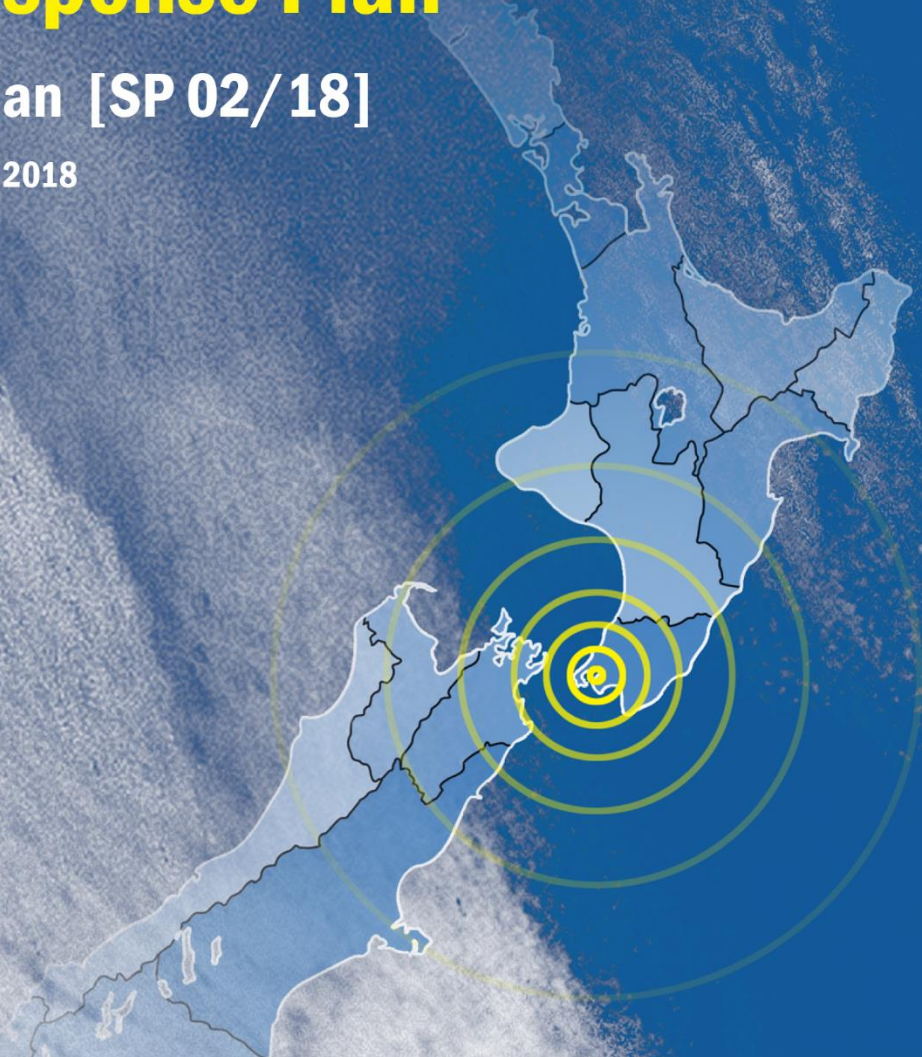


Wellington Earthquake National Initial Response Plan

Supporting Plan [SP 02/18]

Version 2.0, December 2018



Resilient New Zealand
Aotearoa Manahau

New Zealand Government

Wellington Earthquake National Initial Response Plan Supporting Plan [SP 02/18]

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Authority

This document has been issued by the Director of the Ministry of Civil Defence & Emergency Management pursuant to s9(3) of the *Civil Defence Emergency Management (CDEM) Act 2002*. It is a supporting plan to the functional arrangements set out in the *National CDEM Plan* and *The Guide to the National CDEM Plan*. This plan is referenced in Appendix 1 of *The Guide to the National CDEM Plan*.

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Foreword

A major earthquake affecting the Wellington region would severely affect the region's community, business, and infrastructure. Wellington's position as the seat of government, its economic importance and role as a key transportation hub, also mean that any emergency affecting Wellington will have flow on implications for the rest of New Zealand.



The anticipated impacts of a Wellington earthquake would also directly affect the ability of authorities to coordinate and control the response. Emergency response staff could become casualties, find themselves isolated from their place of work or unable to communicate, and may need to prioritise caring for family and loved ones. Emergency management facilities could also be damaged or unsafe and the supporting infrastructure unavailable for extended periods.

These factors make a major earthquake affecting the Wellington region one of the most complex emergency scenarios that could be faced by New Zealand.

The Wellington Earthquake National Initial Response Plan (WENIRP) has been developed to assist emergency managers, and responding agencies, to respond effectively to this complex emergency scenario. It is a Supporting Plan to the National Civil Defence Emergency Management Plan 2015 (National CDEM Plan 2015), and builds on the arrangements in the National CDEM Plan 2015.

The WENIRP provides direction to responding agencies in the initial stages of the response, so actions can be undertaken immediately without requiring specific direction from the National Crisis Management Centre. This is done by providing the concept of operations on which the response to the impact of a major Wellington earthquake is to be based. It also shows agreed roles and responsibilities for responding agencies allowing them to pre-plan to respond and activate immediately if a major Wellington earthquake occurs.

This will ensure the most effective use of scarce resources until a formal response structure and national action plan based on the specifics of the scenario can be established.

The publication of WENIRP concludes a two year multi- agency planning process and means New Zealand and its responding agencies are better placed to respond if a major earthquake occurs in the Wellington region.

A handwritten signature in black ink, appearing to read 'Sarah Stuart-Black'.

Sarah Stuart-Black

Director, Civil Defence Emergency Management

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Section 1 Introduction

1.1 Purpose of this Plan

Purpose	<p>The purpose of this Wellington Earthquake National Initial Response Plan (WENIRP / this Plan) is to direct and coordinate the immediate national response to a major Wellington earthquake.</p> <p>The WENIRP provides authority to act and direction to national agencies, clusters and CDEM Groups, until a formal response structure and a specific National Action Plan has been established.</p>
Activation	<p>This Plan will be activated following a major Wellington earthquake by decision of the National Controller, or by default.</p> <ul style="list-style-type: none">• Activation by decision: Will be communicated via the National Warning System.• Activation by default: Following reports of a major earthquake in the Wellington region, response agencies' staff outside the region should attempt to contact their Wellington offices and/or the National Crisis Management Centre (NCMC). If no contact is made within two hours, agencies are to assume activation of this Plan and undertake their tasks accordingly.
Operational period	<p>This Plan covers the first 3-5 days of the response. During this period, the National Crisis Management Centre (NCMC) will develop a National Action Plan based on the specifics of the event.</p> <p>The National Action Plan will direct and coordinate the ongoing response, and will replace this Initial Response Plan.</p>
Scope	<p>This Plan builds on arrangements under the <i>National Civil Defence Emergency Management Plan Order 2015 (National CDEM Plan 2015)</i>. It aims to coordinate the immediate actions of response agencies by providing those agencies with response-specific tasks, response-critical information requirements, pre-identified requests for assistance (including international) and response priorities.</p> <p>This Plan acknowledges that some actions described may not be required, but should be undertaken anyway to account for the likelihood and consequences of a total or partial communications outage. This creates a 'no-regrets' response environment in the initial stages of the response.</p> <p>This Plan covers an all-of-New Zealand response, but has particular relevance to the Manawatū-Whanganui, Hawke's Bay, Wellington¹, Nelson Tasman, Marlborough, Canterbury and Auckland Civil Defence Emergency Management (CDEM) Groups.</p>

¹ Specific details of the Wellington CDEM Group's roles and responsibilities can be found in the Wellington Region Earthquake Plan (WREP), which is owned and maintained by the Wellington Region Emergency Management Office (WREMO).

Scope (continued)

This Plan does not provide detailed action planning for each agency. New Zealand agencies that have tasks, roles or responsibilities under this Plan are expected to have their own detailed response plans and capabilities.

Agency business continuity management (BCM) and the activation of agency business continuity plans (BCPs) is outside of the scope of the WENIRP. However, it is noted that agencies will require BCPs and leadership continuity plans in order to achieve their obligations under the WENIRP.

1.2 Context

WENIRP in the national planning framework

The Wellington region holds a critical strategic position with respect to government, commerce, transport nodes, lifeline utilities and population. For these reasons, and particularly as the seat of government, a major emergency in the region will have considerable impacts and consequences and will attract national and international interest.

As illustrated in Figure 1, this Plan is a supporting plan to the *National CDEM Plan 2015*. It is designed to operate within the framework and structures described in the *National CDEM Plan 2015*, *The Guide to the National CDEM Plan 2015*, and the *CDEM Act 2002*.

Unless specified, all tasks contained in this Plan are supplementary to existing arrangements in the *National CDEM Plan 2015*.

WENIRP sits above CDEM Group and agency plans.

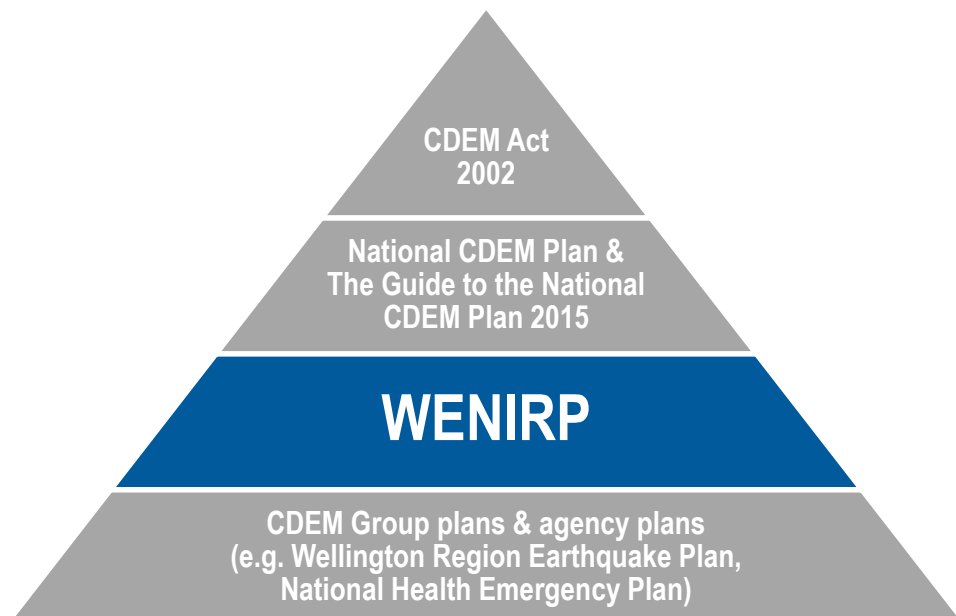


Figure 1 WENIRP's place in the national planning framework

Audience

This Initial Response Plan is intended for the following audience:

- National Crisis Management Centre (NCMC) staff
- Ministry of Civil Defence & Emergency Management (MCDEM) staff
- Central government agencies and government officials involved in the response, including the Department of the Prime Minister and Cabinet (DPMC) and the Officials' Committee for Domestic and External Security Coordination (ODESC)
- CDEM Groups
- Crown-owned entities
- lifeline utilities and clusters, including sector coordinating entities (SCEs)
- welfare services agencies and clusters involved in the national-level response
- private sector organisations involved in the national-level response
- non-government organisations involved in the national-level response
- Parliamentary Service
- international partners involved in the response

While the information contained in this Plan may be useful to other audiences (such as local authorities), it is set at a national level, and therefore does not directly address the response actions to be followed by those other audiences.

Review

It is anticipated that this Plan will be reviewed from December 2023 and at five-yearly intervals after that. MCDEM will lead the review and will consult with all agencies with responsibilities under this Plan.

Exercise

The WENIRP will be exercised as part of the National Exercise Programme.

1.3 Assumptions

The following assumptions have been made in the development of this Plan. These assumptions will need to be verified as part of the initial response.

If any of these assumptions are proven invalid, this Plan will need to be adapted and/or provision made in the National Action Plan.

- a. **The NCMC will be operating from its alternative site in Auckland, but may initially be operating at a reduced level.** The NCMC will activate in Auckland at the Ellerslie Event Centre in the event of a significant earthquake in Wellington where senior MCDEM staff in Wellington cannot be contacted and/or cannot confirm the ability to activate and operate the NCMC from Wellington.
- b. **A MCDEM-run All-of-Government (AoG) Hub will be established in Wellington** on the Parliamentary Precinct, to support the response.
- c. **A state of national emergency will be declared within 24 hours.** This is the decision of the Minister of Civil Defence, on the advice of the National Controller and/or Director of Civil Defence Emergency Management. If the Minister of Civil Defence is unavailable, any Minister can (under s7 of the Constitution Act 1986) exercise these duties on his/her behalf. This would usually be the most senior Minister available and be done in consultation with the Prime Minister, if possible.
- d. **The Wellington CDEM Group ECC is functional, but may initially be operating at a reduced level.** The Wellington CDEM Group ECC will be operating from its primary site in Wellington.
- e. **Response agencies are functional.** Response agencies will be activated, either in their primary locations (Wellington) or in alternative locations (likely Auckland).
- f. **The community-led response will begin automatically** and individuals will support each other with the resources they have available.
- g. **Communications are limited, but functional.** All responding agencies will be able to communicate. However, it is likely to be in a much-reduced capacity, using cell phones (where available), satellite communications, radio and couriers.
- h. **Wellington is isolated by road.** Large parts of the Wellington region will be isolated by road (specifically, Wellington City, the Hutt Valley, Porirua and possibly Kāpiti and the Wairarapa).
- i. **Areas outside of Wellington are also isolated by road.** This may include Marlborough, Kaikōura and Nelson Tasman.
- j. **CentrePort Wellington will have some level of functionality within five days.** Wellington's port is damaged, but can accept some ships five days after the earthquake, including roll-on/roll-off ferries and ships with their own cranes (geared ships).
- k. **Wellington Airport runway is operational within 48 hours.** Wellington Airport is damaged, but is able to accept some military aeroplanes two days after the earthquake.

- l. **Wellington can only receive heavy freight by sea** in the initial weeks to months following the earthquake.
- m. **National Assembly Areas (Air) are operable.** Ohakea and Kāpiti (Paraparaumu) airfields will be damaged or disrupted, but can subsequently be used by aircraft, with minimal repair effort.
- n. **National Assembly Areas (Sea) are operable.** Ports in Auckland, Napier, Taranaki (New Plymouth), Tauranga and Lyttelton are functioning and will support the response effort, and continued supply to the rest of New Zealand.
- o. **Spontaneous self-evacuation will occur.** Individuals and groups will attempt to evacuate (and move between) impacted regions using the assets/resources they have available. This will likely include walking, cars, motorbikes and private boats.
- p. **Supported evacuation will occur.** All air, sea and land assets moving into the region will depart with evacuees on board.
- q. **Automatic ordered mass evacuation out of the region does not take place.** There will not be an automatic ordered evacuation of a large part of the general population from the affected area. Any ordered evacuation that does occur will be conducted after a full assessment of the situation, and planned for accordingly. Therefore, such an action will be covered by the National Action Plan, and will be planned for and facilitated in partnership with affected ECCs/EOCs. Evacuees will be prioritised, as appropriate, as part of the initial response. Note: mass evacuation of the affected area is independent of immediate evacuation for life safety (e.g. tsunami or building collapse).
- r. **Rail is inoperable within the affected area.** The rail network in the affected area will be largely unusable.
- s. **Electricity networks will be inoperable or degraded** in the affected area.
- t. **Water reticulation networks will be inoperable or degraded** in the affected area.
- u. **Gas networks will be inoperable or degraded** in the affected area.
- v. **Cascading and secondary hazards will affect the affected area.** These hazards, which may exacerbate the primary impacts of the initial earthquake, include aftershock, tsunami, fire, severe weather, flooding, landslide, liquefaction and subsidence.
- w. **No financial barriers to justified response activities.** After the initial response has been completed, a financial control system will be established to cover response costs, including retrospective approvals. Financial support will be provided to local authorities as per the provisions of Part 10 of the *National CDEM Plan 2015*.

Section 2 Anticipated scenario and operating environment

2.1 Introduction

Anticipated scenario

The scenario this Plan is based on is a credible worst-case scenario, although it is likely that the impacts of a major Wellington earthquake will be less than those described in this section.

While this Plan's focus is on an earthquake that severely impacts Wellington, previous events have shown it is unlikely that the impacts of any earthquake of this scale will be restricted to one region. The planning scenario and anticipated impacts summary is therefore Wellington-centric, but covers potential impacts in other regions as well.

This scenario is informed by the work of the Wellington Lifelines Group, GNS Science and discussions with infrastructure providers.

Secondary and cascading hazards

Regions will likely be impacted by secondary and cascading hazards that may exacerbate the primary impacts.

These additional hazards have been considered as part of this Plan, and need to be included as part of on-going action planning.

Secondary and cascading hazards may include:

- aftershocks – will continue throughout the impacted region for months or years
- tsunami or seiches² in coastal regions
- fire – particular risk in suburbs with reticulated gas and closely-packed wooden houses
- flooding – storm water and flood protection systems will be compromised
- landslide, liquefaction and subsidence
- severe weather

2.2 Anticipated impacts

Wellington anticipated impacts

Figure 2 shows the expected impacts of a major Wellington earthquake for the Wellington region, and predicted restoration times.

² Waves occurring in enclosed or semi-enclosed large bodies of water, such as harbours or lakes (similar to sloshing water in a bath).

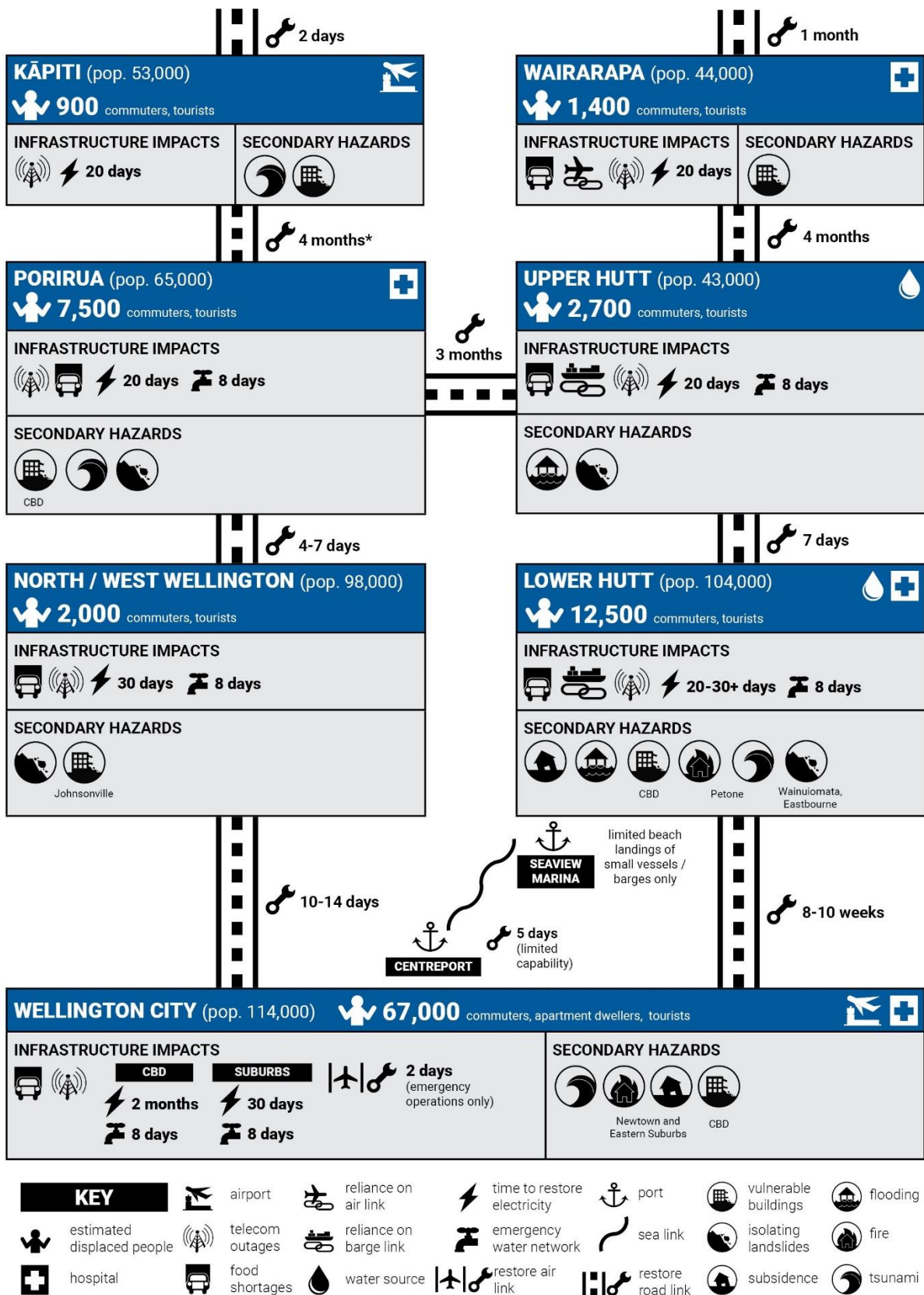


Figure 2 Wellington secondary hazards & infrastructure impacts – summary, including predicted restoration times³

* this 4 month timeframe will decrease on the completion of Transmission Gully in 2020

³ As at publication of this Plan, Wellington Water are in the final stages of completing work on their community emergency water distribution network. This ensures water will be available within eight days of an earthquake (down from three months in some areas).

2.2.1 Impact on roads and rail

Roads in the Wellington region

Wellington is expected to be isolated by road, due to major slip damage on SH1 at Centennial Highway between Paekākāriki and Pukerua Bay and SH2 at Rimutaka Hill between Upper Hutt and Featherston. Regaining access into parts of the Wellington region is likely to take up to four months.

The Kāpiti Coast is expected to be isolated to the north for two days due to road outages at Ōtaki River, and Wairarapa isolated to the north for four weeks due to road outages at Mount Bruce.

South of these closures, Wellington is likely to be fractured by landslides into five distinct areas (see Section 5 Appendix A for map):

- **Porirua/Mana, the western suburbs, and central Wellington** – links are estimated to be re-established within 10 days of work beginning.
- **Upper Hutt and Lower Hutt** – links are estimated to be re-established within 10 days of work beginning, and re-linking with the rest of Wellington within 10 weeks of work beginning.

Roads in other regions

Major slips, bridge damage and closures are likely on SH1, between Bulls and Wellington.

Major slips, bridge damage and closures are likely on SH2, between Waipukurau and Wellington.

Major slips and closures are very likely on both the Saddle Road and the Pahiatua Track, between the Manawatū and Hawkes Bay.

There may be major slips, bridge damage and closures on SH6, between Nelson and Blenheim, and between Nelson and Murchison (Buller Gorge).

Major slips, bridge damage and closures are likely on SH1 between Picton and the Hurunui District.

Damage is likely on local road networks in all impacted regions, which could potentially include Manawatū-Whanganui, Hawke's Bay, Nelson Tasman, Marlborough and Canterbury.

Rail

Rail lines between Wellington and Levin, Wellington and Masterton, Palmerston North and Woodville, and Kaikōura and Picton are likely to be inoperable. National control of rail operations may also be severely disrupted, due to damage to KiwiRail communication and signalling facilities in Wellington being impacted. KiwiRail maintains national train control operations in Palmerston North and Auckland; however, these will have limited capacity.

2.2.2 Impact on ports and airports

Ports

CentrePort (Wellington) is expected to be damaged. It is assumed that CentrePort will be able to provide a limited level of service from five days following the earthquake. This may include a combination of ship types including roll-on-roll-off vessels (ROROs) and geared ships, both of which do not require onshore electricity to offload.

Airports

Wellington Airport's runway is expected to be inoperable for the first two days following the earthquake, as assessments are undertaken. This will restrict the ability to land planes; however, the airport is expected to be able to receive helicopters.

Once the runway is cleared of debris and the runway pavement is checked, the northern 1,200m of the Wellington Airport runway is likely to be available for use. A 1,200m runway is sufficient for military transport aircraft and civilian turbo-prop aircraft to take off and land.

Palmerston North, Ohakea, Kāpiti Coast (Paraparaumu), Masterton, Nelson and Woodburn (Blenheim) airports will potentially be damaged or disrupted and their runways will need to be assessed. All are expected to be able to receive helicopters within the initial response period and, depending on the scale of damage, may re-open for some fixed wing aircraft.

2.2.3 Impact on other lifeline utilities

Water (potable, waste and storm)

In the long term, lack of potable water and poor sanitation is likely to be a hazard for many people in the affected regions, including Manawatū-Whanganui, Wellington and Marlborough. In addition, lack of water/wastewater will severely impact lifeline utilities and facilities, reducing their effective operation. Public health surveillance and monitoring will be necessary to mitigate the risk of a higher incidence of disease.

Wellington regional potable water, stormwater and wastewater reticulation networks are highly likely to be severely disrupted or destroyed, taking months to restore in some areas. The Wellington Region has invested in emergency water distribution that will provide sustainment levels of water to the population from eight days after an earthquake.

Roading impacts have been considered as part of this work to ensure the Hutt Valley, Porirua and Wellington City (the areas covered by Wellington Water) have access to emergency water after eight days. Until this time, the population of Wellington will need to use water already stored within the region and any (limited) supplies able to be brought into the region.

Water/wastewater systems across other impacted regions, including Manawatū-Whanganui, Hawke's Bay, Nelson Tasman, Marlborough and Canterbury, may be disrupted or damaged. There may also be impacts across the wider water/wastewater network as these networks are vulnerable to earthquake damage.

Electricity	<p>Electricity distribution networks are likely to be inoperable or degraded in the lower North Island and upper South Island (from Palmerston North through to the Hurunui District).</p> <p>This will likely result in power outages for large sections of the population in these areas.</p>
Fast Moving Consumer Goods (FMCG)	<p>The Fast Moving Consumer Goods (FMCG) distribution system into the Wellington, Nelson Tasman and Marlborough regions will be inoperable via normal methods, due to road closures and impacts on ports.</p>
Fuel	<p>The national fuel distribution system is likely to be impacted due to road and port closures, which will lead to fuel shortages across all grades (including diesel, petrol and jet) in impacted regions.</p> <p>The distribution system is likely to be initially inoperable around the Wellington and Marlborough regions, and distribution to the Manawatū-Whanganui and Nelson Tasman regions could also be disrupted.</p>
Gas	<p>Gas transmission pipelines supplying the lower North Island are likely to be damaged, isolated and either inoperable or degraded.</p>
Telecommunications	<p>Telecommunications networks are likely to be inoperable, overloaded or degraded in the lower North Island and upper South Island (from Palmerston North through to the Hurunui District).</p> <p>This will affect mobile phones, landlines, internet and some broadcasting. Some satellite services may be operational if they do not require electricity or are generator powered.</p>

2.2.4 Impact on the population

Health	<p>All health care facilities in the Capital and Coast, Hutt Valley and Wairarapa District Health Boards (DHBs) are likely to be damaged and operating at a severely reduced capacity. This is inclusive of primary, secondary and tertiary facilities, and health care providers (such as pharmacies, doctor's clinics/surgeries, midwifery services, residential care providers and ambulance providers). Health care facilities in the Whanganui, MidCentral, Hawke's Bay and Nelson Marlborough DHBs may also be damaged and/or disrupted, and therefore operating at a reduced capacity.</p> <p>There will potentially be a significant decrease in ambulance services within the affected area due to issues of road access and availability of staff.</p> <p>A decrease in the quality of living conditions for affected populations may increase the risk of communicable disease transmission, although the overall risk is lower than often perceived. The false perception that dead bodies heighten the risk of disease outbreak will also exist, and will need to be considered and managed.</p> <p>Diarrhoeal disease outbreaks may occur if drinking water is contaminated.</p>
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Fatalities

Fatality numbers will depend on the specifics of the earthquake, including which fault lines rupture, time of day and tsunami generation. Estimates range between:

- 400–2,000 during work day
- 140–560 for night time event

Welfare services

Regardless of the earthquake epicentre, there are likely to be substantial numbers of affected people and households, in both urban and rural communities.

Damage to infrastructure will result in significant numbers of displaced people, particularly in Wellington City (where an estimated 67,000 commuters, apartment dwellers and tourists will be displaced if the earthquake occurs during working hours).

Depending on the time of day, families may be separated, children stranded at school and people isolated from their usual support networks. The stress associated with this separation will increase the longer that people are unable to move easily within the impacted regions.

This will lead to heavy demand for welfare services delivery across all welfare sub-functions (set out in the *National CDEM Plan 2015*) at the CDEM Group/local and national levels.

Section 3 Response framework and timeline

Introduction

This section sets out the overall response framework and timelines of a response to a major Wellington earthquake.

Overview of the response framework

Figure 3 provides an overview of the response, including the overarching mission statement, response objectives, workstreams, outputs and agencies with specific responsibilities.

Each response workstream is linked to a section that provides additional information regarding the workstream, its outputs and specific agency or CDEM Group responsibilities / response-specific tasks.

While these workstreams focus on Wellington as the worst affected area, national support will be prioritised by need rather than region. This re-prioritisation will be done by the NCMC at the time of the response, based on available intelligence.

Tasking structure

The critical agency tasks within this Plan are broken down by workstream. This allows agencies to see the connection and interdependencies between their tasks under each workstream.

For easy reference for agencies, *Annex 1 – Critical tasks by agency, cluster and CDEM Group* collates these tasks by agency.

Structure of this section

This section first provides an overview of the response framework and the response timeline:

- [Figure 3 Overview of the response framework](#)
- 3.1 [Anticipated response timeline](#)

The response framework is then broken down according to workstream:

- Command, control and communication
- 4.2 [Reconnaissance and information collection](#)
- 4.3 [Health](#)
- 4.4 [Welfare services](#)
- 4.5 [Fire services \(including USAR\)](#)
- 4.6 [Safety and security](#)
- 4.7 [Management of the deceased](#)
- 4.8 [Lifeline utilities restoration](#)
- 4.9 [Critical domestic resources and capabilities](#)
- 4.10 [Critical international resources and capabilities](#)
- 4.11 [Movement prioritisation](#)
- 4.12 [Emergency supply chain and the movement of people](#)
- 4.13 [Public information management](#)

Mission statement	To mobilise, direct and coordinate the initial national response to a major Wellington earthquake, in order to minimise loss of life, provide for the immediate needs of the affected population and provide for the continuity of government.			
Lead agency	Ministry of Civil Defence & Emergency Management			
Response objectives	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks <i>As well as the agencies listed below, other support agencies and organisations will be involved in various workstreams. This will be as per existing arrangements, or as required.</i>	Section	
Mobilise the response structure at all levels	Command, control and communication Establish and activate the command, control and communication structures and protocols at all levels.	<ul style="list-style-type: none"> • All national response agencies including sector coordinating entities, and science and research organisations • CDEM Groups 	4.1	
Preserve governance				
Maintain law & order				
Meet obligations to the international community				
Prepare for recovery				
Understand the situation and impacts	Reconnaissance and information collection Determine the impacts, status of key infrastructure and capabilities of response agencies. Build a picture of numbers and locations of people affected.	<ul style="list-style-type: none"> • All national response agencies including sector coordinating entities, and science and research organisations • CDEM Groups 	4.2	
Preserve life, protect health, limit the spread of disease and provide health and welfare services to affected communities	Health Re-establish and support health care services including providing appropriate primary care, including pre-hospital emergency care, tertiary and public health services within the affected area.	<ul style="list-style-type: none"> • National Controller (NCMC) • NHCC • DHBs 	<ul style="list-style-type: none"> • Ambulance providers • PHUs • CDEM Groups 	4.3
	Welfare services Co-ordinate provision of welfare services. Ensure that the delivery of welfare services and information is integrated and aligned to meet the needs of affected communities and animals.	<ul style="list-style-type: none"> • National Controller (NCMC) • NWCG all member agencies • CDEM Groups 		4.4
	Fire services (including USAR) Rescue trapped and isolated people including deployment of Urban Search and Rescue (USAR) teams, and extinguish fires as rapidly as possible.	<ul style="list-style-type: none"> • Fire and Emergency NZ 		4.5
Prevent further casualties from related hazards	Safety and security Protect life, promote safety and allow response agencies to carry out their tasks (including the assessment and management of access to impacted buildings; and the prevention of movement of unauthorised people and traffic into affected areas).	<ul style="list-style-type: none"> • NZ Police • MBIE • Affected CDEM Groups 		4.6
	Management of the deceased To coordinate the safe management of the deceased and fulfil the requirements of the Coroner.	<ul style="list-style-type: none"> • National Controller (NCMC) • NZ Police • Ministry of Justice 		4.7
Ensure the provision of essential services	Lifeline utilities restoration Support lifeline utilities to repair and restore their assets, networks and services, and/or identify alternatives to enable the medium- or long-term restoration of services to the affected area.	<ul style="list-style-type: none"> • National Controller (NCMC) • Sector coordinating entities • Affected CDEM Groups 		4.8
Provide critical resources	Critical domestic resources and capabilities Identify and procure response-enabling resources available within New Zealand.	<ul style="list-style-type: none"> • All national response agencies including sector coordinating entities, and science and research organisations • CDEM Groups 		4.9
	Critical international resources and capabilities Identify, request and coordinate the deployment of resources required from outside New Zealand, including specialist equipment and personnel.	<ul style="list-style-type: none"> • National Controller (NCMC) • MFAT • NZDF • NZ Police • NHCC • MPI 	<ul style="list-style-type: none"> • Fire and Emergency NZ • CDEM Groups (Auckland, Canterbury and Manawatū-Whanganui) • MBIE • NZ Customs 	4.10
Enable movement of people and freight into and out of the affected areas	Movement prioritisation Prioritise the movement of equipment, resources and people (responders and evacuees) along supply routes to support critical facilities and affected communities, considering the type and timing of resources required and/or available.	<ul style="list-style-type: none"> • All national response agencies including sector coordinating entities, and science and research organisations • CDEM Groups 		4.11
	Emergency supply chain and the movement of people Establish a functioning supply chain into and out of affected areas, including by land, sea and air.	<ul style="list-style-type: none"> • National Controller (NCMC) • MOT • NZDF 	<ul style="list-style-type: none"> • CDEM Groups (Wellington, Manawatū-Wanganui, Hawkes Bay, Marlborough, Nelson Tasman, Auckland, Canterbury, and Bay of Plenty) 	4.12
Communicate with affected communities and the wider public throughout the response	Public information management Develop and share national key messages for public safety and awareness, support CDEM Groups to provide their communities with the best advice and information, and build strong public confidence in the response.	<ul style="list-style-type: none"> • All national response agencies including sector coordinating entities, and science and research organisations • MSD • CDEM Groups 		4.13

Figure 3 Overview of the response framework

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3.1 Anticipated response timeline

Anticipated response timeline

Table 1 shows an anticipated timeline of response activities. These are flexible and may be adjusted as the situation warrants.

Table 1 Anticipated response timeline

Timeline	National	Regional
E-Day	<ul style="list-style-type: none"> • Response staff in affected areas check on their families. • The NCMC is activated at its alternative site in Auckland. • Agency NCCs activate and/or relocate as needed. • Communications systems are checked, and alternatives activated. • Reconnaissance and information gathering begins. • State of national emergency declared. • Preparation of National Assembly Areas begins. • Deployment of NZ USAR teams begins. • Requests for pre-identified and pre-approved international assistance are communicated. • Identification of resource shortfalls and requesting of additional international support begins. • Limited support to affected areas begins. • Public information management activity begins. • Probable arrival of INSARAG classified Heavy international USAR teams into NZ. Deployment into affected areas begins. • International assistance Reception and Departure Centre (RDC) established at Auckland International Airport. • Validation of assumptions in WENIRP, in order to advise planning processes. 	<ul style="list-style-type: none"> • Response staff in affected areas check on their families. • Community-led response begins. • CDEM Group ECCs activate (possibly at alternative locations). • Information gathering begins. • Identification of additional resource shortfalls and requests for support begins. • Support to injured and displaced begins. • Evacuation of status 1 casualties begins. • Evacuation of other casualties as required begins, and as transport is available. • Domestic USAR and general rescue operations begin.

Timeline	National	Regional
E+1	<ul style="list-style-type: none"> All-of-Government (AoG) Hub is established in Wellington. Establishment of National Assembly Areas. Confirm transport options into all affected areas (road, sea, air, rail). Information gathering continues. Expected commencement of military assistance flights from Australia. Information distribution to affected communities and the wider public initiated. Coordinated management of the deceased begins. 	<ul style="list-style-type: none"> Community-led response continues. Information gathering continues. Preparation of Regional Assembly Areas begins. USAR operations increase, with deployment of additional international teams into affected areas.
E+2	<ul style="list-style-type: none"> National Action Planning process begins. Expected arrival of international assistance flights. Air evacuations begin. 	<ul style="list-style-type: none"> Regional Assembly Areas begin operations. Wellington Airport open and fixed wing resupply begins.
E+3/E+4	<ul style="list-style-type: none"> Dissemination of National Action Plan. 	<ul style="list-style-type: none">
E+5/E+6	<ul style="list-style-type: none"> CentrePort open from E+5. First RORO ferry arrives in Wellington with construction equipment on E+5. Evacuation begins by sea. First RORO ferry arrives in Wellington with relief supplies on E+6. 	<ul style="list-style-type: none"> Barges begin resupply to the Hutt Valley.

Section 4 Response workstreams

4.1 Command, control and communication

Response objectives	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
Mobilise the response structure at all levels	Command, control and communication Establish and activate the command, control and communication structures and protocols at all levels.	<ul style="list-style-type: none"> • All national response agencies including sector coordinating entities, and science and research organisations • CDEM Groups
Preserve governance		
Maintain law & order		
Meet obligations to the international community		
Prepare for recovery		

4.1.1 Overview

Problem statement A major Wellington earthquake scenario is distinctive in the New Zealand context due to both its scale and because our emergency management command, control and communication structures will be directly impacted by the event:

- Responding agencies may not be able to work from their usual Coordination Centres and may need to activate in alternative locations.
- National, regional and local Coordination Centres may be short-staffed and may not (at least initially) be staffed by the usual first responders.
- Communications between Coordination Centres will be limited.

If effective command, control and communication arrangements cannot be implemented, there will be duplication of effort, ineffective use of resources and negative outcomes for the affected population.

Response concept In the event of a major Wellington earthquake, MCDEM (as lead agency) will activate the NCMC at its alternative site in Auckland. The NCMC will work with CDEM Group ECCs, support agencies and national lifeline utilities to coordinate the AoG response.

As the NCMC will take time to activate and become operational, the WENIRP provides the initial taskings and mandate for response agencies.

Group Controllers are in control of the response within their regions, supported by the NCMC. Prior to a declaration of a state of national emergency, the NCMC will be working to the priorities of Group Controllers, and de-conflicting and prioritising nationally. On declaration of a state of national emergency, the NCMC will take control of the response and all agencies will be working to the priorities of the National Controller. This declaration is likely to be made by the Minister of Civil Defence within the first 24 hours of the response; however, this will depend on the scale of the impact.

Response concept (continued)

Coordination of the response at the national level will occur under three broad response phases:

1. **Immediate actions:** agencies begin carrying out their tasks under this Plan and their roles and responsibilities as per the *National CDEM Plan 2015*, without waiting for NCMC direction. This phase may last from minutes up to 24 hours, depending on the disruption to NCMC staff and facilities. Where possible, agencies and CDEM Groups should actively seek alternative means to communicate with each other and coordinate activities jointly until the NCMC is operational.
2. **Initiation of the sustained response:** this phase begins when the NCMC has activated and starts to coordinate the response actions based on this Plan.
3. **Sustained response:** this phase begins when the NCMC has developed and communicated the first National Action Plan. In this phase, agencies are no longer working to their taskings under the WENIRP, but are instead working to the National Action Plan (under the direction of the NCMC).

4.1.2 Control structure

Control structure

The main features of the national control structure for the WENIRP scenario are:

- Officials' Committee for Domestic and External Security Coordination (ODESC)
- National Crisis Management Centre (NCMC) located in Auckland
- All-of-Government Hub (AoG Hub) in Wellington, on the Parliamentary Precinct
- Agency National Coordination Centres (NCCs) operating from Wellington or alternative locations (e.g. Auckland)
- CDEM Groups controlling the response within their areas (supported by the NCMC and their regional support agencies)

This control structure is illustrated in Figure 4.

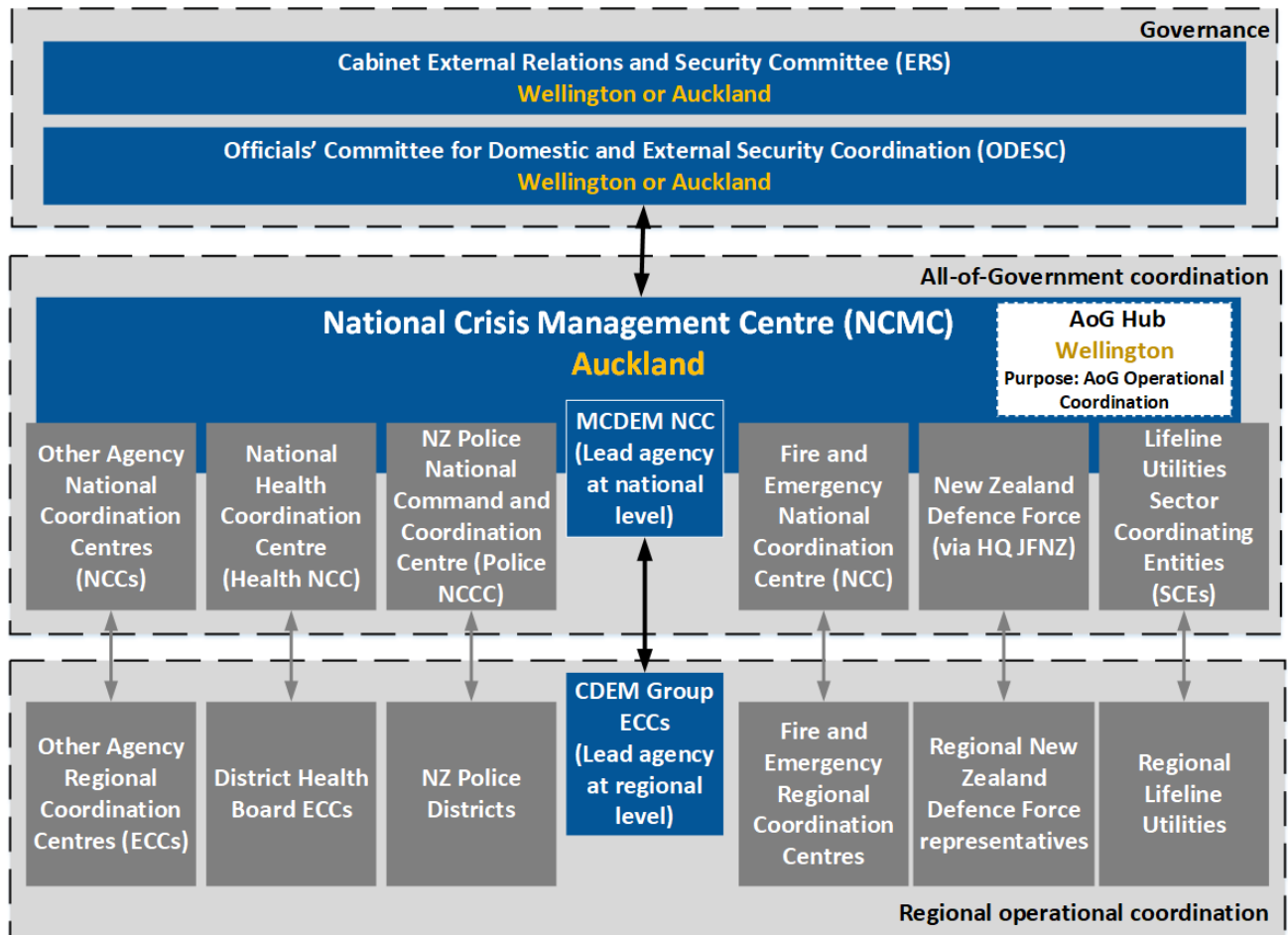


Figure 4 Control structure

Officials' Committee for Domestic and External Security Coordination (ODESC)

The national-level response is governed by the Officials' Committee for Domestic and External Security Coordination (ODESC). ODESC is a committee of Chief Executives who provide strategic direction to enable the lead agency to coordinate the operational response. ODESC advises and provides the link to the Cabinet External Relations and Security Committee (ERS).

While the NCMC and ODESC are not required to operate from the same city, this Plan assumes that ODESC will initially be activated by delegated Chief Executives or senior officials based in Auckland.

NCMC (Auckland)

Auckland-based MCDEM staff will activate the NCMC in Auckland at its alternative site if they are:

- unable to contact the National Controller or Director; OR
- the National Controller or Director are unable to confirm the ability to operate the NCMC from Wellington.

On activation, the NCMC in Auckland will undertake all functions of the NCMC and will coordinate the response under this Plan. A named delegate will assume the role of National Controller.

NCMC (Auckland) (continued)

Response agencies should assign skilled and experienced liaison officers to the NCMC to support the response and ensure alignment of effort. Liaison officers should understand their agency's responsibilities, and be capable of speaking on behalf of their agency and committing their agency to actions.

All-of-Government (AoG) Hub (Wellington)

Once able to, a small group of pre-identified Wellington-based MCDEM staff will move to the Parliamentary Precinct (or alternative location) to establish the AoG Hub.

The AoG Hub will work to the direction of the NCMC and be led by a National Controller representative. The AoG Hub may replicate some NCMC functions and will carry these out in support of the NCMC, rather than duplicating processes.

The AoG Hub will, as tasked by the NCMC, coordinate the AoG operational response in Wellington and will be capable of managing VIP visits, public information management and coordinating media.

The National Controller may move between the NCMC and the AoG Hub if required; however, the response will continue to be controlled from the NCMC in Auckland.

Agency National Coordination Centres (NCCs)

Response agencies that activate NCCs may operate these from Wellington, or delegate responsibility to regional offices (most likely Auckland). The location of, and contact details for, NCCs must be advised to the NCMC as soon as possible.

All NCCs, regardless of location, will liaise directly with the NCMC in Auckland. The AoG Hub will only work as an information intermediary if direct communication with the NCMC in Auckland is not possible.

CDEM Group ECCs

Group Controllers are in control of the response within their regions, supported by the NCMC.

Note: CDEM Groups who operate within unitary authorities may refer to their coordination centres as EOCs

As the impacts of a major Wellington earthquake may not be confined to the Wellington region, this Plan does not commit resources from adjacent CDEM Groups. Instead, it defines these regions as potentially affected, allowing them to assess and identify their support requirements/ability to support others before committing resources to support other CDEM Groups. Figure 5 illustrates this concept for supporting affected areas.

CDEM Groups are required to provide a status update to the NCMC on their level of impact and ability to assist as soon as possible, and continue updates over the next days to weeks.

All CDEM Group ECCs, regardless of location, will liaise directly with the NCMC in Auckland. The AoG Hub will only work as an information intermediary if direct communication with the NCMC is not possible.

Resource coordination

Critical assets will be scarce and in high demand, requiring national prioritisation. The NCMC and national agencies will identify, prioritise and assign assets from the available domestic and international resources as appropriate. This will involve either holding resources nationally or assigning them regionally, or a combination of both approaches.

Resources that are assigned by the NCMC to operate within a region will be under the control of the Group Controller. For example:

- Urban Search and Rescue (USAR) or Emergency Medical Teams (EMTs) operating within an impacted region

Resources that are assigned by the NCMC to operate within a region will be under the control of the Group Controller. For example:

- Urban Search and Rescue (USAR) or Emergency Medical Teams (EMTs) operating within an impacted region
- Air assets evacuating people within a CDEM Group area
- Vessels creating a 'Wellington cross-harbour link'

Resources that are assigned by the NCMC to operate between regions will be under the control of the National Controller. For example:

- Reconnaissance assets operating across multiple CDEM Group areas
- Air assets being used to evacuate people out of a CDEM Group area
- Ships operating between regions

Asset owners will maintain command of their assets at all times

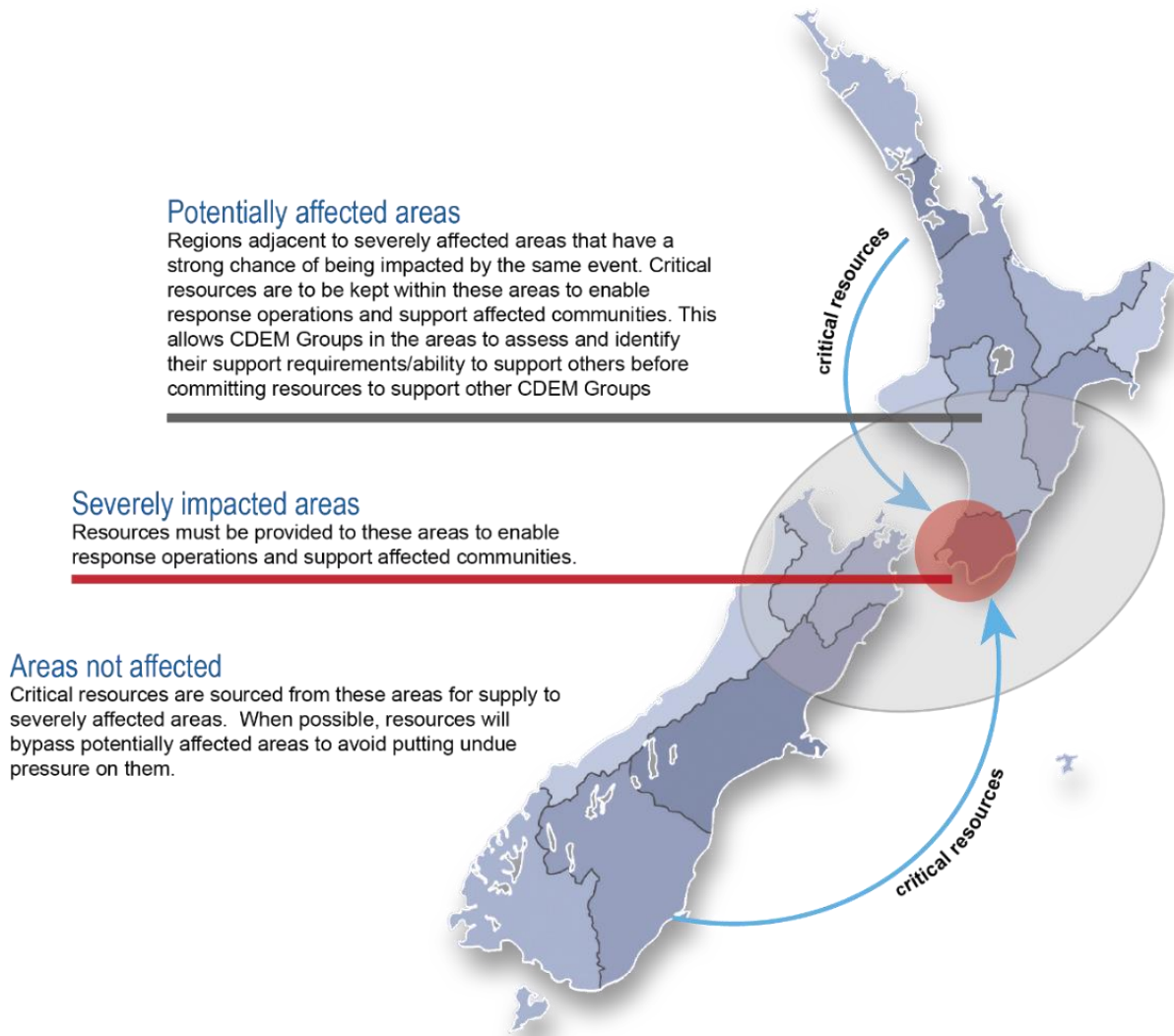


Figure 5 Concept for supporting severely impacted⁴ areas

4.1.3 Decision to relocate Parliament and Executive Government

Contingency Plan, Emergency Relocation of Executive Government and Parliament following a Major Wellington Earthquake Plan (CPER)

The *Contingency Plan, Emergency Relocation of Executive Government and Parliament following a Major Wellington Earthquake Plan* (CPER) provides details of the arrangements to relocate Parliament and Executive Government if required due to a major Wellington earthquake. Parliamentary Service is responsible for the CPER.

The decision-making authority to relocate Parliament and Executive Government is held by the Prime Minister of New Zealand. The CPER contains the decision-making criteria and roles and responsibilities for a relocation.

A decision to relocate (or not) will not change the command and control arrangements within the WENIRP. However, if the CPER is activated, the movement of individuals under it will be prioritised by the NCMC.

⁴ The areas shown in Figure 5 have been selected based on anticipated impacts. However, they do not cover all scenarios. Identification of the exact impacts and regions impacted will be a reconnaissance priority.

4.1.4 Communication arrangements

Communication options

While communication networks/channels in the majority of the country should be intact, the telecommunication network is reliant on electricity (or fuel for generators) to function. Response personnel in impacted areas will therefore likely be working in an environment with limited access to the internet, emails and cell phones.

The NCMC will seek to procure additional communications capacity following activation of this Plan. However, delivery of any additional capacity will likely be beyond the initial response phase.

Within the impacted regions, skilled and experienced liaison officers and couriers/runners will therefore be critical to a successful response, as they will enable/supplement communications between agencies and teams operating within the impacted regions.

National Controller's meetings and teleconferences

Due to the limited communications options expected to be available, the National Controller will initially rely on teleconferences to relay response critical information, support situational awareness to CDEM Group ECCs and develop a common operating picture.

Teleconference details will be provided to CDEM Group ECCs via the National Warning System or via satellite phone. (Note: If other communication options are not available, teleconferences can be joined via satellite phone).

As all national agencies are expected to provide liaison officers to the NCMC, separate national agency teleconferences are not anticipated. Agency planning meetings and updates will be conducted at the NCMC as per standard practice.

4.1.5 National action planning

National Action Plan development

The development of a follow-on National Action Plan should be initiated as soon as possible, based on the specifics of the emergency. The national action planning process is the responsibility of the NCMC, but will need to be a multi-agency effort to be effective.

It will be critical to integrate science advice into this action planning to ensure that the impacts of cascading hazards and realistic aftershock sequences are incorporated into the National Action Plan.

Once completed, the follow-on National Action Plan will replace this National Initial Response Plan, and will coordinate actions for the next operational period.

Timeframe

The WENIRP assumes the development of a National Action Plan by day five (ideally day three or four). This will allow a top-down planning approach, where support agencies and CDEM Groups will develop their own action plans based on the National Action Plan between days 5-7 (before the expiration of their supporting plans to WENIRP).

WENIRP end state This National Initial Response Plan provides for an immediate response and will be superseded when a National Action Plan has been developed, and can be implemented.

Ideally, the following activities will either have been completed, or be well underway, when the National Action Plan is promulgated:

- a. Awareness of the extent and range of impacts is established, and communicated across all agencies.
- b. Rescue operations are established within affected areas.
- c. Where possible, the provision of health care services are established within affected areas (this includes all services across the health and disability sector).
- d. Medical evacuations are underway from affected areas, where required.
- e. Public information is being coordinated and delivered accurately, clearly and rapidly.
- f. A functioning supply chain into (resources) and out of (people) affected areas has been established, and resources to meet the immediate needs of the impacted communities are being mobilised.
- g. Fires are under control or extinguished.
- h. Reliable communications into and within affected areas has been established.
- i. Infrastructure critical to the response is being repaired.
- j. Initial management of the deceased is underway.

4.1.6 Critical tasks – Command, control and communication

Assignee	Critical tasks
<p>All national response agencies, including sector coordinating entities, and science and research organisations</p>	<ul style="list-style-type: none"> • Activate agency National Coordination Centres as per own plans and procedures, without waiting for direction. • Establish contact with the NCMC. <ul style="list-style-type: none"> ◦ If contact cannot be made, assume the WENIRP has been activated and operate as tasked in this Plan. Where necessary, agencies and CDEM Groups are to coordinate activities jointly until the NCMC activates. ◦ When contact is made, confirm whether the WENIRP has been activated. • Provide a liaison officer to the NCMC. • If possible, be prepared to provide personnel to augment the NCMC operations. • All agencies to release, where possible, supplementary staff to support the NCMC and the national response.

Assignee	Critical tasks
National Controller (NCMC)	<ul style="list-style-type: none"> • Activate the NCMC in Auckland. • Support the establishment and tasking of the AoG Hub in Wellington. • Establish contact with CDEM Groups, other National Coordination Centres (NCCs), sector coordinating entities, and science and research organisations. • Confirm if the assumptions listed in Section 1.3 of this Initial Response Plan are valid; if invalid, this Plan will need to be adapted and/or have provisions made in the National Action Plan. <ul style="list-style-type: none"> ◦ Communicate any changes to assumptions and/or critical tasks to CDEM Groups and response agencies. • Develop the follow-up National Action Plan. • Identify supplementary staffing requirements and communicate these to agencies.
Ministry of Foreign Affairs and Trade (MFAT)	<ul style="list-style-type: none"> • Support foreign consular teams to provide assistance to foreign nationals in the affected areas. • Collate and facilitate the provision of advice to the diplomatic corps on the status of their citizens, including (but not exclusive to) advice received from New Zealand agencies, including Police, NZDF and MCDEM.
New Zealand Defence Force (NZDF)	<ul style="list-style-type: none"> • Be prepared to provide personnel to support other CDEM Group ECCs.
CDEM Groups	<ul style="list-style-type: none"> • Activate ECCs as per own plans and procedures, without waiting for direction. • Establish contact with the NCMC. <ul style="list-style-type: none"> ◦ If contact cannot be made, assume the WENIRP has been activated and operate as tasked in this Plan. Where necessary, agencies and CDEM Groups are to coordinate activities jointly until the NCMC activates in Auckland. ◦ When contact is made, confirm whether the WENIRP has been activated. • Be prepared to provide personnel to support CDEM Group ECCs.

4.2 Reconnaissance and information collection

Response objective	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
<p>Understand the situation and impacts</p>	<p>Reconnaissance and information collection</p> <p>Determine the impacts, status of key infrastructure and capabilities of response agencies. Build a picture of numbers and locations of people affected.</p>	<ul style="list-style-type: none"> • All national response agencies including sector coordinating entities, and science and research organisations • CDEM Groups

4.2.1 Overview

Problem statement A lack of situational awareness will be of critical concern in the days following a major Wellington earthquake. Developing an understanding of the scope and scale of impacts will be critical for enabling response decision-making and actions.

Response concept In order to enable an effective response, information requirements need to be prioritised and sourced in a coordinated manner.

The top priority information requirements are detailed below. These have been identified as response-critical by response agencies. Once sourced, these information requirements will act as enablers of action in other workstreams.

4.2.2 Information requirements

Approach The following maps and tables (Figure 6 Critical road and rail links in the lower North Island, Figure 7, Figure 8, Table 2 and Table 3) show key information requirements and responsibilities in a Wellington earthquake, including the status of:

- critical transport links and assets (land, sea and air)
- electricity, fuel supply, water, wastewater, stormwater and communications infrastructure
- health and welfare services
- weather forecasts

The following information must be gathered, verified and kept up-to-date.

4.2.3 Critical tasks – Reconnaissance and information collection

Assignee	Critical tasks
<p>All national response agencies, including sector coordinating entities, and science and research organisations</p>	<ul style="list-style-type: none"> • Source and communicate to the NCMC the critical information requirements in: <ul style="list-style-type: none"> ◦ Table 2 Critical information requirements – Transport assets on page 34. ◦ Table 3 Critical information requirements – All other impacts on page 38. • Advise the NCMC of support requirements to maintain or enable response.
<p>National Controller (NCMC)</p>	<ul style="list-style-type: none"> • Consolidate personnel, equipment and supply requests from CDEM Groups and other agencies. • Consolidate and communicate reconnaissance and information collection outputs. • Coordinate reconnaissance to ensure the best use of assets, including providing access to reconnaissance flights for road and rail engineers.
<p>CDEM Groups</p>	<ul style="list-style-type: none"> • Source and communicate to the NCMC the critical information requirements in: <ul style="list-style-type: none"> ◦ Table 2 Critical information requirements – Transport assets on page 34. ◦ Table 3 Critical information requirements – All other impacts on page 38. • Advise the NCMC of individual response plans and priority of effort. • Advise the NCMC of support requirements to maintain or enable response.

Table 2 Critical information requirements – transport assets

Asset	Information required	Source agency
State highway network	<ul style="list-style-type: none"> High-level aerial sweep of impacted areas to establish geographic scale of impacts. 	NZDF
	<ul style="list-style-type: none"> Detailed assessment of State Highway network, including level of service available. Requirements for NCMC support to maintain/re-establish service. 	Transport Response Team (Transport sector coordinating entity (SCE) ⁵ / NZTA)
Rail network	<ul style="list-style-type: none"> High-level aerial sweep of impacted areas to establish geographic scale of impacts. 	NZDF
	<ul style="list-style-type: none"> Detailed assessment of railway network, including level of service. Requirements for NCMC support to maintain/re-establish service. 	Transport Response Team (Transport SCE) / KiwiRail)
Local roads	<ul style="list-style-type: none"> Status of local roads. Requirements for NCMC support to maintain/re-establish service. 	Relevant CDEM Group
Non-road land routes	<ul style="list-style-type: none"> Status of alternative non-road routes into/out of affected regions (i.e. tracks and other minor routes). 	NZDF NZTA Relevant CDEM Groups
Ports	<ul style="list-style-type: none"> Status of ports, with particular focus on their ability to receive ROROs and geared ships. Any operational constraints or restrictions imposed. Requirements for NCMC support to maintain/re-establish service. 	Transport Response Team (Transport SCE) Relevant CDEM Groups NZDF (for Devonport)
Airports	<ul style="list-style-type: none"> Status of airports with particular focus on their ability to receive fixed and rotary wing aircraft. Any operational constraints or restrictions imposed. Requirements for NCMC support to maintain/re-establish service. 	Transport Response Team (Transport SCE) Relevant CDEM Groups NZDF (for Whenuapai, Ohakea, and Woodburn)
Ferries (Interislander, Bluebridge)	<ul style="list-style-type: none"> Location, condition and availability of vessels and crew. 	Transport Response Team (Transport SCE)

⁵ A sector coordinating entity (SCE) is an organisation, a group of sector representatives, or an individual agreed by a lifeline utility sector to provide a single point of contact between the NCMC or and ECC.

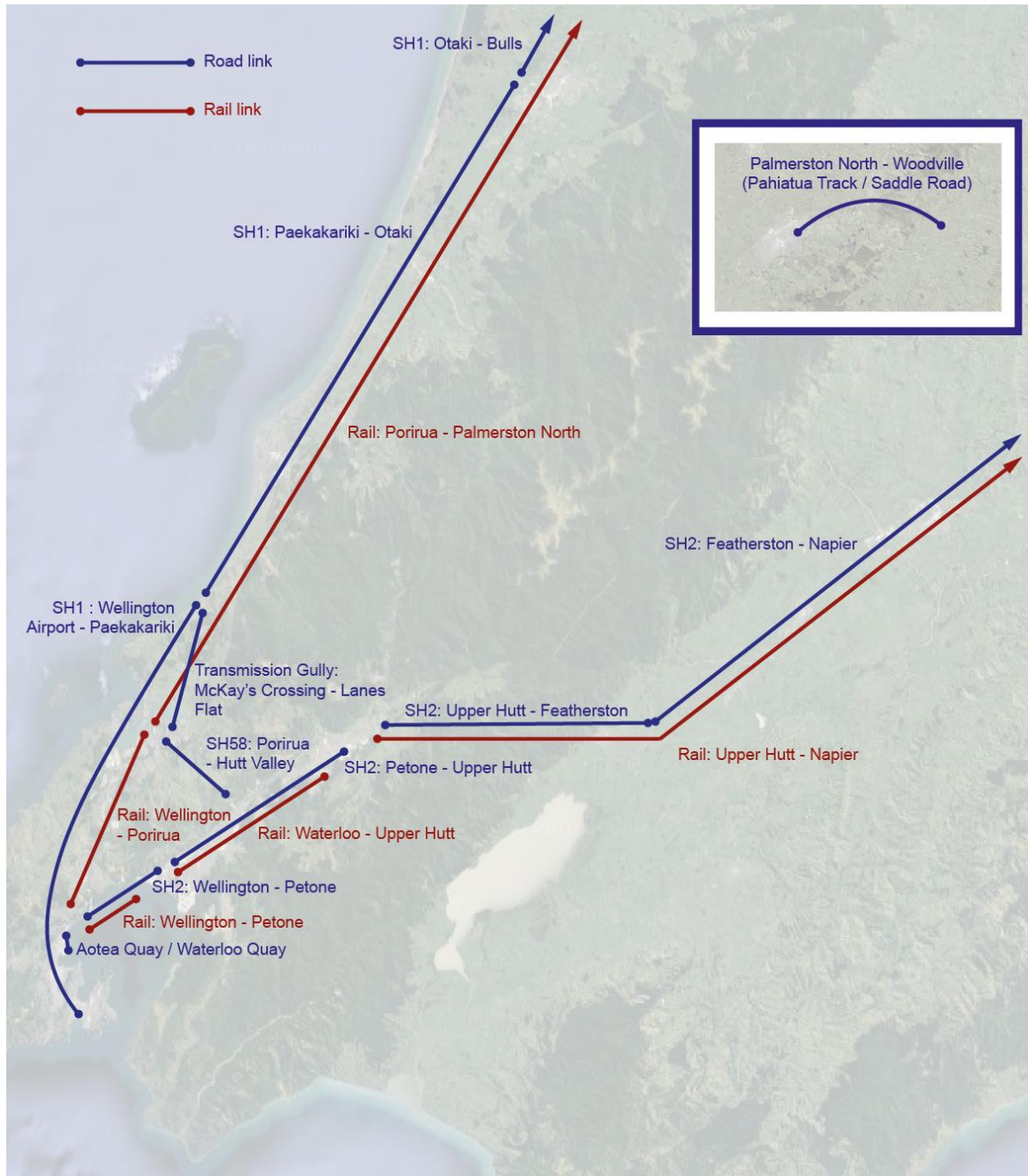


Figure 6 Critical road and rail links in the lower North Island

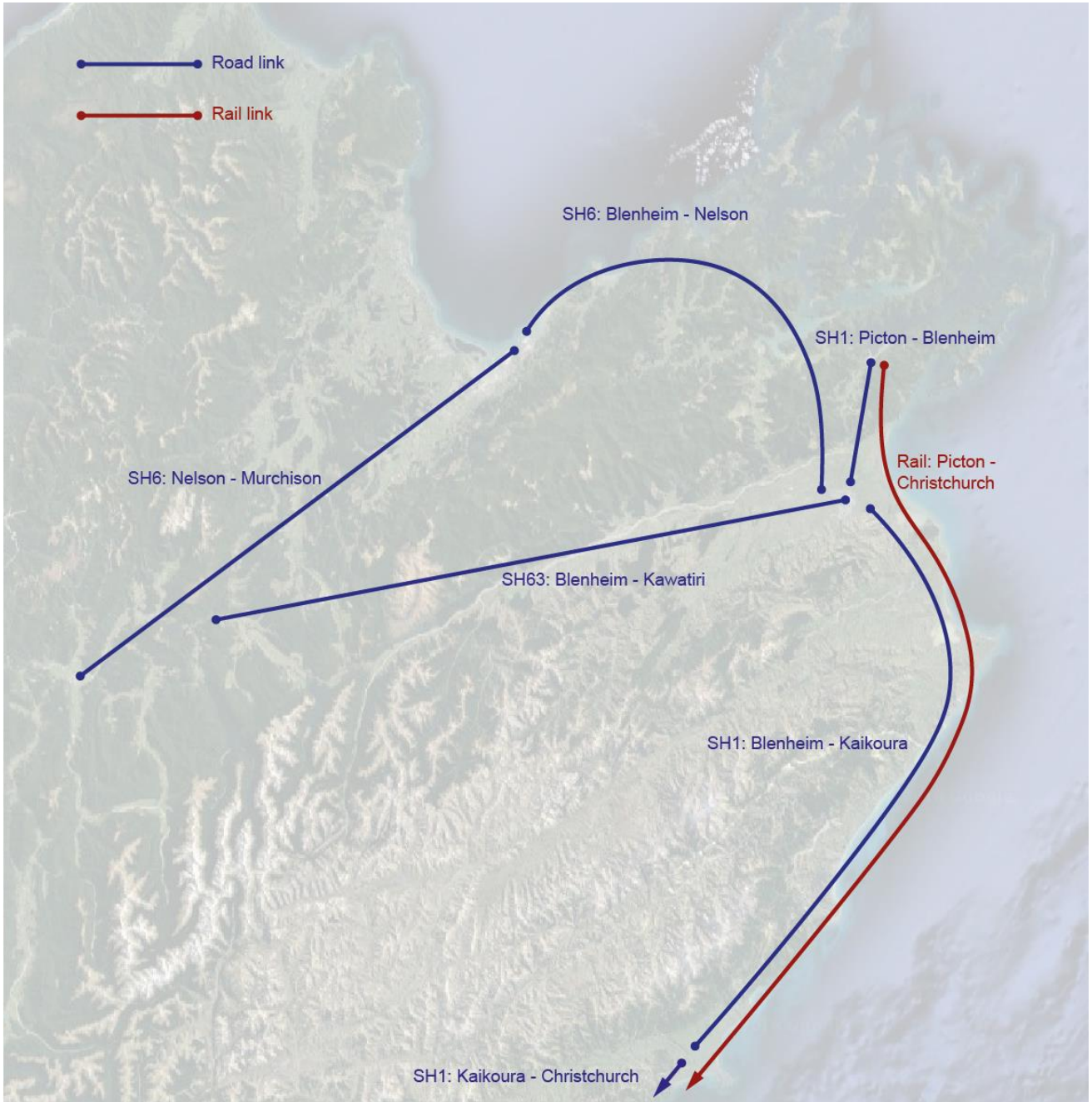


Figure 7 Critical road and rail links in the upper South Island



Figure 8 Ports and airports / airfields

Table 3 Critical information requirements – All other impacts

Sector	Information required	Source agency
Water	<ul style="list-style-type: none"> • Status of water storage facilities. • Status of water and wastewater services infrastructure. • Areas affected by water outages and/or contamination. • Requirements for NCMC support to maintain/re-establish service. • Estimated duration of outages. • Status of water potability. 	<ul style="list-style-type: none"> • Relevant CDEM Group • Water SCEs • Water organisations
Electricity	<ul style="list-style-type: none"> • Status of electricity networks and infrastructure. • Areas affected by power outages. • Requirements for NCMC support to maintain/re-establish service. • Estimated duration of outages. 	<ul style="list-style-type: none"> • Electricity SCE • Relevant CDEM Groups
Telecommunications	<ul style="list-style-type: none"> • Status of communications networks and infrastructure (internet, mobile networks, landline, radio, television). • Areas affected by communications blackouts. • Requirements for NCMC support to maintain/re-establish service. • Estimated duration of outages. 	<ul style="list-style-type: none"> • Telecommunications SCE • Relevant CDEM Groups
Gas	<ul style="list-style-type: none"> • Status of the gas network. • Areas affected by gas outages. • Requirements for NCMC support to maintain/re-establish service. 	<ul style="list-style-type: none"> • Gas SCE • Relevant CDEM Groups
Fuel	<ul style="list-style-type: none"> • Status of fuel distribution and storage infrastructure. • Requirements for NCMC support to maintain/re-establish service. 	<ul style="list-style-type: none"> • Fuel SCE • Relevant CDEM Groups

Sector	Information required	Source agency
Fast Moving Consumer Goods (FMCG)	<ul style="list-style-type: none"> • Status of the FMCG sector. • Areas affected by shortages/outages. • Requirements for NCMC support to maintain/re-establish service. 	<ul style="list-style-type: none"> • Foodstuffs • Progressive Enterprises • Relevant CDEM Groups
Welfare	<ul style="list-style-type: none"> • Scale and scope of affected communities' welfare needs. • Requirements for NCMC support. 	<ul style="list-style-type: none"> • National Welfare Coordination Group (NWCG), particularly responsible agencies • Relevant CDEM Groups (likely via WCGs)
Health	<ul style="list-style-type: none"> • Scale and scope of affected communities' health needs. • Status of the health sector. • Requirements for NCMC support. 	<ul style="list-style-type: none"> • Ministry of Health (National Health Coordination Centre (NHCC))
Safety and security (including building assessments)	<ul style="list-style-type: none"> • Security issues of concern. • Scale and scope of impact to buildings. • Requirements for NCMC support. 	<ul style="list-style-type: none"> • New Zealand Police • MBIE • Relevant CDEM Groups
USAR and firefighting	<ul style="list-style-type: none"> • Status of USAR operations. • Status of firefighting operations. • Requirements for NCMC support. 	<ul style="list-style-type: none"> • Fire and Emergency New Zealand
Management of the deceased	<ul style="list-style-type: none"> • Initial estimates of fatalities numbers. • Mortuary capacity. • Requirements for NCMC support, including support with transport and mortuary capacity. 	<ul style="list-style-type: none"> • Ministry of Justice (Coronial Services) • Police
Weather	<ul style="list-style-type: none"> • 5-10 day weather forecast. • 1 month forecast (to support contingency planning). 	<ul style="list-style-type: none"> • MetService

4.3 Health

Response objective	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
<p>Preserve life, protect health, limit the spread of disease and provide health and welfare services to affected communities</p>	<p>Health Re-establish and support health care services including providing appropriate primary care, including pre-hospital emergency care, tertiary and public health services within the affected area.</p>	<ul style="list-style-type: none"> • National Controller (NCMC) • NHCC • DHBs • Ambulance providers • PHUs • CDEM Groups

4.3.1 Overview

Problem statement	<p>A major Wellington earthquake may overwhelm the capacity of the New Zealand health sector. The secondary and tertiary hospitals, primary care facilities, and associated services (such as aged residential care and ambulance providers) within the affected area will not be able to cope with the number of injuries and fatalities without both domestic and international support.</p>
Response concept	<p>Health services will initially be delivered at the incident and local level from existing health resources. Domestic and international surge support will be deployed into the impacted region as soon as possible and, where appropriate, patients will be evacuated to health facilities outside of the impacted region(s).</p>

4.3.2 Coordination and support

Coordination	<p>The WENIRP leverages the health sector’s planning for a major earthquake, and utilises standard health arrangements as outlined in the <i>National Health Emergency Plan</i> (NHEP) and relevant sub-plans, local and regional <i>Health Emergency Plans</i> (of DHBs and PHUs), <i>New Zealand Ambulance Major Incident and Emergency Plan</i> (AMPLANZ) and <i>National CDEM Plan 2015</i>.</p> <p>The National Health Coordination Centre (NHCC) will lead and coordinate the health and disability sector and District Health Boards (DHBs) will coordinate the response within their region, with support from CDEM Groups.</p>
Domestic surge capacity	<p>The NHCC will coordinate the deployment of New Zealand health and disability sector personnel, equipment and supplies into the impacted regions to support the continued operation of DHB, PHU, ambulance and primary health care services.</p>

International Emergency Medical Teams

The scale of the Wellington earthquake scenario means international Emergency Medical Teams (EMTs) will be required to supplement the New Zealand health sector response.

Team selection will be based on countries with:

- medical training and qualifications that can be registered in New Zealand
- EMTs classified under the World Health Organisation (WHO) EMT initiative
- the ability to speak English, which is important for patient interaction and dispensing medicine

More detail on the international assistance process and team pre-selection is available in section 4.10 [Critical international resources and capabilities](#)

4.3.3 Patient movement

Patient movement

The outward movement of patients will be prioritised across all transport assets. The Ministry of Health, via the National Ambulance Crisis Coordination Centre (NACCC), will manage the movement of all medical air assets.

Transportation of patients is a clinical decision and early clinical assessment will:

- inform the most efficient and safest transfer option for the patient, clinical staff and the public
- identify the most appropriate health care facility to transport to

4.3.4 Critical tasks – Health

Assignee	Critical tasks
National Controller (NCMC)	<ul style="list-style-type: none"> Support patient evacuation from affected areas, in conjunction with the Ministry of Health’s NHCC. Support the provision of public health response and disease surveillance and monitoring in affected areas, in conjunction with the Ministry of Health.
Ministry of Health (via the NHCC)	<ul style="list-style-type: none"> Establish contact with the NCMC, DHBs and PHUs and ambulance providers. Identify available capacity across the health and disability sector and (in conjunction with the NCMC) coordinate any transport requirements for the provision of personnel, equipment and supplies to the affected areas. Coordinate medical transport assets and aero-medical evacuation out of isolated areas (this role is permanently delegated to the National Ambulance Crisis Coordination Centre in Auckland). Liaise with the NCMC to arrange additional logistics support for the health sector, as required. Coordinate the provision of additional medical teams to affected areas as required. Control any international medical assets deployed to New Zealand.
District health boards (within affected areas)	<ul style="list-style-type: none"> Establish contact with the NHCC and health care providers within their region. Coordinate the local primary, tertiary and public health response. Implement regional response coordination procedures within the health and disability sector. Forward requests for medical personnel, medical equipment and consumable supplies to the NHCC. Implement procedures for requesting assistance with urgent patient transfers and the provision of staff, supplies and other assistance. Forward consolidated non-medical support requests to CDEM Groups for action, including requests for supplies, equipment, engineering, lifeline utilities and transport. Assess existing capability and capacity and report this to the NHCC.
District health boards (outside affected areas)	<ul style="list-style-type: none"> Establish contact with the NHCC. Assess existing capability and capacity to support the health sector response and report this to the NHCC. Be prepared to support DHBs within affected areas. Be prepared to receive and treat casualties evacuated from DHBs and other facilities in affected areas.

Assignee	Critical tasks
Land and air ambulance providers	<ul style="list-style-type: none"> • Establish contact with the NHCC. • Respond in accordance with the provisions of AMPLANZ. • Establish contact with local DHB EOCs within affected areas. • Assess existing capability and provide situation reporting, status, and capacity to support the health sector response to the NHCC.
Public Health Units (PHUs) (within affected areas)	<ul style="list-style-type: none"> • Establish contact with NHCC. • Lead all aspects of public health risk management. • Coordinate with local DHBs in affected areas. • Liaise with the CDEM Group or local EOC. • Assess, manage and communicate public health risks in coordination with CDEM Group or local EOC. • Assess existing capability and provide situation reporting, status, and capacity to support the health sector response to the NHCC.
Public Health Units (PHUs) (outside affected areas)	<ul style="list-style-type: none"> • Establish contact with the NHCC. • Assess existing capability and provide situation reporting, status, and capacity to support the health sector response to the NHCC. • Be prepared to support PHUs within affected areas.
CDEM Groups	<ul style="list-style-type: none"> • Provide logistical support (if requested) to assist with the evacuation of patients and casualties.

More detail, including the process for requesting and accepting international assistance, is in section 4.10 [Critical international resources](#) on page 62.

4.4 Welfare services

Response objective	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
<p>Preserve life, protect health, limit the spread of disease and provide health and welfare services to affected communities</p>	<p>Welfare services Co-ordinate provision of welfare services. Ensure that the delivery of welfare services and information is integrated and aligned to meet the needs of affected communities and animals.</p>	<ul style="list-style-type: none"> • National Controller (NCMC) • NWCG all member agencies • CDEM Groups

4.4.1 Overview

- Problem statement** A major Wellington earthquake will result in welfare services needs for affected communities on a scale that New Zealand has not seen before:
- Tens of thousands of people will be displaced from their homes and without the most basic of supplies and services.
 - People will be separated from their families, communities and support networks.
 - Communities will be isolated from critical services.

These impacts will result in heavy demand for welfare services⁶, which will overwhelm the capacity of regional and local resources. Meeting the needs of affected people will therefore require a significant level of national support and coordination.

The scale of the impact and sheer numbers of people and animals affected will make it difficult to determine the true needs of affected people, and consequently meet these needs. This will initially affect the ability of the NCMC and welfare services agencies to gain situational awareness, anticipate arising needs and issues, and establish effective mechanisms to ensure coordinated delivery of welfare services to affected communities.

- Response concept** Welfare services will be delivered at the incident and local level, coordinated at the regional level and supported by the NCMC and National Welfare Coordination Group (NWCG) at the national level.

Due to the anticipated scale of impact and consequent challenges gaining situational awareness (particularly with telecommunications impacted), the NCMC will automatically push relief supplies into the affected area based on estimated needs.

Once initial assessments have been undertaken and specific needs have been identified, these will be communicated to the NCMC, allowing for the deployment of resources based on these assessments.

⁶ The objective of the welfare services function is to carry out activities across the 4 Rs to provide for the needs of people affected by an emergency and to minimise the consequences of the emergency for individuals, families and whānau, and communities (cl.63 of the *National CDEM Plan 2015*).

4.4.2 Approach

Rapid relief	<p>The initial welfare response is likely to use a ‘rapid relief’ approach, which:</p> <ul style="list-style-type: none"> • is applied following a large-scale rapid onset emergency; • is based on likely impact; and • does not wait for specific needs to be assessed. <p>Rapid relief focuses on the immediate provision of resources and assistance to ease the suffering of those affected by an emergency. This will include a ‘no-regrets’ approach to the deployment of resources.</p> <p>When meeting these initial needs, responders need to consider that actions taken to meet these needs may become the norm for months to come. When possible, the welfare response should therefore focus on utilising more formal sub-function processes and arrangements as soon as possible, to ensure effective, coordinated and integrated delivery of welfare services.</p>
Registration and needs assessment	<p>Transitioning from the rapid relief approach will require the establishment of a formal registration and comprehensive needs assessment process, as soon as possible. This will be critical to ensure effective and coordinated delivery of welfare services to meet affected communities’ needs.</p>
Support to foreign nationals	<p>The event will adversely affect foreign nationals who may consequently require support, including welfare services. All affected people in need will be provided welfare services irrespective of their nationality, but foreign nationals may also require consular assistance. MFAT will work with foreign diplomatic and consular missions in New Zealand to ensure the necessary consular assistance is provided for affected foreign nationals.</p>
Welfare response enablers	<p>The delivery of welfare services will be heavily reliant on other NCMC functions and workstreams under this Plan.</p> <p>For example, the provision of household goods and services depends on some form of logistics supply chain; provision of advice to affected communities is likely to initially be predominantly through hard copy fact sheets, developed in conjunction with Public Information Management (PIM); and provision of some financial assistance will rely on key lifeline utilities being operational and available.</p> <p>Critical work streams under this Plan that have direct links to welfare are:</p> <ul style="list-style-type: none"> • 4.2 Reconnaissance and information collection • 4.3 Health • 4.8 Lifeline utilities restoration • 4.9 Critical domestic resources and capabilities • 4.10 Critical international resources and capabilities • 4.11 Movement prioritisation • 4.12 Emergency supply chain and the movement of people • 4.13 Public information management

4.4.3 Coordination and support

National (NCMC) coordination

The Welfare function in the NCMC will have a core role in ensuring the coordinated and prioritised delivery of welfare services. Effective delivery of welfare services, in coordination and collaboration with CDEM Groups and response agencies, will be the measure of the response.

To ensure this, the NCMC will leverage existing welfare services arrangements as per the *National CDEM Plan 2015, Welfare Services in an Emergency Director's Guideline*, and CIMS.

With over 30 agencies formally part of the welfare services arrangements, the national coordination and support role for the NCMC Welfare function will be resource intensive and require commitment across the AoG response, particularly for the National Welfare Manager and responsible agencies.

(Alternative) National Welfare Coordination Group (NWCG)

The NWCG provides strategic oversight, planning, and coordination at the national level, and support to CDEM Groups at the regional level, for the delivery of welfare services to affected people and animals.

In the event of the activation of the WENIRP, the alternative NWCG will convene a meeting in Auckland, ideally within 24 hours of the activation of the NCMC⁷.

Regional and local coordination and delivery of welfare services

CDEM Group Welfare Managers are responsible for the coordination of the delivery of welfare services at the regional and local level, and this is undertaken via a Welfare Coordination Group (WCG). WCGs are made up of agencies with responsibility for the delivery of welfare services in an emergency.

Table 4 provides an overview of the nine welfare services sub-functions and the responsible agencies at the regional and national levels.

Group Welfare Managers are also responsible for coordination with the National Welfare Manager and other Group Welfare Managers. National and regional partnerships are therefore critical to the effective delivery of welfare services to affected communities.

When Local and Group Welfare Managers identify welfare services delivery gaps, they are likely to request support from the NCMC. While work is being done to make these resources available, CDEM Group ECCs and local EOCs will work to existing plans to meet the needs of the population using resources available within the region.

The WREP and Wellington CDEM Group Welfare Plan detail how the Wellington region will coordinate welfare services following a major Wellington earthquake.

⁷ In business-as-usual, the NWCG meets regularly in Wellington, with most agencies represented by Wellington-based representatives. All NWCG agencies are expected to identify and induct alternative agency representatives (ideally Auckland-based) in readiness, as members of the alternative NWCG.

Regional and local coordination and delivery of welfare services (continued)

Delivery of welfare services will not be limited to the directly impacted regions. As evacuees move (or are moved) out of the impacted regions they will require support. Therefore, ECCs outside of the impacted region will have a critical role in the delivery of welfare services to people and animals displaced by the emergency.

Non-government organisations (NGOs) / New Zealand Red Cross⁸

A number of NGOs⁸ are support agencies with roles and responsibilities under the existing welfare services arrangements (e.g. New Zealand Red Cross, The Salvation Army, St John, and Victim Support). All NGOs are expected to plug into the CDEM-led response structure to ensure alignment, coordination and collaboration.

Some New Zealand NGOs have arrangements for surge capacity and mutual assistance from their international partners. These arrangements are internal support arrangements (rather than international assistance).

NGOs represented in New Zealand will coordinate their international partner agencies. This is to include:

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

International non-government organisations (INGOs)

In addition to the arrangements for New Zealand NGOs, further support may be required from INGOs not represented in New Zealand. Approved INGOs that offer, or are requested by the NCMC to provide, support will be referred to the NGO Disaster Relief Forum (NDRF). The NDRF will provide the same coordination for these INGOs as NZ-based NGOs will to their international partner agencies (see above).

Assistance from INGOs will be managed through the NCMC International function. Additional detail on the acceptance, approval and deployment process is in section 4.10 [Critical international resources and capabilities](#)

Community-based organisations

Community-based organisations play an important role in supporting affected communities. CDEM Groups and local authorities do and will work closely with community-based organisations, especially at the local and incident response levels. CDEM Group ECCs are responsible for evaluating any requests for, or offers of, assistance from community-based organisations, and communicating any support requirements to the NCMC.

⁸ New Zealand Red Cross has a special status as an auxiliary humanitarian partner to the NZ Government, and is not an NGO. However, all references to NGOs/INGOs in this document also represent arrangements and expectations for New Zealand Red Cross.

Table 4 Welfare sub-functions and agencies responsible for welfare services at national/regional level

Welfare services sub-function	Sub-function description	Responsible agency <i>national level</i>	Responsible agency <i>regional level</i>
Registration	The collation of affected people’s details and identification of immediate needs.	MCDEM	CDEM Group
Needs assessment	The process of understanding the short-term or ongoing needs of affected people and coordinating the integrated actions to meet those needs.	MCDEM	CDEM Group
Inquiry	A coordinated process of reconnecting people who are out of contact with family or significant others when all other means of contact have been exhausted and there are genuine fears for the safety of the person/s being sought.	NZ Police	NZ Police
Care and protection services for children and young people	Providing statutory care and protection services to children and young people separated from their parent, legal guardian or usual caregiver during an emergency.	Oranga Tamariki–Ministry for Children	Oranga Tamariki–Ministry for Children
Psychosocial support	Coordinating psychological and social interventions that support community recovery.	Ministry of Health	District Health Board
Household goods and services	Providing essential goods and services when access to these has been disrupted.	MCDEM	CDEM Group
Shelter and accommodation <i>Note: these timeframes are likely to be extended due to the anticipated consequences</i>	Providing emergency shelter (generally lasting for hours to only a few days) and emergency accommodation (generally lasting for a few days and not more than about two weeks) for displaced people.	MCDEM: shelter and emergency accommodation	CDEM Group: shelter and emergency accommodation
	Providing temporary accommodation (for people who cannot return to their homes for a prolonged period – several weeks to possibly years).	MBIE: temporary accommodation	MBIE: temporary accommodation
Financial assistance	Provision of information about, and access to, the range of financial assistance available to people affected by an emergency.	Ministry of Social Development	Ministry of Social Development

Welfare services sub-function	Sub-function description	Responsible agency <i>national level</i>	Responsible agency <i>regional level</i>
Animal welfare	Providing for the needs of all animals affected by an emergency when their owners (or persons in charge) are unable to because of the emergency, including the temporary shelter and care of companion animals and their reunification with owners.	Ministry for Primary Industries	Ministry for Primary Industries

4.4.4 Critical tasks – Welfare

Assignee	Critical tasks
National Controller (NMC)	<ul style="list-style-type: none"> • Via the National Welfare Manager, activate the alternative NWCG, and convene a meeting with responsible and support agencies as soon as possible (ideally within 24 hours of activation of the NCMC). • Establish contact with CDEM Group Welfare Managers and determine the need for NWCG support. • Prepare an AoG fact sheet about welfare services available (in collaboration with the NCMC PIM function).
Alternative NWCG – all member agencies	<ul style="list-style-type: none"> • Ensure there is sufficient surge capacity available to maintain essential services and contribute to the wider welfare services provision. • Consider resources required to coordinate welfare services sub-functions. • Provide personnel, to augment the NCMC’s operations, on request.
Alternative NWCG – responsible agencies	<ul style="list-style-type: none"> • Activate all welfare services sub-functions as per agency responsibilities in the <i>National CDEM Plan 2015</i>. • Establish contact with support agencies, and ensure national and regional sub-function coordination.
CDEM Groups outside of the affected area	<ul style="list-style-type: none"> • Be prepared to receive and support evacuees.
NZ Police	<ul style="list-style-type: none"> • Activate the Restoring Family Links website, in coordination with the New Zealand Red Cross (Note: the website will not be immediately publicly available).
Ministry of Social Development	<ul style="list-style-type: none"> • Activate additional financial measures of assistance.
MBIE	<ul style="list-style-type: none"> • Activate the Temporary Accommodation Service (TAS). • Activate the Visitor Sector Emergency Advisory Group (VSEAG).

4.5 Fire services (including USAR)

Response objectives	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
<p>Preserve life, protect health, limit the spread of disease and provide health and welfare services to affected communities</p> <p>Prevent further casualties from related hazards</p>	<p>Fire services (including USAR)</p> <p>Rescue trapped and isolated people including deployment of Urban Search and Rescue (USAR) teams, and extinguish fires as rapidly as possible.</p>	<ul style="list-style-type: none"> • Fire and Emergency NZ

4.5.1 Overview

Problem statement Wellington’s earthquake-prone buildings and unstable hillsides will cause building/structural damage slips and the potential for a large number of people being trapped and requiring rescue. The anticipated numbers will overwhelm the capacity of New Zealand USAR teams and international support will be required.

It is also anticipated that fires will break out in the impacted regions. This will be of particular concern in regions with gas networks and wooden houses close together where fires are more likely to spread.

Response concept Initial rescues will be undertaken by the community and emergency services on the ground. More complex rescues will require USAR, USAR teams will be deployed from within New Zealand in the initial stages of the response and will be supplemented by international USAR teams. In order to be effective, teams will need to be mobilised into the impacted regions as fast as possible, as the first 72 hours immediately following a major emergency are considered the most critical to provide lifesaving assistance and treatment.

Firefighting services will also initially be delivered at the incident and local level from existing resources. Depending on the scale of fires domestic and international support, if required, will be deployed into the impacted region as soon as possible.

4.5.2 Coordination and support

Fire and Emergency New Zealand coordination

The WENIRP leverages Fire and Emergency New Zealand’s planning for a major earthquake, and utilises standard coordination arrangements as outlined in the National CDEM Plan 2015 which cover the coordination of both firefighting and USAR.

The Fire and Emergency New Zealand National Coordination Centre will lead and coordinate their response nationally. Regional and local coordination centres coordinating the response within their region, with support from CDEM Groups.

USAR coordination

Fire and Emergency New Zealand will deploy representatives from the USAR Management Team (UMT) to operationally lead and coordinate domestic and international USAR team activities. Fire and Emergency New Zealand will provide a liaison officer to the NCMC that can speak on USAR matters, support the NCMC International function and assists with interagency coordination.

International USAR support

The scale of the Wellington earthquake scenario means international USAR support will be required to support New Zealand domestic teams.

Team selection will be based on countries with International Search and Rescue Advisory Group (INSARAG) classifications.

'Heavy' teams will be prioritised as they have the operational capability for complex technical search and rescue operations in collapsed or failed structures. Specific team selection will focus on interoperability, including the ability to speak English.

Hazardous substances

Fire and Emergency New Zealand will provide a hazardous substances response to stabilise, or make safe, as resources allow.

4.5.3 Critical tasks – Fire services (including USAR)

Assignee	Critical tasks
Fire and Emergency New Zealand	<ul style="list-style-type: none"> • Coordinate the USAR and firefighting response in affected areas. • Coordinate the provision of additional Fire and Emergency New Zealand personnel to affected areas. • Coordinate any international USAR or firefighting teams deployed to New Zealand. • Coordinate the provision of hazardous substances response.

More detail on the process for requesting and accepting international assistance is in section 4.10 [Critical international resources](#) on page 62.

4.6 Safety and security

Response objectives	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
Prevent further casualties from related hazards	Safety and security Protect life, promote safety and allow response agencies to carry out their tasks (including the assessment and management of access to impacted buildings; and the prevention of movement of unauthorised people and traffic into affected areas).	<ul style="list-style-type: none"> • NZ Police • MBIE • Affected CDEM Groups
Ensure the provision of essential services		

4.6.1 Overview

Problem statement The post-earthquake environment will result in a number of challenges to ensuring the safety and security of the affected population including building damage, land instability and the potential for ‘looting for survival’ if basic needs are not able to be met by the response.

Response concept A major Wellington earthquake will result in unprecedented building impacts. This means cordoning and security will be critical to ensuring the population is not put at further risk, by being in or around damaged buildings and at risk areas.

The ability to maintain law and order during an emergency is dependent on the basic needs of the population being met. Prioritisation of support to the population is therefore critical to decreasing the security concerns of the response.

4.6.2 Coordination and support

Building management Territorial authorities are responsible for coordinating building management activities within their area, including leading rapid building assessments⁹ and managing the safety of people in and near buildings.

When a state of national emergency is declared, MBIE is responsible for leading rapid building assessment functions, by supporting territorial authorities to set up and coordinate rapid assessment teams.

MBIE also maintains a register of Tier 1 and Tier 2 assessors who can be mobilised to support territorial authorities when local capabilities are exceeded.

⁹ Rapid building assessments are brief evaluations of individual buildings and their immediate surrounds for damage, usability, and hazards exposure. The goal is to assess immediate risk to safety.

Security and cordons

Territorial authorities will need to manage the safety of people in and near buildings by cordoning, barricading, or requiring mandatory evacuations.

NZ Police will control access to and within affected areas, in order to assist and enable rescue, medical, fire, and other essential services to complete their response tasks.

Police will require support to establish and maintain cordons. This support may come from both domestic (including both private and government agency staff) and international sources.

Due to the number of roles and responsibilities NZDF have under this plan, New Zealand Police will use other domestic and international assistance before drawing on NZDF resources for security tasks.

Department of Corrections (Corrections)

Ensuring that prisons and community-based Corrections facilities in the affected regions can continue to function is critical for the safety of prisoners, offenders, Corrections staff and the population, and for ensuring public confidence in the response. Support to Corrections will be focused on enabling supply, which is covered in section 4.12 [Emergency supply chain and the movement of people](#).

4.6.3 Critical tasks – Safety and security

Assignee	Critical tasks
NZ Police	<ul style="list-style-type: none"> • Ensure the safety of the Governor-General, Prime Minister, and Chief Justice and advise the NCMC. • Prevent public movement into the affected area (boundaries to be determined by the NCMC in conjunction with NZ Police). • Be prepared to secure specific locations as tasked.
MBIE	<ul style="list-style-type: none"> • Mobilise and prepare to deploy Tier 1 and Tier 2 building assessors. • Provide a liaison officer to the NCMC to support and advise on national coordination of building management, and deployment of building assessors.
Affected CDEM Groups	<ul style="list-style-type: none"> • Work with territorial authorities to identify and prioritise locations for cordons, communicate any support requirements to the NCMC.

More detail on the process for requesting and accepting international assistance is in section 4.10 [Critical international resources](#) on page 62.

4.7 Management of the deceased

Response objective	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
Ensure the provision of essential services	Management of the deceased To coordinate the safe management of the deceased and fulfil the requirements of the Coroner.	<ul style="list-style-type: none"> • National Controller (NCCMC) • NZ Police • Ministry of Justice

4.7.1 Overview

Problem statement	In a major Wellington earthquake, the number of expected fatalities will overwhelm the mortuary and disaster victim identification (DVI) capacity of New Zealand.
Response concept	DVI and Coronial services will initially be delivered at the local level from limited existing resources. Domestic and international surge support will be deployed into the impacted region as soon as possible. Where practical and appropriate, the deceased may be moved out of the impacted region(s).

4.7.2 Coordination and support

National coordination	<p>Existing national mass fatality planning will be leveraged in a Wellington earthquake scenario. This planning is led by the New Zealand Police and agreed arrangements can be found in the National Mass Fatalities Framework (NMFF) 2014.</p> <p>National-level coordination of DVI and Coronial services will occur from the Police NCCC. Police will work closely with Ministry of Justice, forensic specialists, the Ministry of Health and District Health Boards to ensure a coordinated and effective response.</p>
International assistance	<p>The scale of the major Wellington earthquake scenario means international DVI and Coronial services support will be required to support domestic capacity.</p> <p>New Zealand Police, with the Ministry of Justice and forensic specialists, will determine international support requirements, and work with the NCCMC International function to request assistance and coordinate offers received.</p> <p>When determining international support, cultural understanding, English language skills and the ability to ratify medical qualifications will need to be taken into consideration.</p>

4.7.3 Critical tasks – Management of the deceased

Assignee	Critical tasks
NZ Police	<ul style="list-style-type: none"> • Confirm and share nationally consistent processes for DVI and Coronial services, to the satisfaction of the Coroner. • Mobilise and deploy DVI resources. • Coordinate facilities with Ministry of Justice and Ministry of Health. • Initiate Disaster Victim Identification / Coronial processes. • Request additional support through the NCMC, and coordinate approved requests.
Ministry of Justice	<ul style="list-style-type: none"> • Arrange facilities and resources to support the management of the deceased.

4.8 Lifeline utilities restoration

Response objective	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
Ensure the provision of essential services	<p>Lifeline utilities restoration</p> <p>Support lifeline utilities to repair and restore their assets, networks and services, and/or identify alternatives to enable the medium- or long-term restoration of services to the affected area.</p>	<ul style="list-style-type: none"> • National Controller (NCCM) • Sector coordinating entities • Affected CDEM Groups

4.8.1 Overview

Problem statement A major Wellington earthquake is expected to cause severe damage to all lifeline utilities in the Wellington (and surrounding) regions. It is anticipated that the restoration timeframe for many lifeline utilities will be months to years.

Response concept Work to re-establish/maintain the delivery of lifeline utility services to customers will be initiated by lifeline utility providers as soon as possible. Lifeline utility providers will activate their own business continuity and emergency response plans.

Lifeline utility providers will work with ECCs, through their sector coordinating entities to access regionally and nationally controlled critical resources e.g. access to reconnaissance outputs and space on flights moving into (and between) impacted regions.

However, due to the anticipated restoration timeframes it is unlikely that services will be restored to the most severely impacted regions within the timeframes of this Plan.

4.8.2 Interdependencies with other workstreams

Approach The WENIRP focuses work in this workstream on two key areas:

- Enabling lifeline utility providers to access response critical resources, to ensure services can be restored as soon as possible.
- Ensuring the affected population has access to critical resources while there are gaps in essential lifeline utility services.

Enabling the restoration of lifeline utilities will require lifeline utility providers to have priority access to critical resources (e.g. helicopters and access through restricted cordons). However, these critical resources will be limited in capacity and will need to be used to meet community needs e.g. deployment of LPG bottles for cooking.

Balancing the need to restore services with the provision of supplies to meet community needs until restoration can occur will be an ongoing critical task. To allow these needs to be balanced, lifeline utility restoration is addressed throughout this Plan rather than in isolation.

The prioritisation of restoration is addressed in sections:

- 4.2 [Reconnaissance and information collection](#)
- 4.9 [Critical domestic resources and capabilities](#)

Support to the affected population is addressed in sections:

- 4.4 [Welfare services](#)
- 4.9 [Critical domestic resources and capabilities](#)
- 4.10 [Critical international resources](#)
- 4.11 [Movement prioritisation](#)
- 4.12 [Emergency supply chain and the movement of people](#)

4.8.3 Critical tasks – Lifeline utilities restoration

Assignee	Critical tasks
National Controller (NCCM)	<ul style="list-style-type: none"> • Work with SCEs to prioritise restoration, including providing details of priority locations for restoration.
Sector coordinating entities (SCEs)	<ul style="list-style-type: none"> • Begin coordinated sector planning as soon as possible, in order to re-establish services in impacted regions.
Affected CDEM Groups	<ul style="list-style-type: none"> • Activate Lifeline Utilities Coordinators and work with lifeline utility providers to prioritise restoration, including providing details of priority locations for restoration.

4.9 Critical domestic resources and capabilities

Response objective	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
Provide critical resources	<p>Critical domestic resources and capabilities</p> <p>Identify and procure response-enabling resources available within New Zealand.</p>	<ul style="list-style-type: none"> • All national response agencies including sector coordinating entities, and science and research organisations • CDEM Groups

4.9.1 Overview

Problem statement	An effective response to a major Wellington earthquake will require access to critical response enabling resources and capabilities that will not be easily accessible within impacted communities. If these resources are not able to be sourced or cannot be deployed into the impacted regions, this will undermine the response effort.
Response concept	These critical resources (both domestic and international) will be scarce, in high demand, and many will require national procurement and prioritisation. The NCMC and national agencies will identify, prioritise, source and assign resources as appropriate. This will involve holding resources nationally, assigning them regionally, or a combination of both approaches.

4.9.2 Coordination and support

Approach	<p>On activation, the NCMC will begin work to procure the additional critical resources identified in Table 5 below. MBIE (as lead for government procurement) will be critical to enabling the procurement process.</p> <p>Once procured, these resources will be made available to responding agencies either directly (i.e. by allocation) or indirectly (to fulfil requests, with central control retained by the NCMC).</p> <p>It should be noted that this list does not include household goods and services e.g. food and water. These goods are available via the FMCG sector, and it is the NCMC's role to assist FMCG organisations to deliver these (section 4.12 Emergency supply chain and the movement of people), as opposed to procuring them for distribution. The NCMC will utilise commercial and 'business as usual' systems at all levels, and work to plug gaps that cannot be met by commercial providers, or that require central prioritisation or coordination.</p> <p>Meeting affected people's needs for household goods and services, that have not been or cannot be met through these commercial and business-as-usual systems, is a function of welfare services. For more information on how this will be done see section 4.4 Welfare services.</p>
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4.9.3 List of critical domestic resources and capabilities for procurement

Table 5 Critical domestic resources for procurement

Resource/ Capability	Requirements	Possible sources
Barges	Barges and associated tow vessels, to be capable of landing heavy vehicles across beaches and/or boat ramps	TRT/Maritime NZ (for information) NZDF (HMNZS Canterbury)
Cargo aircraft	Ideally short-runway capable Can carry over 1 tonne of cargo (ideally on pallets) or more than 10 passengers	NZDF Airlines
Catering	Provide cooked meals in an emergency/field setting, for displaced people and response personnel	NGOs Commercial providers NZDF
Fuel	Diesel, petrol, and gas (LPG cylinders) Tanker trucks (as used for service station supplies) Mini-tanker trucks (as used for farm and construction site re-fueling)	Fuel companies Independent contractors (ask fuel companies for contacts)
Generators	No specific limits, requirement is open-ended. All generators sourced will be used	Commercial providers (e.g. NZ Generator Hire) NZDF
Heavy equipment	Required for clearing roads and building debris to clear and open roads inside the impacted regions	Mines Quarries Roading contractors Construction firms Hire companies
Helicopters	Light: 2-4 seater, less than 500kg cargo capacity Medium: 4-8 seater, 500-1,000kg capacity Heavy: 9+ seats, one tonne lift or greater capacity Due to demand the NCMC will not, in first 3-5 days, be able to reach the upper limit on the number of helicopters needed	TRT/CAA (for information) Rescue Coordination Centre of NZ (for information) Commercial helicopter companies
Mobile communications for Coordination Centre use	Ideally able to be integrated into standard computer networks	NZDF Commercial providers (see also WREP) New Zealand Red Cross
Mobile towers, for re-establishing cell networks.	Mobile cellphone repeaters (aka COWs) (for public and Coordination Centre use)	Vodafone Spark 2 degrees

Critical domestic resources and capabilities

Resource/ Capability	Requirements	Possible sources
Personnel for Coordination Centres and other specialist response functions	<p>Requirements will depend on the specifics of the response.</p> <p>Personnel will be appropriately trained and experienced and may be required to support a number of response functions including:</p> <ul style="list-style-type: none"> • Response coordination in the NCMC, NCCs, ECCs and EOCs • Search and Rescue • Light rescue • Building and engineering assessments 	<i>Sources will depend on the response requirements</i>
Refrigeration equipment	<p>Industrial size fridges and freezers, 10ft containers and larger</p> <p><i>Note: These containers require electricity supply (or 3-phase generator)</i></p>	Commercial providers
Sanitation equipment	<p>Buckets and lids (for the creation of emergency toilets)</p> <p>Chemical toilets</p> <p>Portaloos and sucker trucks (for areas outside of the Wellington Region that have road access)</p> <p><i>Note: Due to access issues, Portaloos and sucker trucks are not an effective solution for providing sanitation in the <u>Wellington region</u></i></p>	Commercial providers
Security fencing	<p>For cordons – requires solid footing</p> <p><i>Note: 40+km was required in Christchurch in 2011</i></p>	Commercial providers
Shelter kits and sleep systems	<p>Will range from hotels to tents and tarpaulins</p> <p>Requirement will vary depending on impact, season and weather</p>	<p>NGOs</p> <p>New Zealand Red Cross</p> <p>Commercial providers</p> <p>NZDF</p>
Ships	<p>Ships will be either roll-on/roll off or have own cranes, including those able to carry refrigerated containers</p>	<p>TRT/Maritime NZ (for information)</p> <p>Ferry operators</p> <p>NZDF (HMNZS Canterbury)</p>
Timber	<p>For use by USAR teams to shore up buildings</p> <p><i>Note: Timber will be a priority resource for a number of tasks. However it will need to be prioritised for lifesaving USAR operations</i></p>	<p>Timber yards</p> <p>Building supply stores</p>
Tugs	<p>Tugs capable of supporting port operations and the different mooring locations required to support this response</p>	<p>TRT/Maritime NZ (for information)</p> <p>Port operators</p>

Resource/ Capability	Requirements	Possible sources
Water purification, distribution, desalination and storage equipment	<p>Large-scale water purification, distribution, desalination and storage equipment in order to support Territorial Authorities to supply and distribute water to impacted population.</p> <p><i>Note: Due to the quantities of water required to sustain affected communities, transport of bulk water into affected regions is not sustainable and therefore not the preferred approach</i></p>	<p>NZDF</p> <p>Commercial providers</p> <p>NGOs</p> <p>New Zealand Red Cross</p>

4.9.4 Critical tasks – Critical domestic resources and capabilities

Assignee	Critical tasks
All national response agencies , including sector coordinating entities, and science and research organisations	<ul style="list-style-type: none"> Provide the NCMC with consolidated and prioritised personnel, equipment and supply requests, including forecasts.
National Controller (NCMC)	<ul style="list-style-type: none"> On activation of this plan, begin immediate procurement of response critical resources detailed above.
MBIE	<ul style="list-style-type: none"> As lead for AoG procurement – provide support to the NCMC regarding contracting and procurement of domestic resources.
All impacted CDEM Groups	<ul style="list-style-type: none"> Provide the NCMC with consolidated and prioritised personnel, equipment and supply requests, including forecasts.
All other CDEM Groups	<ul style="list-style-type: none"> Be prepared to provide personnel and equipment to assist affected CDEM Groups. Be prepared to assist the NCMC with local procurement of equipment and supplies, and its onward movement to affected areas.

4.10 Critical international resources and capabilities

Response objective	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
<p>Provide critical resources</p>	<p>Critical international resources and capabilities</p> <p>Identify, request and coordinate the deployment of resources required from outside New Zealand, including specialist equipment and personnel.</p>	<ul style="list-style-type: none"> • National Controller (NCOM) • MFAT • NZDF • NZ Police • NHCC • MPI • Fire and Emergency NZ • CDEM Groups (Auckland, Canterbury and Manawatū-Whanganui) • MBIE • NZ Customs

4.10.1 Overview

Problem statement

Due to the severity of the Wellington earthquake scenario, it has been recognised that New Zealand will not be able to mount an effective response without the support of our international partners.

To be effective, the right assistance is needed at the right time, and must be coordinated effectively.

Response concept

An effective international response will rely on New Zealand-based coordination. A streamlined process for requesting, declining and deploying international assistance into the affected areas is required.

Once deployed, international assistance needs to be appropriately utilised, and linked into the domestic response. All international teams/assets deployed will be coordinated by, and work under the authority of, their domestic requesting partners.

Based on the Wellington earthquake scenario and anticipated support needs, response agencies have pre-identified international partners they would request personnel and resources from in the initial stages of a response. These personnel and resources would supplement finite domestic resources and would likely need to be further supplemented with additional support. Additional requirements will be identified when initial assessments have been completed.

International teams and other assistance must not deploy to New Zealand until the New Zealand Government has made an official request. However, unrequested/unexpected international assistance will likely still arrive in New Zealand and need to be appropriately managed.

4.10.2 International assistance coordination

Coordination

International assistance is managed by the NCMC International function, which is led by MFAT, as part of a wider system of coordination comprising:

- the NCMC International function;
- host agency NCCs;
- Reception and Departure Centres; and
- Virtual On-Site Operations Coordination Centre (VOSOCC)¹⁰.

The United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) system for coordinating international assistance – the OSOCC system¹¹ – translates directly to the New Zealand system.

Figure 9 International assistance structure in the New Zealand context shows the two systems overlaid to demonstrate the international assistance structure in the New Zealand context. The key is as follows:

- Blue boxes – New Zealand system
- Orange boxes – the OSOCC system
- Arrows – key communication lines

NCMC International function

The International function in the NCMC will coordinate all offers of, and requests for, international assistance. All offers of, and requests for, international assistance are to be directed to the NCMC International function in the NCMC. Likewise, the NCMC International function will manage all requests for international assistance.

The International function will manage the process to:

- evaluate offers and match these to requirements;
- seek required approvals from the National Controller and Cabinet;
- ensure all offers of assistance are appropriately responded to; and

ensure host agencies are aware of the status of requests and deployments.

Forward deployed International function

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.

¹⁰ 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.

¹¹ As detailed in the UNOCHA On-Site Operations Coordination Centre (OSOCC) Guidelines.

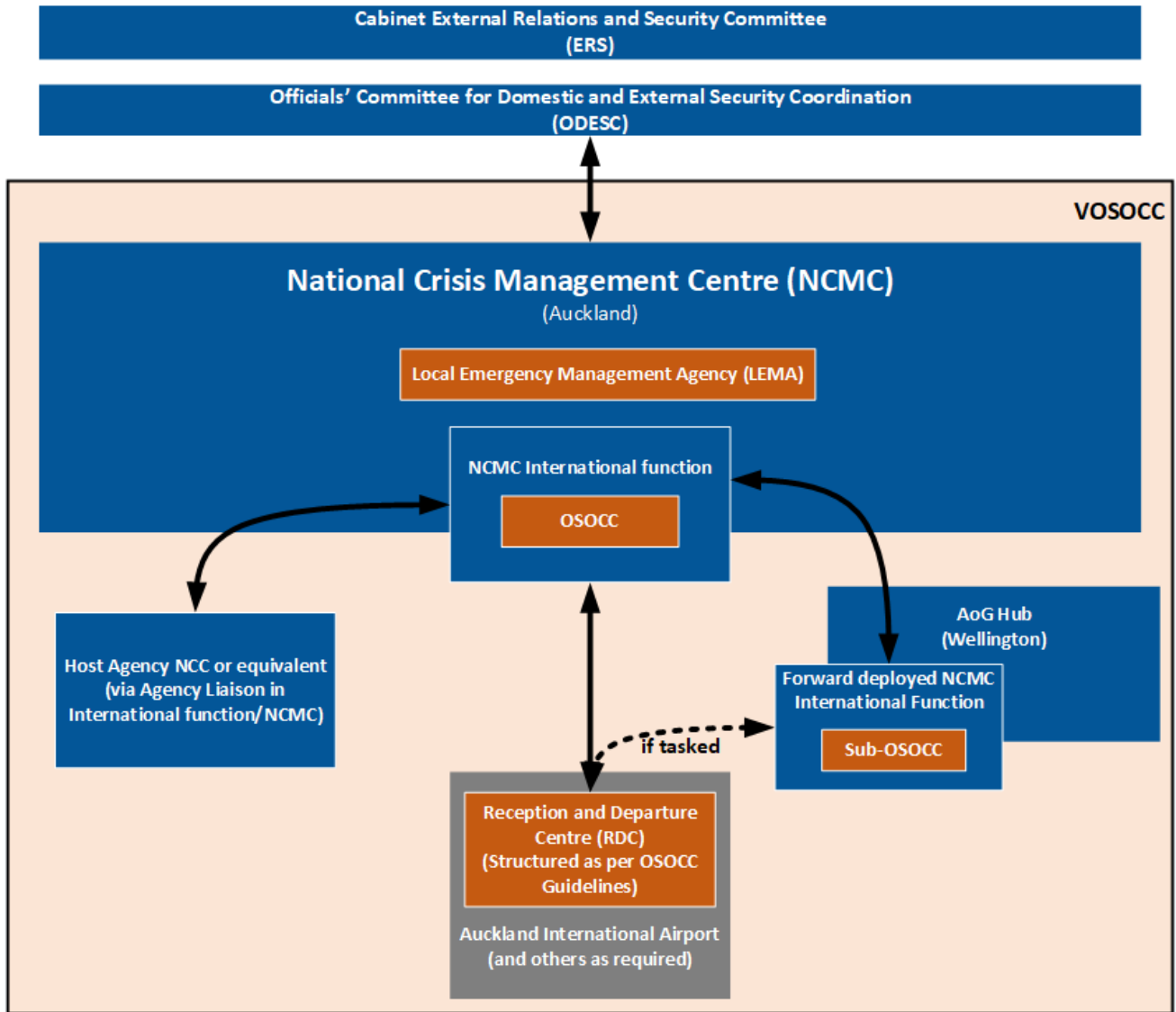


Figure 9 International assistance structure in the New Zealand context

Reception and Departure Centres (RDCs)

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.

RDCs will initially be set up in Auckland International Airport and Whenuapai as all international assistance will initially be staged through Auckland. However, RDCs will be required at all ports and airports receiving international assistance.

4.10.3 Enabling international assistances arrival in New Zealand

The New Zealand Government has given pre-approval for the mobilisation of critical international resources to enable the response. The pre-determined list of international assistance capabilities needed for this response is provided in Table 6.

Customs and quarantine clearances

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.

A close partnership must be formed between the NCMC International function and the border agencies to ensure that New Zealand's physical security and biosecurity is not put at risk, without undermining the response.

Machinery and vehicles, which may be harbouring harmful organisms, are a particular biosecurity concern.

Complex biosecurity clearances (e.g. a shipload of earthmoving equipment) can take a number of days to clear. Where possible, quarantine officers should therefore be deployed to overseas ports that assets deploy from so that clearances can be completed en-route to New Zealand.

Deployment of international transport assets

International transport assets will be required to support the response. To allow their operation within New Zealand, the Ministry of Transport (via the Transport Response Team (TRT)) may need to give advice on their ability to operate within the New Zealand environment. Considerations may include:

- compatibility of international transport assets with domestic civil assets;
- ability to meet New Zealand Safety regulations; and
- the granting of approvals/exceptions to operate.

4.10.4 Deployed team capability

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.

Table 6 Critical international resources and capabilities

Capability	Requirements
Emergency management staff	Trained and experienced staff capable of working in Coordination Centres to support the response
Emergency Medical Teams (EMTs)	<p>EMTs classified under the World Health Organisation (WHO) EMT initiative</p> <p>Medical training and qualifications that can be registered in New Zealand</p> <p>Capability of deploying Type 2 EMT (Inpatient Surgical Emergency Care)</p> <p>The ability to speak English, which is important for patient interaction and medicine dispensing</p>
Police / Disaster Victim Identification	English language skills and the ability to ratify medical qualifications
UNDAC	<p>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</p> <p>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</p>
USAR teams	<p>International Search and Rescue Advisory Group (INSARAG) classified Heavy teams.</p> <p>'Heavy' teams have been selected as they have the operational capability for complex technical search and rescue operations in collapsed or failed structures.</p>
International Defence Forces Support	
Amphibious ships	Capable of beach landings, or loading landing craft
Fuel delivery systems	<p>Ship-to-shore diesel delivery systems</p> <p>Air delivery systems</p> <p>Fuel storage e.g. bladders</p>
Helicopters	Heavy and medium lift helicopters
Terminal operations teams (used to operate airports, ports, National Assembly Areas)	<p>Must be logistically self-supporting</p> <p>Must be capable of operating with NZDF Terminal Operations</p> <p>Will be used at National Assembly Areas and other national/regional logistics hubs</p>

Capability	Requirements
Transport aircraft	Short take off/landing Capable of carrying 5+t or 20+ personnel (i.e. C-130 Hercules, DHC-4 Caribou)
Water purification, distribution, desalination and storage equipment	Large-scale water purification, distribution, desalination and storage equipment in order to support Territorial Authorities to supply and distribute water to impacted population. <i>Note: Due to the quantities of water required to sustain affected communities, transport of bulk water into affected regions is not sustainable, and is therefore not the preferred approach</i>

4.10.5 Deployment of INGOs

International non-government organisations (INGOs)

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.

Note: For information on the arrangements for New Zealand-based NGOs and the New Zealand Red Cross see section 4.4 [Welfare services](#).

4.10.6 Critical tasks – Critical international resources and capabilities

Assignee	Critical tasks
National Controller (NCCM)	<ul style="list-style-type: none"> • Manage and direct the use of international assistance. <ul style="list-style-type: none"> ◦ Allocate international resources to a NZ agency for coordination and use.
MFAT	<ul style="list-style-type: none"> • On activation of this Plan, lead the NCCM International function and engage with foreign governments regarding offers of and requests for, international assistance. • Upon request of the National Controller, request international assistance required to support the response. • If requested/required, support the NCCM logistics function with international procurement, by assisting with the identification of international providers who may be able to meet identified needs.
NZDF	<ul style="list-style-type: none"> • Coordinate foreign military contingents deployed for the response. • Work with the NCCM International function to identify any additional international assistance requirements.
NDRF	<ul style="list-style-type: none"> • Provide or nominate a liaison officer to the alternative NCCM (International Assistance function) able to support INGOs without NZ-based partner agencies.
NZ Police	<ul style="list-style-type: none"> • Coordinate international police and Disaster Victim Identification (DVI) teams. • Work with the NCCM International function to identify any additional international assistance requirements.
Ministry of Health (via the NHCC)	<ul style="list-style-type: none"> • Coordinate international Emergency Medical Teams deployed for the response. • Work with the NCCM International function to identify any additional international assistance requirements.
Fire and Emergency NZ	<ul style="list-style-type: none"> • Upon request of the National Controller, activate international USAR support. • Coordinate USAR Teams deployed for the response. • Work with the NCCM International function to identify any additional international assistance requirements.
MPI	<ul style="list-style-type: none"> • Be prepared to work with RDC staff to expedite international personnel and resources through the border into NZ. • Be prepared to deploy staff overseas to conduct in transit clearances of ships sailing to New Zealand with response critical equipment and supplies.
MBIE	<ul style="list-style-type: none"> • Be prepared to work with NCCM International function staff to expedite visa clearance processes for international personnel through the border into NZ. • Provide support to the NCCM regarding contracting and procurement of international resources.

Assignee	Critical tasks
NZ Customs Service	<ul style="list-style-type: none">• Be prepared to work with RDC staff to expedite international personnel and resources through the border into NZ.
Auckland, Manawatū-Whanganui and Canterbury CDEM Groups	<ul style="list-style-type: none">• Be prepared to support RDCs in Auckland, Palmerston North and Christchurch respectively, if required.

4.11 Movement prioritisation

Response objective	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
<p>Enable movement of people and freight into and out of the affected areas</p>	<p>Movement prioritisation</p> <p>Prioritise the movement of equipment, resources and people (responders and evacuees) along supply routes to support critical facilities and affected communities, considering the type and timing of resources required and/or available.</p>	<ul style="list-style-type: none"> • All national response agencies including sector coordinating entities, and science and research organisations • CDEM Groups

4.11.1 Overview

Problem statement Due to the severity of impacts on the transport network, heavy freight movements into the impacted regions will have limited capacity and capability. All movements (air, sea and land) must therefore be prioritised to ensure the best outcomes for the response.

Response concept Due to the limited capacity to move resources into impacted regions, the NCMC will take responsibility for prioritising movements into and out of the impacted regions. Movements will be prioritised based on the needs of the response, and the Controller priorities.

Initial priorities have been developed, however will require review as the response progresses and an understanding of the requirements develops.

4.11.2 Approach

Prioritisation The WENIRP movements priorities are detailed in:

- Table 7 [Movement prioritisation – air](#); and
- Table 8 [Movement prioritisation – sea and land](#).

These priorities have been developed with both need, and speed of deployment considered. This has allowed the development of a framework for movement prioritisation.

These priorities will need to be practically applied and further developed by the NCMC based on the specifics of the scenario. For example movement of USAR Teams is initially prioritised over Foreign Medical Teams, however once a few USAR teams have deployed (or if the hospital is more severely impacted than anticipated) these priorities would change.

Coordination and communication

During the period where NCMC prioritises transport into the isolated area, agencies who need to move personnel and freight into Wellington should;

- Communicate the number of personnel requiring movement, the dates they need them to move, the volumes and types of freight and current locations, and any relevant restrictions (e.g. dangerous goods).
- NCMC prioritises transport requests, assigns the passengers and freight to transport, and provides details to the agency.
- Agency arranges transport of personnel and/or freight to the assigned National Assembly Area by the provided date.

All asset owners will remain in command of their assets; the NCMC will work with assets owners and assign priority movements to them. Asset owners will then task individual assets as required.

To achieve this the NCMC will require support from agencies (including Maritime NZ) with an understanding of maritime and air movements, processes, and load and licence constraints.

4.11.3 Movement prioritisation – air

Air

In order to maximise the use of limited assets, prioritisation will occur by aircraft capability. Helicopters capable of moving people, but not heavy freight, will be tasked with moving critical response personnel into the region.

Tasking of helicopters and aircraft capable of moving heavy freight will initially focus on movement of Urban Search and Rescue (USAR) teams, medical capability and emergency supplies.

All outbound flights will prioritise casualties, responders and key government personnel.

Table 7 Movement prioritisation – air

Priority	Movements in			Movements out
	Helicopters without freight capacity (4-6 people)	Helicopters with up to 1 tonne lift capacity	Helicopters with greater than 1 tonne lift capacity and fixed wing aircraft	All Helicopter types
1	Emergency response personnel	Airborne firefighting	USAR (deployment and sustainment)	Patient evacuation – as prioritised by clinical staff (see 4.3.3)
2	Reconnaissance	USAR (deployment and sustainment)	Emergency Medical Teams, including equipment and consumables Emergency Supplies	NCMC and NCC Staff Relocation of Government, if required (see 4.1.3)
3	VIP (including international) and media	Emergency supplies	Priority commercial needs	Emergency response personnel
4	Transport of data	Emergency response personnel	Emergency response personnel	Visitors and members of the public – as prioritised by Wellington Region ECC/ EOCs
5	Priority commercial needs	Emergency Medical Teams, including equipment and consumables		
6		Priority commercial needs		

4.11.4 Movement prioritisation – sea and land

Sea The majority of bulk movements into the Wellington region will need to be completed by sea due to the limited capacity of air movements. The initial focus will be on response enablers (e.g. heavy machinery and emergency supplies to the population).

Land If the ability to move resources into the impacted region(s) via land exists priority will be based on route/vehicle capacity, proximity of the resources to the route and the needs of the affected area.

Table 8 Movement prioritisation – sea and land

Priority	IN	OUT
1	Diesel (fuel tankers and barrels on flatbeds)	Patient evacuation (if appropriate and as directed by NACCC: see section 4.3.3 Patient movement on page 41)
2	Earthmoving equipment (until sufficient road access is available)	Personnel critical to the functioning of government and management of the response
3	Supplies for population (water, food, shelter, LPG for cooking) (Section 5Appendix C)	Empty trucks for reloading
4	Emergency services (Police, Fire, Ambulance) and CDEM personnel	Evacuation of the visitor and vulnerable - as prioritised by Wellington Region ECC/ EOCs
5	Urban Search and Rescue	
6	Medical supplies, equipment and personnel	
7	Fire-fighting supplies, equipment and personnel	
8	Lifelines (poles and wires, water bladders, telecommunications)	
9	All other requests	

4.11.5 Critical tasks – Movement prioritisation

Assignee	Critical tasks
<p>All national response agencies, including sector coordinating entities, and science and research organisations</p>	<ul style="list-style-type: none"> • Forward consolidated, prioritised lists of personnel, supplies and equipment requiring transport into affected areas, to the NCMC. • Ensure all people and assets meet the safety and security requirements for the transport asset they will be moved on e.g. safety briefings, medical clearances and dangerous goods declarations.
<p>National Controller (NCMC)</p>	<ul style="list-style-type: none"> • Develop priority for transport assets (ship, fixed wing, helicopter) until these are released for general use, and oversee transport coordination. • Review and update these priorities as the response progresses. • Work with commercial providers to ensure movements are prioritised accordingly.
<p>NZDF</p>	<ul style="list-style-type: none"> • Control air asset loading and tasking at National Assembly Areas (Air), in accordance with the NCMC priorities.
<p>All CDEM Groups</p>	<ul style="list-style-type: none"> • Forward consolidated, prioritised lists of personnel, supplies and equipment requiring transport into affected areas, to the NCMC. • Ensure all people and assets meet the safety and security requirements for the transport asset they will be moved on e.g. safety briefings, medical clearances and Dangerous goods declarations.
<p>Affected CDEM Groups</p>	<ul style="list-style-type: none"> • Prioritise visitors and vulnerable groups for evacuation

4.12 Emergency supply chain and the movement of people

Response objective	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
<p>Enable movement of people and freight into and out of the affected areas</p>	<p>Emergency supply chain and the movement of people Establish a functioning supply chain into and out of affected areas, including by land, sea and air.</p>	<ul style="list-style-type: none"> • National Controller (NCCM) • MOT • NZDF • CDEM Groups (Wellington, Manawatū-Wanganui, Hawkes Bay, Marlborough, Nelson Tasman, Auckland, Canterbury, and Bay of Plenty)

4.12.1 Overview

Problem statement In a major Wellington earthquake, infrastructure will be damaged to a point where the ‘business as usual’ supply chain will be unable to operate. It will be critical for the response that alternative options are established as soon as possible.

To do this, national coordination, domestic and international assistance will be required.

Response concept The NCCM will coordinate and direct the movement of people and resources through a centralised supply chain, to ensure that resources are moved directly to affected regions through National and Regional Assembly Areas. It is the responsibility of national agencies (under the coordination of the NCCM) to move resources into impacted regions. Regional partners (under the coordination of the Group ECC) then take responsibility for moving assets within isolated regions, requesting the support of nationally controlled assets as required.

The supply chain will utilise commercial and ‘business as usual’ systems at all levels. Where road, rail and maritime networks are not damaged, normal BAU transport and supply arrangements will continue. The NCCM will plug gaps in the transport network that cannot be met by commercial providers, or that require central prioritisation or coordination.

While establishing the supply chain, responders need to consider that it may become the norm for months to come. Therefore, when possible, the response should focus on establishing sustainable systems and processes.

Initial movements into and out of affected areas by the following means:

- By air – light freight and personnel;
- By sea – heavy freight;
- By land – some heavy freight may be able to be transported by minor alternative routes.

Figure 10 Supply and transport concept shows an overview of the supply and transport concept for the national response.

Emergency supply chain and the movement of people

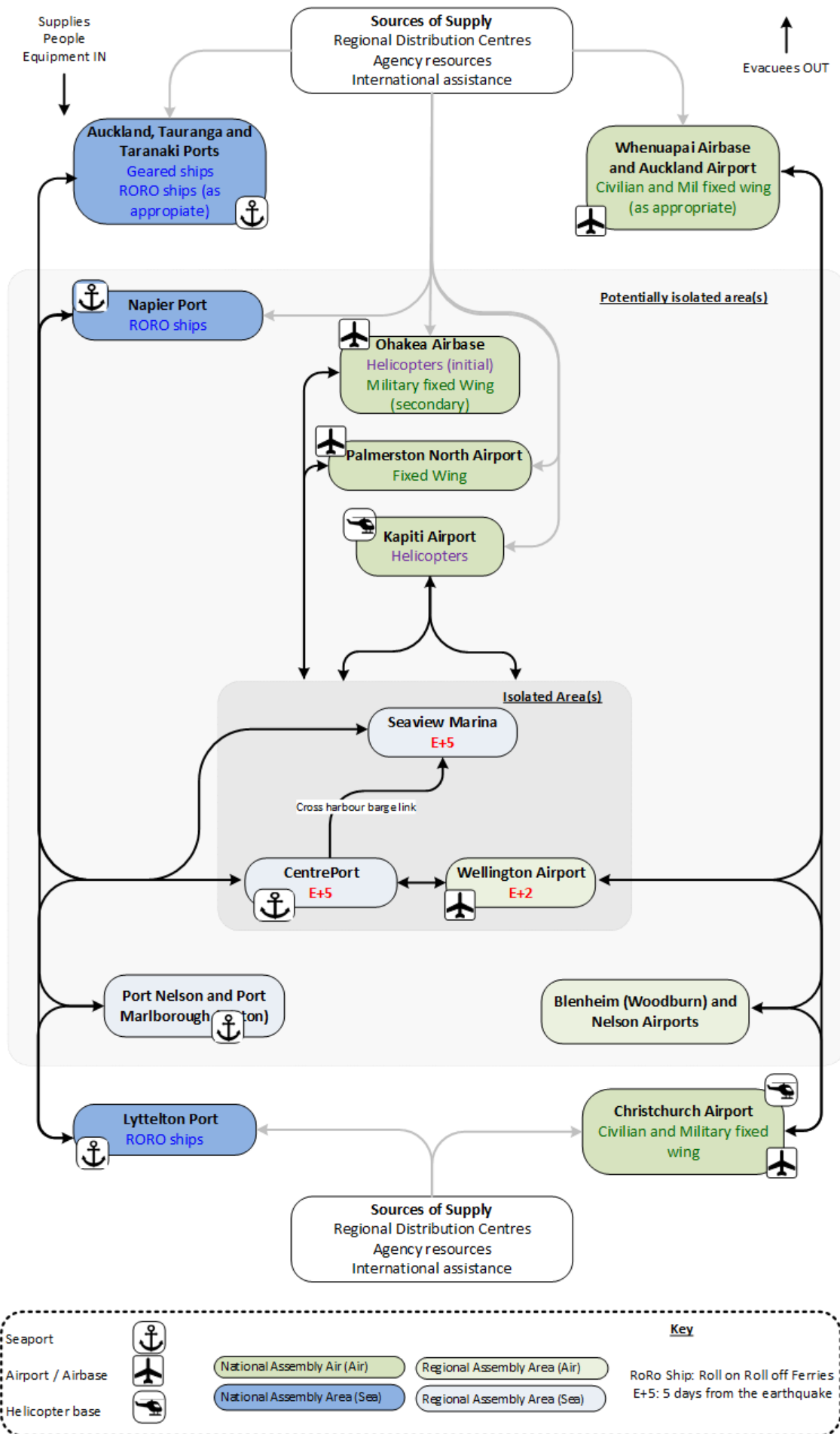


Figure 10 Supply and transport concept

4.12.2 National coordination

Coordination

It is critical for an effective response that the supply chain makes the best use of scarce transport assets.

The NCMC will work with agencies and organisations involved in the supply chain to identify the routes that will allow the most capacity and highest priority resources to be moved into impacted regions.

Nationally controlled assets

Certain transport assets are deemed critical to the response, and will be controlled nationally by the NCMC. These may be requested from the NCMC, and may be allocated to agencies and CDEM Groups permanently or on a temporary task-specific basis.

Nationally controlled assets will be loaded at National Assembly Areas outside the affected regions and moved to a Regional Assembly Area within the affected regions.

These assets are expected to include:

- Heavy lift helicopters
- Medium lift helicopters
- Freight carrying aircraft (including NZDF assets)
- Roll-on roll-off ferries and ships (ROROs)
- Geared ship.

Note: details on the sourcing of these assets are contained in 4.9 [Critical domestic resources and capabilities](#) and 4.10 above [Critical international resources and capabilities](#)

Reduced national coordination over time

As the response develops, direct involvement from the government will reduce as commercial entities become capable of meeting the needs of communities and response agencies. However due to the severity of impacts the NCMC will be required to support and facilitate the supply chain in the initial stages of a response.

4.12.3 Establishing a system to move people and resources

Logistics structure

A multi-organisational logistics structure will be established to support the response.

The initial logistics response includes:

- establishing National Assembly Areas
- establishing Regional Assembly Areas
- establishing transportation links into and out of affected areas

Establishing National Assembly Areas

National Assembly Areas are outside of the impacted region(s) and will be identified and confirmed by the NCMC, once an assessment has been made on the preferred routes (options as per Figure 10). The preferred routes will be the ones that allow the most capacity and highest priority resources to be moved into impacted regions.

Potential National Assembly Areas under this Plan are:

Airports:

- Whenuapai Airbase
- Auckland Airport
- Okakea Airbase
- Palmerston North Airport
- Kapiti Airport

Ports:

- Ports of Auckland
- Port of Tauranga
- Port Taranaki
- Lyttelton Port
- Napier Port

Any support these facilities require to operate will be provided by the NCMC, or tasked to a CDEM Group or other agency.

Establishing Regional Assembly Areas

Regional Assembly Areas are within the impacted regions and will be identified/confirmed by CDEM Groups, when they have been assessed as suitable for supporting the delivery of people, supplies and equipment.

Anticipated Regional Assembly Areas under this Plan are:

- CentrePort: This is the critical location for resupply into the Wellington region;
- Wellington International Airport Limited;
- Seaview Marina and/or the Petone foreshore, for resupply of the Hutt Valley;
- Port Nelson (if Nelson-Tasman is heavily affected);
- Nelson Airport (if Nelson-Tasman is heavily affected);
- Blenheim Airport / Woodbourne Airbase (if Marlborough is heavily affected);
- Port Marlborough (if Marlborough is heavily affected).

Any support these facilities require to operate will be provided by the region's CDEM Group, or other agency if requested.

Establishing transportation links into and out of affected areas

Resources and people will be moved between the national and regional assembly areas using available commercial providers and Defence Forces (both domestic and international), coordinated by the NCMC.

Initial movements into and out of affected areas by the following means:

- By air (fixed wing from Wellington Airport and Helicopter from Kāpiti Coast Airport): light freight and personnel;
- By sea: heavy freight;
- By land: wherever the reconnaissance indicates that cross-land routes may be available. Some heavy freight may be transported by minor alternative routes (see section 4.2 [Reconnaissance and information collection](#), and the WREP).

Adaption of the system

As the response progresses, National and Regional Assembly Areas may open and close to make best use of the assets available.

A port's or airport's ability to receive craft will not be considered in isolation when deciding to open a National Assembly Area. Other considerations will include:

- The national transport infrastructure's ability to move freight to that location;
- regions ability to stage assets and people;
- port/airport capabilities and capacity; and
- access to suitable support (e.g. aircraft maintenance equipment and crew).

4.12.4 Maritime movements

Introduction

Sea transport will be a critical component of the national logistics system. It alone can carry the required volume of supplies and resources needed to support the population in isolated areas, and to enable response and recovery operations.

All major ports in New Zealand will have a role to play supporting the response and in continuing supply to non-affected areas.

Details about shipping actions (including the operation of cross-harbour barge operations) in the Wellington region are included in the Wellington Region Earthquake Plan, including the formation of a Maritime Operations Centre.

Coordination

Maritime asset loading and tasking for national operations will be coordinated at designated National Assembly Areas.

To enable maritime movements, the following specific elements of the maritime logistics chain will be the responsibility of the Wellington CDEM Group ECC:

- Harbour clearing/seismic assessment
- Cross-Wellington-harbour barge operations.

All ships capable of carrying passengers moving out of impacted regions are expected to carry evacuees. Evacuees must be received on arrival at National Assembly Areas.

Port operations

Ports in the impacted regions will be directly affected by the earthquake; many are likely to have suffered direct damage. These ports will be unable to operate at full capacity and may require additional support to assess/inspect their infrastructure and to continue operations.

Ports outside the impacted region may also be required to receive ships they do not usually manage, this will lead to ships utilising alternate mooring mechanisms. This may include Mediterranean mooring ('end-on' mooring for RoRo ships) and the need for additional tugs. This will likely slow operations in these ports and decrease their overall capacity.

Type of maritime vessels required

There are five types of maritime vessels needed for the response:

Roll-on-roll-off ferries (RORO): such as the Interislander and Strait Shipping vessels, and HMNZS Canterbury. ROROs have been identified due to their business-as-usual presence in Wellington, and because they do not require shore-based cranes.

The New Zealand ports capable of receiving (with some limitations) RORO vessels, and therefore acting as National Assembly Areas (Sea), are Port Taranaki, Port of Napier, Port of Tauranga, and Lyttelton Port of Christchurch.

On activation of this plan, the Interislander and Strait Shipping vessels will move to unload existing passengers. Vessels will be advised using existing radio communications systems (via the TRT) of the National Assembly Area location.

Rail enabled ferries: such as the Interislander-owned Awatere, may also be available to support the response and should be utilised as appropriate to support the response effort

Geared ships: cargo ships that are equipped with their own cranes. Geared ships will be coordinated by the NCMC through a shipping agent or an agreed support agency. Alongside coastal shipping providers, international geared ships, chartered by commercial entities for transportation of primary produce, are frequent visitors to New Zealand waters. Auckland is likely to be the main loading port for geared ships given its proximity to national distribution centres, with Port of Tauranga identified as the secondary port. Geared ships will require additional coordination time prior to becoming part of the national logistics system and may not be available until week two of the response.

Type of maritime vessels required (continued)

Barges/landing craft: shallow draft vessels able to transfer loads across the harbour between Wellington City and the Hutt Valley.

Barges are required to provide a regional maritime resupply link for the Hutt Valley until road access is reinstated. The NCMC will coordinate national barge support. Barges are potentially available from the top of the South Island however these may be required to support the response in the South Island.

Cross-harbour (Wellington to Petone) barge operations will be under the control of the Wellington CDEM Group, and are considered part of the regional transport network.

Specialist Military ships: the New Zealand and International Navy vessels will be critical to the response, many of these ships are multi-purpose so will be utilised as appropriate based on the response requirements.

The NCMC will direct prioritised supplies and resources to the required port (National Assembly Area) for sea transportation.

4.12.5 Air movements

Introduction

Aircraft will be critical to enabling the initial response due to their ability to mobilise immediately and access isolated areas. Air movements will initially focus on helicopter movements until the Wellington airport can be cleared for landing. Helicopters will be therefore primarily be used to move critical assets and people into and out of the impacted regions in the initial stages of the response.

Coordination

Air asset loading and tasking for national-level air operations will be coordinated at designated National Assembly Areas for both fixed wing aircraft and rotary wing (helicopters). The NZDF will coordinate military air transport and helicopter operations. This may include the development of a daily Air Tasking Order, which will list tasks, times and loads for aircraft.

The National Ambulance Crisis Coordination Centre (NACCC) under the authority of the National Health Coordination Centre (NHCC) will coordinate medical air evacuation.

All flights out of impacted regions capable of carrying passengers are expected to carry evacuees. Where possible, they will be transported to civilian airports in order to simplify evacuee reception. This will ensure that Whenuapai and Ohakea Airbases can concentrate on response support operations. Some flights carrying evacuees may be made from Wellington to the South Island, depending on the needs of evacuees, aircraft availability and the aircraft operator's schedule.

Detailed actions on regional air coordination are included in the Wellington Region Earthquake Plan (WREP).

Air Traffic Control	<p>Air traffic control over the affected controlled airspace will remain the responsibility of Airways Corporation of New Zealand. Aircraft operating away from controlled airspace will operate according to Civil Aviation Rules and any specific airspace restrictions.</p> <p>Appropriate Notices to Airmen advising of restrictions to air movement within affected areas will be provided by the CAA. This will be led by the Transport Response Team (TRT) in partnership with the NCMC. In the event CAA cannot be contacted, senior Airways Corporation staff hold delegations to restrict airspace and ensure the issuance of Notices to Airmen.</p>
Fixed wing air transport	<p>Fixed wing air operations will initially be based from National Assembly Areas (air) at Auckland International Airport, and Whenuapai and Ohakea Airbases.</p> <p>Fixed wing air transport into the Wellington region is reliant on the Wellington International Airport being operational.</p> <p>Wellington International Airport Limited will control and coordinate operations at Wellington Airport.</p>
Military transport aircraft	<p>Military transport will initially be based from Whenuapai Airbase in Auckland. The NZDF will control all military aircraft operations (domestic and international defence forces), including hosting, loading and aircraft tasking. Ohakea may be used by the NZDF as a secondary airbase for refuelling and as an intermediate loading base.</p>
Helicopter (rotary wing) transport	<p>Helicopters will be the first aviation transport available into affected areas, with a combination of civilian and military helicopters performing reconnaissance, and transport tasks immediately.</p> <p>Operations will initially operate from Ohakea before stepping forward to Kāpiti Coast Airport.</p> <p>Kāpiti Coast Airport is expected to become the main hub for helicopter operations within the Wellington region. This will be dependent on road access to Kāpiti Coast Airport to provide commercial logistics support, especially fuel supply.</p>
Civilian turbo-Prop aircraft	<p>Commercial operators will retain full control of their aircraft operations. The NCMC will liaise with these operators to ensure that response personnel receive priority for flights into Wellington. Otherwise, operators are to determine when they will fly to and from Wellington, once the airport is operational again.</p>

4.12.6 Road movements

Rough-terrain transport

There may be options for limited access into Wellington by road (rough terrain), but detailed reconnaissance will be required prior to authorisation of use.

NZDF are also tasked under this Plan to identify alternative non-road routes into/out of the region (i.e. tracks and other minor routes). These will be communicated with the NCMC when identified.

4.12.7 Critical tasks – Emergency supply chain and the movement of people

Assignee	Critical tasks
National Controller (NCMC)	<ul style="list-style-type: none"> • Source capability (RORO and geared ships and barges) for utilisation in the Wellington ECC operated cross-harbour link (for supply to the Hutt Valley). • Control and coordinate transport into and out of the affected area. • Confirm location of National Assembly Areas (Air), based on supporting infrastructure availability and capacity. • Prioritise the reopening of critical roads that will enable the supply chain.
Ministry of Transport via Transport Response Team (TRT) (Sub-tasks to CAA and Maritime NZ)	<ul style="list-style-type: none"> • Provide advice to assist the NCMC procurement of private sector transport assets, particularly medium and heavy lift helicopters and barges. • Alert the appropriate transport agency (CAA first) of the need to issue Notices to Airmen (NOTAM) advising restrictions (as identified in partnership with the NCMC) to air movement within affected areas. <ul style="list-style-type: none"> ○ In the event CAA cannot be contacted in an emergency senior Airways Corporation staff hold delegations to restrict airspace and ensure the issuance of Notices to Airmen. ○ Alert the appropriate transport agency of the need to issue Notices to Mariners advising changes to the maritime environment within affected areas. • Maritime NZ to work with the NCMC to identify and manage load and licence issues.

Assignee	Critical tasks
NZDF	<ul style="list-style-type: none"> • On activation of this plan, establish National Assembly Areas (Air) at Ohakea (rotary wing) and Whenuapai (fixed wing). • When supply chains and support arrangements allow, be prepared to operate from forward refuelling sites at Kāpiti Airport (Paraparaumu). • Coordinate military fixed-wing (including international) and helicopter tasking and loading with an Air Tasking Order • On activation of this plan, make ready all available logistics management and all available air, sea and rough-terrain transport capabilities. • Be prepared to assist sea asset loading and tasking at National Assembly Area(s) (Sea), in accordance with NCMC priorities. • Be prepared to establish and control Beach Landing Sites in the affected area(s), in conjunction with the local CDEM Group(s), roading authorities, and in accordance with the NCMC tasking. • If requested survey the Wellington Harbour in conjunction with the Wellington Harbourmaster
Wellington CDEM Group	<ul style="list-style-type: none"> • Support CentrePort (Wellingtons Port) and Wellington Airport to reopen. • Establish and operate the cross Wellington Harbour link (for supply to the Hutt Valley). • Assist fuel companies to establish an improvised bulk fuel facility in or near Wellington port (if required). • Determine beach-landing sites for NZ Defence Force (NZDF) reconnaissance (if required). • Wellington harbourmaster to survey Wellington Harbour in conjunction with the NZDF. • Confirm with the NCMC the location of Regional Assembly Areas. • Support road authority operations to reopen the Wellington-Porirua, Porirua-Hutt Valley, Featherston-Woodville routes, and critical routes within urban areas such as access to tertiary hospitals and Wellington Airport.
Manawatū-Whanganui CDEM Group	<ul style="list-style-type: none"> • Support operations to reopen and supply Ohakea airfield and Palmerston North airport if required. • Support roading authority operations to reopen critical routes (within regional boundaries) from Taranaki-Palmerston North, Palmerston North-Hastings, Woodville-Masterton and Waiouru-Otaki. • Inform the NCMC of any Regional Assembly Areas. • Be prepared to establish evacuee reception centre at Ohakea and subsequent onwards transport.

Assignee	Critical tasks
Hawke's Bay CDEM Group	<ul style="list-style-type: none"> • Be prepared to assist the NCMC to establish a National Assembly Area (Sea) in Napier • Support road authority operations to reopen the Napier-Woodville route (to regional boundary). • Inform the NCMC of any Regional Assembly Areas. • Be prepared to establish evacuee reception centre at Napier and subsequent onwards transport.
Marlborough CDEM Group	<ul style="list-style-type: none"> • Support operations to reopen Blenheim airport and Koromiko Airfield if required. • Determine potential beach landing sites for NZDF reconnaissance (if required). • Inform the NCMC of any Regional Assembly Areas. • Support road authority operations to reopen routes Picton-Kaikoura and Blenheim-Nelson.
Nelson Tasman CDEM Group	<ul style="list-style-type: none"> • Inform the NCMC of CDEM Group Assembly Areas. • Support road authority operations to reopen routes Nelson-Springs Junction, Nelson-Westport and Blenheim-Nelson.
Canterbury CDEM Group	<ul style="list-style-type: none"> • Support road authority operations to reopen routes from Christchurch-Blenheim and Springs Junction- Nelson. • Assist the NCMC to establish a National Assembly Area (Sea) in Lyttelton, if required. • Be prepared to establish evacuee reception centre at Lyttelton and subsequent onwards transport.
Auckland CDEM Group	<ul style="list-style-type: none"> • Assist the NCMC to establish a National Assembly Area(s) in Auckland. • Be prepared to establish evacuee reception centre at Auckland airport and Whenuapai, and subsequent onwards transport.
Bay of Plenty CDEM Group	<ul style="list-style-type: none"> • Be prepared to assist the NCMC to establish a National Assembly Area (Sea) in Tauranga. • Be prepared to establish evacuee reception centre at Tauranga Port and subsequent onwards transport.

4.13 Public information management

Response objective	Response workstreams and outputs	Agencies, clusters and CDEM Groups with critical tasks
Communicate with affected communities and the wider public throughout the response	<p>Public information management</p> <p>Develop and share national key messages for public safety and awareness, support CDEM Groups to provide their communities with the best advice and information, and build strong public confidence in the response.</p>	<ul style="list-style-type: none"> • All national response agencies including sector coordinating entities, and science and research organisations • MSD • CDEM Groups

4.13.1 Overview

Problem statement Communicating with the public will be a major challenge during this response. Information will initially be scarce, communication channels will be limited and the public's information demands will be high.

Response concept A critical role during this response will be to meet the life safety information requirements of the public, while managing public expectations of what is accessible and therefore what can be provided.

It will be critical to manage the information requirements of not just the population in impacted regions, but also those in non-impacted areas who will be looking for information about the event, affected family and friends, and details of what they can do to assist.

4.13.2 Coordination and Support

Communications coordination The NCMC will take a lead role in coordinating response communications. However, the NCMC will take time to activate in Auckland, so CDEM Groups and agencies will be communicating with the public before this can be initiated.

CDEM Groups and agencies must therefore use their best judgement and initiative in sharing public information in the hours following an earthquake.

Guiding principles (see page 87) are provided to support this.

They should also actively seek means to communicate with others (where necessary) and coordinate themselves where possible, until the NCMC can undertake the coordination role.

Strategic communications The AoG Strategic Communications function will be established as part of the NCMC, in order to manage the strategic communications related to the event.

The Strategic Communications function will focus on ensuring senior government and ministerial stakeholders are supported, and that messages are timely, accurate and appropriate. Ensure the lead agency has sufficient staff to manage media and public information requirements allowing the NCMC PIM function to focus on operational communications requirements.

Media

Media engagement will be critical to a successful response, as the media act as both a source and disseminator of information. The NCMC will use existing MOUs with media to communicate public safety information however the media must also be engaged on response information.

It is anticipated that the All-of-Government Hub in Wellington will have NCMC PIM and Strategic Communications personnel embedded, in order to facilitate engagement with Wellington-based media.

Media enquiries should be directed to the NCMC PIM function.

4.13.3 Guiding principles

Guiding principles for public information management

- a. Take all reasonable steps to make information timely, clear, concise, consistent, accessible (i.e. translation of materials into multiple languages, use of NZSL interpreters/captioning where possible) and available through appropriate channels.
- b. CDEM messaging will be drawn from, or informed by 'Working from the same page: consistent messages for CDEM' and extended/adapted to fit the specifics of the event. All agencies (including non-CDEM agencies) should use this document to inform all event messaging.
- c. All agencies providing messages during the event will take all reasonable steps to ensure messaging is consistent with, and checked by, relevant agencies before public release.
- d. Each agency will retain responsibility for communicating with their own employees (i.e. how each business continuity plan will work, when it is safe to return to work).
- e. Each agency will retain responsibility for communicating with stakeholders, the media and wider public on matters within their remit and/or for which they are the 'authoritative voice' (e.g. health messaging to be developed and shared by Ministry of Health).
- f. The NCMC will coordinate shared media engagement for national agencies as appropriate to ensure that the public sees a 'joined-up' approach to the overall response, and is provided with information directly by the appropriate agency wherever possible (e.g. shared media stand-ups with a spokesperson from each relevant agency).
- g. Messages should be frequently updated (if they cannot be updated, then repeated) and:
 - provide advice to people in the affected regions about what they can (or should not) do.
 - provide advice to people outside the region about what they can (or should not) do.
 - direct people to where key information can be sourced
 - frequently update people about the response and actions being taken by relevant agencies and the Government as a whole

4.13.4 Response messages

Response messages

Detailed messaging is unlikely to be developed in advance of a major Wellington earthquake, as a large amount of the information will depend on the exact nature of the event. Instead, themes and priorities that can be used to guide the development of detailed key messages are outlined below.

Note: Public safety and CDEM messaging will be drawn from, or informed by, ['Working from the same page: consistent messages for CDEM'](#) and extended/adapted to fit the specifics of the event. All agencies (including non-CDEM agencies) should use this document to inform all event messaging.

General themes that apply at national, regional and local levels

- The situation is complex and continually changing. We will update you with any confirmed and relevant information as soon as we can.
- Plans are in place for an event like this, which have been activated and all agencies are responding.
- The Government is supporting the Wellington Region Civil Defence Emergency Management Group (Wellington CDEM Group) in its response to the earthquake, along with all other such Groups in affected areas.
- Civil Defence Emergency Management Groups (CDEM Groups) are co-ordinating all the local authorities, emergency services, welfare services agencies, lifeline utilities and other organisations operating in their regions.
- Civil Defence Emergency Management Groups (CDEM Groups) are in contact with the National Crisis Management Centre.
- Trust the advice you get from civil defence and emergency services. They are working to support you.
- Listen to your radio and television for official civil defence information.
- Aftershocks will continue, reducing over time.

With regard to communications:

- Discourage attempts to move into affected regions to check on family and friends.
- Note that communications into the impacted regions will be limited and people consequently may not be able to contact family or friends.

Other national messages

The response objectives are to:

- Preserve life, protect health, limit the spread of disease and provide health and welfare services to affected communities
- Understand the situation and impacts
- Prevent further casualties from related hazards
- Ensure the provision of essential services
- Provide critical resources
- Mobilise the response structure at all levels

Other national messages (continued)

- Enable movement of people and freight into and out of the affected areas
- Communicate with affected communities and the wider public throughout the response
- Preserve governance
- Maintain law & order
- Meet obligations to the international community
- Prepare for recovery

The national response is overseen by Cabinet's External Relations and Security Committee (ERS), which is led by the Deputy Prime Minister and includes all Ministers with responsibilities relevant to the emergency.

Chief Executives from those Ministers' departments, a group called the Officials' Committee for Domestic and External Security Coordination (ODESC), are advising the ERS and carrying out its decisions. The Chair of ODESC is the Chief Executive of the Department of the Prime Minister and Cabinet.

The response is being directed by the Ministry of Civil Defence & Emergency Management from:

- the NCMC in Auckland, the NCMC also has a team based Wellington to ensure a coordinated response. OR
- the NCMC at the Beehive in Wellington (only use if the NCMC has not been relocated or has returned to Wellington)

With regard to donations and volunteers:

- encourage monetary donations;
- encourage volunteers to affiliate with existing organisations;
- discourage unsolicited donated goods and services; and
- a donations management system will be/is being established.

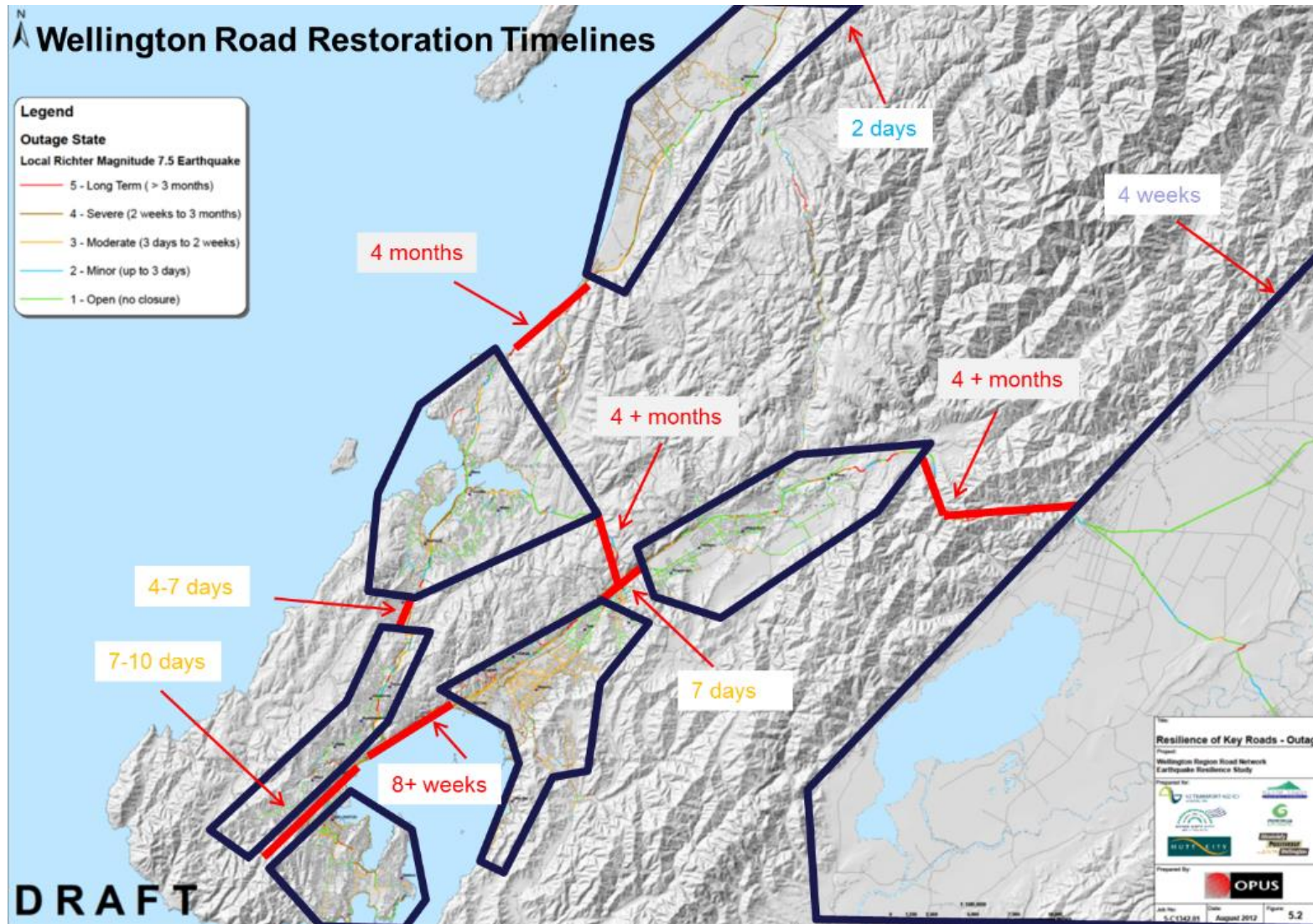
4.13.5 Critical tasks – Public information management

Assignee	Critical tasks
<p>All national response agencies, including sector coordinating entities, and science and research organisations</p>	<ul style="list-style-type: none"> • Initiate the dissemination of public safety messages within their remit and/or for which they are the 'authoritative voice' using available communication channels. • Initiate the dissemination of response specific information within their remit and/or for which they are the 'authoritative voice' using available communication channels.
<p>National Controller (NMC)</p>	<ul style="list-style-type: none"> • Deploy PIM and Strategic Communication staff to both the NCMC in Auckland and the AoG Hub in Wellington. • Coordinate shared media engagement for national agencies as appropriate to ensure that the public sees a 'joined-up' approach to the overall response.
<p>Ministry of Social Development</p>	<ul style="list-style-type: none"> • Activate the 0800 Government helpline.
<p>All CDEM Groups</p>	<ul style="list-style-type: none"> • Initiate the dissemination of public safety messages within their remit and/or for which they are the 'authoritative voice' using available communication channels. • Initiate the dissemination of response specific information within their remit and/or for which they are the 'authoritative voice' using available communication channels.

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Appendix A Road restoration timeline in the Wellington region



Appendix B Map of CDEM Groups

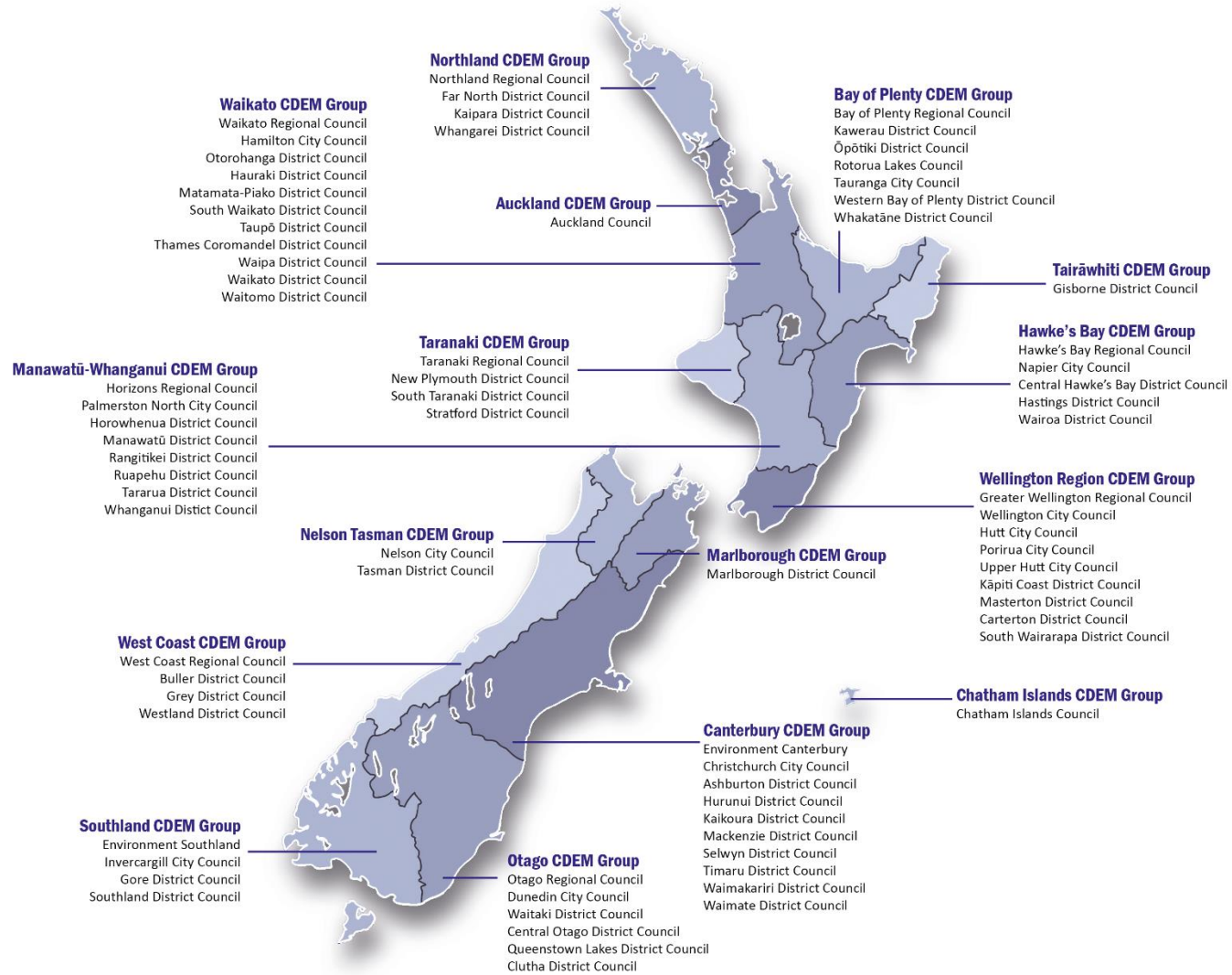


Figure 11 Map of CDEM Groups and local authorities

Appendix C Summary of potential requirements to support the affected population

Table 9 is based on Statistics NZ 2017 subnational population estimates, with figures calculated using the [Sphere Handbook Minimum Standards](#), and Wellington Water's assessment of water needs.

It is based on an estimate of 20 litres of water and 2.5kg of food per person per day.

Table 9 Summary of potential requirements to support the affected population

Territorial authority	Population (2017)	Water (1,000 litres)	Food (tonnes)	Fuel (LPG: Gas) (9kg bottles)	Fuel (Petroleum unleaded) (1,000 litres)	General items (tonnes)
Ruapehu	12,700	254	32	1058	11	11
Wanganui	44,500	890	111	3708	37	38
Rangitikei District	15,000	300	38	1250	13	13
Manawatu District	30,300	606	76	2525	26	26
Palmerston North City	87,300	1746	218	7275	74	75
Tararua District	17,850	357	45	1488	15	15
Horowhenua District	32,500	650	81	2708	27	28
Kapiti Coast District	52,700	1054	132	4392	44	45
Porirua City	65,100	1302	163	5425	55	56
Upper Hutt City	43,200	864	108	3600	36	37
Lower Hutt City	104,700	2094	262	8725	88	90
Wellington City	212,700	4254	532	17725	179	182
Masterton District	25,200	504	63	2100	21	22
Carterton District	9,050	181	23	754	8	8
South Wairarapa District	10,250	205	26	854	9	9
Tasman District	51,200	1024	128	4267	43	44
Nelson City	51,400	1028	129	4283	43	44
Marlborough District	46,200	924	116	3850	39	40
Kaikoura District	3,720	74	9	310	3	3
Hurunui District	12,800	256	32	1067	11	11
Total	871,170	17,423	2,178	72,598	734	747

Appendix D Definitions and abbreviations

D.1 Definitions

Affected area	In this plan, this means any area where there is actual, physical damage as a result of the earthquake. There will be regions outside of the area that are affected by secondary impacts (i.e. disruption to supply chains and/or power networks), but for the sake of simplicity, these are not considered part of the affected area.
Alternative NWCG	The alternative National Welfare Coordination Group (NWCG) that will convene in Auckland, likely at the alternative NCMC.
Assembly Area	An area where resources are organised and prepared for deployment and managed by Logistics. It may have facilities for response personnel, wellbeing and equipment maintenance. It is usually set up at an established facility away from an incident.
Business Continuity Management (BCM)	A holistic process that identifies potential threats to an organisation and the impacts to the organisation's operations those threats, if realised, might cause.
Courier	In this Plan, a courier is a person who delivers a hard-copy message or a digital storage device (e.g. a USB drive). If telecommunications networks are inoperable, a courier moving by helo, vehicle or on foot may be the only means of communication in parts of the affected area. Even where there is radio, this may be inadequate and require couriers to supplement.
The Contingency Plan, Emergency Relocation of Executive Government and Parliament following a Major Wellington Earthquake Plan (CPEP)	The <i>Contingency Plan, Emergency Relocation of Executive Government and Parliament following a Major Wellington Earthquake Plan</i> is led by the Parliamentary Service. It outlines the responsibilities of agencies for a temporary relocation of Parliament and Executive Government to debate emergency legislation.
E-Day	Earthquake Day; the day that the earthquake occurs.
E+1, E+2 etc.	The days after the earthquake. E+1 is one day after, E+2 is two days afterwards etc.
EOC (Emergency Operations Centre)	A local level coordination centre that coordinates the local response and provides support to incident level activities.
ECC (Emergency Coordination)	An Emergency Coordination Centre (ECC) is a coordination centre that operates at the CDEM Group or regional level to coordinate and support one

Centre)	or more activated EOCs.
ERS (External Relations and Security Committee)	The Cabinet External Relations and Security Committee (ERS) provides oversight of the national security and intelligence sector, and considers strategic, policy and legislative matters relating to the sector, foreign affairs, defence (excluding Defence procurement), resilience and significant hazards. It also coordinates and directs national responses to major crises or circumstances affecting national security (either domestic or international).
FMCG (Fast-Moving Consumer Goods)	Regularly used consumables (e.g. bread, milk, meat, butter, sanitary items) which are usually purchased through grocery outlets and supermarkets. The FMCG sector includes companies that span the length of the supply chain, from production, transportation and distribution to retail supermarkets.
Isolated area	In this plan, this means any area without road access, meaning that heavy freight cannot reach that area by land. While 4WD access may be possible to an isolated area, it is normally insufficient to enable the transport of heavy freight. Isolated areas may be accessible by air and/or sea transport.
Lifeline utility	Lifeline utility has the same meaning as in section 4 of the CDEM Act 2002 (shown below). lifeline utility means an entity named or described in Part A of Schedule 1, or that carries on a business described in Part B of Schedule 1 [CDEM Act 2002]
Magnitude	A measure of the energy released by an earthquake at its source. Magnitude is commonly determined from the shaking recorded on a seismograph. Each unit of magnitude on the scale represents a substantial increase in energy. For example, a magnitude 5 earthquake releases 30 times more energy than a magnitude 4 (Source: GNS website).
MM (Modified Mercalli)	A measure of how strongly an earthquake manifests at the surface, based on its observable effects on people, buildings and the environment. Intensity is usually ranked using the 12 point Modified Mercalli Intensity (MMI) scale (Source: GNS website).
NCC (National Coordination Centre)	A national level coordination centre that coordinates an agency's national response and provides support to regional offices responding to an incident.
NCMC (National Crisis Management Centre)	An All-of-Government coordination centre used by agencies to monitor, support, or manage a response at the national level. The facility provides a centralised location for: <ul style="list-style-type: none"> • Information gathering, management and sharing; • Coordination and directing response operations, planning and support; • Liaison between the operational response and the national strategic response; • Strategic level oversight and decision-making • Issuing public information and conducting media liaison;

- Supporting the Prime Minister, Ministers and Cabinet; and
- Coordinating and managing national resources and international assistance.

National Assembly Area

An assembly area where national-level resources are organised and prepared for deployment.

NOTAM (Notice to Airmen)

A notice distributed by means of telecommunication containing information concerning the establishment, condition or change in any aeronautical facility, service, procedure or hazard, the timely knowledge of which is essential to personnel concerned with flight operations. (Source: Civil Aviation Rules, Part 1, Definitions and Abbreviations).

NWCG (National Welfare Coordination Group)

The National Welfare Coordination Group (NWCG) provides strategic oversight for the planning and development of integrated welfare services. The NWCG provides coordination at the national level, and support to CDEM Groups at the regional level.

ODESC (Officials' Committee for Domestic and External Security Coordination)

The Officials' Committee for Domestic and External Security Coordination (ODESC) is the strategic mechanism for coordinating an All-of-Government response to events. ODESC is a group of senior officials, which is chaired by the Chief Executive of the Department of the Prime Minister and Cabinet.

The ODESC system is the system of domestic and external security coordination used by the government to manage all national crises.

PIM (Public information management)

The function that prepares, distributes and monitors information to and from the media and the public during an incident.

Primary Health Services

Primary health care relates to the professional health care provided in the community, usually from a general practitioner (GP), practice nurse, nurse practitioner, pharmacist or other health professional working within a general practice.

RCCNZ (Rescue Coordination Centre New Zealand)

The RCCNZ is New Zealand's national search and rescue organisation. The RCCNZ is responsible for coordinating:

- all major maritime and aviation search and rescue missions within New Zealand's search and rescue region; and
- land-based missions arising from someone activating a distress beacon.

RDC (Reception and Departure Centre)

A facility used to coordinate international relief assets arriving into and departing from New Zealand. In this Plan, RDCs are likely to be established in Auckland and Christchurch.

ROROs

Roll-on/roll-off (RORO or ro-ro) ships are vessels designed to carry wheeled cargo, such as cars, trucks, semi-trailer trucks, trailers, and railroad cars, that are driven on and off the ship on their own wheels or using a platform vehicle, such as a self-propelled modular transporter. This is in contrast to lift-on/lift-off (LoLo) vessels, which use a crane to load and unload cargo.

Sector coordinating entity	An organisation, a group of sector representatives, or an individual agreed by a lifeline utility sector to provide a single point of contact to the NCMC or an ECC.
TRT (Transport Response Team)	The sector coordinating entity for the transport sector. It is led by the Ministry of Transport and includes the New Zealand Transport Agency (NZTA), Civil Aviation Authority (CAA) – including the Aviation Security Service (as required) – Maritime New Zealand (MNZ), KiwiRail, and Airways New Zealand (as required).
USAR (Urban Search and Rescue)	<p>USAR involves the location and rescue of people trapped following a structural collapse arising, e.g. from a single building collapse, or as a result of a major landslide or earthquake.</p> <p>USAR comes under the umbrella of Fire and Emergency New Zealand.</p>
VFR (Visual Flight Rules)	<p>Visual flight rules (VFR) are regulations that specify the cloud and visibility limitations for aircraft operating with only visual reference to terrain.</p> <p>See the Civil Aviation Authority’s Visual Flight Rules for further details.</p>
WCG (Welfare Coordination Group)	<p>A collective of welfare services agencies that are active at CDEM Group and local levels.</p> <p>The WCG provides planning input and coordination at the CDEM Group level, and support to local level CDEM welfare.</p>
WREP (Wellington Region Earthquake Plan)	The Wellington Region Earthquake Plan is owned and maintained by the Wellington Region Emergency Management Office.

D.2 Abbreviations

AoG	All-of-Government
BCM	Business Continuity Management
BCP	Business Continuity Plan
CAA	Civil Aviation Authority of New Zealand
CDEM	Civil Defence Emergency Management
CID	Council for International Development
COW	Cell-site on wheels
CPER	The Contingency Plan, Emergency Relocation of Executive Government and Parliament following a Major Wellington

	Earthquake Plan
DHB	District Health Board
DPMC	Department of the Prime Minister and Cabinet
DVI	Disaster Victim Identification
EOC	Emergency Operations Centre
ECC	Emergency Coordination Centre
EMT	Emergency Medical Team
ERS	External Relations and Security Committee
FMCG	Fast-Moving Consumer Goods
INGO	International non-government organisation
INSARAG	International Search and Rescue Advisory Group
MCDEM	Ministry of Civil Defence & Emergency Management
MFAT	Ministry of Foreign Affairs and Trade
MM	Modified Mercalli
NACCC	National Ambulance Crisis Coordination Centre
NCC	National Coordination Centre
NCMC	National Crisis Management Centre
NMFF	National Mass Fatalities Framework
NDRF	NGO Disaster Relief Forum
NGO	Non-governmental organisation
NHCC	National Health Coordination Centre (or alternate)
NHEP	National Health Emergency Plan
NOTAM	Notice to Airmen
NWCG	National Welfare Coordination Group
NZDF	New Zealand Defence Force
NZTA	New Zealand Transport Agency
ODESC	Officials' Committee for Domestic and External Security Coordination

OSOCC	On-Site Operations Coordination Centre
PIM	Public information management
PHU	Public Health Unit
RCCNZ	Rescue Coordination Centre New Zealand
RDC	Reception and Departure Centre
ROROs	Roll-on-roll-off ferries
SCE	Sector coordinating entity
TAS	Temporary Accommodation Service
TRT	Transport Response Team
UMT	USAR Management Team
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
USAR	Urban Search and Rescue
VFR	Visual Flight Rules
VOSOCC	Virtual On-Site Operations Coordination Centre
VSEAG	Visitors Sector Emergency Advisory Group
WCG	Welfare Coordination Group
WHO	World Health Organisation
WREP	Wellington Region Earthquake Plan