usual caregivers | OT, Police | Understand the number of unaccompanied minors & why this is happening e.g. damaged school | Welfare, OT |
| Number of iwi affected | TPK | To incorporate into response activities and make any | Welfare, CTRL, Recovery |
| Number of foreign visitors affected | iSite visits/enquiries MFAT/consular enquiries | Meet international obligations, tailor response to specific needs | MBIE, CDEM, TIA, RTOs, MFAT |
| Number of vulnerable people affected (medically dependent, disabilities, older people and aged care facilities, children) | (via registration/needs assessment) | Prioritisation | All of response |
| Number of inquiries / number of those registered as missing or 'alive' in Restoring Family Links | NZ Police NZ Red Cross | ? | Inquiry sub function/NZ police |
| **Population impacts – animals** | | | |
| Number of animals affected | MPI | Understand impacts, allow for logistical support, tailor response activities, planning | MPI, CDEM, local vets, NGOs |
| Number of rural advisory groups (RAGs)/primary sector clusters activated | CDEM Group Welfare Managers? | Allows for rural input and focus | MPI, CDEM, RAGs themselves |
| **Support services available/being provided** | | | |
| Enhanced Taskforce Green (ETFG) status | MPI/MSD | Welfare/PIM purposes | MPI/MSD |

| Welfare information required | Source(s) | Rationale | Audience/purpose |
|---|---|---|---|
| Number of calls to 0800 lines (esp. Healthline and MSD 0800 Government Helpline, if activated) | MOH<br><br>MSD<br><br>Other 0800 line providers (e.g. Federated Farmers) | Understand if response is succeeding & if need is increasing | CTRL |
| Number of people registered at CDCs | CDCs/CDEM | Understand needs – provide needs intel/needs identification | Enables welfare activity and informs response |
| Number of schools closed (and consequent number of children out of school) | Duplicate? – should we merge with school enrolment #s? | Understand disruption to families & effects on children | Response & recovery |
| Status of marae response | TPK/Iwi/CDEM | Understand impact and on, and capability, of iwi | CTRL+Wider response |
| Number of people accessing recovery initiatives (e.g. free GP visits) | MOH | Provides intel on social recovery and on psychosocial need during response. Financial disruption also. | |
| Number and status of farmers/rural families affected (including number of lifestyle blocks affected, whether mi k is having to be dumped, whether they have generators) | (via registration/needs assessment) | | |

### Registration/needs assessment

| | | | |
|---|---|---|---|
| Number of doors knocked/welfare checks made | CDEM Group Welfare Managers (via registration/ needs assessment) | | |
| Number of needs assessed | CDEM Group Welfare Managers (via registration/ needs assessment) | | |
| Number of needs processed (met) | CDEM Group Welfare Managers (via registration/ needs assessment) | | |
| Status of needs assessment (people + animals) | | | |

### Financial assistance

| | | | |
|---|---|---|---|
| Amount paid for Civil Defence payments | MSD | | |
| Amount available in Mayoral Relief Fund | Relevant TA | | |
| Amount collected as part of appeals | NZ Red Cross<br>Salvation Army | | |
| Amount made in other financial assistance payments | Financial assistance sub-function (e.g. IR, ACC) | | |
| Insurance (amount claimed, amount paid out, number of claims, number closed etc.) | ICNZ | | [recovery] |

### CDEM Group/Local Welfare operational status

| | | | |
|---|---|---|---|
| Welfare Coordination Group status | CDEM Group Welfare Managers | | |
| Number of community-led centres stood up (spontaneously established + activated) | | | |

## 3.5 Contribute to the development of the transition plan from response to recovery

Procedure tables / checklists / flowcharts for these sub-tasks

Is there useful content is current SOP?

What do we need to write/develop?

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 issues including:

- 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

### 3.5.1 Provide summary of outstanding welfare/social environment issues and actions

Welfare can support the Intelligence function to summarise the nature/extent of impacts. This will include impacted communities, situations at risk of re-escalation, collective and cascading/downstream impacts for communities.

Welfare can also support combining impact assessments from the response phase into the four recovery environments. Social recovery will be a particular focus for Welfare, followed by economic recovery.

### 3.5.2 Provide list of key welfare/social environment agencies and contacts (particularly if additional to BAU contacts)

Welfare can draw on existing contacts, but should confirm with all agencies who their contacts will be going forward into recovery.

Welfare can use CDEM Group / local welfare connections to identify contacts at those levels where appropriate.

## 3.6  Managing/administer the Welfare function

Procedure tables / checklists / flowcharts for these sub-tasks

Is there useful content is current SOP?

What do we need to write/develop?

### 3.6.1 Set-up and establish the Welfare function

| Establish the Welfare function |
|---|
| Determine the size and scale of the welfare structure required. |
| Ensure Welfare staff are activated. |
| Brief staff as they arrive; Include current overall situation, current situation as it affects the welfare team and their current tasks. |
| Include health and safety considerations. |
| Set up welfare workspace with resources. |
| Call in key agencies that will be required. |
| Determine a Welfare Team roster. |
| **At the initial IMT meeting** |
| Brief the Controller on the current welfare situation. |
| Make any recommendations to the Controller regarding Welfare priorities. |
| **Following initial IMT** |
| Convene the Local Welfare Committee as soon as appropriate. |
| Activate Civil Defence Centres (CDC's) as required (in conjunction with Controller and CDC Supervisor) as per the CDC Activation Plan. |
| Liaise with Community Response Teams to update them on the situation and establish a communications link. |
| Lead the identification of, and planning for, the welfare needs of the affected communities. |
| **Develop Status Report as required** |
| Request Status Reports from sub-function teams and relevant supporting agencies to produce Welfare Status Report. |

### 3.6.2 Establish and maintain daily Welfare function meeting schedule

- Compile a daily (or other frequency) timetable and display as required (hard copy and/or on display screen).

- Consult the NCC Daily Schedule to inform the daily Welfare function schedule, and to avoid or manage clashes of times where possible.
- Check in with the NCC Schedule and the Welfare Manager regularly during the day to capture changes, and ensure the schedule is up to date.

### 3.6.3 Provide Secretariat for NWCG and sub-function meetings

Where possible, NWCG is chaired by the National Welfare Manager. However, if unable to attend it may be chaired by another senior staff member on the Welfare function.

MCDEM is also the responsible agency at the national level for several sub-functions (Household Goods and Services, Registration, Needs Assessment, Shelter and Accommodation). They may hold sub-function meetings.

MCDEM Welfare staff provide secretariat services for NWCG and the sub-functions they are responsible for outside of events. During a response the Welfare function will provide secretariat services.

Secretariat duties include:

a) booking meetings (including all logistics)

b) requesting and collating agency/sub-function updates

c) taking and circulating meeting minutes and actions from meetings

If a one-off or regular teleconference is required (e.g. for a CDEM Group Welfare Managers' Teleconference) liaise with the NCMC Administration Manager to book a telephone conference line and find a suitable room (telephone with speaker and desk space for 2-3 people). If requested, attend the telephone conference and take minutes.

### 3.6.4 Maintain contact lists

(NWCG and CDEM Groups Welfare function/Group Welfare Managers)

Contact lists exist for the NWCG and welfare service agencies. During events the staff leads and those copied in to information will often change, and contact lists must be updated regularly.

At the beginning of a response the Welfare function should confirm the availability of existing contacts, and identify backup contacts where necessary.

Where possible generic contact details should be used, such as generic email addresses for emergency management functions in other agencies.

### 3.6.5 Ensure function staff attend all required meetings

### 3.6.6 Manage the Welfare shared inbox

Keep an eye on email inboxes and if anything that looks urgent comes through, make sure the Welfare Manager/Officer is aware of it.

Ensure each computer's inbox is checked, not just the generic Welfare Inbox. All email sent to individual computers should auto-forward to the Welfare Inbox, but need to be checked from time-to-time.

### 3.6.7 Filing

- All SITReps, Status Updates and Action plans plus other important documents are filed in a lever arch folder marked with the current date.
- Items are filed by day, separated by a one page divider with the day printed in Red (see template folder on S:drive). Change the date and print this out at the end of each day, ready for the next day.
- Documents are filed in date order (most recent on top).
- Write on (or highlight) the Log ID, plus the date and time of the report.

# 3.7 Other items???

## 3.7.1 Personal Logs

As well as the overall Response Log (above), each Welfare 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

## 3.7.2 Monitor staffing, workload and wellbeing

At the beginning of a response, check in with Duty Team staff, if still present. Ensure they are supported in any duty-related tasks they are yet to complete, and identify any welfare related tasks that are yet to be completed.

Identify how many staff are required to complete the tasks, including any particular skills that are required. Pass on staffing requirements to the Response and Logistics Managers for rostering purposes.

During a response:

Every shift, review task assignments to ensure the right amount of people with the right skills are assigned to Welfare function tasks. Pass on any rostering requirements to the Logistics function.

Maintain a consistent schedule for Operations function briefings. Ensure staff have opportunities to raise any questions or concerns.

Ensure all staff take breaks, and are informed when meals and refreshments are available.

## 3.7.3 Handover

Ops SOP includes 'handover' as a step of several of their key tasks, rather than as a task itself.

# Section 4  Appendices

# Appendix A Checklists

## A.1 Welfare Manager Checklist

| Activation | ✔ |
|---|---|
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

| | Ongoing<br>*Ensure the following occurs/is achieved each shift.* |
|---|---|
| 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |
| 6 |  |
| 7 |  |
| 8 |  |
| 9 |  |
| 10 |  |
| 11 |  |
| 12 |  |

| Handover (outgoing) | ✔ |
|---|---|
|  |  |
|  |  |
|  |  |
|  |  |

| Handover (incoming) | ✔ |
|---|---|
|  |  |
|  |  |
|  |  |
|  |  |

## A.2 Welfare Officer Checklist

| Starting a shift | ✔ |
|---|---|
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

| | Ongoing<br>*Ensure you do the following each shift* |
|---|---|
| 1 |  |
| 2 |  |
| 3 |  |
| 4 |  |
| 5 |  |
| 6 |  |
| 7 |  |
| 8 |  |
| 9 |  |
| 10 |  |
| 11 |  |
| 12 |  |

| Finishing a shift | ✔ |
|---|---|
|  |  |
|  |  |
|  |  |
|  |  |

# Appendix B  CDEM Group/local Welfare Structure

The following scalable and modular welfare structure was created by Group Welfare Managers for any response, as part of the Practical Tools for Welfare Resilience Fund Project.

More detail about this structure can be found in the document *2018-Practical Tools Welfare Structure Final - NZL*, available at [add reference / link to EMIS GWM shared workspace].

Key points to note:

- Each box in the structure is a role, <u>not</u> a person – one person may cover multiple roles.
- The National Welfare Liaison role (MCDEM) will only be required in medium/large scale emergencies or exceptional circumstances, and only by agreement between the Group Welfare Manager and Controller.
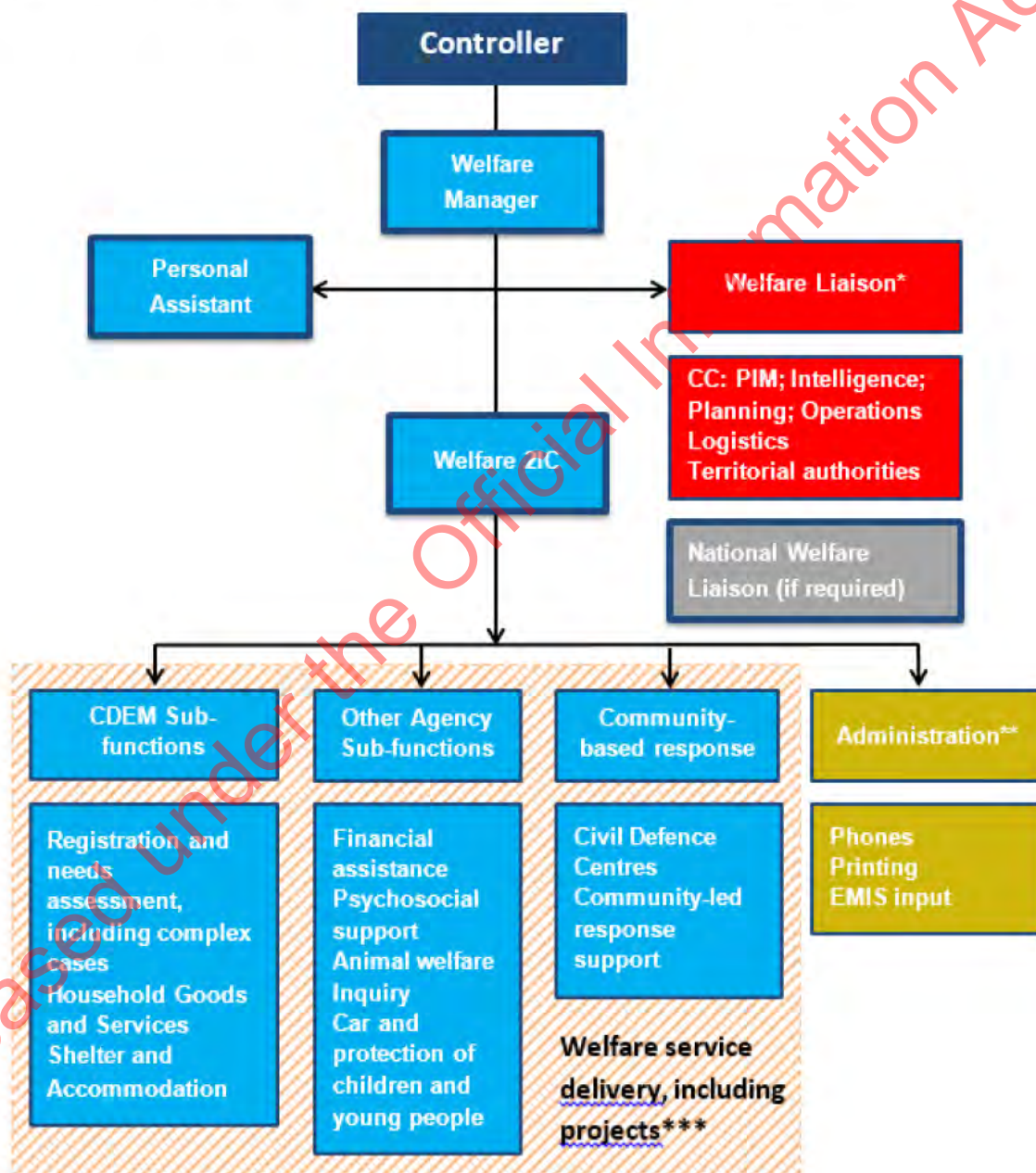


**Notes:**

\*    Liaison can include any or all of the CC functions or agencies listed

\*\*   Administration delivery will be coordinated with the logistics function

\*\*\* Projects are issues and/or specific event driven requirements that are embedded within all the service delivery areas (CDEM sub-functions, Other agency sub-functions and Community-based response).

# Appendix C [Insert]

# NCMC
# REMA Deployment
# Standard Operating Procedure

Version 2.6, 28 March 2017

**Ministry of Civil Defence
& Emergency Management**
Te Rākau Whakamarumaru

# Contents

# Section 1 Introduction

This standard operating procedure (SOP) contains the operational processes and procedures for Regional Coordinators and Senior Regional Emergency Management Advisors, referred to throughout the document as REMAs, before, during and after an emergency.

The aim of this SOP is to provide staff with guidance related to:

- the role of a Duty REMA, and

- key actions for REMAs to complete before, during, and after a deployment.

| Principles | 1. REMAs will be deployed to potential emergencies as soon as practicable. This direction will come from the Director, National Controller or Duty Manager. |

2. REMAs from unaffected regions and appropriate staff from National Office may be deployed as back-up should operations continue over an extended period of time. This is to allow staff to rest and to ensure that MCDEM can maintain longer-term coverage of an affected area.

3. One REMA from each office (Northern, Central and Southern) will be appointed each week as a Duty REMA. The Duty REMAs will be contactable 24/7 and will respond to the MCDEM Duty Officer within 30 minutes of receiving a notice of an emergency in their region and/or NCMC activation.

4. The National Controller will organise a REMA teleconference call as soon as practicable. REMAs from unaffected CDEM Groups are to keep informed of the situation through this teleconference call and monitoring social media networks. REMAs are responsible for keeping the CDEM Groups that they work with informed.

5. The relevant Duty REMA will be the initial point of contact for the MCDEM Duty Team, and will monitor warnings and low-level emergencies across their assigned region.

6. If the situation in a CDEM Group requires MCDEM liaison, the Duty REMA will inform the REMA who works with that CDEM Group and brief them on the situation.

7. If the NCMC is activated and a REMA is available, a REMA will work in the NCMC as REMA liaison. In the first instance, if the Central region is unaffected, this will be a Central Region REMA based in Wellington.

8. If REMAs are deployed, where possible the REMA will be deployed to the Group ECC of the CDEM Group that they work with.

9. If possible REMAs will be deployed in pairs. With the intent that one REMA is to focus on response and the other to focus on recovery.

10. If possible a REMA will be deployed to all activated ECCs and EOCs.

11. REMAs will deploy by vehicle where possible. Other methods of transport may be considered if road access into the affected area is not possible or is too dangerous.

# Section 2 MCDEM Duty roles and responsibilities

This section describes the MCDEM Duty roles and responsibilities when a situation occurs.

| Role | Responsibility |
|------|----------------|
| REMA(s) who are in affected area | a) Ensure own and immediate family's safety. <br> b) Establish contact with affected Group <br> c) Call Duty Officer on <sup>s6(a)</sup> [redacted] or the Duty Officer's own mobile number and report the emergency. <br> d) Discuss situation and whether declaration is necessary / required <br> e) If a declaration is imminent advise NCMC or Duty Officer by whom, time and date and correct procedures used, including reasons for declaring (see DGL 13/12 Declaration 2012 – Director's Guidelines for CDEM Sector) <br> f) Advise NCMC/Duty Officer, Regional Coordinator/Manager Development and discuss whether deployment necessary <br> g) Deploy to ECC or EOC if required |
| Duty REMA | a) Act as 24/7 contact point between MCDEM and respective regional CDEM Groups <br> b) Act upon notification from Duty Officer <br> c) Establish contact with the affected Group(s) <br> d) Monitor situation and advise Duty Officer. <br> e) Handover to the REMA who works with that CDEM Group (if available) if ongoing liaison is required. |
| REMA who works with that CDEM Group | a) Handover from Duty REMA (if available) when ongoing liaison is required. <br> b) Establish contact with Group(s) <br> c) Act as conduit between MCDEM and the CDEM Group(s) <br> d) When able for deployment to their assigned CDEM Group(s), deploy within two hours |
| REMAs from unaffected CDEM Groups | a) Await further information from Duty REMA or Regional Coordinator. Do not call MCDEM Duty Officer. <br> b) If necessary, contact assigned Group(s) and advise that information will be available as soon as it comes to hand <br> c) Monitor the media for information about the emergency and advise Duty Manager or NCMC via email (or phone if considered urgent) <br> d) Standby for possible deployment should a rotation of deployed staff be required |

| Role | Responsibility |
|------|----------------|
| Deployed REMA | • Report regularly to the NCMC REMA Liaison (if activated), NCMC Operations Manager, Response Manager or National Controller<br>• Act as the Director's representative to the affected CDEM Group during an emergency<br>• Monitor the performance of the CDEM Group<br>• Ensure compliance with National Action Plan<br>• Support the ECC/EOC and Local or Group Controller by providing advice, facilitating response actions and connecting them with national response agencies.<br>• Support the Recovery Manager by providing advice, facilitating recovery activities and connecting them with national agencies.<br>• Facilitate and support any additional local government emergency management expertise made available e.g. EMOs, Lifeline expertise, etc.<br>• Undertake tasks from NCMC as requested |
| NCMC REMA Liaison (as a branch of NCMC Operations) | • If available a REMA will work in the NCMC to liaise with the REMAs<br>• Inform REMAs of upcoming teleconferences (and phone and pin number) and text to ensure REMAs available just before teleconference starts.<br>• Elevate any issues on behalf of REMAs to National Controller or Director<br>• Keep all REMAs informed so they can update the CDEM Groups<br>• Assist to formulate a REMA rotation roster for extended deployments to be approved by the National Controller. |
| Duty Manager or National Controller | • Direct and coordinate REMA deployment<br>• Host REMA conference calls (and CDEM Group Controller conference calls) |
| Duty Officer | • Inform Duty REMA of the onset of an emergency (see Appendix B Event Notification – Quick Guide)<br>• Seeks information from Duty REMA<br>• Hands over to NCMC Operations Manager when NCMC activated. |
| Manager, Development Unit | • Direct REMAs from unaffected regions to rotate and rest staff.<br>• Ensure wellbeing of deployed REMAs.<br>• Point of Contact for deployed REMAs (if NCMC not activated).<br>• Track REMAs locations (if NCMC not activated) |
| Regional Coordinator | • Ensure wellbeing of REMA staff deployed within their region. |
| NCMC Operations Desk | • Point of contact for deployed REMAs<br>• Monitors REMA situation.<br>• Arranges REMA changeovers. |

Note: A dedicated Duty Team teleconference number exists for onset of new emergencies. REMAs can call into this teleconference when notified by the Duty Officer s6(a)

# Section 3 Deployment readiness

This section describes the measures that REMAs need to take to be ready for deployment within the required times.

## Timeframes

REMAs can expect to be deployed at short notice at any time.

REMAs will be required to contact CDEM Groups within 30 minutes of being aware of an emergency in their region, or activation of the NCMC, and then update the Duty Officer or NCMC Operations.

REMAs should be ready to deploy within two hours of being directed to do so.

## Readiness tasks

REMAs are to make the following preparations during business as usual:

- have their family and personal lives arranged such that they can deploy at short notice

- maintain vehicle fuel at least half full

- ensure that vehicle is fully serviced regularly according to manufacturers stated servicing requirements, and vehicle communications equipment, PPE, and kit are ready (see Appendix A  *Vehicle and PPE* checklist on page 19)

- have a pre-prepared list of personal items e.g. clothing, toiletries, and medication, and other items required for deployments of up to 7 days duration.

**Readiness checklist**

The checklist below can be used to ensure that REMA equipment is ready for deployment.

**Table 1 Deployment readiness checklist**

| Item | | Completed |
|---|---|---|
| Mobile Phone | • Chargers carried (12V, 240V and battery pack). | ☐ |
| | • Phone maintained fully charged and operational | ☐ |
| Iridium Go Satellite Phone | • Phone tested monthly. | ☐ |
| | • Competent using phone and PIN number. | ☐ |
| VHF Handheld | • Maintain lists of CD and ES band frequencies allocations to organisations throughout New Zealand. | ☐ |
| Contact List | • Hard copy of contact details for CDEM organisations, including Mayors, CEOs, Controllers, CDEM staff, Recovery Managers and CDEM staff. | ☐ |

| Item | | Completed |
|------|------|:---:|
| Documentation | • Hard copy of CDEM Act and National Civil Defence Plan and Guide available. | ☐ |
| Vehicle | • Vehicle fuel tank maintained at least half full | ☐ |
| | • Vehicle service up to date | ☐ |
| Laptop | • Laptop maintained in operating conditioning and all programmes current. | ☐ |
| | • Ability to access email and internet maintained using mobile phone hotspot and local wireless network. | ☐ |
| Medication | • Sufficient to last for deployment (Up to max of 7 days). | ☐ |
| Domestic arrangements | • Home arrangements are in place, and fully understood by family. | ☐ |
| Protective clothing | • PPE Kit maintained including wet weather gear, boots, gumboots, jackets, helmet, Hi Viz vest etc. | ☐ |
| MCDEM apparel | • MCDEM jacket | ☐ |
| | • MCDEM shirts | ☐ |
| MCDEM ID | • MCDEM Business Cards | ☐ |
| | • MCDEM name tag (identification badge) | ☐ |
| | • MCDEM magnetic signs (if using vehicle) | ☐ |
| REMA Handbook | • A5 REMA Handbook | ☐ |

# Section 4 Pre-deployment

This section details REMA actions when required to deploy.

Means of travel

Vehicles are used as the primary means of travel for deployment.

Air travel is used for inter-island deployments, where time restraints preclude driving, for when roads are impassable, or health and safety risk is high.

Deployment numbers

The need for deployment numbers is assessed as part of the pre-deployment procedure (see page 10).

In most cases, REMAs will be deployed on an individual basis, though multiple REMAs may be deployed to CDEM Groups in a widespread emergency.  Consideration may be given to deploy 2 or more REMAs for health and safety reasons or due to the magnitude of the emergency. Multiple REMAs might be deployed to a single CDEM Group if:

- The ECC and multiple EOCs within the CDEM Group have activated, and require a REMA presence

- the emergency has had a severe impact on the affected area

- the impact of the event, response size and operating tempo within an ECC/EOC are such that a single REMA may not be able to adequately cover the activity.

Health and safety

MCDEM management and individual REMAs both have a number of responsibilities with regard to health and safety.  These include:-

- providing and maintaining a safe working environment at all times during the deployment

- ensuring that systems and procedures during the period of deployment do not lead to REMAs being unnecessarily exposed to hazards or risks

- having a current first aid certificate

- having operative communications

- ensuring the REMAs have procedures for dealing with emergencies during deployments and are trained and equipped appropriately

- ensuring that vehicles, as a place of work, are appropriate for the deployment being undertaken.

- reporting incidents, near misses and any other aspects of risk to MCDEM Health & Safety team.

**Note:** Following the pre-deployment procedure on page 10 will help ensure that the requirements for health and safety are considered and met.

## Pre-deployment procedure

Follow the procedure below to assess the conditions for deployment, and ensure (if deployment is confirmed) that:

- arrangements are in place, and
- vehicle and kit are ready.

**Table 2 Pre-deployment procedure**

| Step | Action |
|---|---|
| 1 | Assess conditions for deployment (as below) |
| | Check weather forecast for:<br>• Travel whilst en route to impacted area, and<br>• For the period of deployment |
| | Determine the mode of transport intended to be used for deployment.<br>• Ministry vehicle / rental<br>• Flying into affected area and rental vehicle<br>• Other means |
| | Assess the known road conditions for the intended route of travel.<br>• Check information from AA, NZTA and local authorities<br>• Likely changes to road conditions whilst deploying |
| | Determine the expected hazards whilst travelling to the area of deployment.<br>Consider:<br>• knowledge of area travelling through<br>• heavy rain / flooding,<br>• rapidly changing road conditions,<br>• debris on roads, slips and washouts<br>• darkness<br>• isolation and lack of communications<br>• ice and snow<br>• severe wind<br>• others |
| | Determine whether it is safe for the REMA to travel unaccompanied.<br>Consider whether a second person to accompany the REMA is required to reduce risk and improve safety. |
| | Determine if REMA is fit for duty (particularly if driving). Consider:<br>• Sleep and level of fatigue<br>• Time of day<br>• Alcohol and drugs<br>• Other |
| | Consider whether the MCDEM vehicle is appropriate for the conditions. Would another type of vehicle be suitable and if so what type?<br>Based on hazard assessment, decide if it is safe to travel vehicle (and allocated or rental vehicle). |
| 2 | Discuss above conditions with Duty Officer, Duty Manager, or National Controller and agree whether to deploy or not and the means of deployment. |

| Step | Action |
|------|--------|
| If decision to deploy and mode of transport is confirmed… | |
| 3 | Operations Manager (or Duty Officer if NCMC is not activated) ensures that a deployment briefing is undertaken with the deploying REMA, discussing the proposed travel route and establishes an agreed communication and reporting schedule. |
| 4 | Arrange accommodation and alternative travel (if not using MCDEM vehicle) through MCDEM Admin or NCMC Logistics function (if NCMC activated). |
| 5 | Complete audit of vehicle and PPE equipment for deployment. |
| 6 | Check communications equipment:<br>• Mobile Phone – handsfree or bluetooth operational.  (Consider areas of route to be driven where coverage is not available and whether the network is operational). Note that text messages do not get notified in some vehicles whilst vehicle is operating<br>• Satellite phone – not suitable while mobile and limited coverage |
| 7 | Inform family and relevant friends of the deployment, including deployment time, location, contact details and expected return date. |

# Section 5 Response and REMA Deployment

This section details response actions for REMAs including actions while on deployment.

**REMA's role**    During a deployment, the REMA's role is to:

- provide advice to the Controller(s) and others

- maintain an overview of the impact of the emergency and the local response and preparations for recovery

- provide reports (possibly via teleconference) to the NCMC (and others as requested)

- monitor central and local government response and assess risk to central government

- assess emergency management performance

- broker and facilitate resolution of complex issues

- act as Director's representative on the ground

- support the coordination of Ministerial visits, and

- coordinate any local/central government emergency management expertise.

Using the checklist on page 15 will help ensure that these responsibilities are met.

## *REMA involvement in Response*

## *REMA Operational Rhythm*

The operational rhythm will be established at the start of the response by the respective Controller, to take account of timings for:

- Controller conference calls
- Incident Management Team (IMT) briefings
- Media briefings
- Situation Report (SitRep) reporting
- Action Plan reporting
- REMA Teleconferences

The timings are to be sent out to all REMAs to inform them of their requirements (by the NCMC REMA Liaison if activated in the NCMC).

## *REMA Teleconferences*

The purpose of the REMA teleconferences are:

- to hold frank and open discussions about any issues with the response
- for the REMAs to informally update the National Controller of big ticket items, issues/concerns and assistance required from national level
- to keep the REMAs informed and up-to-date of national response actions

- to informally check the wellbeing of the deployed REMAs
- to ensure that all of the REMAs receive consistent information and are on the same page.

Attendees at these teleconferences should only be MCDEM staff, and may include the National Controller, NCMC Response Manager and the National Controller assistant.

At the start of the teleconference it needs to be stated who all of the attendees are, and who else is overhearing any discussions.

Action points from the teleconference are to be noted and distributed to all REMAs. Discretion should be used around recording any controversial comments or contentious issues.

## *Communicating with REMAs during response*

### Communication methods

Contact with deployed REMAs should be through phone and text, with emails used for non-urgent information. REMAs will not always be at a computer, or able to regularly check emails. The REMA roster should be checked before phoning the REMAs to ensure that they are not off duty (especially after hours). Though every effort should be made to phone and speak to the REMAs rather than rely on emails or text during response.

### Updates for REMAs in the field

SitReps, Action Plans, notes from teleconferences should be sent to all REMAs so that they have a copy of all relevant documentation. It is important that notes from teleconferences are sent to the REMAs with the date and time of next teleconference call in case they are unable to attend any teleconference and details change.

REMAs should be sent a text message of upcoming teleconference (including teleconference number to dial in on) before each teleconference.

### Information in and out of NCMC

REMAs should discuss response issues/concerns with the National Controller or NCMC Response Manager informally in the first instance. If follow up documentation is required this should be emailed to the National Controller.

Correspondence being sent from MCDEM or the NCMC to affected local authority Mayors or Chief Executives should be copied to the REMAs working in the area so that they are kept informed and can follow up as required.

REMAs should be notified on impending VIP visits, government officials, etc., even if there is no action required of them.

## *Response Activities Timesheet*

All REMAs should keep a track of response actions and timings to provide a daily log of actions and decisions made throughout an event. This also provides details for overtime / time off in lieu after an event.

## *Administration while on deployment*

| | |
|---|---|
| Rostering | The NCMC has the responsibility for rostering REMAs in an extended response including determining the duration of REMA deployment. This will be done by the Regional Coordinators, in conjunction with the NCMC REMA Liaison (if activated) and as far as possible, the aim will be that REMAs should not work more than 12 continuous hours a day, and no longer than 5 continuous days in the response phase. |
| | In order to ensure that REMAs physical, mental and emotional wellbeing needs are being monitored the Manager Development will contact the deployed REMA at regular intervals to ascertain REMA levels of wellbeing. REMAs will be rotated on a frequent basis to ensure that staff are rested. REMAs may be redeployed back to the affected area for further shifts. |
| | REMAs need to inform of any unavailability or limitations that might affect roster planning |
| | The draft roster is to be sent out to all REMAs before being finalised |
| | REMAs are to notify of any issues with the roster as soon as possible |
| | The finalised roster is to be sent out to all REMAs and distributed throughout the NCMC |
| | NCMC Logistics are to liaise with the respective REMAs about travel requirements |
| Purchase cards | REMAs are issued with departmental purchase cards. Purchase cards can be used to pay for accommodation, meals, fuel (where fuel cards use is not possible) and other work-related expenses. Limits may be increased during an emergency. |
| | **Note:** The DPMC cost code for response costs is s9(2)(i) |
| Fuel cards | REMAs are issued with Z, BP and Mobil fuel cards.  When refuelling their vehicles, REMAs are to use Z, BP and Mobil petrol stations where available. Only fuel is to be purchased using a fuel card.  Other vehicle related items are to be purchased using a DPMC purchase card (This includes fuel when using rental cars). All receipts are to be kept on file. |
| Cash claims | On occasion, REMAs will not be able to make necessary purchases using their DPMC purchase cards.  If a REMA uses their own money for a work-related expense, this can be claimed back by using the online DPMC expense claim form.  Receipts are necessary. |
| | Note – the DPMC cost code for response costs is s9(2)(i) |

## Using EMIS

EMIS can be used remotely at emergency locations for the following purposes:

- to access information from the emergency location (local portal)
- to view NCMC emergency information
- to store emergency specific documentation at either of the above locations
- to log messages on the NCMC emergency site if required

**Ongoing EMIS support during emergencies**

If there are any issues (pages not loading, error messages, etc.) with EMIS during the emergency, the MCDEM EMIS Support Team, or NCMC Logistics (if NCMC activated) or MCDEM Duty Officer must be contacted for assistance.

## Deployment procedure (upon arrival)

Follow the procedure below to ensure that key actions are completed upon arrival in the affected area.

**Table 3 Deployment procedure (upon arrival)**

| Step | Action |
|------|--------|
| 1 | Report into the ECC/EOC and get a report on the current situation and action plans. |
| 2 | Report to NCMC Operations (or NCMC REMA Liaison if activated) upon arrival in affected area (<sup>s6(a)</sup>) to advise NCMC that have arrived safely and update the current situation and REMA initial plan of action. |
| 3 | Check in at accommodation and ensure vehicle is parked safely at all times. Maintain preparedness (personal, vehicle, equipment). |
| 4 | If a declaration has been made, check that:<br>• the correct declaration form has been used<br>• the declaration covers the correct legal title<br>• the form has been dated correctly<br>• the form has been signed by an authorised person, and<br>• arrangements are in place for the declaration to be Gazetted.<br>Ensure a copy is forwarded to NCMC Operations or Duty Manager. |
| 5 | Ensure a Civil Defence Emergency Expenditure (CDEE) cost code is established and processes are in place to manage the collation and processing of all costs associated with the response. |

## Deployment checklist (for in the ECC/EOC)

The checklist below can be used to guide REMA support the ECC/EOC.

**Table 4 Deployment checklist (for in the ECC/EOC)**

| Item | Completed |
|---|---|
| Lead agency identified and clear | ☐ |
| Declaration discussed (or if already in place copy of paperwork) | ☐ |
| Status of the ECC/EOC clear | ☐ |
| Operational Priorities and Objectives set | ☐ |
| CIMS structure (stating staff filling what roles) visible | ☐ |
| Operational period set | ☐ |
| Operational Rhythm set (SitRep/Action Plan reporting times, Briefing times, etc.) | ☐ |
| Impact Assessment underway | ☐ |
| Any communities that have not been able to contact or have not heard from | ☐ |
| Emergency situation clear for all to see and readily understandable (maps etc.) | ☐ |
| Original Status Report available | ☐ |
| Operational Planning underway | ☐ |
| Long Term / Strategic / Consequence Planning underway (and resource available to ensure adequate planning) | ☐ |
| All relevant parties informed and kept up to date (TAs, Group, National) | ☐ |
| All controllers informed (conference call needed?) | ☐ |
| Correct Agency representation in the ECC/EOC | ☐ |
| Desk managers appointed and identifiable | ☐ |
| Emergency services activated | ☐ |
| Lifelines activated | ☐ |
| Welfare component set up | ☐ |
| Security at ECC/EOC established | ☐ |
| EMIS portal set up | ☐ |
| Communications plan in place (what are the phone and email contacts) | ☐ |
| Dedicated cell phones for Controller and Section Managers | ☐ |
| Financial delegations in place | ☐ |
| Cost code set up for finance tracking | ☐ |
| Staff shifts organised (additional staff required?) | ☐ |
| Elected Officials briefed | ☐ |
| PIM involved and messaging underway (including website updates) | ☐ |
| Messages consistent within the Group | ☐ |
| Recovery Manager involved and recovery planning underway | ☐ |

| Item | Completed |
|---|---|
| If Recovery Transition Notice required paperwork completed correctly | ☐ |
| Any risks to Government? | ☐ |
| Any resources needed? | ☐ |
| Community briefings / public meetings needed? | ☐ |

# Section 6 After a deployment

This section covers key REMA tasks post-deployment, including:

- supporting the CDEM Group / local authorities in recovery, and
- debrief, review, and return to business as usual for REMAs

## Recovery for the affected CDEM Group / local authority

During a response, REMAs need to ensure the affected local authorities consider recovery, and have initiated a recovery process. Even if there has been no state of emergency declared, there may be a need for a Transition Notice, but at least planning for recovery is required.

Recovery may be of longer duration and not have the same urgency as the response phase. Therefore, it is important to ensure arrangements and procedures are in place.

**REMA's role**

REMAs will continue to be involved in the recovery process, especially as the deployed REMAs have the first-hand knowledge of what occurred in Response, and how these actions transition, and sometimes continue, into Recovery.

The majority of recovery work will be managed from the office with regular travel to the affected area.

During a recovery, the REMA's role is to:

- advise on the Transition Notice requirements and process
- provide advice to CDEM Group/Local Recovery Managers across all recovery task groups and relevant subtask groups (including information on expenditure and government assistance).
- provide contacts to CDEM Group and/or Local Recovery Managers, support recovery work and assist with the development of a recovery programme.
- advise and facilitate the work of the National Recovery Manager/National Recovery Office (if established), including the provision of update reports.

**Claims**

The deployed REMA will be involved in the claims process, especially as the deployed REMA(s) have the first-hand knowledge of what occurred in response and recovery.

The REMA is to:

- provide advice and templates (where required) to oversee the Response and Recovery Civil Defence Emergency Expenditure claims process.
- check that costs being claimed are processed and managed in accordance with MCDEM guidelines.

## Return to business as usual

Upon returning to office deployed REMAs will:

- collate and authorise expenditures incurred by the REMAs.
- liaise with the Manager Development regarding the need for time in lieu and staff support.
- review business as usual work load priorities.

**Post-deployment checklist**

The checklist below can be used to ensure that post-deployment administration tasks are completed.

**Table 5 Post-deployment checklist**

| Item | Completed |
|---|---|
| On completion of the deployment check car kit, communications equipment and personal equipment, replenish or replace to ensure serviceability for the future. | ☐ |
| Report any near misses in respect of health and safety during the deployment and fill in the appropriate form(s). | ☐ |
| File all response documentation into the DPMC iManage system (ensure response event folder is created if not already in existence) | ☐ |
| Complete Response Activities Timesheet for event tracking and overtime claim purposes | ☐ |
| Ensure all expenses incurred on MCDEM purchase card are coded to the response code.<br>Note – the DPMC cost code for Response Costs is s9(2)(i) | ☐ |

**Debriefs and lessons learned**

The Manager, Development Unit and Regional Coordinators should undertake personal debriefs with their respective deployed REMAs to:

- check if any psychological support (EPA) support is required
- check if any family support is required, and
- identify issues or lessons which would impact on future deployments.

REMAs will be involved in operational debriefs to the response (CDEM Group/TLA and NCMC/MCDEM levels).

Deployed REMAs should provide a presentation for MCDEM staff and applicable support agencies (and others interested) on the emergency and lessons learnt.

# Appendix A  Vehicle and PPE checklist

Name:

Date:

Car Registration:

Car Kilometres:

Next service due at kilometres:

| Item | Completed | Needed | Not Needed |
|---|---|---|---|
| **Vehicle** | | | |
| Vehicle fully serviced | Yes | ☐ | ☐ |
| Fuel card(s) current (BP, Mobil, Z) | Yes | ☐ | ☐ |
| Warrant of Fitness current (Expires on…………………………..) | Yes | ☐ | ☐ |
| Registration current (Expires on…………………………..) | Yes | ☐ | ☐ |
| **Communications** | | | |
| Mobile phone and 240V charger | Yes | ☐ | ☐ |
| 12V car charger cable | Yes | ☐ | ☐ |
| Satellite phone and charger | Yes | ☐ | ☐ |
| Satellite phone tested monthly | Yes | ☐ | ☐ |
| Handheld VHF radio and charger | Yes | ☐ | ☐ |
| VHF ES band radio in vehicle operational | Yes | ☐ | ☐ |
| **PPE** | | | |
| Reflective Hi-Viz vest (Outdoors use) | Yes | ☐ | ☐ |
| Reflective vest (EOC use) | Yes | ☐ | ☐ |
| Wet weather gear (jacket & over trousers) | Yes | ☐ | ☐ |
| Heavy duty water proof jacket and lining | Yes | ☐ | ☐ |
| Safety helmet | Yes | ☐ | ☐ |
| Heavy Duty work boots | Yes | ☐ | ☐ |
| Gumboots | Yes | ☐ | ☐ |
| **Vehicle Emergency Kit** | | | |
| Tow rope | Yes | ☐ | ☐ |
| Torch | Yes | ☐ | ☐ |
| Tool kit | Yes | ☐ | ☐ |
| Emergency windscreen | Yes | ☐ | ☐ |
| Water (approx 3 litres) | Yes | ☐ | ☐ |
| MCDEM magnetic signs | Yes | ☐ | ☐ |
| Fire extinguisher | Yes | ☐ | ☐ |

| Item | Completed | Needed | Not Needed |
|---|---|---|---|
| Jumper leads | Yes | ☐ | ☐ |
| Leather gloves | Yes | ☐ | ☐ |
| Hand cleaner | Yes | ☐ | ☐ |
| Chains (where applicable) | Yes | ☐ | ☐ |
| Foil survival blanket | Yes | ☐ | ☐ |
| Comprehensive first aid kit | Yes | ☐ | ☐ |
| Dust mask with filters | Yes | ☐ | ☐ |
| Navman and charger | Yes | ☐ | ☐ |

# Appendix B Event Notification – Quick Guide     Duty REMA

## 1. Notification of an event

When an event of interest to the Duty Team occurs, you will receive notifications on your phone. These notifications will be either:

- automatically generated by the National Warning System platform (i.e. following receipt of a message from a monitoring agency (GeoNet, PTWC) that meets certain thresholds), or

- initiated by the Duty Manager or Duty Officer.

### What you'll see

The initial notifications will look like this.

**Note:** The examples below are for a tsunami event.

| Text message | Email message | Pre-recorded voice message |
|---|---|---|
| Dear **s9(2)(a)** <br><br> A PTWC alert has been received by Whispir. Please evaluate this alert using the following link: <br><br> **s6(a)** <br><br> Click on the link to open the Hazard Notification Form | MCDEM National Warning System <br> Hazard Notification Form- Tsunami: Regional and Distant     Mon 7:56 <br><br> Tue 14/02/2017 7:30 PM <br> MCDEM National Warning System **s6(a)** <br> Hazard Notification Form- Tsunami: Regional and Distant <br> To **s9(2)(a)** <br><br> **Ministry of Civil Defence & Emergency Management** <br><br> Dear **s9(2)(a)** <br><br> ...ated PTWC notification has been received by ... <br> ...Duty Manager should process the Hazard ...n Form. All other Duty Team members ...ase be aware of the details of the Hazard and wait ...the Conference call to discuss. <br><br> ...se evaluate this notification using the following link: <br><br> **s6(a)** <br><br> You are recieving this email because you are currently on Duty for the Ministry of Civil Defence and Emergency Management. If you have swapped shifts but did not update your details please forward this email on to the appropriate Duty Team member. | [ROBOT VOICE]: <br><br> "An automated alert has been received by the Duty Team. Please refer to the hazard notification form in your SMS or e-mail." |

The SMS and email will have a link to a Hazard Notification Form (see next page), which includes details of the event, and guides the Duty Manager through some initial decision-making.

## The Hazard Notification Form

The Hazard Notification Form will look like this.

**Note:** The example below is for a tsunami event.

**Note:** If you are viewing it on your smartphone, you will need to scroll down to see all the elements.



# Tsunami - Regional and Distant Hazard Notification

A PTWC Tsunami - Regional and Distant has been received with the following information:

## Details of the Event

Magnitude
9.10

Event Depth
20 KM / 12 MILES

Event Origin Time
2100 UTC FEB 15 2017

Event Location
TONGA REGION

Event Co-ordinates
23.6 SOUTH 175.5 WEST

Whispir ID
22543

*Relevant event data is displayed here*

VIEW TSUNAMI RESPONSE INDICATORS

**DUTY MANAGER: Do you want to create a new event?**

...en to continue with the notification and evaluation process.

...sed to send an email to the Duty Team to stand down and stop any
...ion by Whispir. This option should be chosen if this message is a
... of an aftershock, an information update, or is an event that does not
... o be discussed by the Duty Team.

*Only the MCDEM Duty Manager uses these buttons.*

| Open | Closed |
|------|--------|

| Next |
|------|

**Important note:** The **Duty Manager ONLY** selects buttons on the hazard notification form. All Duty Team members receive the same forms so they can all view the relevant information, and provide redundancy (e.g. if the Duty Manager is unavailable, the Duty Officer is able to lead decision-making).

## 2. Next steps

When you receive the Hazard Notification Form:

1. Check work email and relevant websites for more information about the event.

2. Advise the relevant REMA/s for the affected CDEM Group of situation

3. Relevant REMA's to make contact with CDEM Groups, and gather information from them.

4. Relevant REMA's inform CDEM Groups that the MCDEM Duty Team has been notified and is assessing.

5. Await Duty Manager's conference call.

## 3. Duty Manager's conference call

As part of the decision-making process, the Duty Manager initiates a conference call with the Duty Team and relevant advisors (e.g. the GNS Duty Seismologist) to discuss the event and make initial decisions, including whether to issue a National Advisory or Warning, and whether to activate the NCMC.

You will receive a phone call within 5 minutes of receiving the Hazard Notification Form.



To join, answer the call and follow the automatic prompts.

### *SMS and email with dialling in codes*

You will also be sent an SMS and email with a phone number and PIN (shown below), so you can dial in when you're able.

> F: You are required to join the Duty Team Teleconference. Please join the call using the following details:
>
> s6(a)

This is useful if you miss the call, need to pass the details on to another person, or need to jump off and on the call again.

*During the conference call*

The Duty Manager leads the conference call.

Your actions:

1. Indicate your presence on the conference call when prompted by the Duty Manager.

2. At the request of the Duty Manager, provide the latest information you have form CDEM Groups, and any advice on the developing situation and further actions required.

## 4. Further steps

The Duty Manager will close the conference call.

Your actions:

3. Advise other REMAs of actions from Duty Managers conference call

4. Relevant REMA to make contact with CDEM Groups, and inform them of any relevant Duty Team actions and decisions made (e.g. regarding the NCMC, and schedule for the first Controller's teleconference (if known)).

5. Gather any new information or developments from Groups, and inform the Duty Manager / Officer / Manager, Development, other relevant people as appropriate.

6. Refer to *REMA Deployment SOP* (this document).

# MCDEM Response Management Concept of Operations

**May 2018**

| Version | Prepared by | | Approved by | |
| | Name & title | Date | Name & title | Date |
|---|---|---|---|---|
| 1.0 | Jo Guard, Team Leader National Operation | 10 May 2018 | David Coetzee, Manager Capability & Operations | 10 May 2018 |

# Contents

# Section 1 Overview

## 1.1 Introduction

This document describes the modular and scalable framework used by the Ministry of Civil Defence & Emergency Management (MCDEM) for response to potential, emerging or actual emergencies.

It is based on the Coordinated Incident Management System (CIMS) 2nd Edition and best practice principles to enable efficient and effective coordination of response efforts to ensure public safety, protect human life, alleviate suffering, and support the early restoration of disrupted services.

## 1.2 Purpose

The purpose of this document is to:

- enable a central government response methodology for both
  - smaller-scale emergencies managed by local authorities, and
  - large-scale emergencies that are beyond the capacity of local authorities.
- ensure that MCDEM's response management approach is appropriate to the requirements of the event.
- ensure that the use of functions during a response provides the appropriate levels of coordination and information flow required.[1]
- outline the transition process between the response management Modes.
- ensure the transition process is conducted efficiently and effectively.
- ensure effective coordination at local, regional and national levels.

## 1.3 Scope

This document applies to MCDEM led responses to potential, emerging or actual emergencies. Detailed implementation guidance for this document can be found in the functional Standard Operating Procedures (SOPs).

## 1.4 Intended audience

The audience for this document includes all organisations involved in the response to emergencies at a national level, inclusive of, but not limited to the following:

- MCDEM Staff
- CDEM Groups
- central government agencies
- private sector organisations

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[1] Each function has a SOP for its operations across all modes. These supporting SOPs are to be read in conjunction with this Concept of Operations.

- Non-Government Organisations.

## 1.5 References

This document should be read in conjunction with:

- CDEM Act 2002
- The Guide to the National Civil Defence Emergency Management Plan, 2015
- National Security System Handbook
- Coordinated Incident Management System (CIMS) 2nd Edition
- MCDEM Response Management Directors Guideline
- National Tsunami Advisory and Warning plan
- MCDEM Response Management Function SOPs.

## 1.6 Document control

This document is owned by the Manager, Capability and Operations and is subject to periodic review. Normal MCDEM change management protocols apply.

## 1.7 Document structure

This document has the following sections:

- Section 1 Overview
- Section 2 Underlying foundations
- Section 3 Coordination Centres
- Section 4 Response Framework
- Section 5 Appendices
  - Appendix A Operational cycle
  - Appendix B MCDEM response management activation flowchart
  - Appendix C Key Tasks by Mode
  - Appendix D Key Outputs by Mode

# Section 2 Underlying foundations

## 2.1 Introduction

MCDEM has adopted a modular and scalable approach to activation of its response management arrangements. This approach uses four Modes of activation to ensure prompt and appropriate levels of national coordination are available in order to proactively respond to all-hazard incidents, events or emergencies.

The following sections highlight the underlying foundations that underpin MCDEM's response management framework.

## 2.2 Principles

The MCDEM Response Management Concept of Operations applies the following key principles:

- **All hazards – all risks approach** – modular and scalable, yet standardised response management system for all hazards and risks.

- **Subsidiarity** – local and regional entities should primarily be responsible for managing events in their local area. Decisions should be taken at the lowest appropriate level, with coordination at the highest necessary level.

- **Direction** – clarity of purpose is achieved through a strategic aim and supporting objectives that are agreed, understood and sustained by all involved (management by objectives).

- **Risk based approach to decision making** – ongoing risk identification and analysis is essential for anticipation and management of the direct, indirect and interdependent consequences of emergencies. Applied foresight is vital for anticipating the next stage(s) in a response, and should be based upon the best available information.

- **Integrated** – all relevant organisations should be brought together as early as possible in order to produce a coherent and integrated effort. Cooperation and collaboration are dependent on positive engagement and information sharing between all agencies and at all levels

- **Forward leaning** – support to CDEM Groups and agencies should be proactively offered / provided wherever possible.

- **Escalate early** – efforts are scaled proactively to potential threats and/or events. Foresight provides information upon which sound decisions can be based.

- **Information sharing** – information sharing is critical to an effective emergency response. It enables collective understanding of the situation based on the best information shared between all response agencies. Data and information should be used to gain a national picture and support decision-making without overburdening local or regional responders. Relevant information should also be proactively provided to the public in a timely manner.

## 2.3 Coordination structure

The MCDEM response management system is based upon the CIMS functional system and consists of the following functional components:



Recovery, Policy and International functions are in addition to those found within the CIMS 2nd Edition as noted in the diagram above.

- The **Recovery function** is responsible for coordinating transition from response to recovery, recovery planning, providing recovery guidance and input to response decision making, and establishing/initiating the necessary long term recovery capacity.

- The **International function** is responsible for coordinating international offers of, and requests for assistance (government and non-government), and facilitating communication with international stakeholders.

- The **Policy function** is responsible for providing policy guidance and input to response decision making. It also provides Ministerial support.

To achieve more effective coordination, functional groups should be staffed by members of relevant agencies and sector cluster groups. Leadership of functional and cluster groups is based on organisational strengths and mandated responsibilities of agencies. Joint leadership consistent with the principles of unified control[2] is adopted if appropriate. Technical / functional experts are shared across functional teams, agencies and clusters as required.

## 2.4 Operational cycle

An operational cycle provides a consistent rhythm and structure for the functions and staff to understand what outputs are required in order to support response management decision making. The operational cycle compliments the National Action Plan. It provides an overview of the key outputs required to meet the objectives set by the National Controller / Response Manager.

Unlike agencies at the local/operational level, national coordination does not directly manage activities / actions. The tempo of operations at the national level should therefore be slower and more deliberate.

At the national level, MCDEM operates to a daily operational cycle. This is not to be confused with the operational period that applies to the duration of an Action Plan. The daily operation cycle is focused on:

- monitoring the current situation and implementation of the current response plan;

- addressing immediate issues / problems;

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2 Unified control is when the control of an incident is shared between two or more agencies by agreement through a combined decision-making body. The command appointments for each agency establish an agreed concept of operations and a single Action Plan.

- providing accurate information to CDEM Groups, Agencies, Ministers, and the public;
- providing updates to the Officials Domestic and External Security Committee (ODESC) and Watch Group; and
- providing media briefings and releases.

The Operational Cycle is included in Appendix A on page 15.

## 2.5 Escalation and de-escalation

A change in Mode must be approved by the MCDEM Duty Manager or the National Controller. Any transition should be carried out in a planned manner. A summary of the activation decision-making process is at Appendix B MCDEM response management activation flowchart on page 17.

Factors that should be considered when determining to escalate / de-escalate between response Modes include:

- The scale and complexity of the threat / event including size of likely population affected, locations of affected population, likely economic cost and likely event duration
- Likelihood or number of ECCs activated
- Capacity and capability of EOCs and ECCs that are activated / may activate
- Degree of involvement of national agencies
- Level of domestic political interest
- Level of international interest
- Level of public interest
- Level of media interest
- Likelihood or demand for additional resources
- Degree of impact the response is having on MCDEM's business as usual activities
- Declaration of a state of local or national emergency.

Transition back to Mode 1 (Steady State) can only take place in accordance with an appropriate Transition Plan and once coordination has been handed over to the relevant recovery coordination body (if required). The Transition Plan must ensure that all accountable/auditable documents are correctly documented and must include a review of the response. The Modes are described in detail in Section 4 Response Framework on page 9.

## 2.6 Training and accreditation

This section will be populated as training and accreditation occurs after the development and further enhancement of standard operating procedures.

## 2.7 Standard operating procedures (SOPs)

Detailed function arrangements are contained within their respective Standard Operating Procedure (SOP). The following SOPs are relevant to this Concept of Operations:

- NCMC Activation / De-activation
- Information Management
- Control Function
- Operations Function
- Planning Function
- Intelligence Function
- Logistics Function (including Facilities and Administration)
- International Function
- Policy Function
- Public Information Management Function
- Welfare Function
- Lifelines Function
- Field Staff Deployment
- Recovery Function

# Section 3 Coordination Centres

## 3.1 Introduction

During a response, the Coordination Centres at each level do not always replicate each other's operating models vertically. A CDEM EOC / ECC may be activated with an integrated, all-agency response framework, with responding agencies integrated within the coordination structure. At the national level, the corresponding NCC may only have liaison officers attending specified activities due to the nature (scale and complexity) of the event.
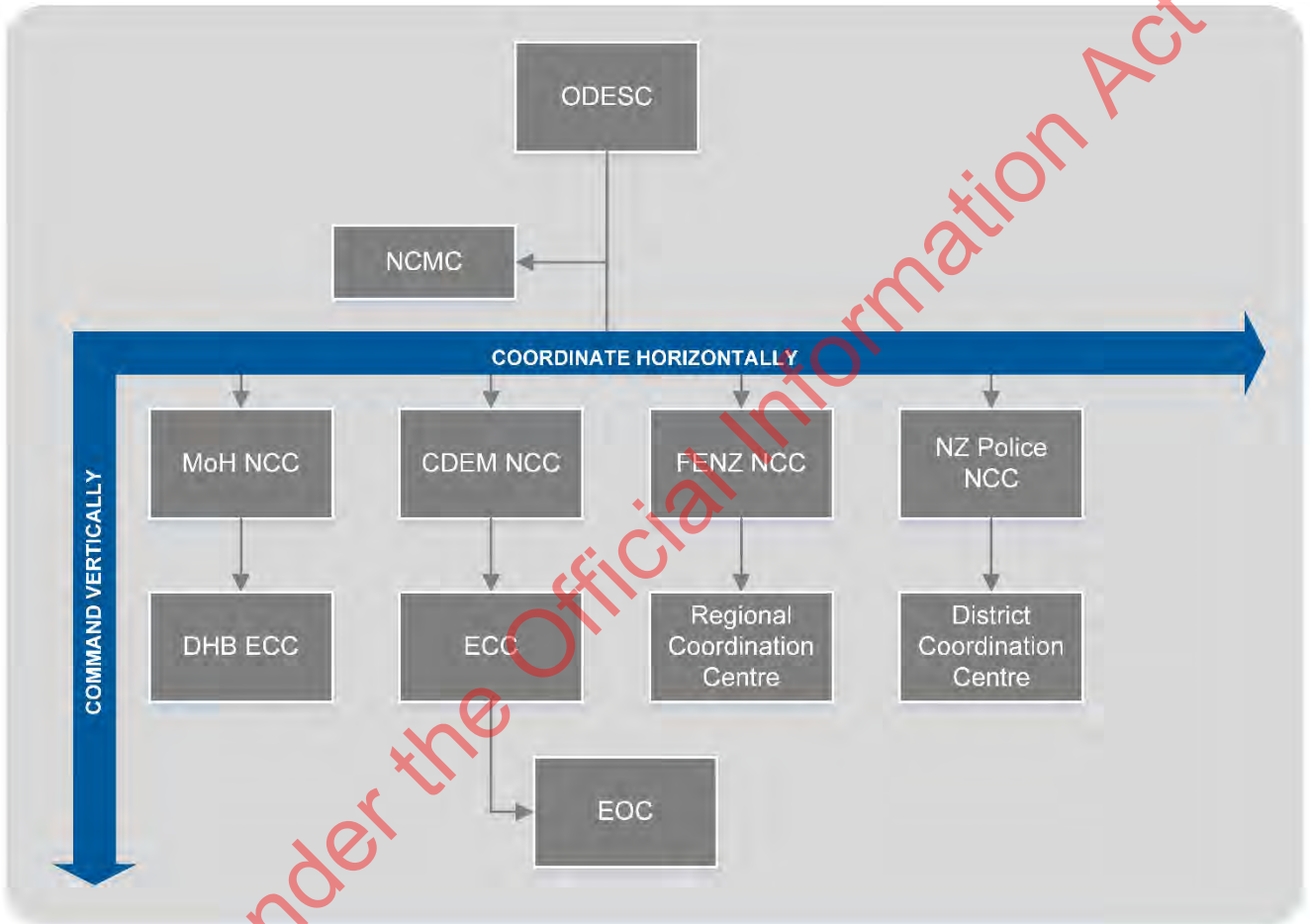


Figure 1 Coordination centre structure

It is important to understand the relationship (and differences) between the CDEM NCC and the NCMC with MCDEM as the Lead Agency. The following sections provide greater detail of the differences between them.

## 3.2 MCDEM National Coordination Centre (NCC)

A National Coordination Centre (NCC) is a facility where an agency coordinates their national level, agency centric response to an event. MCDEM, Ministry of Health, Fire and Emergency New Zealand, Ministry for Primary Industries, Maritime New Zealand, and the New Zealand Police, for example, all have operational NCCs. NCCs may include representation from agencies in a liaison / coordination mode to enhance inter-agency information flow. MCDEM uses the Executive wing

basement facility (widely known as the National Crisis Management Centre or NCMC) as its NCC, whereas other agencies have their own NCCs located in their own agency headquarters.

The objective of the MCDEM NCC is to coordinate information and resources to enable effective response to emergencies at the local and regional levels. The NCC structure reflects the level of coordination effort utilised by MCDEM to support emergency response when a national emergency has not been declared.

**Key outputs** of the MCDEM NCC include:

- coordination of information gathering and analysis in order to develop a national picture of the emergency
- public information management
- supporting Ministers
- resource mobilisation and prioritisation in support of local and regional CDEM requests for assistance
- provision of guidance and advice as required
- identification of risks and national-level mitigation strategies.

The level of activation for the MCDEM NCC depends on the complexity, nature and extent of the emergency. The decision to change the level of activation will be made by the MCDEM Duty Manager in the first instance, or the National Controller.

## 3.3 MCDEM as Lead Agency of the NCMC

The NCMC is a facility established by the Government to enable the national co-ordination and management of the response to and recovery from emergencies. It is where a Lead Agency collaborates and prioritises with other agencies to integrate their collective efforts into a coordinated All-of-Government national response. When MCDEM is Lead Agency within the NCMC, it coordinates with other NCCs to ensure a unified, consistent and effective national response. Agencies retain command authority to task their responding elements.

**Key outputs** of the NCMC with MCDEM as Lead Agency include:

- gathering, collating, assessing, and producing information
- coordinating and directing response operations and support
- issuing public information
- conducting media liaison and briefing
- informing and advising Ministers, Cabinet, and agencies
- coordinating national resources
- coordinating international assistance (if required).

# Section 4 Response Framework

## 4.1 Modes of Operation

The MCDEM response framework contains the following 4 Modes:

- Mode 1 – Monitor
- Mode 2 – Support
- Mode 3 – Coordinate
- Mode 4 – Direct

The following sub sections provide greater detail on each Mode.

### 4.1.1 Mode 1 – Monitor

Mode 1 – Monitor is the Business As Usual (BAU) role of the MCDEM Duty Team.
This Mode is split into two levels, Steady State and Enhanced, in order to ensure effective utilisation of staff.

#### *Mode 1 – Monitor (Steady State)*

Mode 1 (Steady State) consists solely of the MCDEM Duty Team who provide a continuous 24/7 alerting and warning capability. The MCDEM Duty Team maintains situational awareness of the domestic environment when no event or incident has yet occurred. Its role is to ensure that accurate and timely warnings can be issued. It also facilitates the development of situational awareness in the critical early stages of an event. The core roles provided by the Duty Team are:

- Duty Manager – Control
- Duty Officer – Operations, Planning and Intelligence
- Warning Systems Specialist – Operations and Intelligence
- Duty PIM – PIM
- Duty Webmaster – PIM
- Duty Policy Manager – Policy
- Duty REMAs – CDEM Group Liaison
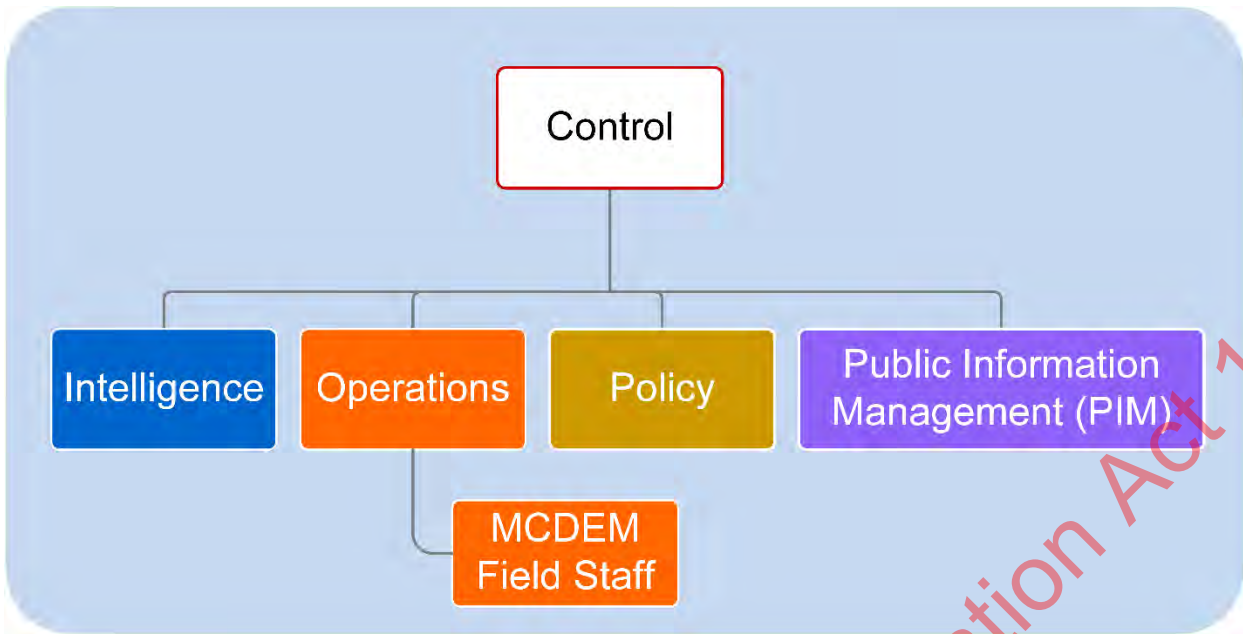- Activators – Facilities.

Figure 2 CDEM NCC in Mode 1 Monitor (Steady State)

The key **tasks** of Mode 1 – (Steady State) are outlined in Appendix C.

The key **outputs** of Mode 1 – (Steady State) are outlined in Appendix D.

## *Mode 1 – Monitor (Enhanced)*

Mode 1 – Monitor (Enhanced) provides an augmented level of monitoring and coordination in the event that a specific, time sensitive threat is identified or a local event occurs without affecting region-wide services or population. Examples include the pre-impact phases of Ex Tropical Cyclones Debbie, Cook and Gita of 2017 and 2018.
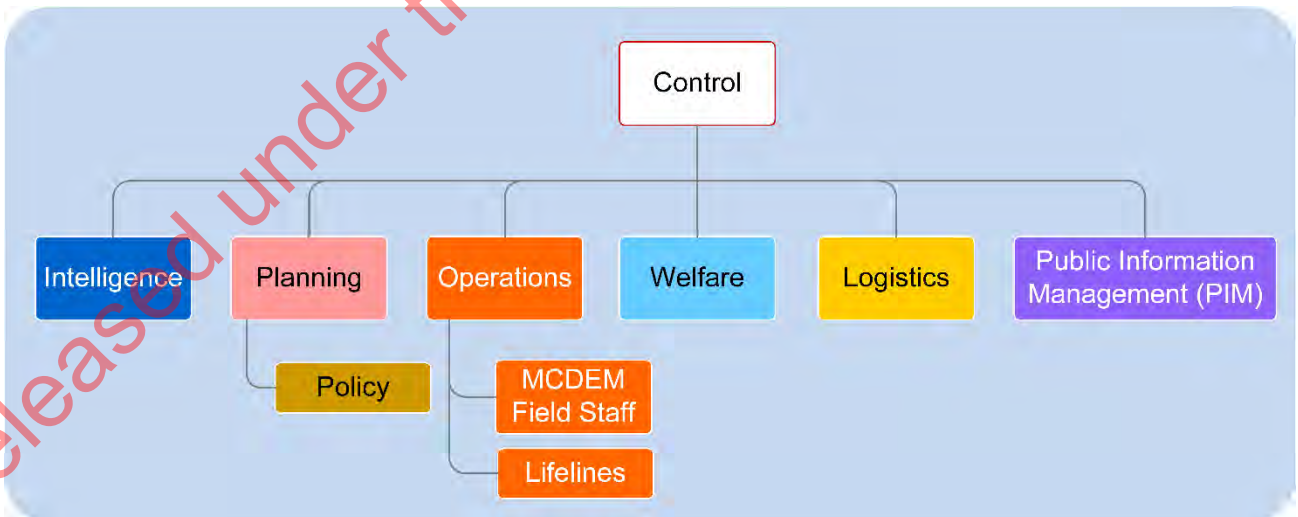


Figure 3 CDEM NCC in Mode 1 Monitor – Enhanced.  Functional outputs are achieved through scaled staffing to meet event circumstances.

MCDEM may activate this Mode either virtually or in a centralised location. All MCDEM staff, Agency Liaison Officers and cluster leads are informed as soon as this Mode is activated.

Coordination meetings may likely occur in normal work offices and / or remotely. Engagement with CDEM Groups (via REMAs), National Clusters and / or other Agency NCCs, the National Security System Directorate (NSSD) and Office of the Minister CDEM is carried out informally.

In Mode 1 Monitor (Enhanced), the MCDEM will augment the Duty Team with additional resources to activate functions at minimum staffing levels to:

- monitor the developing threat / event

- develop and share a common understanding of the threat / event

- conduct and share risk analysis

- develop initial contingency plans that could be activated should the event escalate and a greater response be required.

Whilst it is unlikely that the MCDEM will have to respond to requests for assistance in this Mode, the Logistics function may be activated to contribute to contingency planning and response administration.

The key **tasks** of Mode 1 – (Enhanced) are outlined in Appendix C.

The key **outputs** of Mode 1 – (Enhanced) are outlined in Appendix D.

## 4.1.2 Mode 2 – Support

In Mode 2 (Support), the Duty Team is resourced with increased capability to enable enhanced coordination and information management required when localised event/s occur that require management under a State of Local Emergency. Examples include Ex-Tropical Cyclone Fehi 2017 and the Christchurch Port Hill fires of 2017.
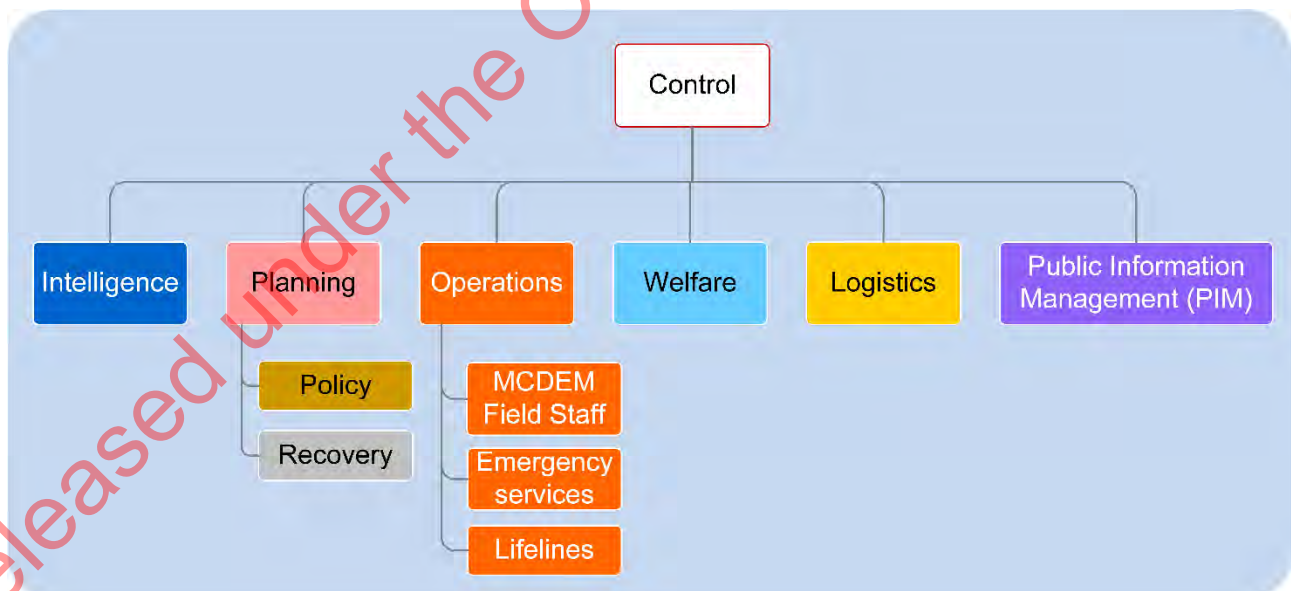


Figure 4 CDEM NCC in Mode 2 – Support. All functions activated and key agency staff (e.g. Emergency services) formally liaising with NCC Operations

In this Mode, the MCDEM may activate a virtual or centralised location NCC. Functions will be staffed by the MCDEM to at least a minimum level in a sustained manner beyond that of the Duty Team. The Duty Manager undertakes the role of Control. If a designated facility is utilised, a

heightened level of 3 x 8 hr shifts across a 24 hour period may be initially utilised. Routine Mode 2 operation is most likely to be conducted across 2 x 8 hr shifts, between the hours of 0700 - 2200.

National Security System (NSS) Watch Group meetings are likely to occur, though the Officials Committee for Domestic and External Security (ODESC) meetings are unlikely. Key Agency Liaison Officers and Cluster Leads will be requested to attend specified activities in person, and in some circumstances, may be required to augment specific functions. Policy and Recovery functions may be initially integrated within the Planning function.

The MCDEM Mode 1 (Steady State) monitoring and warning capability is re-established as a separate entity. It reverts to horizon scanning in support of the MCDEM's national warning and advisory mandate. Oversight may be provided by the Intelligence and Operations function managers.

The key **tasks** of Mode 2 – (Support) are outlined in Appendix C.

The key **outputs** of Mode 2 – (Support) are outlined in Appendix D.

## 4.1.3 Mode 3 – Coordinate

In response to a moderate to large-scale emergency affecting multiple authorities, communities, and/or geographic areas that require significant CDEM Group co-ordination, the MCDEM would activate at Mode 3 – Coordinate. Examples include the Kaikōura Earthquake of 2017 and the Edgecumbe floods of 2017. This activation could be either as the NCC, or as Lead Agency of the NCMC at the direction of ODESC / Watch Group.
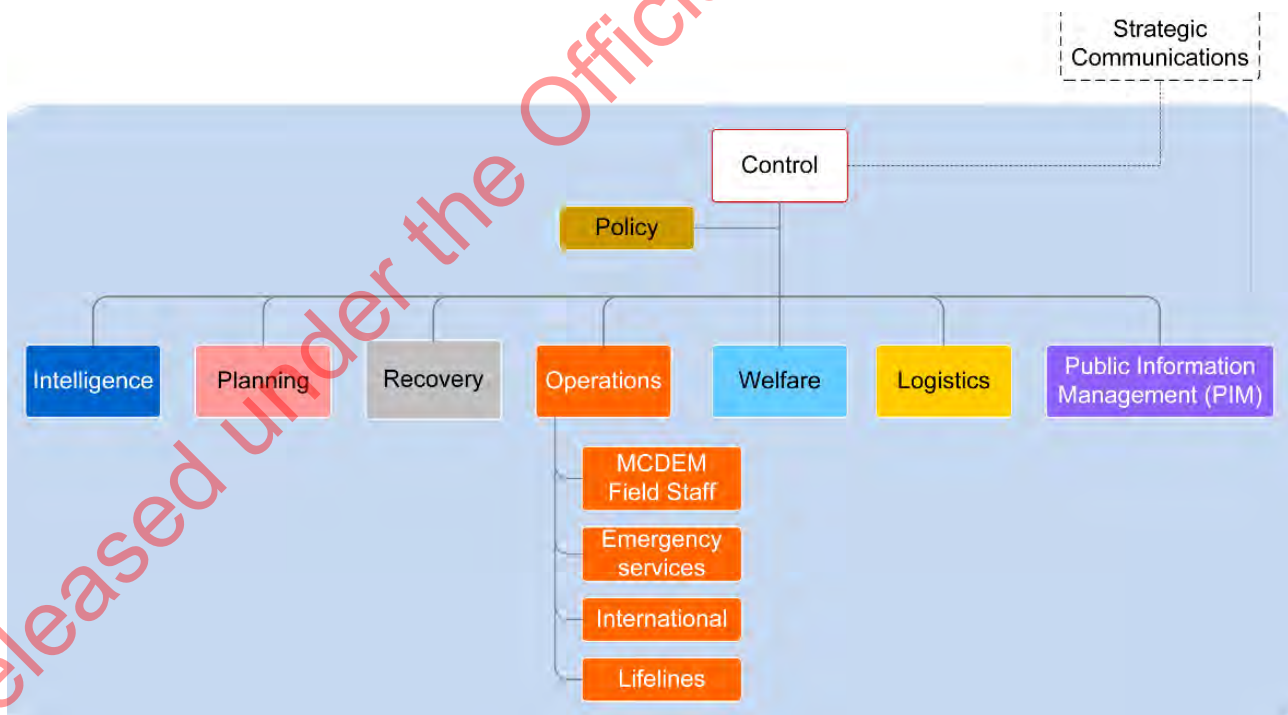


Figure 5 CDEM NCC in Mode 3 – Coordinate. Fully integrated inter agency functional teams activated.

At Mode 3, the MCDEM will activate a multi-agency response framework with key agency staff integrated into MCDEM-led functions. The Policy and Recovery functions may initially be

integrated within the Planning function, though are more likely to separate into functions in their own right as the response progresses.

The NCMC Strategic Communications and International functions are likely to be activated at Mode 3 to coordinate national activity and resources to meet MCDEM requests for support.

Initially, a heightened level of 3 x 8 hr shifts across a 24 hour period may be utilised, which may revert to 2 x 8 hr shifts, between the hours of 0700 – 2200, if the situation enables. Watch Group meetings are likely to occur daily, along with regular ODESC meetings.

The key **tasks** of Mode 3 – (Coordinate) are outlined in Appendix C.

The key **outputs** of Mode 3 – (Coordinate) are outlined in Appendix D.

## 4.1.4 Mode 4 – Direct

The MCDEM will activate at Mode 4 – Direct in the event that a catastrophic situation involving widespread damage and/or disruption of services occurs requiring a managed national-level response. This Mode is automatically triggered by the declaration of a state of national emergency which would also eventuate in the MCDEM becoming the Lead Agency for a NCMC managed response. The only previous example of this type of activation is the Christchurch Earthquake of 2011.
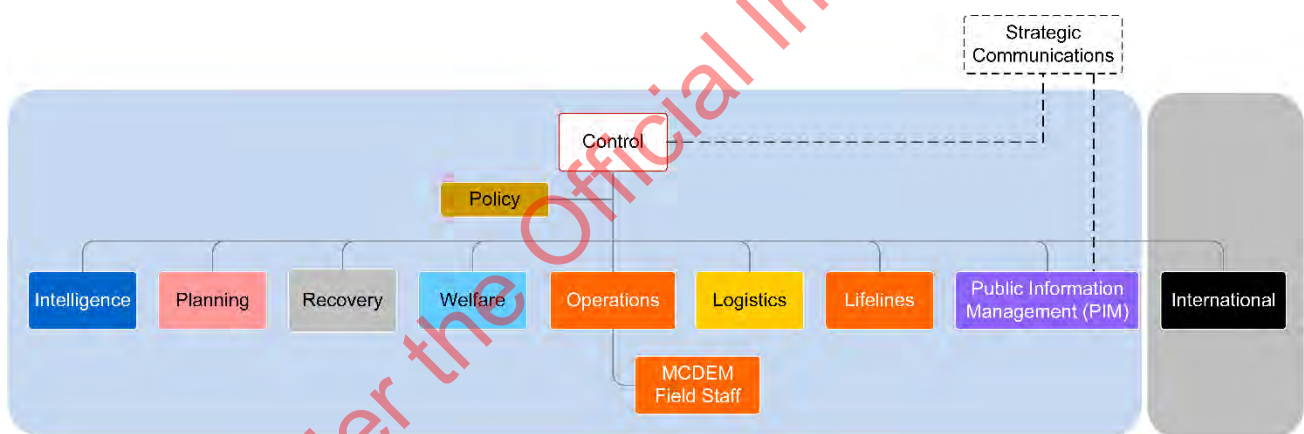


Figure 6 CDEM NCC in Mode 4 – Direct. Multi-agency functional teams activated.

The Recovery, Policy and Lifelines Functions are likely to be established as distinct individual functions at Mode 4.

Support agencies **are fully integrated** within CDEM-led functions. All national clusters and other Agency NCCs are also likely to be activated.

The NCMC Strategic Communications and International functions are also likely to be activated in direct support of the NCMC.

In this mode, the MCDEM is likely to operate 24/7 in 3 x 8 hour shifts. Daily ODESC meetings are likely to occur.

The key **tasks** of Mode 4 – (Direct) are outlined in Appendix C.

The key **outputs** of Mode 4 – (Direct) are outlined in Appendix D.

# Section 5 Appendices

# Appendix A Operational cycle

Note: The timings and output / events in this table are indicative only. They provide an example of a steady-state response operational cycle after several days post activation. Initial timings and outputs will vary depending on the physical time of activation and the specific circumstances of each emergency event. Some responses may require more media, Ministerial, or National Situation Report outputs.

| Indicative Timing | Output/Event | Remarks |
|---|---|---|
| 0700 | Response National Situation Report | Event specific update on the situation to the end of the previous day's operational activity plus any significant changes overnight.<br><br>Provides a summary of the next 12 hours operational activity towards achieving the National Action Plan. |
| 0700 | Key messages | Provides Ministers and Agency leads with consistent key messages. |
| 0700 | Shift change brief | Update brief to incoming shift on response situation, objectives, key tasks and priorities for the incoming shift. |
| 0800 | REMA teleconferences | |
| 0800 | National Situation Summary | **Only during Mode 1 (Steady State).**<br>The national situation summary contains:<br>• weather outlook<br>• active watches and warnings<br>• metrological, hydrological and geological hazard activities (if relevant)<br>• current activations (location and level)<br>• summarised local / regional activities (incidents / events being managed not requiring MCDEM support) |
| 0900 | National Controller Teleconference | Teleconference with Group Controllers on situation, risks, current activities and future priorities |
| 1000 | National Action Planning Meeting | |
| 1000 | Media Briefing | Director CDEM (and other key agencies as relevant) brief media on what we know, what we are doing – government response |
| 1100 | National Controllers Team Meeting | All Function Managers and a senior representative of support agencies attend. The purpose is to ensure all are acquainted with the Action Plan and to provide an opportunity for all to highlight and be abreast of risks or issues. |
| 1300 | National Welfare Coordination Meeting | |

| Indicative Timing | Output/Event | Remarks |
|---|---|---|
| 1400 | Watch Group or ODESC meetings | Includes an update from the National Controller on the incident and resulting actions to support ODESC or Watch Group's consideration of strategic priorities, risks and further actions required. |
| 1500 | Shift change brief | Update brief to incoming shift on response situation, objectives, key tasks and priorities for the incoming shift. |
| 1600 | National Controller Teleconference | Teleconference with Group Controllers on situation, risks, current activities and future priorities |
| 1700 | Response National Situation Report | Event specific update on the situation to the end of the day.<br>Summarises the next 24 hours operational activity towards achieving the national action plan. |
| 1700 | Key messages | Provides Ministers and Agency leads with consistent key messages |
| 1700 | Media briefing | Director CDEM (and other key agencies as relevant) brief media on what we know, what we are doing – government response |
| 2200 | Shift change brief or Closedown | Update brief to incoming shift on response situation, objectives, key tasks and priorities for the incoming shift. |

# Appendix B MCDEM response management activation flowchart
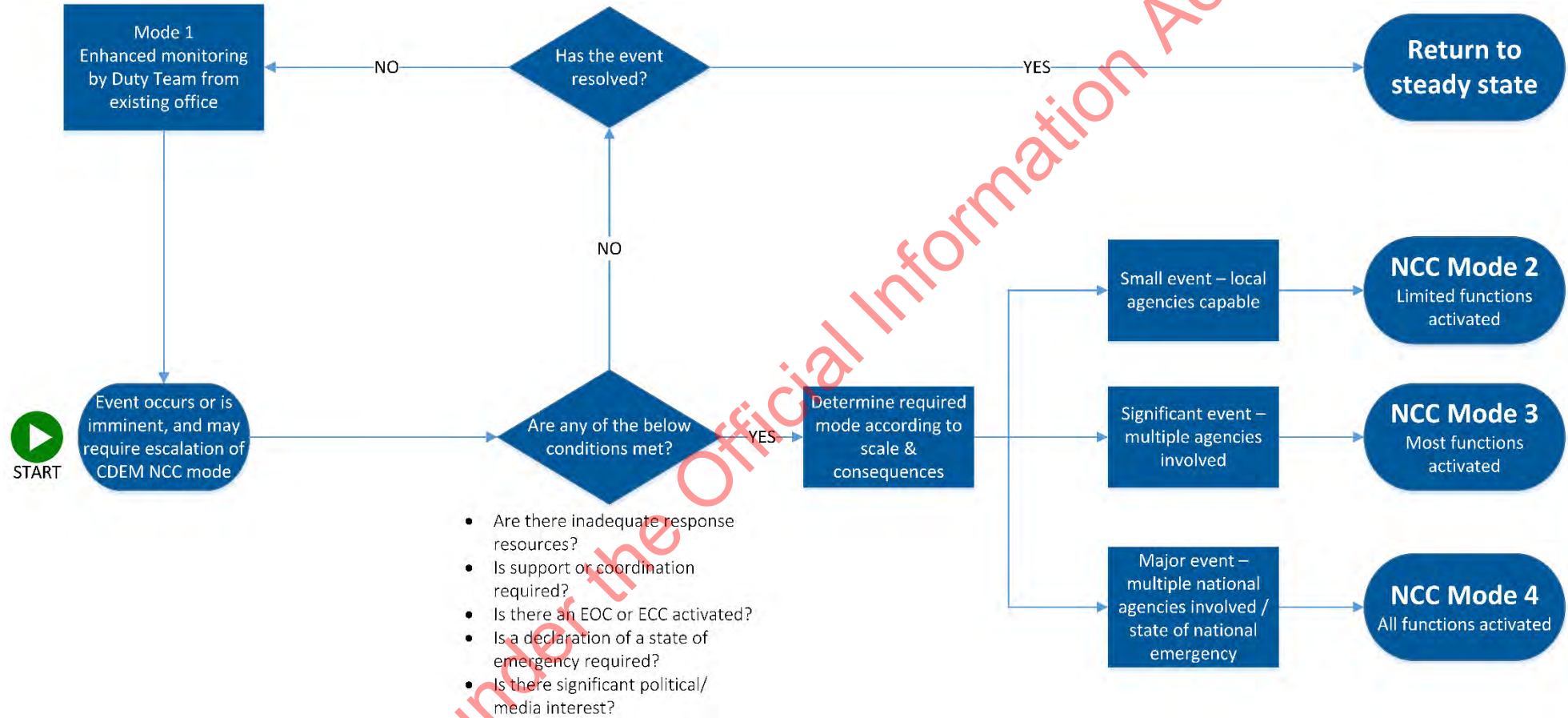
# Appendix C Key Tasks by Mode

It should be noted that these key tasks are completed in a collaborative manner with other agencies.

| Key Tasks | Mode 1 *Monitor* (Steady State) | Mode 1 *Monitor* (Enhanced) | Mode 2 *Support* | Mode 3 *Coordinate* | Mode 4 *Direct* |
|---|---|---|---|---|---|
| **When MCDEM is operating as the CDEM NCC** | | | | | |
| Risk management / identification | x | x | x | x | x |
| Coordinate and develop intelligence | x | x | x | x | x |
| Provide timely and accurate public information and relevant safety messaging | x | x | x | x | x |
| Issue timely and accurate national warnings and advisories | x | x | x | x | x |
| Provide reports to the Minister(s) | x | x | x | x | x |
| Media information | x | x | x | x | x |
| Providing technical support, expertise and advice to CDEM Groups | x | x | x | x | x |
| Conduct recovery planning | | | x | x | x |
| Activate the requisite facility upon escalation to Modes 2 - 4. | x | x | x | x | |
| Share a common understanding of the threat / event | | x | x | x | x |
| Conduct contingency planning that could be activated should the event escalate and a greater response be required. | | | x | x | x |
| Develop transition from response to recovery plan | | x | x | x | x |
| Support the provision of resources | | | x | x | |
| Coordinate national efforts through developing and issuing an Action Plan | | | x | x | x |
| **When MCDEM is the lead agency of the NCMC** | | | | | |
| Coordinate international support to the response | | | | x | x |
| Prioritise and direct national resource mobilisation to support requests for assistance | | | | | x |
| Coordinate national logistics efforts | | | | | x |

# Appendix D Key Outputs by Mode

It should be noted that these key outputs are completed in a collaborative manner with other agencies.

| Output | Mode 1 Monitor (Steady State) | Mode 1 Monitor (Enhanced) | Mode 2 Support | Mode 3 Coordinate | Mode 4 Direct |
|---|---|---|---|---|---|
| Event specific Situation Summary/ Reports | x | x | x | x | x |
| Event Log | x | x | x | x | x |
| Public information | x | x | x | x | x |
| Media information | x | x | x | x | x |
| Reports to the Minister(s). | x | x | x | x | x |
| Support to the Minister(s) | x | x | x | x | x |
| Support to CDEM Group Controller(s) | x | x | x | x | x |
| Support to Group Recovery Manager(s) | | | x | x | x |
| Contingency planning | | x | x | x | x |
| MCDEM Transition Plan | | x | x | x | x |
| Recovery planning and monitoring | | | x | x | x |
| Resource mobilisation and management | | | x | x | x |
| Strategic communications | | | x | x | x |
| Action Plan | | | x | x | x |