

Exercise Rū Whenua 2024 Coordinating Instruction

Version 1.2
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Amendment schedule

The following table describes amendments that have been made to this Exercise Coordinating Instruction since version 1.0.

Document amendments

Date	Brief description of amendment
1 Feb 2024	Addition of Appendices to address likely questions from participating agencies.
5 Mar 2024	Minor edits. Sub-objectives and KPIs moved to appendix.

1 INTRODUCTION

The Coordinating Instruction presents an overview across the whole of Exercise Rū Whenua, which will run over several phases. Supplemental general instructions will provide further detail for each phase of the exercise.

This document is for all participants, agencies and organisations involved in Exercise Rū Whenua. It provides the basic details of the exercise, including its aim, objectives, scenario overview, timing of phases, the exercise formats used, and the evaluation criteria.

1.1 Background

Exercising is a core part of readiness and assists in identifying gaps and issues. The lessons identified are integrated into updated plans and procedures that improve the ability to respond to and recover from emergencies.

The Alpine Fault is one of New Zealand's major fault lines and has the capability of generating a severe magnitude 8 earthquake. Planning for this risk has been a focus across the South Island emergency management sector and within the National Emergency Management Agency (NEMA) in recent years.

Despite being based on an earthquake scenario, the exercise will also be an opportunity to test or practice some of the lessons identified following the response to the 2023 North Island severe weather events.

1.2 Interagency and CDEM National Exercise Programmes

Exercise Rū Whenua will take place as an exercise under both the ODESC System National Exercise Programme (NEP) and the Civil Defence Emergency Management National Exercise Programme (CDEM NEP).

The CDEM NEP was established in 2006 to provide a formal framework for exercising in New Zealand. The programme is owned collectively by the 16 CDEM Groups with NEMA as the overall programme sponsor. The CDEM NEP recognises that exercising needs to occur at all levels of the CDEM structure. A four-tier approach to exercising has been adopted. Each tier is expected to be based on and informed by a consistent regime of planning, observation, evaluation, feedback, and continuous improvement. Exercise Rū Whenua is a Tier 4 (national) exercise under the CDEM NEP.

In addition, Exercise Rū Whenua has been agreed by the Hazard Risk Board as a national exercise on the ODESC System NEP. The NEP was established in 2013 and is chaired by the Department of the Prime Minister and Cabinet (DPMC). It was established to provide better coordination across government and to help ensure that New Zealand is prepared to effectively respond to all hazard events. The NEP builds capability through a coordinated series of interagency exercises, and these are measured against a set of national objectives.

1.3 Exercise Rū Whenua 2024

The aim of Exercise Rū Whenua is to improve New Zealand's ability to respond to and recover from a significant destructive event.

The exercise aims to address and evaluate the current state of national response when faced with a large-scale, catastrophic emergency event. Any gaps identified during the exercise will assist in the creation of a more-informed forward plan for future CDEM and government work programmes and will assist in shaping future exercises.

1.4 New Zealand's Alpine Fault risk

The Alpine Fault is one of the largest sources of seismic, or earthquake hazards in Aotearoa New Zealand. Historically, when this fault ruptures, it produces an earthquake of about magnitude 8.0.

While we can't predict when an earthquake will happen, scientific research indicates there is a 75% probability of an Alpine Fault earthquake greater than magnitude 7 happening in the next 50 years, and that there is a 4 out of 5 chance that it will be a magnitude 8+ event.

Geological evidence shows that the Alpine Fault has a regular history of producing large earthquakes. Over the last 8000 years, the Alpine Fault has ruptured 27 times. On average that's every 300 years. The last significant quake on the Alpine Fault was in 1717.

The next severe earthquake on the Alpine Fault is likely to be within our lifetime or our children's. Such an event is expected to require a coordinated multi-agency national response, include significant international support and a long-term recovery.

Exercise Rū Whenua will be based on the South Island Alpine Fault Earthquake Response (SAFER) Framework, which is a key output of AF8, a project to improve knowledge of readiness for, and resilience to a magnitude 8+ earthquake on the Alpine Fault.

2 EXERCISE CONCEPT

2.1 Aim

The aim of Exercise Rū Whenua is to improve New Zealand’s ability to respond to and recover from a significant destructive event (Alpine Fault earthquake).

2.2 Objectives and Key Performance Indicators (KPIs)

There are seven overall exercise objectives described in the table below. A detailed list of supporting sub-objectives and KPIs is available at Appendix 2.

In addition to this, participating entities should also consider setting their own (*optional*) agency-level objectives and key performance indicators in order to exercise any specific areas of interest.

Overall Exercise Objectives	
1.0	Lead a coordinated interagency response to a significant Alpine Fault earthquake event. <i>(NEMA)</i>
2.0	Support a coordinated interagency response to a significant Alpine Fault earthquake event. <i>Note: This objective is only applicable to the Support Agencies for this exercise.</i>
3.0	Enable high level all-of-government decision making through the ODESC System.
4.0	Integrate recovery planning and arrangements into the response.
5.0	Situational awareness is established and maintained during the exercise.
6.0	Manage and deliver public information management to establish and maintain public assistance and confidence in the response.
7.0	Integrate previous lessons identified from interagency activities to engender a culture of continuous improvement. <i>Note: This applies to the exercise process.</i>

2.3 Scenario

The scenario for Exercise Rū Whenua is a magnitude 8.2 earthquake occurring on the Alpine Fault.

The exercise scenario is based on the South Island Alpine Fault Earthquake Response (SAFER) Framework, which is a key output of AF8, a project to improve knowledge of, readiness for, and resilience to a magnitude 8+ earthquake on the Alpine Fault.

For exercise planning purposes, Wellington will be disrupted but functional, i.e., there will be no activation of the alternate National Crisis Management Centre in Auckland.

2.4 Exercise dates and phases

Exercise Rū Whenua will be conducted in three phases, as outlined below:

Phase 1 (Initial impact)	Phase 2 (Sustained response)	Phase 3 (Transition to recovery)
Wednesday 12 June 2024	Wednesday 26 June 2024	Wednesday 10 July 2024
<p>Functional: Activation of NCMC, NCCs, ECCs. Situational awareness, initial rapid support – including coordination of offshore support. Watch Group and ODESC meetings held.</p>	<p>Tabletop: Strategic level discussion exercise for senior leaders of national agencies, CDEM Groups, Iwi, and partner organisations. The timing is two weeks into the response, with the discussions examining complex and challenging issues, risks and future impacts.</p>	<p>Tabletop: Discussion exercise involving national agencies, CDEM Groups, and partner organisations. Considering long term national recovery implications.</p>
<p>Focus on coordination centre processes; initial decision making; establishing communications; and situational awareness.</p> <ul style="list-style-type: none"> Initial actions Situational awareness and information flows Controller’s objectives and Initial Action plans Iwi/Māori response integration Initial rapid relief Initial international support 	<p>Focus on a deep dive into selected themes at a national level.</p> <ul style="list-style-type: none"> Procurement, movement and distribution of critical resources Relief requirements and provision issues International issues and risks Business and critical infrastructure challenges Strategic policy and legal issues and options to enable sustained response at scale. 	<p>Focus on pre-disaster recovery preparedness planning; what should NZ be thinking about now, to deliver recovery 12 months, 3 years and 7 years after an event?</p> <p>Examples: long-term land use, managed retreat, restoration of roading and rail infrastructure, restoration of town centres and local government assets such as water.</p> <p>Options for a national recovery operating model, and linkages into regional recovery. Integrating iwi Māori into recovery.</p>

<p>Played in real-time. There will be no compression of timelines or artificial times/dates.</p>	<p>Scenario will be based approximately two weeks after the initial earthquake.</p> <p>The exercise will be held in-person in Wellington.</p> <p>Confirmation of participation and invitations will be sent out in May.</p>	<p>Initially the scenario will be based on the situation approximately one month after the initial earthquake however discussions will look ahead into the longer term.</p> <p>The exercise will be hybrid, with the in-person component taking place in Wellington.</p>
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2.5 Assumptions

The following assumptions apply to exercise planning and play:

- There will be no coastal tsunami generated by the earthquake.
- Connectivity and communications may be more reliable than in a real event of this nature.
- The NCMC in Wellington will be available for the coordination of the national response (an alternative location will not be required).
- The exercise will be conducted in a no-fault learning environment where systems and processes, not individuals, will be tested and evaluated.
- All participating organisations and agencies are expected to exercise according to their own arrangements and plans and use the exercise to evaluate their response capability.
- To minimise the risk of confusion that can occur with non-exercise players including the public, communication with broadcasters/other media will be simulated. All communications will be identified as “exercise only”.

2.6 Scope and type

Exercise Rū Whenua is a joint local government and central government exercise with an emphasis on strategic coordination and decision-making across agency interfaces, with activities occurring at various venues across New Zealand.

Day one of the exercise will be a full functional exercise; days two and three will be undertaken as tabletop discussion exercises.

The exercise will not include mandatory field activities. CDEM Groups and other organisations may exercise field activities as an optional activity. This is for individual agencies to arrange.

2.7 Participation

An effective response to a significant earthquake requires an all-of-government approach. Many national agencies and CDEM Groups have already been involved in the development of the exercise to date and most of these are planning to participate in the exercise. There will be a wide range of exercise players including from iwi, business and NGOs.

Agencies and CDEM wishing to participate in the exercise must consider their level of commitment to the exercise and communicate this with the Exercise Planning Team. Please complete the participation form at this link: <https://forms.office.com/r/Berubf247m> by 30 April 2024.

The following table outlines the four broad levels of participation for Exercise Rū Whenua. Different levels of participation can occur over the three days (functional exercise and two tabletop exercise days). Agency could be a national agency, partner agency or CDEM.

Category	Description	Example - functional exercise (day 1)	Example - Tabletop exercise
Full	Agency commits to participating in all exercise activities.	Agency fully activates its coordination centre	Agency leaders and recovery SMEs participate in tabletop exercise. Many have already provided input into discussion considerations.
Partial	Agency participates in a specific part of the exercise.	Agency partially activates its coordination centre and participates in exercise activities such as national teleconference calls	Agency only participates in one or both of the tabletop exercise days.
Facilitation	Agency personnel are made available to facilitate exercise injects or enquiries (i.e., a control function).	Your agency will not activate its coordination centre, but instead will have one or more people simulating exercise activities.	Agency does not participate in tabletop discussion, but provides input in advance into the discussion considerations
Not engaged	Agency not involved in exercise.	Your agency inputs and outputs will be notional if required (i.e., exercise writers will make up your agency's input if required). Note: No communications or contact is made with your agency during the exercise.	Agency inputs will be created by the exercise writers

It is vital that all agencies inform the Exercise Rū Whenua Planning Team of their expected level of participation. This will allow the Exercise Planning Team to give those who participate in the exercise an accurate list of contact details, with Exercise Control substituting for any agency that is not taking part.

It is intended to use the customised National Warning System to activate this exercise, this contact list will be used for this.

All agencies must confirm their participation in the exercise and contact details to the exercise planning team as soon as possible, and no later than **30 April 2024**. Please complete the participation form at this link: <https://forms.office.com/r/Berubf247m>.

2.8 Documentation

The following documents or websites support planning and participating in Exercise Rū Whenua:

- Exercise Rū Whenua Webpage: [Exercise Rū Whenua 2024 » National Emergency Management Agency \(civildefence.govt.nz\)](#)
- AF8 [Alpine Fault Magnitude 8] Webpage: [AF8 \[Alpine Fault magnitude 8\]](#)
- SAFER Framework (South Island Alpine Fault Earthquake Response Framework) [af8-safer-framework-2018-lr.pdf](#)
- Warning Order: [FINAL-Exercise-Ru-Whenua-Warning-Order-2023.pdf \(civildefence.govt.nz\)](#)
- Exercise Writing Guidance: [CDEM Exercises Director's Guideline » National Emergency Management Agency \(civildefence.govt.nz\)](#)
- Exercise Rū Whenua Evaluation Plan: available by 30 April.
- Exercise Rū Whenua Communications Plan: available by 30 April.
- Exercise General Instructions for each of the days of exercise play: available approximately one month prior to each day of the exercise.
- Own agency plans and SOPs.

2.9 Exercise Instruction

Exercise General Instructions define the aims and objectives of each phase of exercising, and how they will be achieved. They also outline how each phase of the exercise will be coordinated, how tasks will be initiated and coordinated and what sort of response or outputs are expected from participants. They will also provide participants with all the information they need about the details of each part of the exercise such as roster times and meal break times for example. These will be issued in advance of each phase of the exercise.

In addition, participating agencies may find it useful to prepare Exercise General Instructions to inform their participants about the exercise. These should outline all the information that their 'players' need to know to get started.

3 EVALUATION AND REPORTING

3.1 Evaluation Plan

A separate Evaluation Plan for Exercise Rū Whenua will provide guidance to participating agencies on how to plan for their exercise evaluation.

3.2 Evaluation criteria

Post-exercise evaluations will be based on both national and agency-level criteria. The national criteria will be based on the overall exercise objectives, while the agency-level criteria will be determined by individual agencies. Individual agency objectives are over and above the national objectives and are optional for all participating agencies.

Evaluation forms for the exercise will be developed by the lead evaluator appointed by NEMA and will be issued separately to agency point of contacts.

The Lead Evaluator will complete an evaluation report, which will inform the overall end of exercise report,

3.3 Evaluators

Given the breadth of this exercise and the number of participating agencies, agencies are required to appoint their own evaluators for their agency-level evaluation of the exercise.

3.4 Debriefs

Each agency/venue will conduct its own hot debrief and then cold debrief in the weeks following their last exercise day. All cold debriefs should be completed by the end of July 2024. Actioning agency findings is up to the agency.

4 EXERCISE DELIVERY

4.1 Exercise format

Exercise Rū Whenua is a national exercise, however, the format of the exercise, and involvement in it, will vary considerably across the country due to the varying impacts the scenario will have on communities across the country, particularly between the North and South Islands.

4.2 Exercise hours

The exercise will run over three full days, with additional activities taking place prior to, and during the main exercise days.

The main exercise days are:

Wednesday 12 June 2024	Functional exercise – based on the first day of a Mag 8.2 Alpine Fault earthquake	Extended day – the NCMC will be activated from approximately 0600hrs to 2200hrs
Wednesday 26 June 2024	Tabletop discussion – based on five focus areas two weeks after initial earthquake	Business hours
Wednesday 10 July 2024	Tabletop discussion – based on recovery	Business hours

Exercise-related activities may be held in between each of the main days of the exercise. Some agencies have already undertaken lead up exercises and others are planning too. There may be some exercise-related work required in between each of these days to be prepared for each exercise day's activities.

The hours above relate to the NEMA-led exercise activities. Agencies should make their own decisions about operating hours for the aspects of the exercise they are leading.

4.3 Injects – functional exercise

Messages and injects¹ for the Exercise will be provided by the relevant Exercise Control. National-level injects will be provided from the NEMA Exercise Control Team in Wellington, with regional, local and agency-specific injects provided by each respective location's Exercise Control Team. Agency-specific injects should be designed by agency subject matter experts in coordination with the Exercise Planning Team to ensure they do not detract from, or divert, the overall exercise scenario and play.

Requests for Information (RFIs) or any other advice, made by Exercise players on any aspect of the scenario (including situation updates) can only be made to the Exercise Control Team at their location.

It should be noted that realistic time delays for responses to RFIs should be expected; for example, there will be time delays in the provision of information as would be the case in a real emergency response. RFIs can be made via email, phone, or to Liaison officers from the Exercise participants.

¹ Messages and injects are used to create the exercise environment and activity. More detail is in the CDEM Exercises Director's Guideline [DGL-10-19-CDEM-exercises.pdf \(civildefence.govt.nz\)](https://www.civildefence.govt.nz/dgl-10-19-cdem-exercises.pdf)

Access to the Exercise Control room during the conduct of the exercise will be restricted to Exercise Control staff, except for “No Duff” or out-of-exercise matters. Refer to 4.5 for a “No Duff” explanation.

4.3.1 Types of injects

The injects for Exercise Rū Whenua will be either common to all functions/venues or function/venue specific and will be dependent on the type of exercise being undertaken.

Functional Type Injects

For the functional phase of the exercise, injects will generally be sent to specific agencies/players to simulate real-life events and prompt appropriate player reactions (e.g., passing on the information, initiating a procedure, etc.). Functional injects may be delivered by:

- Emails
- Radio / phone calls
- Simulated systems messages (e.g., emi)
- Briefings
- Hand-passed notes
- MS Teams,
- Some injects will be delivered by Role Players who will act as characters within the scenario (e.g., these may be phone calls to/from non-playing agencies, or media calls).

Discussion Type Injects

The discussion-based phases of the exercise will typically involve high-level scenario injects delivered via visual presentation and/or a verbal briefing.

Players may receive a pre-exercise briefing on the scenario and hypothetical situation. Players are expected to have read this briefing ahead of exercise discussion.

4.3.2 Inject process

Not all exercise participants will see all injects, particularly in the case of the more technical injects. Instead, as in reality, participants may see the product of subsequent analysis and discussion by second and third parties.

Other ‘general’ injects will be disseminated to all participants, or to specific functions/agencies, as appropriate. These may lead to actions and decisions from key agencies (recorded as meeting summaries), and public information messages.

4.4 Communication

A separate *Communications Plan* for Exercise Rū Whenua will provide detailed guidance for how communication about and within the exercise will be conducted.

Generally, communications will be available as normal throughout the Exercise. There may be periods during the exercise when telecommunications interruptions are imposed by Exercise Control and alternative communication methods are expected to be used by participants.

4.4.1 Operational communication during the exercise

For the purposes of this exercise, most normal means of communication are functioning for the majority of the exercise duration, although there may be periods communicated by Exercise Control where normal communications are limited or unavailable. Real communication will take place between the NCMC and all

the participant organisations during the exercise. Communication between the NCMC and participants/ECC's will be in digital and telephone format.

All phone numbers and email addresses to be used in the main exercise phase will be requested by the Exercise Planning Team by **30 April 2024** for the purposes of compiling the *Participant and Venue List*.

4.4.2 Media information (real media)

NEMA is responsible for the coordination of national media communication while CDEM Groups may issue local news releases. NEMA will share its news releases with participants to support consistency. Participating agencies/CDEM Groups may respond to individual approaches by the media concerning the exercise.

4.5 Exercise cancellation

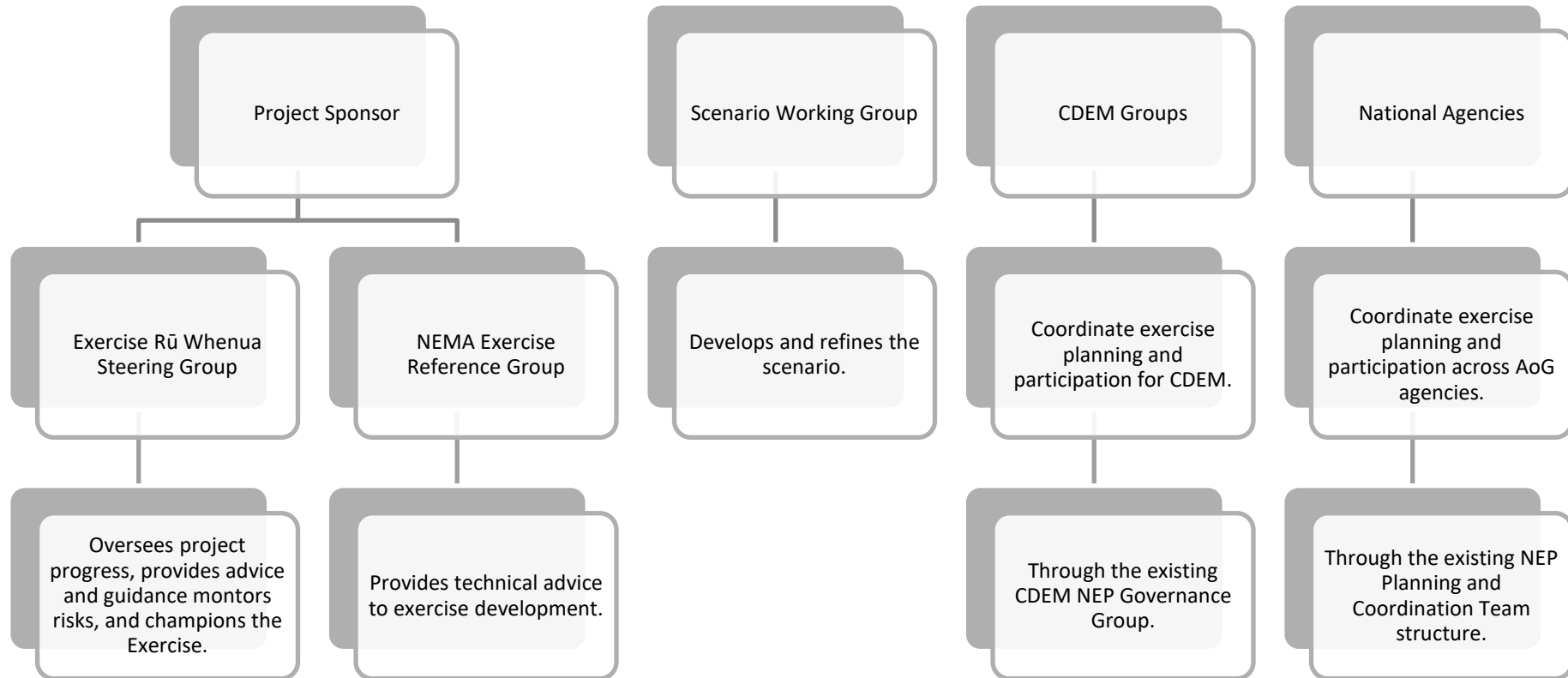
The exercise will be put on hold or postponed in the event of a significant emergency occurring in New Zealand close to or on the exercise dates. If a real event takes place, but it is not significant to disrupt the whole Exercise then aspects of the Exercise will still proceed although locations may change.

If a real event occurs, or for whatever reason the exercise is to be stopped, such a message will be preceded with "No Duff". A clear communication will be sent to all participants by NEMA if the exercise is to be put on hold or postponed.

5 RESPONSIBILITIES AND ADMINISTRATION

5.1 Governance

Exercise Rū Whenua is an all-of-government exercise coordinated by NEMA. The established project management structure is set out below.



5.2 Exercise coordination and control arrangements

An *Exercise Control and Evaluator Arrangements and Rules of Play* document will be prepared and issued separately in May.

Participating agencies will need to appoint their own Exercise Control (EXCON) staff. Ideally EXCON staff will be those staff members involved in planning and writing the exercise within their agency. Participating agencies will be asked to provide EXCON staff contact details to the Exercise Coordinators. CDEM Groups and national agencies will be provided with appropriate exercise documentation and exercise control details prior to the start of the exercise. Local EXCON staff will be briefed by the relevant CDEM Group.

5.3 Organisational responsibilities

NEMA is responsible for planning and coordinating the Exercise and liaising across government agencies, CDEM Groups, and non-government agencies during the planning phase.

NEMA is responsible for collating the Evaluation Report and producing the Post Exercise Report.

Each participating CDEM Group or national agency will be responsible for:

- During the initial phase of the exercise – participating in planning meetings as appropriate and determining their level of participation.
- Prior to the exercise – developing their own Exercise General Instruction and planning their aspects of the exercise (dependant of the level of participation) and forwarding exercise planner/writer and EXCON staff details to the Exercise Coordinators.
- During the exercise – responding as necessary to fulfil their all-of-government and National CDEM or CDEM Group Plan obligations.
- After the exercise – debriefing and evaluating their own performance and contributing this to the overall evaluation.

Some participating agencies may use the Exercise to test auxiliary but non-core exercise activities. Agencies that wish to use the Exercise for their own evaluative purposes are responsible for any planning, evaluating, and reporting that is generated by their activity.

5.4 Finance

Participating agencies and local authorities will fund their own costs.

5.5 Contact details

Should questions arise, please direct them to the Exercise Coordinators:

exercises@nema.govt.nz

or

Derek (Bax) Baxter

Exercise Coordinator/Director, NEMA

Derek.baxter@nema.govt.nz

Sara Mitchell

Exercise Coordinator, NEMA

sara.mitchell@nema.govt.nz

Further detail about the exercise, including exercise documentation can be found on the NEMA website:

www.civildefence.govt.nz/cdem-sector/exercises/exerciseruwhenua2024/

APPENDIX 1: OBJECTIVES AND PROPOSED KEY PERFORMANCE INDICATORS

Note these are the agreed National Exercise Programme objectives and KPIs.

Overall Exercise Objectives	Sub-objectives	Key Performance Indicators
1.0 Lead a coordinated interagency response to a significant Alpine Fault earthquake event. (NEMA)	1.1 Identify significant incident or emerging threat.	1.1.1 Incident identified as a significant incident or emerging threat requiring activation of the ODESC System.
		1.1.2 Lead agency understands the activation criteria and coordinates with DPMC to activate the ODESC System.
		1.1.3 Incident identified as a threat according to the NEMA thresholds
		1.1.4 Incident identified as a threat according to CDEM Group and local authority thresholds
	1.2 Processes for considering and declaring states of emergency are followed at all levels.	1.2.1 Identify criteria for making a declaration and apply these criteria to the decision-making process
		1.2.2 If making a declaration, the correct process is followed (gazetting, current forms, etc.)
	1.3 Activate coordination centres at all required levels in accordance with standard operating procedures.	1.3.1 Lead agency activates a coordination centre in accordance with standard operating procedures.
		1.3.2 Lead agency staff assigned to work in the response have a level of competency appropriate to their role.
		1.3.3 Lead agency has identified support and/or resources required from other agencies and communicated needs effectively.
		1.3.4 Key stakeholders are identified and informed of the activation(s).

		<p>1.3.5. Liaison arrangements are activated in accordance with standard operating procedures.</p>
		<p>1.3.6 Lead agency ensures the response includes consideration of, and planning for, capability that would be needed to respond to a simultaneous or subsequent event.</p>
	<p>1.4 Develop an effective action plan in accordance with standard operating procedures.</p>	<p>1.4.1 Planning processes are followed by the lead agency as established in standard operating procedures and CIMS 3.</p>
		<p>1.4.2 National outcomes/goals are identified and incorporated in guidance and planning.</p>
		<p>1.4.3 The systems, processes and resources are appropriate for developing the action plan.</p>
		<p>1.4.4 Likely threats and associated consequences and risks are embedded in the action plan.</p>
		<p>1.4.5 Legal and policy frameworks are considered and appropriately used to support the action plan.</p>
		<p>1.4.6 Relevant support agencies are integrated into action planning processes.</p>
	<p>1.5 Coordinate an inter-agency earthquake response in accordance with the lead agency's emergency plan, the action plan, CIMS 3, and legal/policy frameworks.</p>	<p>1.5.1 Liaison arrangements are maintained as required throughout the duration of the response.</p>
		<p>1.5.2 Response is managed in accordance with plans and within mandated frameworks.</p>
		<p>1.5.3 The systems, processes and resources are appropriate for implementing the action plan or adjusted to meet the needs of the situation.</p>

		<p>1.5.4 Lead agency delegates tasks to support agencies within legal frameworks.</p> <p>1.5.5 As appropriate, implement site, local, regional, and national levels of coordination.</p>
	<p>1.6 Operate coordination centres at all required levels in accordance with standard operating procedures.</p>	<p>1.6.1 Lead agency manages interagency coordination centres.</p> <p>1.6.2 Lead agency can sustain an operational response for the length of time required.</p>
	<p>1.7 Additional support and/or resource requirements are effectively identified and communicated.</p>	<p>1.7.1 International or domestic support requests are effectively managed.</p>
	<p>1.8 Coordinate with overseas agencies where necessary.</p>	<p>1.8.1 Lead agency identifies relevant overseas agencies that can assist with the response; in consultation with support agencies.</p> <p>1.8.2 Overseas agencies are invited to assist with the response via the correct mechanisms.</p>
	<p>1.9 Strengthen personal and interagency collaborative relationships.</p>	<p>1.9.1 Lead agency personnel work in a collaborative manner with colleagues from other agencies.</p> <p>1.9.2 Information is shared and utilised across agencies to assist in relationship and resilience building.</p>
<p>2.0 Support a coordinated interagency response to a significant Alpine Fault earthquake event.</p> <p><i>Note: This objective is only applicable to the Support Agencies for this exercise.</i></p>	<p>2.1 Support identification of a significant incident or emerging threat.</p>	<p>2.1.1 Support agencies assist in the identification of a significant incident or emerging threat requiring the activation of the ODESC System.</p> <p>2.1.2 Support agencies identify additional risks from within their spheres of expertise.</p>
	<p>2.2 Activate coordination centres at all required levels in accordance with standard operating procedures.</p>	<p>2.2.1 Support agencies activate coordination centres, where required, in accordance with standard operating procedures.</p>

		<p>2.2.2 Lead agency and other key stakeholders are informed of the activation(s).</p>
		<p>2.2.3 Liaison arrangements are activated in accordance with standard operating procedures.</p>
		<p>2.2.4 Support agencies ensure their response includes consideration of, and planning for, capability that would be needed to respond to a simultaneous or subsequent event.</p>
	<p>2.3 Support the development of an action plan in accordance with standard operating procedures.</p>	<p>2.3.1 Support agencies contribute to the lead agency planning processes as established in standard operating procedures and CIMS 3.</p>
		<p>2.3.2 Threats and associated risks identified by support agencies are embedded in the action plan.</p>
		<p>2.3.3 Support agencies develop action plans to detail the tasks assigned to them by the lead agency.</p>
	<p>2.4 Support the interagency earthquake response in accordance with the lead agency's emergency plan, the action plan, CIMS 3, and legal/policy frameworks.</p>	<p>2.4.1 Support agency staff assigned to work in the response have a level of competency appropriate to their role.</p>
		<p>2.4.2 Liaison arrangements are maintained as required throughout the duration of the response.</p>
		<p>2.4.3 Response is supported in accordance with plans and within mandated frameworks.</p>
		<p>2.4.4 The systems, processes, and resources are appropriate for implementing the action plan.</p>
		<p>2.4.5 Support agencies carry out the delegated tasks in a timely manner in accordance with standard operating procedures.</p>

		<p>2.4.6 As appropriate, implement site, local, regional, and national levels of support.</p>
	<p>2.5 Support coordination centres in accordance with standard operating procedures.</p>	<p>2.5.1 Support agencies can support the inter-agency coordination centre as required by the lead agency.</p>
		<p>2.5.2 Support agencies can sustain an operational response for the length of time required.</p>
		<p>2.5.3 Support agencies can reconstitute following a response to a major earthquake.</p>
	<p>2.6 Strengthen personal and interagency collaborative relationships.</p>	<p>2.6.1 Support agency personnel work in a collaborative manner with colleagues from other agencies.</p>
<p>3.0 Enable high level all-of-government decision making through the ODESC System.</p>	<p>3.1 Agencies fulfil their roles as expected in the ODESC System response governance structures.</p>	<p>3.1.1 ODESC and Watch Groups are established according to the scale of the response in a timely manner in accordance with the NSS Handbook.</p>
		<p>3.1.2 All relevant agencies support ODESC and Watch Groups with appropriate staff empowered to make decisions for their agencies.</p>
		<p>3.1.3 Participants in ODESC System meetings are knowledgeable about their agencies' roles and responsibilities and contribute to the meetings accordingly.</p>
		<p>3.1.4 Relevant ODESC System groups provide strategic direction to relevant agencies, allowing comprehensive operational planning as required.</p>
		<p>3.1.5 Relevant ODESC System groups monitor and evaluate decisions throughout the incident.</p>
		<p>3.1.6 Agencies keep Ministers informed through their own agency processes or as agreed by ODESC.</p>

	3.2 High quality information is used in decision-making.	3.2.1 Information provided to decision-makers is of high quality and credible.
		3.2.2 Information provided to decision-makers is subjected to a robust assessment process.
	3.3 Consult key stakeholders in the decision-making process.	3.3.1 All domestic and international stakeholders are identified and consulted with in a timely manner.
		3.3.2 Decisions are communicated to key stakeholders in a timely manner in accordance with standard operating procedures.
4.0 Integrate recovery planning and arrangements into the response.	4.1 Develop recovery arrangements.	4.1.1 Identify and establish recovery arrangements. This is to include designation of the lead agency for recovery.
		4.1.2 Agency staff assigned to work in recovery have a level of competency appropriate to their role.
		4.1.3 Conduct interagency recovery planning in accordance with strategic direction and identified recovery arrangements.
	4.2 Integrate recovery planning into response planning.	4.2.1 Lead agency (for response) coordinates early recovery planning into response planning.
		4.2.2 Identify transition from response to recovery and incorporate this into response planning.
5.0 Situational awareness is established and maintained during the exercise.	5.1 Incident information is effectively managed and communicated by all agencies involved in the response.	5.1.1 Accurate information is communicated within agencies (vertically) in a timely manner in accordance with standard operating procedures.
		5.1.2 Information is communicated between agencies (horizontally) in a timely manner in accordance with existing communications policies, procedures, and MOUs.

		<p>5.1.3 Information is appropriately stored.</p>
		<p>5.1.4 IT systems and processes should be capable of sharing information in a timely manner.</p>
		<p>5.1.5 All agencies have the appropriate equipment and resources to manage information effectively.</p>
	<p>5.2 Response documentation is correctly produced.</p>	<p>5.2.1 Incident response documents (Action Plans, Situation Reports) are produced and disseminated accurately and in a timely manner to relevant stakeholders.</p>
<p>6.0 Manage and deliver public information management to establish and maintain public assistance and confidence in the response.</p>	<p>6.1 Appropriate information processes and tools are used.</p>	<p>6.1.1 A strategic communications plan is developed and implemented.</p> <p>6.1.2 Provide timely, accurate, and clear information to stakeholders and target audiences.</p> <p>6.1.3 Messages align with strategic and operational objectives.</p> <p>6.1.4 Proactive messaging using all available communication platforms.</p> <p>6.2 Produce coordinated and consistent public messaging.</p> <p>6.2.1 Coordinate an interagency PIM function.</p> <p>6.2.2 Coordinate the production and promulgation of public information.</p>
<p>7.0 Integrate previous lessons identified from interagency activities to engender a culture of continuous improvement.</p> <p><i>Note: This applies to the exercise process.</i></p>	<p>7.1 Evidence that continuous improvement processes are implemented.</p>	<p>7.1.1 During the development of the interagency exercise, opportunities are included to test and validate proposed remedies for gaps and lessons identified in previous exercises or activities.</p> <p>7.1.2 Best practices are identified, reviewed, and shared between agencies.</p> <p>7.1.3 Agencies document how they are incorporating previous lessons identified into exercise planning.</p>

	<p>7.2 Participating agencies commit to evaluation, and post-exercise reporting.</p>	<p>7.2.1 Lead agency coordinates evaluation against relevant National Objectives.</p>
		<p>7.2.2 Supporting agencies conduct and record internal debriefs that feed into the lead agency's post-exercise report.</p>
		<p>7.2.3 Post-exercise reports, with lessons identified for interagency capability building, are stored in a central location by a central agency.</p>
	<p>7.3 Participating agencies commit to improvement and corrective actions.</p>	<p>7.3.1 Post-exercise reports are shared with other agencies to inform future exercise planning and ensure that lessons identified are reflected in agencies' planning processes.</p>
		<p>7.3.2 Corrective actions, identified in post-exercise reports, are implemented by the appropriate agency and in collaboration with other agencies where necessary.</p>

APPENDIX 2: CDEM GROUP PARTICIPATION

What is required from CDEM Groups regarding exercise participation?

All CDEM Groups are expected to participate in Exercise Rū Whenua albeit at a level that each Group is comfortable with. Exercising together enables us to focus on the interfaces between Coordination Centres, CDEM Groups and agencies in a way that individually exercising doesn't.

FUNCTIONAL EXERCISE (12 JUNE)

All CDEM Groups are expected to either activate their ECC or to simulate activating their ECC. This is so the flow of information, escalation of issues, coordination of inter-Group activity, management of inter-Group resourcing requests, and national coordination meetings etc can occur.

Groups simulating an ECC are asked, at a minimum, to provide a Group Controller and managers of the Intelligence; Planning; Operations; Logistics; Welfare and PIM functions. The attendance of liaison officers, partner agencies, and iwi Māori at ECCs is to be decided by each Group, with invitations issued by the Group.

What are the key timings?

The time of the earthquake will be shared with exercise leads. Indicatively, the functional exercise day will run between 0600hrs and 2200hrs.

The times for the key coordination meetings will also be shared with exercise leads. These are expected to include:

- Controllers National teleconference
- National Welfare Coordination Group teleconference
- Group Recovery Managers teleconference
- Additional coordination meetings may be called as part of exercise play.

How will the exercise 'story' and injects be developed?

Groups are responsible for developing injects related to their internal exercise play.

Development of the overall exercise 'story' is being coordinated through the NEMA-led exercise planning team, working with the exercise leads from each CDEM Group. This will result in a master schedule of events (i.e., the key events that will occur during the exercise).

CDEM Groups have been invited to suggest key issues that will be escalated outside a Group (for example, will impact other CDEM Groups, or the national level). These could be issues that you think it would be worth the system exploring as well as more 'routine' offers or requests for resourcing support. These issues should be sent though to exercises@nema.govt.nz by **30 April 2024**.

Detailed injects will developed during May. NEMA will create injects for the NCMC. Groups and other organisations are responsible for developing detailed injects to support their own exercise play and to feed into the NCMC. Given the functional exercise is trying to simulate the response to a major Alpine Fault rupture, injects from CDEM Groups (and other agencies) are required to make exercise play realistic.

As with any event, Groups will be expected to provide sitrep(s) and action plan(s) – it is acknowledged information will be scarce in the first few days. For Groups simulating their ECC and creating these in advance, it is requested that these are shared with the Exercise Planning Team as soon as they are ready as this helps with the broader exercise inject generation.

When will we receive detailed information about the impacts?

The scenario is available from the AF8 website: [AF8 | AF8 Scenario](#) . Additional models will be shared with exercise leads (but not wider) in April. These are:

- Habitability
- Casualties
- Transient population
- Impact on GeoNet network – this will inform what science input will be available.

What's the role of North Island CDEM Groups?

A magnitude 8.2 rupture of the Alpine Fault will require a NZ Inc. response and thus involve all CDEM Groups. Some Groups are looking to use the exercise to consider what they will be required to do in support (e.g., receive large numbers of displaced people, support health with the receipt of casualties, assist with logistics, provide resources). Others are combining the above with practising activation of their coordination centre.

In terms of exercise support, North Island CDEM Groups are asked to provide injects including sitreps and action plans and participate in national coordination meetings. In addition, input into the exercise 'story' and suggesting issues, especially those that are generic or relevant irrespective of which fault ruptures, are welcomed but must be received by **30 April 2024**.

Are participating national agencies activating at the regional level?

Some agencies are intending to exercise at a regional level during the functional exercise day. Whilst NEMA will share levels of participation and contact details as we receive them, Groups are encouraged to reach out to regional partners to gain an understanding of their intended activity.

When will exercise artefacts be released?

- The **key impacts** are in the AF8 Hazard Scenario [af8_hazardscenario-oct16-final.pdf](#)
- The **detailed models** for habitability; casualties and transient population are expected to be available in April.
- The first iteration of key exercise events is expected by the end of April.
- The Exercise General Instruction
 - Day One: 30 April 2024
 - Day Two: 13 May 2024
 - Day Three: 27 May 2024

Will there be a National Controllers briefing/meeting either before and/or during the exercise?

Yes, there will likely be two National Controller teleconferences during the main day of exercise play (one in the morning and one in the afternoon). As with the National Welfare Coordination Group and Recovery Managers meetings, these will be scheduled in advance and exercise leads informed of the time.

TABLETOP EXERCISE – CONSOLIDATED RESPONSE

CDEM representatives will be invited to participate in day two.

TABLETOP EXERCISE – RECOVERY

North and South Island group recovery practitioners are invited to attend in person in Wellington, or virtually.

