



If calling please ask for: Democratic Services

7 December 2018

Civil Defence Emergency Management Group

Order Paper for meeting to be held in the Council Chamber, Level 2, Upper Hutt City Council, 838 Fergusson Drive, Upper Hutt on

Friday, 14 December 2018 at 9.00am

Membership of Group

Mayor Booth	(Carterton District Council)
Mayor Guppy	(Upper Hutt City Council)
Mayor Gurunathan	(Kapiti Coast District Council)
Councillor Laidlaw	(Greater Wellington Regional Council)
Mayor Lester	(Wellington City Council)
Mayor Napier	(South Wairarapa District Council)
Mayor Patterson	(Masterton District Council)
Mayor Tana	(Porirua City Council)
Mayor Wallace	(Hutt City Council)

Civil Defence Emergency Management Group (CDEM Group)

Order Paper for the meeting to be held on Friday, 14 December 2018, at 9.00am at the Council Chamber, Level 2, Upper Hutt City Council, 838 Fergusson Drive, Upper Hutt

Public Business

		Page No
1. Apologies		
2. Emergency Management Sector Reform and Presentation of Awards - Hon. Kris Faafoi	Brief	
3. Public participation		
4. Confirmation of the minutes of 24 August 2018	Report 18.368	3
5. Group Plan update	Brief	
6. Accommodation update	Brief	
7. Response Teams update	Brief	
8. Iwi engagement update	Brief	
9. Regional exercises	Brief	
10. Approval of the Wellington Region Earthquake Plan Version 2.0	Report 18.596	9
11. WREMO Quarterly Report - 1 July 2018 to 30 September 2018	Report 18.597	258
12. CDEM Group appointments	Report 18.598	332

Next meeting: 12 April 2019



Report 18.368

24/08/2018

File: CCAB-21-247

Minutes of the Civil Defence and Emergency Management Group meeting held in the Council Chamber, Level 2, Upper Hutt City Council, 838 Fergusson Drive, Upper Hutt, on Friday, 24 August 2018 at 09:02am

Present

Mayor Patterson (Deputy Chair)	(Masterton District Council)
Mayor Booth	(Carterton District Council)
Mayor Guppy	(Upper Hutt City Council)
Mayor Gurunathan	(Kapiti Coast District Council)
Mayor Lester	(Wellington City Council)
Councillor Laidlaw	(Greater Wellington Regional Council)
Mayor Patterson	(Masterton District Council)

Also present

Acting Mayor David Bassett	(Hutt City Council)
Deputy Mayor Izzy Ford	(Porirua City Council)

The CDEM Group Deputy Chair presided at the meeting in the absence of the CDEM Group Chair.

1 Apologies

Moved (Mayor Booth/Mayor Guppy)

That the CDEM Group accepts the apologies for absence from Mayors Napier, Tana and Wallace.

The motion was **CARRIED**.

2 Public Participation

There was no public participation.

3 **Confirmation of the minutes of 22 June 2018.**

Moved (Mayor Booth/Mayor Guppy)

That the CDEM Group confirms the minutes of the meeting of 22 June 2018, Report 18.265.

The motion was **CARRIED**.

4 **CDEM Group Plan Amendment Confirmation**

Report: 18.352 File: CCAB-21-234

Moved (Cr Laidlaw/Mayor Booth)

That the CDEM Group:

1. *Receives the report.*
2. *Notes the content of the report.*

The motion was **CARRIED**.

5 **WREMO Annual Report (2017/2018)**

Jeremy Holmes, Regional Manager, Wellington Civil Defence and Emergency Management, spoke to the report.

Report: 18.352 File: CCAB-21-234

Moved (Mayor Guppy/Mayor Booth)

That the CDEM Group:

1. *Receives the report.*
2. *Notes the contents of the report.*
3. *Approves the report as an accurate record of those activities that occurred in 2017/2018.*

The motion was **CARRIED**

Noted: Mayor Patterson acknowledged the commitment of Greater Wellington Regional Council to provide staff for training.

6 **Ministerial (TAG) Review Update**

Brief

Jeremy Holmes, Regional Manager, Wellington Civil Defence and Emergency Management, gave the CDEM Group a brief on the recent Ministerial (TAG) Review, which is in its final stage of decision-making. Jeremy Holmes outlined some of the

problems and solutions that had been identified by the Review for New Zealand's emergency response system. Particular emphasis is being placed on engagement with Iwi. For the Wellington Region this is likely to result in a recommendation for three Iwi representatives for CEG, similar to the regional climate change model. The CDEM Group was also advised of planned changes in ICT systems. The findings of the Review are expected to have an impact on the development of the next Group Plan. The Ministerial Decision is due to be published on 30 or 31 August 2018.

Moved (Mayor Booth/Councillor Laidlaw)

That the CDEM Group:

- 1. Notes the progress of the Ministerial (TAG) Review.*
- 2. Notes the limited visibility of implications for the region.*
- 3. Notes the likely delay on the development and approval of the Next Group Plan*

The motion was **CARRIED**.

7 **National Resilience Strategy Update**

Brief

Jeremy Holmes, Regional Manager, Wellington Civil Defence and Emergency Management, gave the CDEM Group an update on the National Resilience Strategy, which is currently awaiting the Ministerial Decision (above) and has ongoing changes. Delays in the updating of the Strategy were also likely to impact on the development of the next Group Plan.

Moved (Mayor Guppy/Cr Laidlaw)

That the CDEM Group:

- 1. Notes that ongoing changes to the National Resilience Strategy (with which regional alignment is required).*
- 2. Notes the likely additional delay on the development and approval of the next Group Plan.*

The motion was **CARRIED**.

8 **Group Plan Proposal**

Brief

Jeremy Holmes, Regional Manager, Wellington Civil Defence and Emergency Management, gave the CDEM Group a brief on the Group Plan Proposal, highlighting the recommended changes to the timeline for the development of the next Group Plan and the informal feedback that had been received from the Ministry of Civil Defence and Emergency Management to the proposal. Jeremy Holmes advised that the draft

Group Plan would come back to the CDEM Group for approval at the end of June 2019.

Moved (Mayor Guppy/Mayor Booth)

That the CDEM Group:

- 1. Notes the likely delay on development and approval of the next Group Plan.*
- 2. Notes the proposed adjustment of the Group Plan timeline.*
- 3. Notes the Ministry of Civil Defence and Emergency Management feedback on the proposal.*
- 4. Agrees to the proposed extension of the Current Group Plan until 30 June 2019 to provide sufficient time for the new Group Plan to be developed effectively.*

The motion was **CARRIED**.

9 **Response Teams update**

Brief

Jeremy Holmes, Regional Manager, Wellington Civil Defence and Emergency Management, gave the CDEM Group an update on the Response Teams. A national way forward has been agreed that is based on the Wellington Region approach and a draft framework will be produced by the National Working group before 28 September 2018.

Moved (Mayor Booth/Cr Laidlaw)

That the CDEM Group:

- 1. Notes the progress made over the past two months.*
- 2. Notes the intent to progress the matter going forward.*

The motion was **CARRIED**.

10 **Community Preparedness Update**

Brief

Jeremy Holmes, Regional Manager, Wellington Civil Defence and Emergency Management, gave the CDEM Group an update on Community Preparedness.

The Earthquake Planning Guide produced in 2017 has now been distributed across the Region. It has also been translated into fifteen languages. The Te Reo version will be launched in September during Māori Language Week.

Shakeout will now be run annually, along with a tsunami walkout (hikoi). The next one is planned for 18 October 2018 at 9:30am. The Long Walk Home events from

Wellington to Kapiti and Upper Hutt are planned for 10-11 November 2018. Events for the anniversary of the Kaikoura Quake (14 November) are currently being explored.

Moved (Mayor Guppy/Mayor Booth)

That the CDEM Group:

1. *Notes the Earthquake Planning Guide is now available in 15 languages.*
2. *Notes that Shakeout and Tsunami Hikoi is planned for 18 October 2018.*
3. *Notes that Long Walk Home is planned for 10-11 November 2018.*
4. *Notes that options for the anniversary of the Kaikoura Earthquake (14 November) are being explored.*

The motion was **CARRIED**.

11 **CDEM Group Appointments**

Report: 18.355

File: CCAB-21-238

Moved (Mayor Patterson/Mayor Booth)

1. *Receives the report.*
2. *Notes the content of the report.*
3. *Approves the following controller appointments:*
 - a. *Wayne Maxwell, Local Controller, Kapiti Coast*
 - b. *Craig Cottrill, Alternate Controller, Hutt City*
 - c. *Damon Simons, Alternate Controller, Hutt City*
4. *Approves the following recovery appointments:*
 - a. *Brian Patchett, Recovery Manager, Porirua City*
 - b. *Natasha Tod, Recovery Manager, Kapiti Coast*

The motion was **CARRIED**.

12 **WCC Lessons from the Kaikoura Earthquake**

Discussion

Simon Fleisher, Local Controller, Wellington City Council, Kevin Lavery, Chief Executive, Wellington City Council, and Mayor Lester, Wellington City Council, spoke about the Wellington City Council Response to the 2016 Kaikoura Earthquake.

Mayor Lester spoke about interacting with the media and the importance of making good decisions based on expert advice. Mayor Lester emphasised the importance of transparency and spoke about how following the 2016 Kaikoura earthquake they had press conferences at WREMO every day until the media stopped attending. Mayor Lester spoke about CentrePort being the worst-affected area of the city. Mayor Lester advised other members of the CDEM Group to make sure they have the phone number of Kris Faafoi, the Minister of Civil Defence and Emergency Management, readily available. Mayor Lester outlined the power of social media for having direct communications with the public and used the example that the reach of Wellington Live is almost more than that of The Dominion Post. Finally, he advised the importance of keeping documentation, especially recording decisions made.

Kevin Lavery spoke about how, in a situation such as the 2016 Kaikoura Earthquake, you are always operating on imperfect information. Kevin Lavery also outlined how, following on from this event, there had been good work undertaken alongside central government to improve long-term resilience. An example given was changing the regulatory setting for Wellington Electricity and Wellington Water to engage in some resilience work, along with work with the hospitals. Kevin Lavery discussed the importance of record keeping and how, in his view, it was easier to make big decisions such as Declaring a State of Emergency, but harder to make mid-level decisions such as closing the Central Business District.

Simon Fleisher outlined to the CDEM Group how the Controller for a Territorial Local Authority (TLA) has a day job, in addition to their Civil Defence responsibilities. Simon Fleisher discussed how the Wellington City Council's response to the 2016 Kaikoura Earthquake lasted for twelve days. With regards to buildings, Simon Fleisher made the point that if you are not sure whether or not to evacuate a building, you can always evacuate people and then if it is ok, let them back in later. He referenced the Building Act 2004 and how it gives TLAs powers in the case of public safety considerations. Simon Fleisher reiterated the point made by Kevin Lavery about acting on incomplete information, and praised the professionalism of Fire and Emergency, Urban Search And Rescue, and the engineers that were involved in the Wellington response to the 2016 Kaikoura Earthquake. It was emphasised that tsunami processes are now much better than they were in 2016.

Next meeting: 14 December 2018.

The meeting closed at 10:10am.

Chair, Wellington Civil Defence Emergency Management Group.

Date:



Report 18.596
Date 6 December 2018
File CCAB-21-263

Committee Civil Defence Emergency Management Group (CDEM Group)
Author David Russell, Manager, Operational Readiness and Response

Approval of the Wellington Region Earthquake Plan Version 2.0

1. Purpose

To seek the CDEM Group's approval of the Wellington Region Earthquake Plan (WREP) Version 2.0.

2. Background

In November 2017, the Coordinating Executive Group (CEG) endorsed the WREP Version 1.0 as an outline plan for the Region in the event of a major earthquake. Since then, WREP Version 2.0 has been developed to provide a full regional immediate earthquake response plan.

On 25 May 2018, at a special CEG Subcommittee meeting, the draft version of the WREP Version 2.0 was considered, and a request was made for an implementation guide to be developed. Subsequently, on 22 June 2018, the CDEM Group endorsed the revised WREP Version 2.0 and its implementation guide to be circulated for consultation amongst Wellington CDEM Group stakeholders.

Over July and August of this year, the draft WREP Version 2.0 was released for Wellington CDEM Group consultation. Consultation has been supported by individual workshops, forums and meetings with each group of stakeholders, e.g. members of the Wellington Region health and disability sector, emergency services representatives, regional airport managers, CentrePort and the harbourmaster. Stakeholder feedback has now been incorporated into the WREP Version 2.0 and the Plan has endorsed by CEG Subcommittee and CEG governance for CDEM Group approval.

3. Overview

The purpose of WREP is to provide guidance to Wellington CDEM Group for direction and coordination of the immediate initial response (for the first 7-10 days) to a major Wellington earthquake. There are two parts to WREP Version 2.0:

WREP Implementation Guide (WREP IG)

The WREP IG is an executive summary and a synopsis of the main response actions that are required:

- The key features of the Plan

- The Wellington CDEM Group expectations of agencies that will have a part to play in the response and other key response information
- Where key response planning information is located in the larger more comprehensive planning document.

WREP

The WREP provides comprehensive planning guidance for an initial response to a major earthquake. This Plan is a central planning data repository, which will be regularly updated and accessible, to enable timely response planning guidance across New Zealand Coordinated Incident Management System functional desks of the Wellington CDEM Group Emergency Coordination Centre (ECC) and the six territorial authority Emergency Operations Centres (EOCs).

The WREP is designed to be a living document that will be regularly reviewed and utilised for earthquake response training. It will be frequently updated as a key operational process, to enable a timely and appropriate response to a major earthquake in the Wellington Region.

Both documents (the WREP and WREP IG) were endorsed by the CEG Subcommittee on 18 October 2018 and the CEG on 4 November 2018 and are provided in [Attachment 1](#).

4. Communication

No further external communication is required.

5. The decision-making process and significance

Officers have considered the significance of the matter, taking into account the Council's significance policy and decision-making guidelines. Owing to the procedural nature of this decision officers recommend that the matter be considered to have low significance.

Officers do not consider that a formal record outlining consideration of the decision-making process is required in this instance.

5.1 Engagement

Due to its procedural nature, no engagement on this matter has been undertaken.

6. Recommendations

That the CDEM Group:

1. *Receives the WREP Version 2.0 and the planning implementation guide in Attachment 1.*
2. *Notes the content of the WREP Version 2.0 and the planning implementation guide.*
3. *Approves the WREP Version 2.0 as the Wellington CDEM Group initial response plan after a major Wellington earthquake.*

Report prepared by:

David Russell
Group Controller

Report approved by:

Jeremy Holmes
Regional Manager

Attachment 1: Wellington Region Earthquake Plan Version 2.0



Wellington Region Earthquake Plan (WREP)

14 December 2018
Version 2.0

DRAFT



22 June 2018
Version 2.0

Published by the Wellington Region Civil Defence Emergency Management Group

Authority

This Plan has been issued by the Wellington Region Civil Defence Emergency Management Joint Committee pursuant to Sections 48–57 of the Civil Defence Emergency Management (CDEM) Act 2002. This Plan has been developed from guidance provided in the 2018 Wellington Earthquake National Initial Response Plan Version 2.0 [SP02/18] issued by the Ministry of Civil Defence & Emergency Management.

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Quick access



Implementation guide



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Section 2 Immediate response implementation



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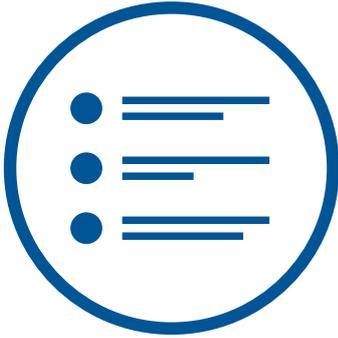
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Implementation guide

01

Purpose of this plan

The Wellington Region Earthquake Plan (WREP) is the first step in response to a major earthquake in the Wellington Region. It provides direction and helps coordinate the initial, immediate response. It is in place until a formal response structure and a specific event Action Plan is established.

The WREP helps guide the Greater Wellington Regional Council, the eight territorial authorities and other emergency management stakeholders and outlines the Wellington Civil Defence Emergency Management (CDEM) Group's immediate response.

The WREP supports the national direction provided in the Wellington Earthquake Initial Response Plan (WENIRP). For about the first seven days after a major Wellington earthquake, the WREP provides planning guidance to enable the Wellington CDEM Group to take immediate response action. The Wellington CDEM Group can coordinate essential support to Wellington's population appropriately and quickly.

The plan provides time to:

- activate response structures
- gather information
- develop a follow-on, specific, sustained response Action Plan

The Action Plan will detail ongoing response actions to be undertaken by the Wellington CDEM Group for a sustained period until a transition to a regional Recovery Plan is possible.



02 Implementation guide to WREP

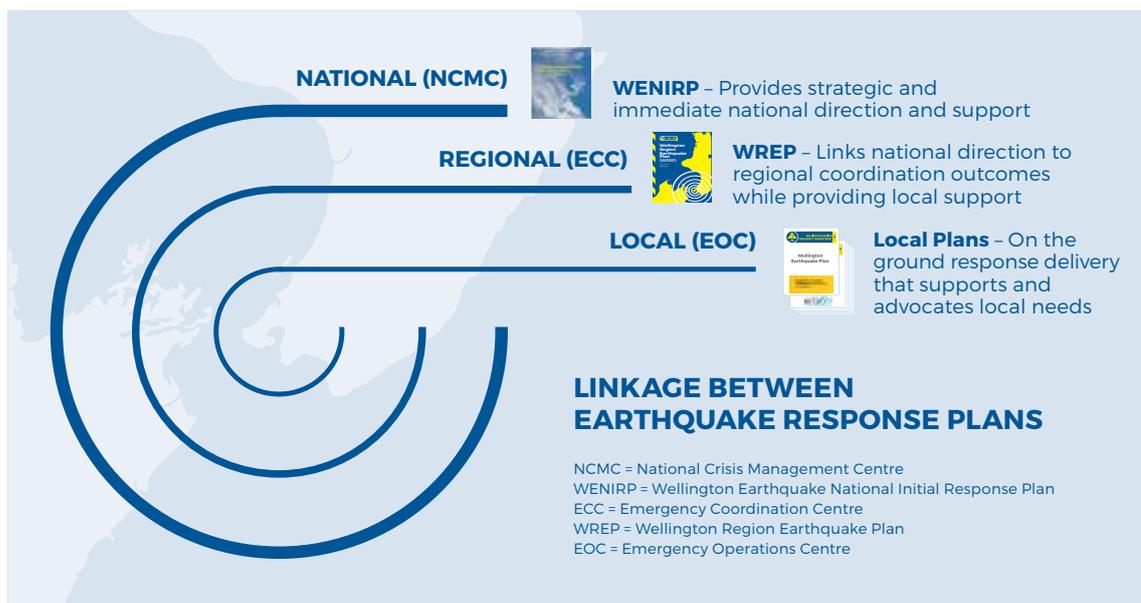
In addition to the WREP, the Wellington CDEM Group has developed a WREP planning implementation guide which acts as an executive summary of the more comprehensive planning document. The Wellington Region Earthquake Planning Implementation Guide (WREPIC) provides direction on:

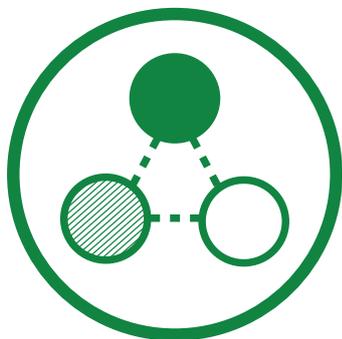
- what the purpose of the WREP is;
- what the WREP planning scenario is;
- what the key vulnerabilities for the Wellington region are in a major earthquake;
- what the detailed response tasks are;
- the Wellington CDEM Group expectations of all agencies that will have a part to play in the response; and
- where key response planning information is located in the WREP.

03 How the WREP links to other earthquake response plans

The diagram below shows the three levels of response. The aim of these plans is to:

- support nationally
- coordinate regionally
- be conducted locally.





Section 1

Context

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1.1 Plan purpose

The purpose of the Wellington Region Earthquake Plan (WREP) is to direct and coordinate the immediate regional initial response to a major earthquake in the Wellington region until a formal response structure is established and a specific event Action Plan is released. The Wellington Earthquake National Initial Response Plan¹ (WENIRP) defines a 'major earthquake' as one that:

- closes road access into Wellington for 48 hours or more and severely disrupts telecommunications within Wellington, or
- where the impact is sufficient to lead the National Controller to activate the WENIRP, or
- where the regional impact is sufficient to lead the Region's Group Controller to activate this immediate response plan, the WREP.

This Plan provides guidance to Greater Wellington Regional Council, the eight territorial authorities² and other emergency management stakeholders within the Wellington region for their individual CDEM response plans in the event of a major earthquake.

1.2 Timeframe

The WREP covers the immediate response period of about seven days following a major Wellington earthquake. This will give the Wellington Region Civil Defence Emergency Management (CDEM) Group time to activate response structures, gather information and develop a follow-on sustained response Action Plan based on the specifics of the event. The Action Plan will be constructed based on gaining full situational awareness of the response operating picture and will provide further information on coordination of the ongoing response.

Throughout this Plan timeline descriptors use a term Earthquake (E) plus days to forecast how long after the earthquake an activity or event will occur, eg. E+4 days equates to four days after the earthquake.

1.3 Activation

This plan may be activated following a major earthquake in the Wellington region. Activation will depend on the magnitude, location and impact of the earthquake, and will occur in one of the following ways:

- **By decision:** This plan will be activated on the decision of the Wellington CDEM Group Controller.
- **By self-activation:** This plan may be activated due to communications into and throughout the region being unworkable, whereby agencies are to assume activation of this Plan following a major earthquake.

1 MCDEM Wellington Earthquake National Initial Response Plan (WENIRP) Version 2.0 dated Month 2018

2 These authorities are: Wellington City Council (WCC), Hutt City Council (HCC), Upper Hutt City Council (UHCC), Porirua City Council (PCC), Kapiti Coast District Council (KCDC), Masterton District Council (MDC), Carterton District Council (CDC) and South Wairarapa District Council (SWDC)



1.4 Setting

This WREP fits within the context of the Civil Defence Emergency Management Act 2002 (CDEM Act) and the National Civil Defence Emergency Management Plan 2015 (CDEM Plan), for an earthquake that has damaging impacts on Wellington. Wellington City holds a strategic position with respect to government, commerce, transport nodes, lifeline utilities and its population. As the seat of government, a major emergency in the Wellington region will attract considerable national and international interest. The emergency will also affect the government’s ability to respond, as well as its ability to govern the country.

This initial response Plan is a supporting plan to the WENIRP. It is designed to operate within the framework and structures described in the WENIRP for the first seven days of response. It will be superseded by a sustained response Action Plan which will be developed after the response situation has been clarified and informed by the gaining of comprehensive situational awareness of the earthquake impacts. The Action Plan will detail ongoing response actions to be undertaken for the period until a transition to a Regional Recovery Plan is possible.

1.5 Linkages between levels of earthquake response plans

The linkages between the various levels of initial earthquake response plans are shown in Figure 1 below. The context of these three levels of response plans is that they will support nationally, coordinate regionally and conduct locally.

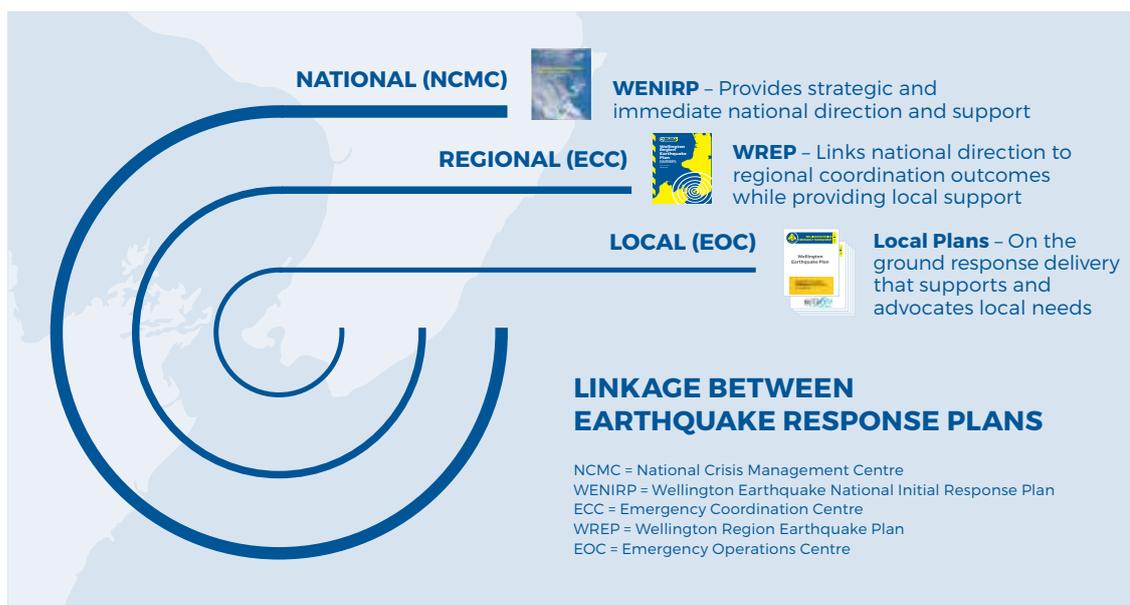


Figure 1: Linkages between levels of response plans

1.6 Levels of response

In accordance with the Wellington CDEM Group Plan, a response to a major earthquake event in the Wellington Region will require the activation of a Level 4 Response until a Level 5 Group Response is required as a result of a NCMC Mode 4 activation as depicted in Figure 2.

Levels	Description/ characteristics	Declaration Status	WREMO Group Involvement			Control
			ECC Emergency Coordination Centre	EOC Emergency Operations Centre	WREMO Wellington Region Emergency Management Office	
Level 4	<p>Earthquake emergency (CDEM Act 2002)</p> <p>Multiple incidents from earthquake</p> <p>More than one territory significantly affected</p> <p>Requires coordination across multiple agencies</p> <p>CDEM power (Declaration) may be required</p>	Possible Group wide declaration	Group ECC fully active	<p>Coordinates with Group Controller, Council CEO and Mayors to consider Declaration</p> <p>Local Controller manages the local response across multiple agencies</p> <p>Local EOCs fully active</p>	<p>Designated area staff support Local Controller/ Group Controller as Response Managers</p>	<p>Group Controller in place</p> <p>Local Controllers in support</p>
Level 5	<p>National response with control and direction of the response being managed from the NCMC</p>	Probable National State of Emergency declaration	<p>NCMC activated at Mode 4 to control and direct the overall response</p> <p>Group ECC fully active</p>	Local EOCs fully active	<p>Designated area staff support Local Controller/ Group Controller as Response Managers</p>	<p>National Controller in place</p> <p>Group Controller in support of National Controller</p> <p>Local Controllers in support of the Group Controller</p>

Figure 2: Levels of response by the Wellington CDEM Group to an earthquake



1.7 Response principles

The following Wellington Region CDEM Group principles are to guide the region's response in a major earthquake:

- CDEM agencies will coordinate and integrate response planning across multiple agencies under the Group Controller's direction.
- Control of earthquake response actions are to be assigned as far forward as possible.
- Where possible plans will be consequence based to be able to provide for multiple hazards that can be present after a major earthquake.
- Where possible requests to the NCMC and support agencies (e.g. NZDF) should be effects based requests to enable these agencies to allocate their own resources to achieve the best effect and outcome.
- All CDEM agencies are expected to be able to function, possibly at a reduced level to meet their responsibilities at all times to ensure an effective response.
- The level of response will escalate as required to manage the earthquake impacts.
- The Emergency Coordination Centre (ECC) will provide the linkage between the national response direction/support and the local response actions, and enable regional coordination of resources and support.
- The Territorial Authority Emergency Operations Centres (EOCs) will coordinate multi-agency local earthquake response delivery and supports and advocates for local needs.
- Where possible the population should return to their home locations (as long as it is safe to do so) in order to reduce the sustainability requirement.
- Much of the initial immediate response will be local community response based and the public will need to be self-sustainable for a period of time until support mechanisms are put in place to meet that need.'

1.8 Planning scenario for a major earthquake in the Wellington region

Attached as **Annex A** is the **Planning Scenario** for a major earthquake in the Wellington region.

This scenario is designed to provide a likely scenario situation in the aftermath of a major earthquake to assist in developing response plans. For planning purposes, the worst-case seismic scenario for Wellington is addressed here in the WREP i.e. a major, shallow earthquake near the urban centre of Wellington. This location is chosen due to population density, the location of the seat of government, economic significance, and critical infrastructure interdependencies. Credible worst-case scenarios were used to create a realistic but complex emergency situation affecting multiple council jurisdictions and requiring regional coordination, national direction and, in due course, international support. In addition, flexible and scalable planning solutions to address these scenarios enables the Wellington CDEM Group to apply elements of this plan to events of equal or lesser consequence.

A summary of likely key issues identified from this national planning scenario are:

- **Regional isolation through road outages.** Due to likely landslips and/or road fracture on the SH1 Coast Road (Paekakariki to Pukerua Bay), the Paekakariki Hill Road, the Akatarawa Road, and the SH2 Rimutaka Hill Road (Featherston to Te Marua), the region will become isolated by normal road access for around 120 days. In addition to isolation, the region will become fragmented due to landslips and/or road fracture on the SH58 Haywards Hill and the SH2 Horokiwi area, in addition to other local fragmentation for the short and medium terms.
- **Transport infrastructure affected.** The transport infrastructure in the region will be heavily affected due to road and rail outages. Car use will not be viable beyond individual suburbs. Supermarkets will not be restocked for, in some cases, weeks.
- **High number of casualties and trapped people.** The forecast numbers of injured people is beyond the medical assistance capabilities of the region and national support will be required. Disaster Victim Identification and Mortuary support will be required from outside the region. Urban search and rescue resources will not be capable of rescuing the forecast number of trapped personnel and outside assistance, probably international support, will be required.
- **High numbers of displaced people.** The repatriation of internally displaced people (commuters, shoppers etc), and the evacuation of visitors, vulnerable personnel and others will be necessary. If this earthquake occurs during a working and school day the number of displaced personnel (more than 80,000) would be well beyond the Region's resources to be able to get the population home in same day, which has shelter and food implications. Wherever possible people should remain or be returned to their place of residence as this will reduce the sustainability, resource and welfare (shelter and rationing) support implications.
- **Resupply lines affected.** Air delivery and cross country trucks will probably account for around 10% of the food and materials delivery needs of the region. The remainder (around 90%) of food, fuel and materials deliveries to the region will be via the sea, which may include use of CentrePort wharves or the use of craned-container (geared) ships unloading to barges which shuttle deliveries to the key offloading points. Significant damage to the Wellington ports could impact on the sustainment of communities.
- **Disruption of the potable water and waste water removal systems.** Disruption to potable water systems and an inability to remove waste water creating poor sanitation is expected for several months following the earthquake. Lack of water/wastewater may severely impact facilities and reduce operations. Public health surveillance will be necessary. Broken water mains will challenge fire suppression efforts. It will be difficult to supply potable water in the quantities required through transport by barge/tankers. Availability of potable water is a major vulnerability to sustaining the community post an earthquake. Whilst resilience measures are being put in place to provide potable water across the whole of the Wellington region by Day Eight, many communities will need to be self sufficient in sourcing their water supplies for up to the first seven days after an earthquake.
- **Life line utilities damage.** Early lifeline utilities (energy, transport, water and telecommunications) damage assessments will have an impact on response decision making. Extended restoration times for these utilities may have serious welfare implications on communities.
- **Buildings could be vulnerable.** Damage to buildings could have affected structural integrity and they could potentially collapse as a result of aftershocks. Building assessments will be an important early response action to enable movement through areas or determine safety of building entry.



- **Clearance of debris.** Debris disposal in order to reopen transport routes will be required. Civil engineering plant and operators presently located in the Wellington region will not be sufficient to carry out all necessary works at the same time following a major earthquake. Additional resources will need to be brought into the region, along with sufficient fuel for servicing those machines used for debris clearance.
- **Tsunami Danger.** Potential for a local Tsunami needs to be kept in mind. Evacuation of coastal communities need to be considered early. Ability for people to get out of the Tsunami zone to higher ground in time in low lying areas is a real risk.
- **Isolation of critical response personnel.** Ability of critical personnel to get to key areas (e.g. CentrePort, Wellington airport, ECC/EOCs, hospitals) to support the emergency response due to movement restrictions is another vulnerability.

1.9 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 activation.

- **A state of national emergency** will be declared within 24 hours.
- **WREP will be activated** and Wellington CDEM Group ECC will be established irrespective of a functioning NCMC being formed. In the case of a significant event the WREP could be self-activated due to communications barriers.
- **Wellington region local government**, with regulatory oversight responsibility, will continue in their same role and responsibilities during an earthquake response, potentially at a reduced capacity, providing emergency assistance, including resources, through the Wellington CDEM system.
- **Wellington CDEM Group will coordinate and integrate response** planning on a regional basis. It is assumed that the regional impact of a major earthquake will have required Wellington CDEM Group to activate the regional ECC and one or more local EOCs.
- **Communities will work together receiving limited guidance from local government initially.** This includes neighbour helping neighbour, individuals volunteering within communities and communities assisting other communities in need. Much of this will occur under the WREMO resilience programme that is currently being developed.
- **Secondary hazards may affect the region** including after shocks, fire, flood, liquefaction, tsunami and seiching, these could have a profound effect on the initial response requirements of emergency services.
- **Sizeable aftershocks can be expected** which may have an impact on the response and the affected population.
- **Communications are limited but functional.** All responding agencies will be able to communicate, though likely to be in a much-reduced capacity, using mobile phones where available, satellite communications, radio and couriers.
- **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 Kapiti and the Wairarapa).
- **Other areas are isolated by road.** Marlborough, Kaikoura and Nelson-Tasman may also be isolated by road.

- **CentrePort Wellington is useable within five days.** Wellington's port is damaged, but can accept ships five days after the earthquake (E+5) including roll-on/roll-off ferries and ships with their own cranes (geared ships) by E+5. This will require a harbour survey and maritime engineer's clearance that CentrePort facilities are usable.
- **Wellington airport runway is operational within 48 hours.** Wellington airport is damaged, but is able to accept military transport and civilian turbo-prop aircraft two days after the earthquake (E+2). This will require airport engineers to confirm Airport infrastructure notably the aircraft runway is usable.
- **Rail is inoperable within the affected area.** The rail network in the affected area will be largely unusable during the period covered by this initial response plan.
- **Transmission Gully is useable within ten days.** Transmission Gully is useable for rough-terrain truck convoys ten days after the earthquake (E+10) but will have limited capacity. Once the Transmission Gully project is complete (expected in 2020), single-lane access should be available by three days after the earthquake and two-lane access available by 14 days after the earthquake.
- **National Assembly Areas (Air) are operable.** Ohakea, Kapiti (Paraparaumu), and Hood (Masterton) airfields will be damaged or disrupted, but can subsequently be used by helo and some fixed wing aircraft with minimal repair effort.
- **National Assembly Areas (Sea) are operable.** Ports in Auckland, Napier, New Plymouth, Tauranga and Lyttelton are functioning in order to support the response effort and the continued operation of the rest of New Zealand.
 - If the earthquake impacts CentrePort than it is expected there will also be a serious impact for the linkspan at the Picton Terminal.
 - Movement to and from Nelson Port and Picton ports will be limited due to road outages affecting ability to get stores in and people out, so Picton and Nelson are not considered as viable maritime locations to ship stores out to Wellington and receive assisted evacuees in from Wellington.
- **Evacuation**
 - **Automatic mass ordered 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 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. Critical casualties, essential government personnel and visitors will be evacuated as part of the initial response. Note: Mass evacuation of the region is independent of immediate evacuation for tsunami and life safety.
 - **Assisted evacuation will take place as the circumstances allow.** This will be determined by the Wellington CDEM Group in conjunction with NCMC guidance and where necessary support.
- **Assisted repatriation within the region will take place as circumstances allow** and will be led by the Wellington CDEM Group ECC/EOCs with NCMC support as required. Depending on the time of day however there is potential for a significant displaced personnel impact i.e. commuters at work and children at schools.
- **Any resource (e.g. aviation and maritime) used in emergency management support operations will remain under the command and control of their parent agency, owner, or operator.** They may, however, be assigned to the operational control of either the national (NCMC) or regional (Wellington CDEM Group) emergency management authorities once a declaration of emergency has been made.



- Aviation and maritime resources may include assets chartered or leased by the Wellington CDEM Group and national agencies, as well as commercial operators and assets made available by private aircraft owners and corporations.
- **Airspace control and management rests solely with the Civil Aviation Authority and Airways NZ.**
- **Maritime control and management rests solely with Maritime New Zealand and the relevant local Port/Harbour Authorities.**
- **No financial barriers to justified response activities.** As soon as possible after the commencement of the initial response, a financial control system will be established to cover response costs, including any retrospective approvals. Financial support will be provided to the Wellington CDEM Group as per the provisions of Section 33 of the Guide to the National CDEM Plan 2015.
- **Communities will work together** receiving limited guidance from local government initially. This includes neighbour helping neighbour, individuals volunteering within communities and communities assisting other communities in need. Much of this will occur under the WREMO resilience programme that is currently being developed.
- **Neighbouring CDEM Groups will assist Wellington CDEM Group** as requested, acknowledging that in a major earthquake event their focus may be on their own emergency response.

1.10 Audience

This initial Response Plan is intended to provide response guidance for the following audience:

- Wellington CDEM Group members namely:
 - Greater Wellington Regional Council
 - Wellington region's city and district councils
 - Emergency services
 - Wellington region's District Health Boards
- Regional NZDF units
- Regional and local health and disability sector providers
- Government agencies that provide services within the region e.g. NZTA, GNS, MBIE, MPI, Department of Corrections
- Lifeline utilities
- Regional welfare services
- Other Private Service Providers in the Wellington Region e.g. CentrePort, Wellington Airport, Kapiti Coast Airport, Seaview Marina, Hood Aerodrome
- Other response agencies
- Media
- Iwi

1.11 Review

This Plan is considered active and subject to amendment following the development of response planning arrangements or enhancements to the planning scenario. Reviews of this Plan should be conducted every two years, or following significant contextual changes, such as the completion of major infrastructure construction projects e.g. completion of the Transmission Gully Motorway.





Section 2

Immediate response implementation

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2.1 Regional Mission Statement

The Wellington CDEM Group initial regional response for a major earthquake will be mobilised in an appropriate and timely manner to coordinate essential support to Wellington's regional population in order to minimise loss of life, provide for the immediate needs of the affected people³, mitigate hazards and retain public confidence.

2.2 Intent – Purpose

The purpose of this plan is to provide sufficient guidance to the Wellington CDEM Group to enable achievement of the mission identified above. The risks presented by a major earthquake affecting Wellington cannot be eliminated, but they can be reduced through comprehensive planning and preparation beforehand, and by prompt, proactive and coordinated response actions. The Wellington CDEM Group will automatically activate their usual or alternate response coordination and emergency centres in accordance with the WREP without waiting for central direction. The degree of success in this response will depend on the rapidity with which response agencies carry out their assigned tasks. In the likely event that communications are degraded, response agencies will need to use their initiative and judgement to balance the information available with the requirement for fast but efficient use of resources in order to be effective in saving lives and property in affected areas.

2.3 Intent – Method

The critical elements of the initial response methodology will be:

- **Gaining situational awareness.** Information gathering on the impacts of the earthquake through reconnaissance along key routes, determining the location and numbers of casualties, trapped and displaced people, and determining the status of key infrastructure and resource shortfalls. Information is to be gathered, analysed, synthesised and distributed to inform decision making at the Emergency Coordination Centre and the Emergency Operations Centres that are activated in affected areas.
- **Timely mobilisation.** Response agencies, lifeline sector, private sector entities and NGOs activate the staff, equipment, facilities and supplies needed to achieve their tasks under this plan, the ongoing response and establish a platform for future recovery efforts. Coordination and operations centres, control relationships, liaison linkages and communications are established and effective, to ensure the response is properly coordinated and information flows appropriately.
- **Making appropriate decisions** that will preserve life and care for the injured, sick and dependent people.

³ In this plan any reference to affected people implies any person and dependent animals (that rely on human intervention for sustenance). Whilst response priorities must always be given to human beings first, there is a recognition that the psychological impacts of being separated from dependent animals such as family pets will have significant safety and welfare implications. So all planning should try and make provisions to include dependent animals when considering affected people.



- **Immediate medical support.** Enable appropriate primary care, including pre-hospital emergency care, tertiary and public health services within the affected area. Given level of predicted casualties, early liaison with the National Crisis Management Centre (NCMC) and the National Health Coordination Centre (NHCC) will be required to obtain additional medical support.
- **Access into/out of isolated areas.** Establishment of a transport and logistics system to provide resources to response operations, and enable access to and from isolated areas. Direct support to the affected areas is to be provided from National and Regional Assembly Areas by air and by sea. Dependent on the time of day there is a significant displaced persons challenge to get people out of the Wellington CBD to home locations.
- **Provide immediate humanitarian needs such as shelter, water, food and healthcare.** Quantify numbers and locations of people requiring food, water, shelter and healthcare, procure the means to alleviate these and establish a transport/distribution network to supply them.
- **Timely and accurate public information.** Provide comprehensive information to the public (local, national and international) and media that communicates what has happened, gives advice on ongoing dangers, measures being undertaken to mitigate the situation, and advises outcomes of emergency actions. Timely and accurate information is required to retain public confidence and enable instructions to be adhered to.
- **Immediate rescue and firefighting responses.** Rescue trapped and isolated people, including insertion of Urban Search and Rescue (USAR) teams and extinguish fires as rapidly as possible.
- **Minimise further casualties through reduction and mitigation of hazards.** Take appropriate response action to reduce risks from all hazards.
- **Movement control.** Prevent movement of unauthorised people and traffic into affected areas to prevent added burden on response resources and to reduce exposure to hazards and risks.
- **Maintain law and order.** Put in place measures to maintain law and order in a challenging environment.
- **Establish alternative communications system.** Establish a communications system (i.e. satphone, radio, courier) to bypass disrupted landline and cellular networks and enable consistent emergency communications to coordinate an integrated response across all emergency agencies. Response agencies should actively seek alternate means to communicate with others (where necessary) until normal communications methods can be restored. Response agencies should actively seek alternate means to communicate with others (where necessary) until normal communications methods can be restored.

2.4 Intent – End State

The WREP provides for an immediate response. This plan will be superseded when an Action Plan has been developed, and distributed. The immediate response end state is based on conditions met, rather than time elapsed, although as a planning figure the WREP is providing direction for an initial seven days, the immediate response may need to be extended. Due to necessary overlap of activities within all phases, this transition is not definitive, but can be measured by the following transition conditions. Ideally, the following activities will either have been completed or be well underway when the Action Plan is initiated:

- An initial awareness of the extent and range of impacts is established, and communicated across all agencies.

- Rescue operations are established within the affected areas with life-saving efforts, such as Search and Rescue, nearing completion.
- Appropriate care for casualties and the sick within the affected area is being provided. Medical evacuation is underway from the affected areas, where required.
- Public information is being coordinated and delivered accurately and rapidly. People are aware of the earthquake impacts and are adhering to CDEM instructions being provided including staying away from dangerous areas, observing movement control requirements and obeying rationing restrictions notably on water and fuel consumption.
- Establishment of staging areas with movement of relief supplies, response personnel and other critical resources is moving into affected areas.
- A system for the provision of food, water and shelter in the affected areas is established and operating effectively.
- Fires are under control or extinguished.
- Local Government is operating effectively.
- Initial consistent communications into and within affected areas has been established.
- An emergency supply chain is operating effectively to ensure communities have access to regular food and water supplies.
- Infrastructure critical to the response is being repaired.
- Planning for sustained response underway and key elements are ready to or are being activated to support recovery.

2.5 Wellington CDEM Group roles and responsibilities

In addition to the members of the Wellington CDEM Group, there are a number of agencies that will provide support to a Wellington earthquake response. The following tasks and expectations are detailed for all agencies that are likely to have roles to play in an immediate response to an earthquake. All agencies identified below are requested to consider their tasks and/or expectations and take appropriate action to be ready to respond.

The Wellington CDEM Group specified tasks⁴ for a Level 4 or 5 Response to a major earthquake are:

- Establish an appropriate Regional ECC and local EOCs in affected areas in accordance with Wellington CDEM Group standard operating procedures to control, coordinate and direct immediate and ongoing response networks of:
 - member Territorial Authorities
 - emergency services
 - health and disability sector
 - emergent community response groups and spontaneous volunteers
 - welfare providers

⁴ Includes tasks taken from WENIRP Section 3



- lifeline utilities
- news media
- Determine likelihood of a local Tsunami as a result of this earthquake and activate the Wellington Region Tsunami Response Plans if required.
- Identify locations of trapped and injured people and support immediate medical and rescue assistance.
- Establish contact with the alternative NCMC and NCMC FOB (refer WENIRP) and neighbouring CDEM Groups.
- Obtain key information requirements identified in Annex B to inform initial response decision making and resource assignment. Plan and task wider reconnaissance, and acquire operational intelligence from various agencies.
- Support emergency services actions in firefighting, provision of emergency medical care, and lifeline utilities immediate mitigation i.e. electricity and gas lines that are hazardous.
- Impose movement priorities into and out of isolated areas and the region.
- As required support evacuation of patients and casualty transport by local DHBs and ambulance providers.
- Provide the NCMC with consolidated numbers of casualties and displaced people in the Wellington region
- Provide the NCMC with the status of lifelines and key infrastructure in the Wellington region. (See WENIRP Tables 2-4 for requirements)
- Provide the NCMC with consolidated and prioritised personnel, equipment and supply requests, including forecasts.
- Undertake a rapid assessment of damage and its impact on people in affected areas – unstable buildings, key transport nodes that are unusable, essential services that are damaged, identify the need for emergency shelters and evacuation requirements.
- Establish appropriate movement control restrictions to prevent movement of unauthorised people and traffic into affected areas to prevent added burden on response resources and to reduce exposure to hazards and risks.
- Activate the Public Information Plan that informs the public of hazards, status of lifeline amenities, roading status, movement restrictions, any fuel or food rationing impositions, where support is available etc.
- Identify numbers of displaced personnel and undertake actions to enable their return to home locations if these areas are designated safe. Be prepared to organise emergency shelter and food for displaced people until they can be returned to home locations.
- Activate a coordinated regional welfare response in accordance with the Wellington Region CDEM Group Welfare Plan.
- Be prepared to activate evacuation plans to get people out of dangerous areas and/or assisted evacuation for those people that wish to leave affected areas.
- As required appoint a Wellington CDEM Region Aviation and Maritime Operations Manager, and establish Aviation and Maritime Operations Centres for regional coordination within the earthquake affected areas.

- Support operations to reopen Wellington Port and Airport.
- Assist fuel companies to establish an improvised bulk fuel facility in or near Wellington port (if required).
- Activate emergency supply chain that includes establishment of Group Assembly Areas under ECC control and onward transport to local distribution centres/points under EOC control.
- Coordinate assisted evacuation of non-medical cases from Wellington.
- Support emergency restoration of essential services.
- Support local authority activation of Emergency Assistance Centres (EACs) and Community Emergency Hubs.
- Identify potential beach landing sites for NZ Defence Force (NZDF) reconnaissance (if required).
- Task Wellington Harbour Master to survey Wellington Harbour in conjunction with the NZDF to determine viability of shipping channels into and out of the harbour.
- Support road authority operations to reopen critical routes into and out of the region and priority local roads identified in this Plan.
- Identify possible assistance other unaffected CDEM Groups can provide to support the Wellington response.
- Undertake local procurement of equipment and supplies, and its onward movement to the affected area.
- Prepare a regional action plan for a sustained response period beyond the initial seven days response.

Greater Wellington Regional Council

- Provide trained staff to fill various CIMS positions within the Emergency Coordination Centre (ECC).
- Activate an ECC to provide a linkage between the national and regional levels and coordinate the regional level CDEM response.
- Maintain an ECC to support search and rescue, medical response, patient and other urgent evacuations, and immediate welfare support.
- Maintain an ECC to plan and task wider reconnaissance to achieve key information requirements detailed in the WREP.
- Direct and coordinate the regional earthquake response to achieve the response tasks identified in **WREP Section 2.5**.

Wellington Region City and District Councils

- Maintain a roster of Local Controllers to control the on the ground local response at the Territorial Authority level.
- Provide trained staff to fill various CIMS positions within the Emergency Operations Centre (EOC).
- Maintain an EOC to control the on the ground response delivery and, support and advocate for local needs within the Territorial Authority area of responsibility.
- Direct and coordinate the local earthquake response to achieve the response tasks identified in **WREP Section 2.5**.



Fire Emergency New Zealand (FENZ)

- Respond to immediate local needs in conjunction with ambulance, Police and emergency community responses, in coordination with the Regional ECC and local EOC(s).
- Establish and maintain appropriate contact with the Wellington CDEM Group ECC and local EOC(s).
- Activate Major Incident Plans (e.g. USAR/fire following earthquake) under the command of appropriate FENZ command and control centres but in coordination with the Regional ECC and local EOC(s).
- Coordinate reconnaissance planning and activities with CDEM ECC/EOC(s) Intelligence, according to INSARAG guidelines.
- Share response intelligence with Wellington CDEM ECC/EOC(s) Intelligence.
- Forward consolidated, prioritised lists of personnel, supplies and equipment requiring transport into and from affected areas, to the Wellington CDEM Group ECC.
- Provide FENZ liaison officers to the Wellington CDEM Group ECC and/or appropriate local CDEM EOC(s) Intelligence, Planning, and Operations functions, where required by Group Controller.
- Provide FENZ support to CDEM response activities as requested.
- Coordinate deployment and management of all FENZ personnel and Urban Search and Rescue (USAR) teams (including international teams), under overall direction of the Wellington CDEM Group Controller.

NZ Police

- Respond to immediate local needs in coordination with FENZ, ambulance, and emergency community response, in coordination with Regional and local EOC(s).
- Establish communication between local Police District/Area HQs and the Regional ECC and local CDEM Group EOC(s).
- Provide Police liaison officers to the Wellington CDEM Group ECC and/or appropriate local CDEM EOC(s) Intelligence, Planning, and Operations functions, where required by Group Controller.
- Coordinate and share Police reconnaissance and intelligence collection and analysis planning and activities with CDEM ECC/EOC Intelligence.
- Maintain law and order.
- Carry out disaster victims identification.
- Co-ordinate movement control over land, including communications and traffic control.
- Control access to and within affected areas so as to assist rescue, medical, fire, and other essential services.
- Conduct any initial evacuations to ensure protection of life.
- Co-ordinate inquiries to assist family, whānau, and next of kin to make contact with each other.
- Trace missing persons and notify their next of kin.
- Assist coroners as required by the Coroners Act 2006, in close liaison with the Ministry of Justice and health services.

- As required execute warrants issued by CDEM Controllers (CDEM Act 2002 s 78-81).
- Forward consolidated, prioritised lists of personnel, supplies and equipment requiring transport into and from affected areas, to the CDEM Group ECC.
- Manage public movement into and out of affected areas, to boundaries and rules set by the Regional ECC and/or appropriate local EOCs.
- Provide Police support to CDEM response activities as requested.
- Coordinate international police and Disaster Victim Identification (DVI) teams within the Police district, in close coordination with the Wellington CDEM Group ECC and/or appropriate local EOCs.

Ambulance Providers

- Coordinate continued service provision and manage any increased demand via local DHB EOCs, the National Ambulance Crisis Coordination Centre, the national Health Coordination Centre and other ambulance providers.
- Respond to local needs in conjunction with local health and disability services, partner agencies, and emergency community response.
- Respond in accordance with the provisions of AMPLANZ.
- Provide an ambulance liaison officer to the Regional ECC and/or appropriate local CDEM EOC(s) Intelligence, Planning, and Operations functions, where required by Group Controller.

New Zealand Defence Force

- Consistent with NZDF Plan Awhina and the Guide to the National CDEM Plan, establish and maintain contact with the Wellington CDEM Group ECC and appropriate local EOCs.
- Provide a NZDF liaison officer to the Wellington CDEM Group ECC and/or appropriate local CDEM EOC(s) Intelligence, Planning, and Operations functions, where required by Group Controller.
- Provide NZDF support to CDEM response activities as requested in accordance with NZDF Plan Awhina.
- Make ready all logistics management and air, sea and rough-terrain transport capabilities to assist the Wellington response.
- Conduct reconnaissance consistent with Annex A information requirements, under the control of NCMC, but as requested by Wellington CDEM Group ECC Intelligence.
- Coordinate foreign military contingents deployed for the response, within coordination and direction of the NCMC.
- Be prepared to assist sea asset tasking, loading/unloading at Regional/National Assembly Areas (Sea), in accordance with CDEM priorities.
- Be prepared to establish and control improvised beach landing sites in affected areas, in conjunction with Wellington CDEM Group plan, consistent with NCMC tasking.
- In conjunction with the Wellington CDEM Group Maritime Operations Manager, survey key existing and potential expedient harbours for use in response and recovery, if required.



- Be prepared to provide personnel and equipment to augment the Wellington CDEM Group, particularly field logistics comprising transport and supply functions as requested through the Wellington CDEM Group ECC, acknowledging this will be at the direction and coordination of the NCMC.
- Be prepared to make Trentham Camp resources available in support of the Wellington response as requested through the Wellington CDEM Group ECC, acknowledging this will be at the direction and coordination of the NCMC.

District Health Boards

- Coordinate the local health and disability sector response to and recovery from this emergency. Ensure appropriate coordination of all health and disability service providers and close liaison with civil defence and recovery management at regional and local levels.
- Coordinate the provision of psychosocial support, specialist public health, mental health and addiction services and advise government and non-governmental organisations and primary health organisations on the type and nature of services needed for ongoing psychosocial support.
- Ensure that hospitals and health services are able to function to the fullest possible extent during and after an emergency.
- Continue their services and manage any increased demand.
- Reshape services and funding to meet changes in demand.
- Establish contact with the Wellington CDEM Group ECC and appropriate CDEM EOCs.
- Provide situation reports, status, and capacity to support the response to NHCC, the Wellington CDEM Group ECC and as appropriate local CDEM EOC(s).
- Provide a DHB liaison officer to the Wellington CDEM Group ECC and if resources permit to appropriate local CDEM EOC(s) Intelligence, Planning, and Operations functions, where required by Group Controller.
- Forward consolidated non-medical support requests to CDEM Group ECC and appropriate local CDEM EOCs for action, including requests for supplies, equipment, engineering, lifeline utilities and transport.
- Be prepared to support other DHBs in affected areas.

Public Health Units

- Establish and maintain contact with the NHCC.
- Lead all aspects of public health management including assessment, management and communications of public health risks.
- Coordinate with the Wellington CDEM Group ECC, or where appropriate local CDEM EOCs, and local DHBs in affected areas.

Community and Private Health and Disability Providers

- Respond to local needs in conjunction with other local health and disabilities services, partner agencies and emergency community response.
- As able continue health and disability services and manage any increased demand.
- Be prepared to respond in support of the wider response, including supporting incoming displaced or evacuated people.

Emergency Welfare Services

- Establish and maintain contact with the Wellington region Welfare Coordination Group (WCG) under the control of the Wellington CDEM Group ECC/EOCs.
- Plan for and deliver emergency welfare functions and services within affected areas, within communities, at Emergency Assistance Centres, community emergency centres, evacuation assembly areas, transit and reception centres – in conjunction with Wellington RWCG and the Wellington CDEM Group ECC/EOC Planning and Welfare functions.
- Coordinate with all agencies in respective emergency welfare support functions and relevant emergency community response.
- Plan for and provide emergency welfare services to evacuees and displaced people within, in transit from, and outside effected areas.
- Plan for and provide transit and reception at Emergency Assistance Centres for evacuees and displaced people, informed by and as part of evacuation planning and management.
- Provide operational emergency welfare intelligence to the Wellington CDEM Group ECC/EOC(s) intelligence functions and the Wellington region WCG.
- Be prepared to provide personnel, equipment, or facilities to support responses in directly and indirectly affected areas.

New Zealand Transport Agency

- Establish and maintain contact with the Wellington CDEM Group ECC.
- Actively participate in reconnaissance planning, consistent with Annex B of this Plan.
- Coordinate reconnaissance and impact assessment of state highways and special purpose roads, reporting immediately to the Wellington CDEM Group ECC as reports are produced and/or situations change.
- Ensure that reconnaissance resources, are used efficiently and to best effect within the Wellington CDEM Group Controller priorities.
- Provide transport infrastructure updates to the Wellington CDEM Group ECC at least once daily.
- Develop transport infrastructure immediate and medium-term response and recovery plans in conjunction with the Wellington CDEM Group ECC.



GNS Science

- Establish and maintain contact with Wellington CDEM Group ECC.
- Provide information and updates on earthquake strength, epicentre and aftershocks.
- Lead hazard risk planning and scientific analysis in close collaboration with the NCMC and the Wellington CDEM Group ECC.
- Coordinate and support science response requirements in the Wellington region in collaboration with the Wellington CDEM Group ECC.

Ministry of Business, Innovation & Employment (MBIE)

- Establish and maintain contact with the Wellington CDEM Group ECC.
- As appropriate provide a liaison with local EOCs where building assessors are to be deployed.
- Mobilise and prepare to deploy Tier 1 and Tier 2 building assessors.
- Lead temporary accommodation arrangements once the initial CDEM shelter responsibilities have been met.

Ministry for Primary Industries (MPI)

- Establish and maintain contact with the Wellington CDEM Group ECC.
- Provide rural community and primary sector updates to the Wellington CDEM Group ECC at least daily.
- Lead animal welfare planning and operational coordination as part of the Wellington region WCG.

Ministry of Social Development

- Establish and maintain contact with the Wellington region WCG.
- Provide operational coordination of the social services portfolio as part of the Wellington region WCG.
- Lead financial assistance arrangements.

Ministry for Children (Oranga Tamariki)

- Establish and maintain contact with the Wellington region WCG.
- Lead functions in relation to the care and well being of children.

Department of Corrections

- Establish and maintain contact with the Wellington CDEM Group ECC.
- Coordinate support to and, if necessary, evacuation of Corrections facilities in conjunction with Wellington CDEM Group ECC.
- Provide Corrections infrastructure and client status updates to CDEM Group ECC at least daily.
- Develop Corrections immediate and medium-term response and recovery plans.
- Be prepared to make Corrections facilities, personnel and appropriate clients available to support response activities, if required.

Lifeline Utilities

- Establish and maintain contact with the Wellington CDEM Group ECC through the Wellington Lifelines Utilities Coordinator.
- Actively participate in reconnaissance planning, consistent with Annex B of this Plan, in collaboration with the Wellington CDEM Group ECC intelligence functions and operations.
- Provide lifeline utility infrastructure, service and reinstatement status updates to the Wellington CDEM Group ECC Lifeline Utility Coordinator, at least daily.
- Provide technical status advice on all lifeline utilities to the Wellington CDEM Group ECC and EOCs, to enable dissemination of public messaging including safety information to the Wellington region's communities.

CentrePort

- Establish and maintain contact with the Wellington CDEM Group ECC.
- Provide a report as soon as possible as to the status of the Port facilities and maritime assets that support CentrePort operations to enable emergency supplies to be brought into the region via the Wellington Harbour.
- In collaboration with the Wellington CDEM Group ECC, establish a Regional Assembly Area in accordance with the WENIRP.
- In collaboration with the Wellington CDEM Group ECC, be prepared to establish the Maritime Emergency Operations Centre at CentrePort in accordance with WREP Annex E.
- Provide liaison to the Maritime Emergency Operations Centre when established (WREP Annex E).

Wellington Airport

- Establish and maintain contact with the Wellington CDEM Group ECC.
- Undertake an assessment of the airport facilities, notably the runway, as to its ability to accept flight operations.
- Provide a report as soon as possible as to the status of the Wellington Airport.
- Continue to control and coordinate operations at Wellington Airport.
- In collaboration with the Wellington CDEM Group ECC, establish a Regional Assembly Area in accordance with the WENIRP.
- Provide liaison to the Aviation Emergency Operations Centre when established (WREP Annex D).



Kapiti Coast Airport

- Establish and maintain contact with the Wellington CDEM Group ECC.
- Undertake an assessment of the airport facilities, notably the runway, as to its ability to accept flight operations.
- Provide a report as soon as possible as to the status of the Kapiti Coast Airport.
- Continue to control and coordinate operations at the Kapiti Coast Airport.
- In collaboration with the NCMC and the Wellington CDEM Group ECC, be prepared to establish a National or Regional Assembly Area at Kapiti Coast Airport in accordance with the WENIRP.
- In collaboration with the Wellington CDEM Group ECC, be prepared to establish the Aviation Emergency Operations Centre at the Kapiti Airfield in accordance with WREP Annex D.

Hood Aerodrome

- Establish and maintain contact with the Wellington CDEM Group ECC.
- Undertake an assessment of the airport facilities, notably the runway, as to its ability to accept flight operations.
- Provide a report as soon as possible as to the status of the Hood Aerodrome.
- Continue to control and coordinate operations at the Hood Aerodrome.
- In collaboration with the Wellington CDEM Group ECC, be prepared to establish a Regional aviation staging area to enable rotary wing operations in support of the regional supply chain.
- Provide liaison to the Aviation Emergency Operations Centre when established (WREP Annex D).

Seaview Marina

- Establish and maintain contact with the Wellington CDEM Group ECC.
- Provide a report as soon as possible as to the status of the Seaview Marina facilities to enable emergency supplies to be transported via barge across the Wellington harbour from CentrePort and be landed at Seaview Marina.
- In collaboration with the Wellington CDEM Group ECC, establish a Regional Assembly Area in accordance with the WENIRP.
- Provide liaison to the Maritime Emergency Operations Centre when established (WREP Annex E).

Fast Moving Consumer Goods (FMCGs)

- National FMCG organisations (Foodstuffs and Progressive Enterprises) to establish and main contact with NCMC and the Wellington CDEM Group ECC.
- Post a major earthquake local supermarkets could expect contact to be made by area CDEM EOCs, to ascertain their ability to operate.
- Actively participate in logistics planning, consistent with WREP Section 3.3, in collaboration with the Wellington CDEM Group ECC/EOCs Planning and Logistics functions, to provide food and other critical supplies to isolated or displaced communities.
- Ensure that logistics resources are used efficiently and to best effect within the Wellington CDEM Group Controller priorities.
- Provide local FMCG infrastructure, service and reinstatement status updates to the Wellington CDEM Group ECC/EOCs Logistics functions, respectively, at least daily.

2.6 Response functions and lead agencies

In an emergency a 'Lead Agency' directs the response. The lead agency is determined by legislative responsibility or by agreement of all the agencies involved. It is expected that all CDEM agencies will conform to the roles and responsibilities outlined in the National CDEM Plan⁵ and the Guide to the National Plan⁶. Figure 3 below specifies the response functions, lead agency and support agencies for a major earthquake initial response.

Function	Lead Agency/Mandate	Support Agencies
Information management		
Public information coordination, situation reporting	Wellington CDEM Group ECC/EOCs has responsibility for information management coordination	
Lifeline information coordination	Group Lifeline Utilities Coordinator at ECC	
Situational awareness and needs assessment	Wellington CDEM Group ECC/EOCs	All CDEM Group agencies

⁵ National CDEM Plan dated 1 December 2015

⁶ Guide to National CDEM Plan dated 1 December 2015



Function	Lead Agency/Mandate	Support Agencies
Resource management		
Logistics supply	Wellington CDEM Group ECC/EOCs	CDEM agencies
Volunteer management and support	Wellington CDEM Group ECC/EOCs	Other CDEM agencies
Incoming external personnel management and support	Wellington CDEM Group ECC/EOCs	MCDEM, other CDEM Groups
Health and disability		
Medical treatment and medical provisions	District Health Boards	CDEM Group and NHCC
Public health	Regional Public Health	CDEM Group and NHCC
Rescue		
Local sea	NZ Police	
Rescue Coordination Centre NZ	Maritime NZ, Coastguard, NZDF	
Land	NZ Police	CDEM Group Rescue Teams
Structural collapse	FENZ – USAR Category 2	CDEM Group Rescue Teams
Fires and hazard substances containment		
Fires and hazard substances containment	FENZ	
Evacuation		
People	NZ Police/Wellington CDEM Group ECC/EOCs	CDEM Group
Registration of evacuees	Wellington CDEM Group ECC/EOCs	Red Cross, DHBs, Child Youth and Family Services
Mass fatalities		
Disaster victim identification, personal effects reconciliation, notification of the dead	NZ Police	FENZ USAR supporting DVI teams, Red Cross
Reconciliation of people/inquiry	NZ Police	Red Cross

Function	Lead Agency/Mandate	Support Agencies
Welfare		
Registration	Wellington CDEM Group ECC/EOCs (Wellington region Welfare Coordination Group (WCG))	Welfare agencies, Red Cross
Needs assessment and welfare coordination	Wellington CDEM Group ECC/EOCs (WCG)	Welfare agencies, Welfare Advisory Group (WAG)
Inquiry	NZ Police	Red Cross, Salvation Army, RWCG
Emergency food	Salvation Army	Red Cross, Volunteer Organisations, RWCG
Emergency clothing	Wellington CDEM Group ECC/EOCs (WCG)	MSD (via Work and Income), Volunteer Organisations
Emergency shelter and accommodation	Initially Wellington CDEM Group ECC/EOCs (WCG) until MBIE are able to take over and coordinate temporary housing	
Household goods and services	Wellington	
Psychosocial support	Ministry of Health	DHBs
Financial support	MSD (via Work and Income)	RWCG
Care and protection of children and young people	Oranga Tamariki (Ministry for Children)	RWCG
Animal welfare	Ministry for Primary Industries (MPI)	SPCA, Council Animal Welfare/Control Agencies, RWCG
Lifeline Infrastructure		
Transport networks	Territorial Authorities - Local roads NZTA - State Highways	RTRT/Contractors
Utility services	Utility operators including Local Authorities	Contractors
Marine Oil Spill	Harbourmaster (up to Tier 2) Maritime NZ (Tier 3)	Maritime NZ, Coastguard, CDEM Group

Figure 3: Wellington Response Functions, Lead Agency and Support Agencies



2.7 Establishment of Emergency Coordination/Operations Centres

The Wellington CDEM Group has a total of seven Emergency Coordination/Operations Centres (ECCs/EOCs) throughout the region. These facilities are flexible and can operate either as the ECC or EOC as required if significant earthquake damage has made any site unusable. The ECC will be established to coordinate and support the response to a major earthquake. The ECC will be staffed by Greater Wellington Regional Council staff. Each EOC will be staffed primarily by the City or District Council staff of that territorial authority.

The ECC will be located at the Royal Society Building at 11 Turnbull Street in the Wellington CBD. If this site is unusable the Group Controller will make a decision to relocate the ECC to another location, potentially a local EOC site. The EOCs are located at the following sites in order to manage a response within their Territorial Authority area of responsibility:

- Wellington City Council EOC, 2 Turnbull Street, Wellington CBD
- Porirua City Council EOC, 2B Raiha Street, Porirua City
- Hutt City Council EOC, 25 Laings Street, Lower Hutt
- Kapiti Coast District Council EOC, Fytfield Place, Paraparaumu
- Wairarapa EOC, 64 Chapel Street, Masterton
- Upper Hutt City Council EOC, 838-842 Ferguson Drive, Upper Hutt

2.8 Situational awareness to inform timely decision making

Deployment of initial reconnaissance sweeps and the collection of information from various emergency services and lifeline utilities agencies is crucial. This will inform constraints and freedoms, assist with the prioritisation of evacuation and rescue operations and resource allocation. It will provide an initial response operating picture that will be imperative to support timely decision making during this initial response phase. The results of reconnaissance and information gathering will give the Group Controller, territorial authorities and emergency services a prompt and clear picture on:

- Number and classification of casualties
- Location and extent of threats to life and safety
- Location and extent of hazardous substance/situation threats
- Damage to critical community services infrastructure
- What key access throughout the region can be used
- What emergency response facilities can be used
- What lifeline services are out of action
- Priorities for response action.

The following agencies will activate their own reconnaissance plans when triggered by an event impacting on their areas of responsibility:

- Councils, NZTA, KiwiRail, Port Companies, Airport Companies and Utility Companies listed in Schedule 1 of the CDEM Act.
- FENZ, Police, Ambulance and Councils establish hazard threats and define threat areas.
- Greater Wellington Harbourmaster is responsible for Wellington Harbour.
- FENZ, Police and Councils do reconnaissance of impacted people areas for search and rescue and treating injured.
- Health and disability sector facilities do reconnaissance of own facilities and provide a report to their local DHB EOC and NHCC.
- NZDF under NCMC coordination may be available to undertake some aerial reconnaissance sweeps to support the Wellington CDEM Group request to improve situational awareness of the Wellington operating picture.

Key information requirements are contained in the Information Requirement Table attached at **Annex B** to this Plan. This table also identifies source agencies to obtain this information. These information requirements are to be provided to the Wellington CDEM Group ECC as soon as possible to gain a clear operating picture and assist immediate response decision making at a regional level. Key information requirements are to be identified for each EOC and used to guide information collection in each territorial authority.

The Wellington CDEM Group Lifeline Utility Coordinator in consultation with the Wellington Region Group Controller will make use of the key utilities sites GIS database at <http://database.getprepared.org.nz/welg/maps/>. This will provide an overview of the utility assets in the affected areas and provide additional direction for information requirement targeting to various agencies in order to build a better operating picture of the post-earthquake situation and its impacts.

» Refer also to Section 3: Logistics and lifelines.

Fundamental to decision making by the Group and Local Controllers is regular information updates from all of the listed agencies in Annex B. An effective information sharing practice and use of Liaison Officers is essential in this process as it will inform the constraints and freedoms of the CDEM response and assist with prioritisation of evacuation, rescue operations and resource allocation.

Territorial authorities should provide in their local earthquake response plan a section on local key information requirements which may be in the form of a local reconnaissance plan.

Local reconnaissance plans will be initiated by the six Wellington CDEM EOCs. This is to be managed by Local Controllers and the EOC Intelligence Desk, focusing on priority reconnaissance sites, areas and routes. These have been predetermined in pre-response and operational CDEM Group planning. Local reconnaissance is to occur, as soon as practicable when conditions allow e.g. normally after first light if an earthquake occurs during the night. Any significant subsequent quakes, and other significant changes in circumstances, including severe weather events may require additional reconnaissance to maintain situational awareness of threats to life safety. Agencies and organisations conducting field operations will task field personnel with conducting and reporting on field reconnaissance carried out in conjunction with field activities.



Building assessment will be conducted according to INSARAG guidelines to inform the tasking of domestic and international Urban Search and Rescue resources. Reconnaissance reports and, where necessary, debriefs, will be provided to respective CDEM ECC/EOC personnel directly or via-electronic or written reports within one hour of reconnaissance being completed.

Priorities for reconnaissance will include:

- Business and residential areas:
 - multi-storey urban locations
 - areas of safety where displaced are likely to assemble
 - residential, visitor structures and sites, and transport routes in steep terrain
 - inhabited areas prone to quake-induced liquefaction
 - low-lying areas prone to quake-induced subsidence and flooding.
- Potentially isolated housing suburbs.
- Potentially unstable steep terrain that may put communities or infrastructure at risk.
- Isolated communities.
- Flood protection infrastructure.
- Critical infrastructure networks and facilities:
 - Roads/airports/ports
 - Telecommunication infrastructure
 - Electricity infrastructure
 - Fast moving consumer goods facilities e.g. supermarkets
 - Water reservoirs and distribution infrastructure
 - Food supply facilities
 - Health and disability sector facilities
 - Housing and accommodation.
- Pre-identified facilities that can become Emergency Assistance Centres or Distribution Points.

2.9 Regional response matrix

In the table at **Annex C** is an extract from the current WENIRP detailing an **initial national and Wellington region response matrix** that identifies response actions by function.

2.10 Anticipated response timeline

The timeline below identifies Wellington CDEM Group response activities by target date. This timeline forecast will be dependent on the actual time of the day and impacts of the earthquake, and the subsequent operating environment created, so this timeline may be adjusted accordingly.

Timeline	Wellington Regional Response	Local Response
E Day	<ul style="list-style-type: none"> Response staff for the ECC in affected areas check on their families. State of national emergency considered/declared (decision taken by Minister). Wellington CDEM Group ECC activates (possibly at alternative location). Determine tsunami threat across the region and take immediate actions as required. Other emergency management agencies establish their control centres and appropriate liaison function with ECC connection. Communications systems are checked, and alternatives activated. Establish communications with NCMC and local EOCs. Reconnaissance and information gathering begins. Obtain key regional information requirements. » See Annex B Begin identifying resource shortfalls, and requesting support from NCMC. Deployment of FENZ USAR teams begins with priority given to most affected areas which potentially will be Wellington CBD. Coordinate with Police the mortuary and Disaster Victim Identification (DVI) requirements and look at capacity requirements. Medical support provided to injured people. 	<ul style="list-style-type: none"> Response staff for the local EOCs in affected areas check on their families. Community-led response begins immediately. Self-activation of Community Emergency Hubs in many suburbs can be expected. Six Wellington CDEM Group EOCs activate. Determine tsunami threat across the Territorial Authority area of responsibility and take immediate actions as required. Other emergency management agencies establish their control centres, establish connection with local CDEM EOC and commence their response. Establish communications with Wellington Region ECC. Information gathering begins. Local reconnaissance plans activated targeting key information requirements. Emergency management agencies initiate high priority response tasks including: <ul style="list-style-type: none"> – immediate search and rescue from damaged urban areas – extinguishing fires and mitigating risks created by earthquake – medical support to injured. Begin identifying resource shortfalls, and requesting support from ECC.



Timeline	Wellington Regional Response	Local Response
	<ul style="list-style-type: none"> • Evacuation of casualties begins. Some casualties may be evacuated to other centres outside the Wellington region. • Focus given to getting displaced people home if safe. • Provision of welfare support including; registration, needs assessment, inquiry, shelter and accommodation, household goods & services, psychosocial support, care & protection of children/young people, financial assistance and animal welfare. • Limited support to affected areas begins. • Initial movement control measures implemented. • Obtaining status of lifeline utilities across the region underway and early restoration commences. • Regional public information messaging controlled by ECC underway. 	<ul style="list-style-type: none"> • Medical support provided to injured. • Evacuation of casualties begins • Evacuation of other casualties as required begins, and as transport is available. • Support Police in initial Disaster Victim Identification (DVI) and temporary mortuary requirements. • Identification of welfare support including shelter, food and healthcare needs. Establishment of some initial ad hoc Emergency Assistance Centres is underway. • Focus given to getting displaced people home if safe. • Control movement and maintain law and order. • Local public information messaging controlled by local EOCs underway.
E+1	<ul style="list-style-type: none"> • Wellington CDEM Group ECC continues to provide regional coordination of the multi-agency response and enables support to local on the ground response delivery. • Evacuation of casualties continues. Some casualties may be evacuated to other medical centres outside the Wellington region. Decanting of health care facilities will also commence as appropriate. • Information gathering to enhance situational awareness continues. • USAR operations increase, with deployment of international teams into the region. 	<ul style="list-style-type: none"> • Wellington CDEM EOCs continue to manage multi-agency response operations within their Territorial Authority area of responsibility. • Information gathering to enhance situational awareness continues. • Emergency services continue immediate response operations including USAR, fire suppression and medical treatment and evacuation. • Support Police with Disaster Victim Identification (DVI) and storage of bodies and/or body parts. • USAR operations increase, with deployment of additional international teams into affected areas.

Timeline	Wellington Regional Response	Local Response
	<ul style="list-style-type: none"> • Immediate response support is coordinated between agencies. • Emergency services continue to coordinate immediate response tasks including USAR, fire suppression and medical treatment and evacuation. • Resource shortfalls identified and requests submitted to NCMC for support. • Coordinate set up of Disaster Victim Identification and temporary mortuary facilities. • Identify isolated areas (response islands) across the Wellington region. • Situational awareness will have provided a clearer operating picture and regional planning will have commenced on: <ul style="list-style-type: none"> – locations and resources for temporary mortuaries; – support to critical regional infrastructure e.g. hospitals; – regional emergency supply chain including FMCG network resupply; – assisted evacuation requirements; – support to isolated communities; – opening priority roads into the region. • Welfare support is coordinated and supported by the Wellington CDEM Group Regional Welfare Coordination Group (RWCG) • Public health surveillance and the provision of technical advice will be necessary to mitigate risk. • Regional Assembly Areas (at Wellington and Kapiti Coast airports, at CentrePort and at Seaview) preparation begins. 	<ul style="list-style-type: none"> • Community-led response continues, particularly in response to welfare needs. Continued operation of Community Emergency Hubs. • Welfare support is being managed and delivered by local welfare groups. Establishment of longer term Emergency Assistance Centres is underway. • Continue operations to get displaced people home if safe. • Situational awareness will have provided a clearer operating picture and local planning will have commenced on: <ul style="list-style-type: none"> – support to critical local infrastructure; – local emergency supply chain including FMCG network resupply and identification of distribution points; – assisted evacuation requirements; – support to isolated communities; – opening Priority 1 roads within the local area. • Continued movement control and maintenance of law and order. • Timely accurate local public information is provided by various means.



Timeline	Wellington Regional Response	Local Response
	<ul style="list-style-type: none"> Continued reporting of lifelines utilities status and initial coordination of restoration of lifeline utilities commenced. Establish a platform for recovery management. Timely accurate regional public information continues to be delivered. 	
E+2	<ul style="list-style-type: none"> Wellington CDEM Group ECC continues to provide regional coordination of the multi-agency response and enables support to local on the ground response delivery. Public health surveillance will continue to mitigate risk. Regional emergency supply chain planning underway including FMCG network resupply. Support to isolated communities being coordinated at regional level but delivered at the local level. Assigning earth moving assets to support priority road opening across the region. Regional Assembly Areas (at Wellington and Kapiti Coast airports, at CentrePort and at Seaview) are being established. Expected arrival of international assistance teams including USAR and medical teams. Wellington CDEM Group Maritime and Aviation Operations Centres are established. Wellington airport open from E+2, critical supplies by fixed wing delivery commences. Coordination of lifeline utilities restoration continues. Timely accurate regional public information continues to be delivered. 	<ul style="list-style-type: none"> Wellington CDEM EOCs continue to manage multi-agency response operations within their Territorial Authority area of responsibility. Emergency services continue immediate response operations including USAR, fire suppression and medical treatment and evacuation. Community-led response continues, particularly in response to welfare needs. Continued operation of Community Emergency Hubs. Welfare support is being managed and delivered by local welfare groups. Establishment of longer term Emergency Assistance Centres has occurred. Continue operations to get displaced people home if safe. Continued movement control and maintenance of law and order. Timely accurate local public information is provided by various means including by commercial media outlets, social media, and community emergency hubs and public meeting.

Timeline	Wellington Regional Response	Local Response
E+3/E+4	<ul style="list-style-type: none"> Wellington CDEM Group ECC continues to provide regional coordination of the multi-agency response and enables support to local on the ground response delivery. Public health surveillance will continue to mitigate risk. Assisted evacuation requirements being put in place including identified evacuation assembly locations and methods of extract. Open Seaview Marina or an alternate site along Lower Hutt shoreline to support barge operations across harbour from CentrePort. Bulk Aviation Fuel Installation to be established at Regional Assembly Area (Rotary Wing) in Paraparaumu (Kapiti Airfield) or Masterton (Hood Aerodrome). Coordination of lifeline utilities restoration continues. Timely accurate regional public information continues to be delivered. 	<ul style="list-style-type: none"> Wellington CDEM EOCs continue to manage multi-agency response operations within their Territorial Authority area of responsibility. Community-led response continues, particularly in response to welfare needs. Continued operation of Community Emergency Hubs. Welfare support is being managed and delivered by local welfare groups. Emergency Assistance Centres continue to provide emergency assistance and welfare support. Continued movement control and maintenance of law and order. Local EOCs to establish distribution points/ centres to support local emergency supply chain. Timely accurate local public information is provided by various means. TAs to arrange public meetings to keep communities informed.



Timeline	Wellington Regional Response	Local Response
E+5	<ul style="list-style-type: none"> Wellington CDEM Group ECC continues to provide regional coordination of the multi-agency response and enables support to local on the ground response delivery. CentrePort opened to enable emergency supply chain. First RORO ferry arrives in Wellington with construction equipment required to enable the delivery of welfare supplies on E+5. Coordination of lifeline utilities restoration continues. Timely accurate regional public information continues to be delivered. 	<ul style="list-style-type: none"> Wellington CDEM EOCs continue to manage multi-agency response operations within their Territorial Authority area of responsibility. Community-led response continues, particularly in response to welfare needs. Continued operation of Community Emergency Hubs. Welfare support is being managed and delivered by local welfare groups. Emergency Assistance Centres continue to provide emergency assistance and welfare support. Local EOCs to establish distribution points/ centres to support local emergency supply chain. Timely accurate local public information is provided by various means including by commercial media outlets, social media, and community emergency hubs. TAs continue to conduct public meetings to keep communities informed.
E+6/E+7	<ul style="list-style-type: none"> Wellington CDEM Group ECC continues to provide regional coordination of the multi-agency response and enables support to local on the ground response delivery. First RORO ferry arrives in Wellington with welfare supplies on E+6. First FMCG ship could arrive at CentrePort. Barges begin emergency supplies movement across the Harbour from CentrePort to Seaview for the Hutt Valley. Coordination of lifeline utilities restoration continues. Timely accurate regional public information continues to be delivered. 	<ul style="list-style-type: none"> Wellington CDEM EOCs continue to manage multi-agency response operations within their Territorial Authority area of responsibility. Timely accurate local public information is provided by various means including by commercial media outlets, social media, and community emergency hubs. TAs continue to conduct public meetings to keep communities informed.

Timeline	Wellington Regional Response	Local Response
E+8	<ul style="list-style-type: none"> Wellington CDEM Group ECC continues to provide regional coordination of the multi-agency response and enables support to local on the ground response delivery. Promulgate a regional action plan for a sustained response to this earthquake. An emergency water supply system has been established across the region. Coordination of lifeline utilities restoration continues. Timely accurate regional public information continues to be delivered. 	<ul style="list-style-type: none"> Wellington CDEM EOCs continue to manage multi-agency response operations within their Territorial Area of responsibility. Timely accurate local public information is provided by various means including by commercial media outlets, social media, and community emergency hubs.

2.11

Wellington CDEM Group governance requirements

In the event of a major Wellington earthquake the Wellington CDEM Group will lead and coordinate the regional response. The CDEM Act 2002 states the Group is a joint committee, consisting of one elected official (normally the Mayor) from each local authority, with the functions, duties and powers to assist the region to:

- reduce the likelihood of and impact from such an event,
- be ready for such an event,
- respond to such an event, and
- recover from such an event.

Under Section 20 of the Act, the Coordinating Executive Group (CEG) – a committee comprising of the chief executive officers of the constituent local authorities plus members of the emergency services and any other persons co-opted onto the CEG by the Group – will advise the Group on CDEM matters and implement the Group's decisions. The Wellington CDEM Group CEG consists of:

- Chair – CEO HCC
- CEO WCC, CEO PCC, CEO UHCC, CEO MDC, CEO CDC, CEO SWDC, CEO KCDC
- FENZ Region 3 Commander
- Police Wellington District Commander
- Reps from CCDHB, HVDHB, WDHB, Ministry of Health and Ministry of Social Development.



Under Section 26 of the Act, the Wellington CDEM Group has appointed the Group Controller for the Wellington Region. Local Controllers for each Territorial Authority have also been appointed by the Group and have been given the authority to carry out any of the functions, duties or powers of the Group Controller.

The Group Controller will direct and coordinate the CDEM resources made available to them during any declared emergency and perform any other functions delegated by the Group. Although the Controller may use CDEM arrangements outside of declared emergencies, they can only use some powers during a declared state of emergency. In practice, the Group Controller will coordinate the response and Local Controllers will manage the response to a major earthquake. The Local Controller must comply with any directions given by the Group Controller during the response to the earthquake.

The Group Regional Manager will work with the Group's Joint Committee and CEG to ensure that all CDEM governance functions are effectively carried out. The Regional Manager will enable the communications channels across the Wellington CDEM Group governance functions and keep the Joint Committee and CEG informed of the situation in the Wellington region as a result of the earthquake and the Wellington CDEM Group response. It is likely in this earthquake situation that a national state of emergency will be declared. As a result the Group Controller will receive direction on regional response priorities from the Joint Committee. It is envisaged that the Regional Manager will act as the spokesperson for the Wellington CDEM Group whilst the Mayors will take the lead of public messaging within their Territorial Authority area of responsibility.

The Group Recovery Manager will coordinate the region's recovery with Local Recovery Managers delivering the recovery in their Territorial Authority area.

2.12

Aviation emergency response operations

Aviation assets are highly specialised resources that are both limited in availability and extremely valuable during a disaster response and recovery. Aviation resources used in disaster support operations will remain under the full command of their parent agency, owner, or operator. They may, however, be assigned to the operational control of either the national (NCMC) or regional (Wellington CDEM Group) emergency management authorities once a declaration of emergency has been made.

Attached at **Annex D** is the **Aviation Emergency Response Operations Plan** which covers the management of aviation operations within the Greater Wellington Region during an emergency coordinated by the Wellington Region Civil Defence and Emergency Management Group (Wellington CDEM Group). If a national emergency is declared, response management will be coordinated through the National Crisis Management Centre (NCMC). The purpose of this section is to set policies, organisational structures, and procedures for the use of aviation support to major emergencies within the Greater Wellington Region. The scope of this Plan is to establish parameters for the effective integration of aviation assets into disaster response and recovery activities during an emergency coordinated by the Wellington CDEM Group.

The goal of this Plan is to accomplish all of the following overarching objectives:

- Manage the flow of flights conducted within the disaster area's airspace or into those airports and airfields being used for response and recovery efforts;
- Identify and apply special operational requirements on flights conducted in the airspace over the disaster area in order to safeguard participating and non-participating aircraft; and
- Assist the Group Controller to effectively manage scarce air assets.

When this plan is activated, it overrides any pre-existing arrangements or service contracts that Agencies have with aviation providers.

2.13 Maritime emergency response operations

The opening of a domestic port, harbour or waterway after a natural or human caused disaster is a complex challenge with a wide range of variables and coordination needs. Many departments and agencies at all levels of government play a role in port and waterway restoration.

Maritime operations within the Wellington harbour post a major earthquake event must first ascertain the earthquake impacts on the sea route channels i.e. changes in the sea floor depth may create restrictions on vessel draughts.

Maritime assets are highly specialised resources that are both limited in availability and extremely valuable during a disaster response and recovery. Maritime resources used in disaster support operations will remain under the full command of their parent agency, owner, or operator. They may, however, be assigned to the operational control of either the national (NCCMC) or regional (Wellington CDEM Group) emergency management authorities once a declaration of emergency has been made.

Maritime resources may include assets chartered or leased by the Wellington CDEM Group and national agencies, as well as commercial operators and assets made available by private vessel owners and corporations. Maritime control and management rests solely with Maritime New Zealand and relevant local port/harbour authorities.

As a precursor to activating an maritime plan after a major earthquake is the requirement to determine the impacts on the sea route channels i.e. changes to sea floor depth may create new vessel draft restrictions. The Maritime Operations Centre (led by the Harbour Master) needs to undertake an immediate survey of Wellington Harbour to determine the viability of shipping channels.

Attached at **Annex E** is the **Maritime Emergency Response Operations Plan** which covers the management of maritime operations within the Greater Wellington Region during an emergency coordinated by the Wellington Region Civil Defence and Emergency Management Group (Wellington CDEM Group). If there is a national emergency declared, national management will be coordinated through the National Crisis Management Centre (NCCMC). The purpose of this section is to direct policies, organisational structures, and procedures for the use of maritime support to major emergencies within the Greater Wellington Region. The scope of this Plan is to establish parameters for the effective integration of maritime assets into disaster response and recovery activities during an emergency coordinated by the Wellington CDEM Group.



The goal of this Plan is to accomplish all of the following overarching objectives:

- Limit, and/or manage the movement of vessels within the disaster area's waters or into designated wharves/ports and beach landing sites being used for response and recovery efforts;
- Identify and the need to apply restrictions to the movement of maritime vessel movement within the disaster area in order to safeguard participating and non-participating vessels; and
- Assist the Group Controller to effectively manage scarce maritime assets.

When this plan is activated, it overrides any pre-existing arrangements or service contracts that Agencies have with maritime providers.

2.14 Urban search and rescue

Urban Search and Rescue (USAR) provides a specialist technical rescue and response capability for the location and rescue of people following structural collapse events resulting from a major earthquake. USAR Teams that deploy must be totally self-sufficient, to ensure that they are not a burden on already overwhelmed communities and emergency responders. They are a resource available to the Group Controller, through Fire Emergency New Zealand (FENZ). In order to be effective USAR teams will need to be mobilised into the impacted areas as fast as possible, as the first 72 hours immediately following a major earthquake are considered the most critical to provide lifesaving assistance and treatment.

USAR will be deployed as per the National FENZ USAR Response Plan. The on duty FENZ commander is to confirm that a USAR response has been activated through FENZ communications centres..

The likely scenario in the event of a major earthquake in the Wellington region will be that a FENZ USAR initial response will be deployed from within the Northern or Southern USAR teams. FENZ expectations are that a USAR response from Central USAR Team will be unlikely in the first 72 hours as most USAR personnel will be directly affected and their priorities will be elsewhere. FENZ is planning on air transportation of the Northern and Southern USAR teams will be coordinated from the NCMC with assistance from NZDF.

USAR operations may require:

- shoring of unstable structures;
- sub-surface technical search and rescue;
- breaking and breaching of concrete and steel structures;
- heavy lift capacities;
- use of search dogs;
- structural engineers to assist in rapid physical or electronic building assessments; and
- provision of off-site living facilities.

FENZ will deploy representatives from the USAR Management Team (UMT) to operationally lead and coordinate domestic and international USAR team activities. The scale of the Wellington earthquake scenario means international USAR support will be required. Team selection will be based on countries with International Search and Rescue Advisory Group (INSARAG) classifications. NCMC will expedite the political approval and the customs entry requirements to enable identified teams to enter the country.

2.15 Emergency Services response plans

Fire

Fire Emergency New Zealand (FENZ) responsibilities in a major Wellington earthquake include:

- firefighting – to control, contain, and extinguish fires
- containment of releases and spillages of hazardous substances
- Urban Search and Rescue (USAR)
- limitation of damage – salvage of essential material from endangered locations
- redistribution of water for specific needs
- preservation of health and hygiene in stricken areas
- work, as part of the coordinated integrated multi-agency response under control of CDEM, to achieve the tasks assigned in **Section 2.5 of the WREP**.

FENZ Region 3 maintains Major Earthquake Response Plans (MERPs) that address the risks identified with a major earthquake. Region 3 MERP provides direction on FENZ response to likely earthquake risks including fire suppression and alternative water supplies, on FENZ emergency supplies and alternative power generation for their FENZ operating bases. The FENZ Region 3 Headquarters will assign a liaison officer function to the Wellington CDEM Group ECC in a major earthquake. In addition, as resources permit, FENZ Area Commanders (Wellington-Kapiti/Hutt-Wairarapa) will maintain liaison with the six local EOCs across the Wellington region to support the response.

Police

Police responsibilities in a major Wellington earthquake include:

- maintain law and order;
- assist with the dissemination of warning messages;
- preserve life;
- co-ordinate movement control over land to assist movement of essential response services;
- conduct an initial evacuations to ensure protection of life;
- co-ordinate inquiries to assist people to make contact with each other;



- trace missing people and notify next of kin;
- work, as part of the coordinated integrated multi-agency response under control of CDEM, to achieve the tasks assigned in **Section 2.5 of the WREP**.

The Wellington District Police Headquarters will assign a liaison officer function to the Wellington CDEM Group ECC in a major earthquake. In addition, as resources permit, Police Area Commanders (Wellington/Kapiti Mana/Hutt Valley/Wairarapa) will maintain liaison with the six local EOCs across the Wellington region to support the response. In a major earthquake the mortuary and Disaster Victim Identification capacity of the Wellington region will be overwhelmed. Existing national mass fatalities planning will therefore be leveraged. This planning will be led by Police and agreed arrangements can be found in the National Mass Fatalities Framework 2015 policy document.

The New Zealand Police act on behalf of the Coroner, to fulfil the functions under Section 4 of the Coroners Act 2006, which include:

- deciding on the need for a post-mortem;
- authorising the release of a body;
- deciding whether to open an inquest; and
- advising the immediate family or their representatives of the processes required by law to be performed or followed in relation to the death.

Police has overall responsibility for the recovery and identification and safe storage of human remains. Police will liaise closely with the family of the deceased, Coroner, iwi authorities, health authorities, funeral directors, and relevant local authorities to ensure that legal, cultural, spiritual, and health-related matters are addressed.

Ambulance providers

Ambulance providers responsibilities in a major Wellington earthquake will be:

- Triage the injured
- Provide pre-hospital treatment
- Transport injured to medical facilities or casualty clearing points
- Continue normal provision of service alongside the earthquake based response
- Manage increased demand via local DHB EOC's, NHCC and NCCC
- Provide liaison personnel to the appropriate CDEM ECC and EOC's
- Utilise other partner agency support to provide an effective emergency response
- Respond in accordance with AMPLANZ
- Provide Wellington Free Ambulance (WFA) based public information messaging.

Wellington Free Ambulance (WFA) is the ambulance provider that delivers paramedic care to the people of Wellington and the Wairarapa. The region WFA covers ranges from Peka Peka and Mt Bruce in the north, down to the southern coast of the North Island. WFA's emergency ambulance fleet has around 150 staff, and during a major earthquake response will be supported by the WFA Event Medic and Patient Transfer Service business units.

WFA operates one of the three ambulance communications centres, Central Emergency Communications Limited (CECL), which is located in Davis Street Thorndon in Wellington City. This is a joint venture between WFA and St John. During an earthquake response CECL has the ability to increase staff numbers to assist with demand. CECL also provides health related consultative services to operational staff and people calling in via the 111 system which can be utilised in times of increased demand. If the Thorndon location is untenable after an earthquake then all calls can be rerouted to the other two centres.

Support from St John New Zealand

In addition to the WFA ambulance paramedic care delivery to the Wellington region in the event of a major earthquake, St John New Zealand will mobilise seven initial response teams, cache and equipment to support WFA from the Northern, Central and South Island regions. The St John operational plan identifies initial deployment of these teams from Auckland and Christchurch via fixed wing air resource, to forward staging areas established at RNZAF Base Ohakea and RNZAF Base Woodbourne (Blenheim) or if inoperable Nelson Airport, prior to final deployment via helicopter into one of seven Wellington Emergency Response Areas, as identified by WFA.

2.16 Tsunami evacuation

A major earthquake, dependent on location, has the potential to cause a tsunami which may require evacuation of the public on coastal areas to be evacuated outside of the danger zone. The responsibility for the initiation and issue of national official tsunami warning notifications rests with MCDEM. However a tsunami generated in conjunction with a nearby large earthquake may not provide sufficient time to implement official warning procedures. Self-evacuation to higher ground will be the predominant course of action, promoted by public messaging by the Wellington CDEM Group. In the event of a Tsunami warning the Wellington CDEM Group ECC and EOCs are to follow the actions contained in the Wellington Orange Zone Tsunami Evacuation Response Plans.⁷ Public information is critical to an effective evacuation. Text messaging may work, but mobile telephone voice communications may fail due to overloading of the system. Broadcast radio and television are essential communications paths. Also once introduced Emergency Mobile Alert (see Communications section) should be utilised to advise people of imminent Tsunami threat. Although it is acknowledged that this system will never be available to all current mobile devices used by the public. The ECC will liaise with the NCMC to assemble available information on a tsunami and distribute this information to the EOCs. Local EOCs are to maintain Local Tsunami Plans which incorporate the latest Tsunami evacuation zone maps.

⁷ Orange Zone Tsunami Evacuation Response Plan (Wellington Region) Emergency Coordination Centre and Orange Zone Tsunami Evacuation Response Plan for each local Emergency Coordination Centre that has a local coastal area (i.e. Wellington, Hutt City, Porirua, Kapiti Coast and Wairarapa)



2.17 Displaced people

Displaced people are those people who immediately post an earthquake do not have accommodation in the area they are working, visiting or going to school at. If an earthquake happens outside of a normal working/school day this displaced number is greatly reduced. Displaced people are also those that can no longer live in their homes. Current estimated numbers of displaced people as a result of a major earthquake in a normal working/school day in Wellington, as identified in the WENIRP planning scenario (note March 2017 figures), are contained in this table:

Location	Estimated number of displaced people (includes workers/school children/ tourists/ shoppers/visitors)	Observations
Wellington City	67,000	Includes apartment dwellers whose homes may no longer be inhabitable. Greatest challenges will be to get Kapiti and Wairarapa people home
North/West Wellington	2,000	
Porirua	7,500	
Lower Hutt	12,500	
Upper Hutt	2,700	
Kapiti	900	
Wairarapa	1,400	

Figure 4: Estimated number of displaced people

The repatriation of internally displaced people (commuters, shoppers etc) to home locations is a priority. The evacuation of visitors, vulnerable personnel and others may be necessary. If this earthquake occurs during a working and school day, the number of displaced personnel is likely to be more than 80,000. It is likely, given transportation vulnerabilities that it would be beyond the Region's resources to be able to get all of this population home in the same day, which has shelter and food implications. Notwithstanding it should be all Controllers primary intent to get people home if their dwelling is safe to inhabit. Wherever possible people should remain or return to their place of residence as this will reduce the sustainability, resource and welfare (shelter and rationing) support implications during a response. In multi storey work places or high rise apartments people should not be going back in to these locations due to after shocks and the need to confirm stability of buildings so they will need to be moved away from these buildings and will need alternative shelter. Where people in the Wellington region live, is the place where they are at harmony with their surroundings, where their families live, where family members will all see as the place to get back to, where their personal belongings are, and where

they can feel safe – all very important in times of extreme stress. If people are already at home and it is safe, then this is where we should encourage people to remain. At home people should have extra resources to:

- sustain themselves,
- know where to find stores, supplies, cooking things etc are,
- regain some communications nodes, and
- be part of their community in providing assistance/helping their neighbours.

In the event of a major earthquake during a working day in Wellington, it predicted that people will take one of the following actions:

- In areas near the coasts, people have moved inland to get outside the Tsunami zones – this has been done by foot, by bikes and by vehicles.
- In multi-storey work places will have got out of the building and should not go back in given subsequent aftershocks – they need however to move away from high rise buildings.
- Abandoned their work, shopping or other locations and have either:
 - walked out to closer Wellington suburbs where their homes are or where friends' homes are, given earlier advice that there was no public transport.
 - have tried to drive out in their own vehicles with maximum passengers.
 - have assembled in open areas,
 - have started to walk home some using alternative routes through suburbs to avoid fractured roads and landslips.
- In safe work places, remained in place utilising the shelter and in many cases utilising stored water and food provided by their work place.

Most schools in the Wellington region have well defined emergency plans for events. This includes retaining children at school until a parent, registered family member, friend or caregiver can pick them up. The challenges for the school will occur when this becomes a prolonged period of retention at school when teachers also want to get home. Local EOCs need to be prepared to deal with Schools that request assistance where children will be forced to stay at the school for an extended period.

EOCs will need to establish coordination measures with neighbouring EOCs where displaced people are going to be moved from one TA area of responsibility to another in order to enable coordination of routes to be used, additional support requirements (eg. if people are directed to walk home in mass) and where transportation options are being used.



2.18 Building assessments

In the event of a major earthquake in the Wellington region, damage to buildings could have affected their structural integrity and they could potentially collapse as a result of subsequent aftershocks. The overarching objective of building management in an emergency is to protect life and promote safety within and in the vicinity of each building. There is a requirement for a collaborative response post a major earthquake to manage risks and uncertainties as to the safety of buildings.

After a major earthquake the Wellington CDEM Group through the Emergency Coordination Centre is to coordinate building management activities within the Wellington region. In the event of the Declaration of a National State of Emergency, the Ministry of Business, Innovation and Employment (MBIE) will lead the rapid building assessment functions and the securing and management of compromised building sites for forensic investigations.

Building assessments will be an important early response action to enable movement through areas where the threat of building collapse may restrict movement and to determine the safety of buildings for entry. After a major earthquake it is envisaged that the priority for building assessments will be centred on Wellington City. In the response each territorial authority is to lead rapid building assessments as well as prioritise and coordinate building assessment activities with support from MBIE. Where there is a significant demand on building assessment across the Wellington region, the Wellington CDEM Group Emergency Coordination Centre will prioritise and coordinate the building assessment activities. A Regional and/or Local Building Assessment Manager should be appointed to:

- set up and coordinate rapid building assessment teams;
- report and analyse building damage to the Wellington CDEM Group ECC and appropriate EOCs;
- deliver stabilisation/demolition advice;
- provide any other applicable building safety related matters; and
- liaise with MBIE.

In the initial response period the Wellington Region CDEM Group ECC and EOCs are to take steps to manage the safety of people in and near buildings, either in accordance with directions of the National, Group and Local Controllers during a state of emergency or in line with its functions under the Building Act 2004, including, as applicable:

- cordoning off areas around unsafe buildings and or imposing movement control near unstable buildings; and
- carrying out stabilisation work and barricading; and
- setting up partial demolition cordoning; and
- requiring the mandatory evacuation of a building or the area around a building where a threat exists.

Building owners are primarily responsible for ensuring buildings remain structurally sound following a major earthquake, and assisting authorised civil defence emergency management officials and their local council.

For a major earthquake a state of emergency is most likely to be declared. In this case, authorised civil defence emergency management officials (which can include authorised council staff and engineers) will respond. In most instances they will initiate a process to assess and placard buildings to indicate one of the following: can be used, restricted access or entry prohibited. Building assessment during a state of emergency or transition period can include:

- requesting any information regarding a building (i.e. a structural assessment) that is in the owner's possession;
- identifying buildings and requiring the owner of a building or owners of a building of a particular type and location, to undertake an assessment of the effect of the emergency (or subsequent events) on the building (for example, a building with a certain design feature that may be deemed unsafe);
- examining and marking buildings (for example, building assessment notices such as placards);
- making, or requiring building owners to make, dangerous structures safe by securing, repairing, demolishing or cordoning/barricading;
- requiring evacuation of and limiting entry to premises or places (including public spaces) and closing roads;
- prohibiting or restricting public access to roads or public places.

There are two levels of assessment:

Level 1 Assessment:

- is a 'first look' at the building and involves an external visual inspection only to determine if it poses a risk (including to streets around it) and needs further inspection (Level 2)
- may mean, for simple buildings such as houses if the inside can be seen and inspected, that a Level 2 inspection is not be required
- involves assigning a placard according to the observed damage (attached to all entrances)
- may involve cordoning off the building if it is unsafe.

Level 2 Assessment:

- is undertaken for complex buildings
- is undertaken only after a Level 1 Assessment has shown it is okay for inspectors (structural, geotechnical and building service engineers) to enter the building
- takes longer and involves both internal and external inspections
- is performed on all large, critical facility, typically multi-storey buildings regardless of use, as well as any buildings identified by Level 1 assessments as needing further inspection
- involves assigning a placard according to the observed damage (attached to all entrances)
- may involve cordoning off the building if it is unsafe
- involves recommending work be done urgently to secure the building.

A Level 2 Assessment supersedes an earlier Level 1 Assessment.



The following placard system is to be used and is valid if a Declaration of a State of Emergency has been declared. If not all notice provisions must be in accordance with the provisions of the Building Act 2004

There are three placards, which can be attached to buildings after either of the assessments. The white, yellow and red placards are A4-sized posters that are attached to buildings following a rapid assessment. They indicate how usable a particular building is:

- **White** – the building can be used. This placard indicates that the building has been assessed and there has been light or no damage (low risk). Note, however, a white placard doesn't necessarily mean that the building is safe, as there could be unobserved damage.
- **Yellow** – building use is restricted. The placard indicates that the building has been assessed and may have sustained moderate damage to all or part of it. This generally means that either:
 - the building can be used except for the areas identified as posing a significant hazard, or
 - the public cannot enter except under supervision for a limited time on essential business such as for emergency or assessment purposes or to remove critical business records, valuables and property.
- **Red** – the building cannot be used and entry is prohibited. It has sustained moderate or heavy damage and poses a significant risk. This could be the building itself, from external factors such as adjacent building or from ground failure. Entering may pose a risk to health or life.

As part of the building assessment process, authorised civil defence emergency management officials may direct an owner of a building, or the owners of buildings of a particular type to undertake an assessment of the effect of the emergency (ie. earthquake), and any related events, on the building. If the building owner doesn't already have this information, they will need to commission an engineering or technical assessment to obtain this information.

With input from City Engineering staff, EOCs will immediately determine exclusion areas and take appropriate action to secure areas. TAs will gather relevant intelligence from: GNS; LINZ, drone reconnaissance; comparative imagery analysis; physical reconnaissance by various responders; engineers; accelerometers; and where appropriate feedback from the community. Based on the intelligence picture, and taking advice from technical specialists, TAs will develop building inspection action plans for their areas.

Councils will undertake assessments using MBIE rapid assessment forms/tools and guidelines that connect into TA GIS systems. MBIE has produced guidance for Territorial Authorities for managing buildings in an emergency which should be reviewed.⁸

Action plans will be executed, taking into account national priorities and available resources. Close liaison will be required with MBIE, GNS, NZIC, NZPC, EQC and building owners.

⁸ 'Managing buildings in an emergency: Guidance to decision makers and territorial authorities', MBIE, June 2018.

2.19 Evacuation

Focus will be on getting people out of areas of danger or life threatening situations. Philosophy will remain however that wherever possible people should remain or be returned to their place of residence as this will reduce the sustainability, resource and welfare support implications. There are two types of evacuation in a major earthquake scenario – **directed (enforced) evacuation** where danger to life is prevalent or **assisted evacuation** where people want to leave the affected area normally to relocate to a family member or friend outside the affected areas. Priorities for evacuation: 1st hospital patients, 2nd vulnerable groups, 3rd commuters, 4th tourists to reduce demand on welfare support systems and increase capacity to support welfare in communities.

Issues to be addressed in a Wgtn CDEM Evacuation Plan include:

- conditions under which an evacuation may be necessary;
- conditions under which to support people sheltering in place;
- identified 'at risk' people/communities who may require evacuation;
- command, control and coordination instructions (including designation of those authorised to order an evacuation);
- warning instructions to be issued to the media, public and businesses;
- procedures for assisting special categories of evacuees (e.g. vulnerable communities);
- specific plans and procedures that address:
 - circumstances of the emergency;
 - transportation (e.g. arrangements for those without vehicles);
 - evacuation of specific locations;
 - identification of assembly areas if evacuating by mass movement assets e.g. boats, aircraft, buses or trucks.
 - evacuation routes;
 - evacuation centres providing temporary emergency accommodation (for those evacuees who cannot accommodate themselves) and registration services (only for those who will be staying at the Evacuation Centre).
- means of accounting for evacuees;
- welfare support for evacuees;
- security of evacuated areas; and
- procedures for the return of evacuees.

These factors need to be evaluated in order to gain a realistic picture of how many people can be removed from a threatened area:

- the size of the area to be evacuated;
- the number of people and companion animals within the evacuation area;



- specific infrastructure in the evacuation area (e.g. hospitals, prisons, lifeline utilities);
- time available;
- personnel within the local and neighbouring emergency services and volunteer organisations;
- the resilience of local transport infrastructure; and
- the capacity of the local transport system.

The Wellington CDEM Evacuation Plan needs to:

- Identify preferred and alternate evacuation routes (GIS format). These routes need to be continually assessed based on current and anticipated capacities of transport network and evacuation destinations.
- Designate critical and alternate priority safe routes for essential services that remain controlled.
- Identify evacuation methods and modes of transportation to be used.
- Provide direction on how to communicate with population to be evacuated.
- Determine methods of control of pedestrian evacuation routes.
- Establish evacuation zone boundaries and assembly areas for any mass transportation evacuation e.g. boats, aircraft, buses or trucks.
- Identify access control to evacuation zones and establish security procedures.
- Activate evacuation assistance when required i.e. Evacuation Field teams
- Provide direction on post evacuation checks and monitoring and verification inspections
- Provide direction on policy and procedures for those refusing to evacuate
- Identify numbers, estimates of evacuee locations and profile of the evacuating population
- Coordinate assistance to evacuees while they are on route.
- Provide direction on monitoring the actual progress of the evacuation and determination of the estimated time of arrival of evacuees.
- Provide direction on what is to happen to evacuees once they are out of the evacuation area - accommodation, transport, rationing etc

Potential regional assembly areas for movement of people out of affected areas are:

- **Wellington International Airport** for movement by air to other regional airports most likely (depending on damage to other areas outside of the Wellington region and need for shorter turn around times) are:
 - Blenheim Airport – RNZAF Airbase is located here and could serve as a staging area for evacuees
 - Ohakea Airbase – RNZAF Ohakea could serve as a staging area for evacuees.
 - Palmerston North Airport – Linton Army Camp could serve as a staging area for evacuees.
- **CentrePort** for movement by sea to following locations:
 - Port Taranaki – although only supports mediterranean mooring and susceptible to large sea swells
 - Port of Napier – could support Linkspan but would close rest of Port and affect North Island logistics

- Port Nelson
- Port Lyttelton – has a viable Linkspan however significant turnaround time i.e 8–9 hours one way in sailing time makes it a less viable option particularly if large numbers are to be moved.

Evacuation of aged care facilities

If during an earthquake an aged care facility is required to be evacuated the following guidance is to be considered in the planning to move the residents:

- A streamlined process for transferring resident information is vital. Use a robust system such as wristbands or pin-on tags.
- Resident medication information is essential; use pre-packed/labelled medications.
- In advance, determine and communicate what resident possessions can be taken.
- Implement a single point of entry coordination system as soon as possible.
- Wherever possible, match transport type with resident need.
- Inform facilities as soon as possible where residents are being evacuated to; minimise wait time for transport for high-needs residents and begin the journey in daylight; accompany all evacuees.
- A receiving facility could retrieve evacuees from the sending facility.
- Agree sector guidelines for communicating with families, including informing relatives at admission about emergency procedures and maintaining current contact details.

2.20 Control of movement

When a state of emergency is in force, a Controller may authorise the exclusion of people from any place under Section 88 of the CDEM Act 2002. Other agencies also have the statutory authority to restrict or control movement, as shown in the table below at Figure 4.

Agency with authority to restrict movement	Legislation
Local authorities	Local Government Act 1974
Police	Policing Act 2008 – s35
FENZ	FENZ Act 2017
Ministry of Health (Regional Public Health)	Health Act 1956
Biosecurity New Zealand	Biosecurity Act 1993
Environmental Protection Authority	Hazardous Substances and New Organisms Act 1996
New Zealand Transport Agency	Roading Powers Act 1989
Maritime New Zealand	Maritime Transport Act 1994

Figure 5: Agencies with Authority to Restrict Movement



Movement control may involve putting in place one or more of the following measures: cordons, road blocks, barricades, checkpoints, and contraflow traffic.

Cordons

A cordon restricts movement into and out of an area. Cordons can be established using: barricades, personnel (such as checkpoint personnel or security guards), and an area's natural features. The Coordinated Incident Management System (CIMS) proposes two cordons: an inner cordon and an outer cordon. An inner cordon is established directly around an incident and only personnel from the responding agencies operate in this inner cordon. All other people are evacuated. If necessary, an outer cordon is established further from the incident and is used to control access to the area of operations and/or facilitate traffic movement around restricted areas. Safe Forward Point(s), Staging Area(s), and other agency specific facilities are usually sited between the inner and outer cordons.

Road blocks

A road block is any barrier or obstruction that prevents or limits the passage of people or vehicles along a road. A road block may be established using signage, personnel, and any type of barricade. Establishing a road block may involve setting up a detour to allow traffic to bypass the affected area. The NZ Code of Practice for Temporary Traffic Management provides detailed guidance on establishing road blocks and detours.

Barricades

A barricade can be formed by any object or structure that creates a barrier or obstacle, including: traffic cones, sandbags, safety fences, concrete barriers, or water filled barriers. Improvisation Barricades are best established using equipment designed for the purpose, such as safety fencing. However, in an earthquake response with no warning barricades may need to be improvised from other equipment, such as: barrier tape, rubbish skips or wheelie bins, or stationary vehicles.

Checkpoints

A checkpoint is a site used to observe and control movement, including vehicle and pedestrian traffic. Effective and robust checkpoint procedures allow activity within the affected area to be monitored, and all people accounted for. Traffic may be stopped at a checkpoint, but no permanent physical obstruction is placed on the roadway to prevent access. Temporary obstructions such as booms or moveable barriers may be used. Checkpoints are also an essential feature of a cordon. They are typically used to confirm authorisation for access and record movement; they are also used to log the intended or completed actions of those moving into or out of the cordon. Checks are usually performed by personnel, although electronic surveillance equipment may also be used.

Contraflow traffic

Contraflow is the process of reversing the flow of traffic in some traffic lanes. This measure increases the number of lanes for use to move traffic away from an area, allowing for a faster clearing time. Contraflow is typically only considered for large-scale events. Urban areas Contraflow will generally be easier to implement in areas where there are only one or two access roads. In urban areas with large numbers of intersecting roadways, the logistics of setting up road blocks, diversions and signage to ensure that the contraflow lanes are free of traffic before switching flow direction, is resource-intensive, personnel-dependent and time-consuming. More information is contained in Section 2.2 of the CDEM Emergency Movement Control Director's Guideline (insert a path). Due to the risk of confusion and head-on collisions occurring during a contraflow operation, it is important to task an experienced traffic or site supervisor to the site as soon as possible to facilitate a safe, efficient layout. The setting up of contraflow traffic must not impede response agencies' access into the affected area.

In the event of a major earthquake, the ECC needs to establish communications with the **Wellington Transport Operations Centre (TOC)** located on Arthur Carman Street in Johnsonville as soon as possible. The Wellington TOC monitors and manages state highways and motorways from Mount Messenger in Taranaki, as far north as the Three Sisters on the Desert Road, east to East Cape, and south into Wellington city. The centre receives live feeds from 120 cameras transmitting images into the control room to monitor traffic flows, manage roadway incidents and peak hour motorway flows as well as the latest weather conditions. Wellington TOC staff can contribute valuable network knowledge, as well as provide access to operational contacts, resources, and real-time capability to better handle traffic operations. A **Regional Transport Response Team (RTRT)** will be activated at the direction of the CDEM Group Controller, Road Policing Manager NZ Police, General Manager Public Transport (Greater Wellington Regional Council) or the Journey Manager NZTA. The RTRT's purpose is to facilitate a coordinated response to transport related operational challenges in the region as a result of a major earthquake.⁹

Emergency services

The emergency services will expect unrestricted access beyond movement control points; this should not be prevented for life safety situations. Where access is not controlled, each agency should account for all personnel and ensure access is limited to essential staff with requisite skills, experience and equipment. Usually the appreciation and acceptance of risk by emergency services personnel is considerably higher than the normal civilian population. However this does not necessarily mean that they have a better ability to identify or understand specific risks. This may occasionally lead to emergency services personnel getting into dangerous situations without realising it. Liaison with senior emergency services staff and clear lines of communication with movement control staff should resolve this issue, alongside proactive hazard notification within and around controlled areas.

Lifeline utilities

Lifeline utilities own and operate extensive assets for delivery of services. The nature of these assets varies from case to case, but generally takes the form of nodes (such as exchanges, substations, roadside cabinets and pump stations) connected by above-ground or under-ground links (such as wires, fibre, and pipes). Utilities need access to these nodes and links for day to day, BAU and restoration purposes.

⁹ Wellington RTRT SOPS dated XXX



Their access needs are greatly heightened in emergencies. The main emergency access drivers are: service continuity to the wider community, reconfiguration of networks and/or physical protection may be required (e.g. steel plates on street surfaces, generator installation, refuelling and maintenance), public safety (e.g. isolation of electricity and gas), worker safety (e.g. isolation of or removal of electricity, gas or battery banks), and asset value protection by retrieving assets. The impacts of emergency movement control on lifeline utilities can compound with other response activities such as building works and lifesaving activities. It is crucial that the Wellington Lifeline Utility Coordinator is involved in movement control planning and regular updates are provided to lifeline utilities.

2.21 Clearance of debris

In a major earthquake large scale building debris needs to be moved quickly to clear routes for emergency services to respond to subsequent hazards such as fire following earthquake and to enable essential emergency support to respond to hazards. Planning needs to consider where cleared debris can be dumped both to avoid subsequent movement barriers and/or use of open areas for other emergency management requirements e.g. rotary wing landing zones.

The types of debris for a major earthquake will be:

- liquefaction material (sands/silts) should be assumed to be contaminated, as it may contain untreated wastewater, putrefiable material and, for example, livestock or animal carcasses.
- earthquake debris will, to some degree, be in a state that can be sorted into recyclable parts – concrete/masonry, timber, metal, clean fill. Such debris may have to be stored temporarily (but probably at least for a number of months) in order to sort it. Also landslip material which may contain a proportion of vegetation and topsoil but will mainly consist of clay/sand/gravel/stone.
- tsunami debris will be mixed – in other words, it will not be possible to sort or recycle this debris, and it therefore will have to be disposed of as one type of debris.
- sensitive debris – debris that the coroner may have an interest in. This may be the remains of buildings in which fatalities have occurred or where body parts may still be located and therefore full inspection needs to be undertaken. Sensitive debris should be moved to a site that is relatively secluded, therefore residences should not overlook the area.
- putrefiable material is assumed to be organic material, such as frozen food that may no longer be consumed. Whilst overall quantities may be limited, it will be necessary to dispose of this material at sites for 'contaminated' material, particularly as this material may quickly be contaminated by insects.
- contaminated fill includes putrefiable material and household waste, which would be assumed to contain a mixture of putrefiable material, and (dependant on the state of the water supply and sewage systems, and dependant on the CDEM sanitation plan) may contain faecal material (it is likely that nappy disposal in the area is already in household waste).
- hazardous waste could include asbestos and chemical waste. Where there are existing procedures for disposal of these materials (for example, the owners of chemical waste may have defined procedures), these should be followed, as in peace-time. In the case of, for example, debris containing asbestos, this should be left in-place (not moved) until specialist treatment is possible.

As this is an initial response plan, debris disposal is only considering the initial response requirements to clear routes, deal with sensitive waste and ensure temporary disposal does not create a health and safety hazard. Due to the likely high quantities of debris, it may not be possible to remove all debris to permanent sites within the initial response and early recovery stages, particularly as contractor resources (mechanical plant and trucks) may be in short supply. Additionally, it may be preferable to move debris to temporary sites to allow sorting of the debris into types (concrete, timber, metal, clean fill) which will in turn allow recycling activities (minimising waste to be disposed of, and creating economic activity).

Temporary sites should be of sufficient size to allow the waste from one area to be stored. More than one temporary site may be identified in each area. One benefit of having locally-available temporary sites is the minimisation of haulage routes/distances. Councils need to consider the development of debris disposal plans during the preparedness phase to at least identify appropriate sites that might be available for the quick storage in the initial response.

It is likely that residents will wish to dispose of debris locally, in quantities greater than normal 'peace time' solid waste quantities. Such debris may include items in the household damaged in the emergency event. Local transfer stations should be identified for each area, to allow for short drive-routes for residents. If transfer stations are not available locally, it is possible that the quantity of 'fly tipping' (illegal roadside tipping) may be substantial.

In priority/preferable order (highest first), sites for temporary and permanent disposal could be considered to be:

- existing land fill sites
- historic land fill sites
- undeveloped Council land
- open space (parks and reserves), taking into account damage levels (criteria could be to use most damaged areas first, and avoid residential areas).
- GWRC land (this point is for consultation/discussion with GWRC)
- private land (in consultation with landowners)
- other land.

2.22 Spontaneous volunteers

Spontaneous volunteers are community members who offer their services on the spur of the moment, as individuals or as groups, in response to a major earthquake. Spontaneous volunteer individuals bring community knowledge, enthusiasm, and energy. Although many will not have been trained in particular CDEM response skills, some may have CDEM-relevant experience, such as organisational or people skills (such as events managers, teachers, caterers, and administrators), technical expertise (such as engineers, electricians, builders, plumbers, and IT or telecommunications experts), and practical skills (such as access to and expertise in the operation of CDEM-related equipment). Reference should be made to the MCDEM Directors Guidelines for CDEM Group Volunteer Coordination [DGL 15/13] which provides tools and information that may be useful during the response to maximise the appropriate use of spontaneous volunteers.



As a result of this major earthquake in the Wellington region it is expected there will be considerable community self-activation to help their neighbourhoods. Spontaneous volunteering will play a big part in this. This self-activation is highly likely to be in place before an official response can be coordinated. Some unofficial or spontaneous volunteer centres (physical or virtual) may emerge during the response. These centres provide excellent opportunities for engaging with the public, gathering current information, and coordinating with any community groups that have self-activated. From a Wellington response perspective the ECC and all activated EOCs need to appoint a Volunteer Coordination team.

The Volunteer Coordination team's ongoing responsibilities related to the coordination of spontaneous volunteers include:

- gathering and sharing information with spontaneous volunteers as response and recovery progress
- identifying suitable tasks for spontaneous volunteers
- providing support and supervision for teams of tasked spontaneous volunteers teams, and
- sharing information related to the activities of spontaneous volunteers with CIMS function managers.

The Wellington ECC and EOCs Volunteer Coordination Teams need to ensure that their engagement processes, with the spontaneous volunteer groups, reflect the very important platform that they will stay committed when they:

- feel appreciated and acknowledged for their support to their community,
- can see that their efforts make a difference,
- are aware of opportunities to deepen their level of involvement,
- feel capable of performing tasks assigned to them, and
- enjoy a sense of belonging and teamwork among colleagues.

2.23 Welfare

After this earthquake, dependent on the time of day, tens of thousands of people could be displaced from their homes and without the most basic of supplies and services. This will result in a heavy demand for welfare services. The scale of the impact and sheer numbers of people 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 welfare services agencies to gain situational awareness, anticipate arising needs and issues, and establish effective mechanisms to ensure delivery of welfare services to affected communities.

Welfare Response Process

The welfare response process after a major earthquake should be:

- To activate and set up the Welfare function

- Conduct an initial assessment
 - Complete initial assessment of Welfare impacts and likely needs – complete initial Welfare Status Report with Welfare Team
 - Implement initial welfare coordination
- Initiate Welfare Status Report – send to Intelligence Function and Group Welfare Manager (GWM)
- Conduct Welfare Action Planning – Write Welfare Appendix to Action Plan for Planning Function
- Implement Welfare Action Plan
- Cycle through process throughout the operational period.

Rapid relief

Due to limitations and urgency following a large scale rapid onset earthquake, the initial welfare response is likely to use a rapid relief approach. Rapid relief is the immediate provision of resource and assistance to ease the suffering of those impacted. It will be activated based on likely impacts, not assessed need. A “no regrets” approach will be taken enabling immediate provision of welfare services to affected communities. During this process, it must be understood that what occurs in the first few days may become the norm for months to come.

As soon as possible, the welfare response should focus on utilising more formal sub-function processes and arrangements to determine need and coordinate welfare services accordingly. This will ensure an effective, coordinated and integrated delivery of welfare services. This will be done by establishing a registration and needs assessment process as soon as possible allowing for effective and coordinated delivery of welfare services to meet affected communities’ needs.

Welfare roster

Following a large earthquake initial rostering will likely involve two shifts each day. Several days into response rostering may be divided up into two fully staffed day shifts and a reduced staff night shift. Appropriate rostering is important in ensuring personnel are not overworked and remain capable of doing the job required of them. Following a major earthquake initial rostering for the welfare desks will likely involve two shifts each day. As soon as possible a third shift will be added. (See Figure 6)

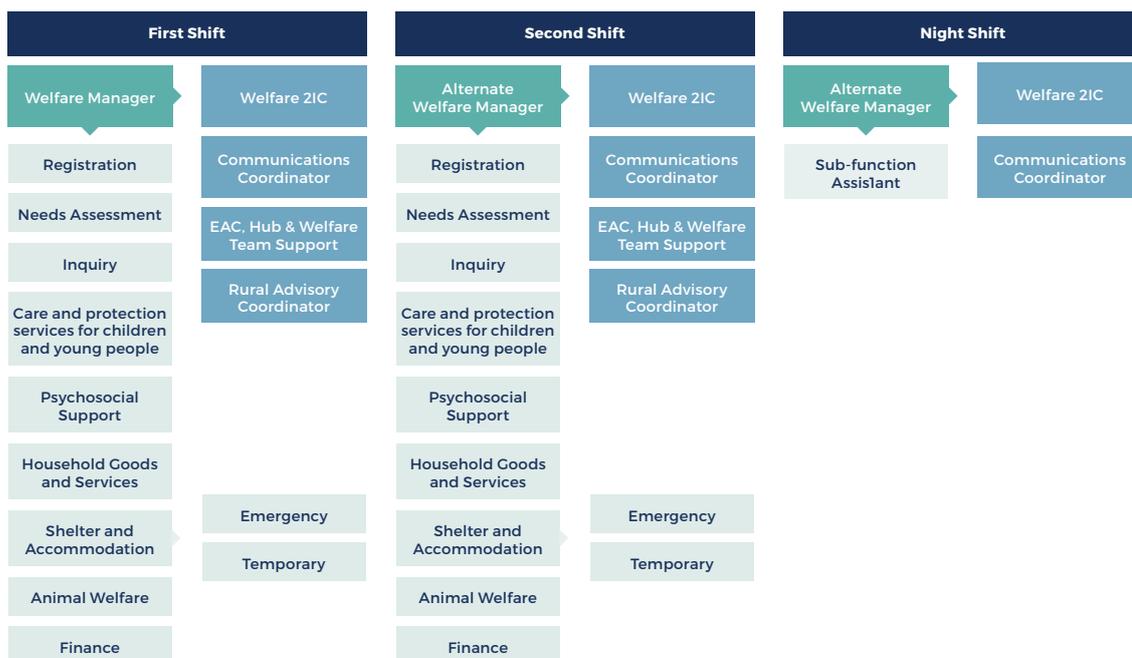


Figure 6: Welfare Roster

Welfare sub-functions

Welfare services are grouped into nine welfare sub-functions with welfare services agencies responsible for coordinating these sub-functions. Some agencies may be responsible for more than one sub-function. Following a large earthquake, it is likely that all of these sub-functions will be activated. Welfare is responsible for coordinating the response to manage and minimise the effects on individuals, families/whānau, communities and animals. The table below outlines each sub-function and responsible agencies.

Sub-function	Lead Agency	Responsibility
Registration & Needs Assessment	CDEM	Plans for the delivery and management of registration of those effected by the earthquake and subsequent emergencies. Registration involves the collation of affected peoples details and identification of immediate needs.
Needs Assessment	CDEM	Is the process of understanding the needs of people affected by an emergency. This is managed at the 'individual' level to ensure there is a pathway to understand a person's needs and connect them with appropriate support. At a 'community' level, Welfare considers the general needs of the population based on a variety of information sources. Both inform welfare services planning.

Inquiry	Police	Involves identifying people who have been affected by an emergency and assisting family, whānau, and significant others to make contact (beyond usual means of contact).
Care and protection services for children and young people	Oranga Tamariki	Delivers and coordinates statutory care and protection to children and young people who have been identified as being separated from their parents, legal guardian or usual caregivers during an emergency.
Psychosocial support	DHB	Focuses on psychological and social interventions that will support community recovery. Psychosocial support is about easing the physical, psychological and social difficulties for individuals, families/whānau and communities, as well as enhancing wellbeing.
Shelter & Accommodation – Emergency	CDEM	Short term emergency shelter needs are understood and options for accommodation are considered and those not able to stay in place are matched with an appropriate accommodation solution. This function ensures early dialogue (through the Group Welfare Manager (GWM)) with MBIE to help understand the potential longer term need and the transition to temporary accommodation.
Shelter & Accommodation – Temporary	Ministry of Business, Innovation and Employment	The provision of longer term temporary accommodation support is considered for people who cannot return to their homes for a prolonged period. This may be several weeks to possibly years.
Household goods and services	CDEM	Are goods and services that are provided to people who have been displaced or who are sheltering in their usual place of residence as a result of an emergency.
Financial Assistance	Ministry of Social Development	Involves immediate or longer-term financial assistance (including tax relief and ACC payments) from government, and emergency grants from government and non-government agencies and organisations.



Animal Welfare	Ministry for Primary Industries	<p>Involves providing assistance to all animals affected by an emergency, including the temporary shelter and care of companion animals and their reunification with owners.</p> <p>It includes the provision of animal rescue, animal shelter, food, water, husbandry, and veterinary care and other essentials for all animals.</p>
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Welfare Coordination Group (WCG)

Wellington CDEM Group has the lead responsibility for welfare services coordination for affected people and communities in the event of an earthquake in the Wellington Region. The Wellington Region Welfare Coordination Group (WCG) coordinates and supports the delivery of welfare services by regional and local authorities and agencies prior to, during and through response from an earthquake. Welfare needs to be delivered in a flexible manner with the aim of supporting people in the safest location possible. Welfare services are managed and delivered at the local level, and co-ordinated and supported at the regional level by the WCG, and may be further supported from the national level if required.

During a large earthquake, the decision to convene the WCG will be made after a discussion between the WCG Chair (CDEM Group Welfare Manager) and the Group Controller. For some responses, it may be necessary to convene the WCG before meeting with the Group Controller. During response the WCG will report to the Group Welfare Manager who reports to the Group Controller. WCG members will be updated of a response with Welfare implications regardless of the scale of event by the WCG Chair.

The purpose of the WCG meeting during response is to enact tasks as assigned by the Group Controller, via the Chair, alongside agency tasks, and to understand and support the activities of each agency within the Welfare services space to avoid duplication and gaps. Such information to be shared includes:

- The scale, extent and impact of the earthquake on vulnerable communities;
- What kind of immediate support is needed and where it is needed;
- Priority response areas and what actions are being carried out;
- Alternative solutions available to support vulnerable communities;
- Public information that needs to be circulated in the community; and
- Requests for support and specific information.

Following a large earthquake, the WCG may meet as often as required, according to the scale, scope, and consequences of the emergency. This could be once a day during response and increase, or decrease, once consequences and requirements of the emergency become more apparent. WCG response meeting procedures are outlined in the table below. Outside of meetings, core members of the WCG must give regular reports to the Chair on the performance of its sub-function. This will be provided the Group Controller.

Step	Action
1	Chair (CDEM Group Welfare Manager) welcomes members and confirms participants
2	Chair provides a brief situation update including Group Controller's (initial) objectives
3	Chair provides more detailed update on consequences of the earthquake on communities. The local Welfare response is detailed including activities of any local Welfare committee(s).
4	Situation update from participants to include top three issues
5	Chair leads discussion
6	Any outstanding issues, challenges, or problems such as resource gaps (capability and capacity issues) are identified and noted for escalation to the Group Controller and National Welfare Coordination Group.
7	Summarise outcomes and restate objectives (should any amendments be necessary)
8	CDEM Group Recovery Manager (if attending) leads a discussion on arrangements for transition to recovery as appropriate.
9	Next meeting time/date agreed. Meeting closes.
10	Minutes are distributed.

The Wellington Region CDEM Group Welfare Plan¹⁰ provides strategic direction and clarity for a coordinated approach to welfare services delivery during the response phase of an emergency. In the event of a major earthquake the Wellington CDEM Group WCG will operate out of the ECC based in Wellington City if practical given the situation that has unfolded.

During a response the WCG convenes as necessary and its role is to ensure that each member welfare agency operates as part of a coordinated collective, rather than as an individual agency. Agencies responsible for a welfare services sub-function report on their progress in coordinating the delivery of that sub-function, receive information on other agencies activities and receives information via the CDEM Group Welfare Manager on the wider response and the objectives of the Group Controller.

¹⁰ Wellington CDEM Group Welfare Plan 2019-23



Depending on the scale of the earthquake WCG members will be required to provide information directly to the welfare desk within the ECC to build situational awareness, support and inform a coordinated and effective response. In the event that normal communications are disrupted, all WCG members should make their way to the Wellington Region ECC. If they are unable to do so they should make their way to their nearest EOCs in order to make contact with the ECC. The key response tasks for the Wellington WCG are:

- Maintain an overview of the overall welfare situation and response.
- Analyse incoming information to produce intelligence and a common welfare operating picture
- Undertake tasks assigned by the Controller/ECC and respond to requests for assistance.
- Contribute relevant local and regional information to inform the ECC operating picture.
- Anticipate and identify gaps or oversights in welfare service delivery at the local area(s).
- Plan for and coordinate deployment of any regional welfare resources into the affected areas.
- Anticipate welfare service requirements that may arise over the next 2-3 days and ensure that resources are available to meet this need.
- Identify and address welfare risks or impacts.
- Contribute to any key welfare messaging to the public.
- Produce a welfare services status report to inform the Wellington CDEM Group/ECC situation reports.
- If requested by the ECC, develop short and medium term welfare services contributions to an Action Plan

During a response, the Local Welfare Committees manage the coordinated delivery of welfare services to affected people in their local area. This is managed by the Local Welfare Manager within the Emergency Operations Centre in each territorial authority.

Registration and Needs assessment is the process of identifying those effected by the earthquake and understanding their needs using core data requirements combined with targeted questions. Not everyone will need to complete a registration and needs assessment process. Only those requiring Welfare services should complete this process.

Welfare registration and needs assessment are not 'one-size fits all'. It should take into consideration the severity of the earthquake, the individuals and communities concerned and what, if any information has already been collected from other agencies to avoid duplication and unnecessary stress on those involved. The information collected provides the basis and direction for welfare services delivery. Good information is required at the outset to ensure an efficient and effective response, where people's needs are met as early as possible without further trauma or delay.

The Privacy Act 1993 identifies 12 principles which outline how information should be collected, used, managed, disclosed and made accessible to those the information is about. Agencies are required to have a privacy officer to ensure they comply with the Act, can respond to requests and to work with the Privacy Commission during investigation of complaints. EM and Welfare personnel should be informed of privacy do's and don'ts, Registrars and other data entry personnel should be trained and understand the requirements of the Act prior to the emergency. Following an earthquake, a privacy advisor should be appointed to advise the controller on privacy coordination issues, brief personnel on handling personal information, put in place for accessing personal information, identify where

information sharing is beneficial and to include privacy as part of the debrief. A plan must also be in place for disposal of personal information when it is no longer required and any privacy issues that arose from the emergency should be included in lessons learned in the after-action report.

In plain language, the principles are:

- Only collect personal information if you really need it
- Get it straight from the people concerned where possible
- Tell them what you're going to do with it
- Collect it legally and fairly
- Take care of it once you've got it
- People can see their personal information if they want to
- They can correct it if it's wrong
- Make sure personal information is correct before you use it
- Get rid of it when you're done with it
- Use it for the purpose you got it
- Only disclose it if you have a good reason
- Only assign unique identifiers where permitted.

Needs assessment provides the means of identifying and coordinating welfare services during emergencies, and is therefore of direct benefit to people affected by emergencies and agencies with welfare service delivery responsibilities.

Needs Assessment may be required from a localised event through to Nationally declared event (and all responses in between, including those not lead by CDEM). Figure 7 below identifies the Needs Assessment Cycle required throughout the response and recovery phases.

Welfare needs may be assessed and delivered by some or a combination of the following methods:

- at an EAC- established during response,
- through outreach (includes door knocking or with a mobile facility),
- by self-assessment where people identify their own needs and go to a service provider,
- using a NGO or agencies who ask their clients if they require assistance,
- inbound calling where a number is advertised to the public to call through to for assistance,
- outbound calling where a team call specific people to see if assistance is needed,
- online registration form or email address is made available to the public where assistance can be requested,
- community liaison is used to understand the needs of a specific community and can inform further individual needs assessment, and
- through public meeting which involves sharing information, addressing public concerns, promoting discussion and fully engaging the public in decision making.

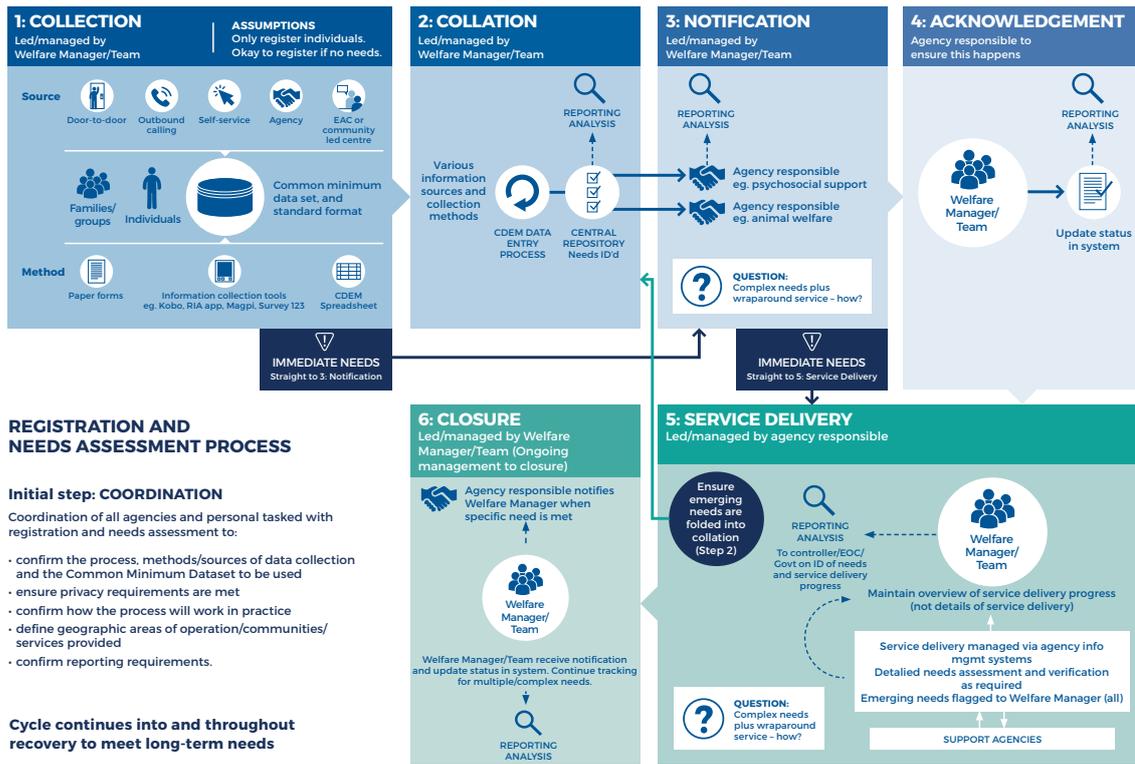


Figure 7: Needs Assessment Cycle

Needs Assessment has been identified by the Wellington CDEM Group as a potential project due to the lack of identified system, tools, and process in the Region. A lack of these aspects can potentially slow the flow of needs information between affected individual and CDEM and the agencies responsible for supporting in responses. This can have long term impacts on recovery of individuals, families/whānau, and communities.

Direction from the Ministry of Civil Defence and Emergency Management outlines that CDEM is responsible for the provision, collection, and coordination of the Needs Assessment sub-function. The Ministry has outlined the 'Minimum Common Dataset' of questions required to ensure a cohesive and holistic approach to Needs Assessment. Final direction will be given by the Group Welfare Manager as to its application in each specific event. This provides a broad structure and information flow between CDEM and supporting welfare services agencies using the Business-As-Usual structures and tools.

Vulnerable groups

This Plan is based on an intent that the Wellington population needs to be able to demonstrate and enact some of its own survivability and sustainability actions in the initial response period which in turn will enable emergency management stakeholders to direct their support to those that need it the most. There are however a number of individuals and/or groups in the region that are likely to feel the impacts of a major earthquake more than others. The planning and provision of welfare support needs to account for these vulnerable groups that are identified in **Annex A Section A.1**.

One such vulnerable group are those people in the community with **health condition and medical dependencies**. DHBs are the main point of contact to gain visibility of who these people are and where they reside. But this information may also come in through the needs assessment process or from Community Emergency Hubs. As a planning indicator below are vulnerable groups with medical dependency requirements:

Renal Dialysis

- Hospital based – patients attend hospital dialysis centres 2-3 times a week
- Home based – haemodialysis and peritoneal dialysis patients
- Requirements:
 - A good quality water supply
 - A reliable power supply
 - Access to treatment within 48 hours

Mental Health Patients

- **In Patients:**
 - Covering a wide range of ages and conditions
 - Includes special patients
 - Criminally insane
 - Persons serving prison terms. Need secure retention and escorted movement and are managed by the Central Regional Forensic Mental Health Service and are detained in Purehurehu (male only unit) and Rangipapa (mixed gender unit)
- **Community based.** Accommodated in facilities across the district e.g. on an opioid treatment programme for people who are addicted to opiate or opiate containing drugs such as morphine, MST, methadone, heroin, oxycodone or codeine. These people require regular opioid substitution drugs such as methadone or suboxone medication.

Aged Residential Care (not retirement villages)

- Capital & Coast – 32 facilities including 10 Dementia Secure Units
- Hutt Valley – 14 facilities including 8 Dementia Secure Units
- Wairarapa – 12 facilities including 3 Dementia Secure Units
- Refer to following website for regularly updated facility names, addresses and contact details – eldernet.co.nz

Community Nurse Care

The Community Health Service (CHS) provides specialised health care and support to help people live independently and have more control over their own health. EOC Welfare desks should consider how they can utilise the CHS agencies to support identification of vulnerable people needing additional support and their home locations after a major earthquake. To get help from the CHS, a person must have complex health needs that would risk getting worse without the expertise and help of a registered nurse to manage them.



Disability Support

There a variety of definitions of disability. For this Plan the Wellington CDEM Group is using the World Health Organisation's functional definition of disability i.e. "...any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner of within the range considered normal for a human being". From a dependency need these impairments are sensory, physical, intellectual or psychiatric/psychological. This vulnerable group are all people with these impairments that after a major earthquake are going to need Wellington CDEM Group additional support and welfare consideration.

2.24 Emergency Assistance Centres (EAC)

An EAC is a facility that is established and managed by the CDEM Group during an emergency to support individuals, families/whānau, community and its animals. EACs were formerly known as welfare centres and in other parts of New Zealand are referred to as Civil Defence Centres.

If an EAC is opened, it must be easy to access, focus on maintaining human rights and dignity and be people-focussed, not paper focussed. The safety, comfort and support of people are the priority.

EAC s are open to members of the public, and may be used for any purpose, including public information, evacuation, delivery of welfare services to the affected community, or recovery (depending on the needs of the community). An EAC may include support from responsible and support welfare services agencies for particular welfare sub-functions. For example: financial assistance, animal welfare, care and protection services for children and young people, psychosocial support may all be required and provided at an EAC following a large earthquake. **It is best for people to remain in their own homes and communities**, but when this is not possible, an EAC could provide emergency accommodation to those not able to go back to their homes.

An EAC will only be opened if it is necessary and welfare support cannot be provided by other means (directly, via Hubs, referrals to agencies, utilising commercial accommodation providers, etc). The decision to open an EAC is made at the local level in the EOC by the Local Controller in conjunction with the Local Welfare Managers. It may take several days to open an EAC. The decision to activate an EAC should be made according to the resources available. Controllers and Welfare Managers must work closely with the Logistics function to ensure that the opening of each EAC is logistically supportable and is able to be maintained.

EAC operation requires trained personnel to fulfil specific roles. Procedures should be in place prior to an event for the deployment of personnel as required to work in an EAC. In a large earthquake, roles will likely include; EAC Supervisor, EAC Deputy Supervisor and EAC Assistants whom may perform roles on an Operations Team, Intelligence Team, Logistics Team, and/or a PIM Team working in conjunction with sub-function responsible and support agency personnel. Because the effects of a large earthquake are likely to continue through an extended period of time, shifts must be managed appropriately so personnel do not get overworked and impede their ability to perform their duties and serve our communities.

An EAC will be operated by CDEM-led teams (including CDEM volunteers and council staff), or by other agencies as defined within regional, and local, level arrangements. EACs should offer access to a range of facilities that will allow individuals and families to make informed choices according to their needs. Regular communication between EACs the EOC and the ECC are vital to ensure a consistent, prioritised and coherent, multi-agency approach to humanitarian assistance in emergencies that prioritises services to those who need it the most and minimise duplication.

Wellington CDEM Group EOCs are to maintain databases of potential EAC locations within their Territorial Authority Area of Responsibility and of Police vetted and trained personnel to manage and assist in any EACs that are opened during response.

EAC Personnel Database

- Name of personnel
- Department and managers details
- Level of training and training attendance dates (roles qualified to do) (Registrar, EAC Supervisor, EAS Assistant)
- Date of last police vetting (done at least every three years)
- Contact details (email, phone number, and emergency alternate phone number)

EAC Location Database

- Name of site and street address.
- Who owns/controls facility and contact details.
- Capacity of location for staff to work in and to receive people who need assistance.
- Accessibility for those with disabilities
- Infrastructure facilities including; power supply, water access, kitchen facilities, toilets, showers, accommodation amenities and pet friendly spaces.
- Procedures for establishment and opening of facility including building safety checks
- Procedures for operation including services that will be available, personnel roles and rosters
- Have a deactivation procedure that causes limited disruption to social networks in transition, ensures basic social services are available, restoring livelihood assistance is available, family units and possessions are kept together, people with particular requirements are identified and supported and people using the EAC are actively involved in the decision to return home or to temporary accommodation.



2.25 Community Emergency Hubs

Community Emergency Hubs (Hub) are a way for people to work together to solve problems locally, while still coordinating with councils about really big problems. The Hub concept can be quickly summarised as below in Figure 8.

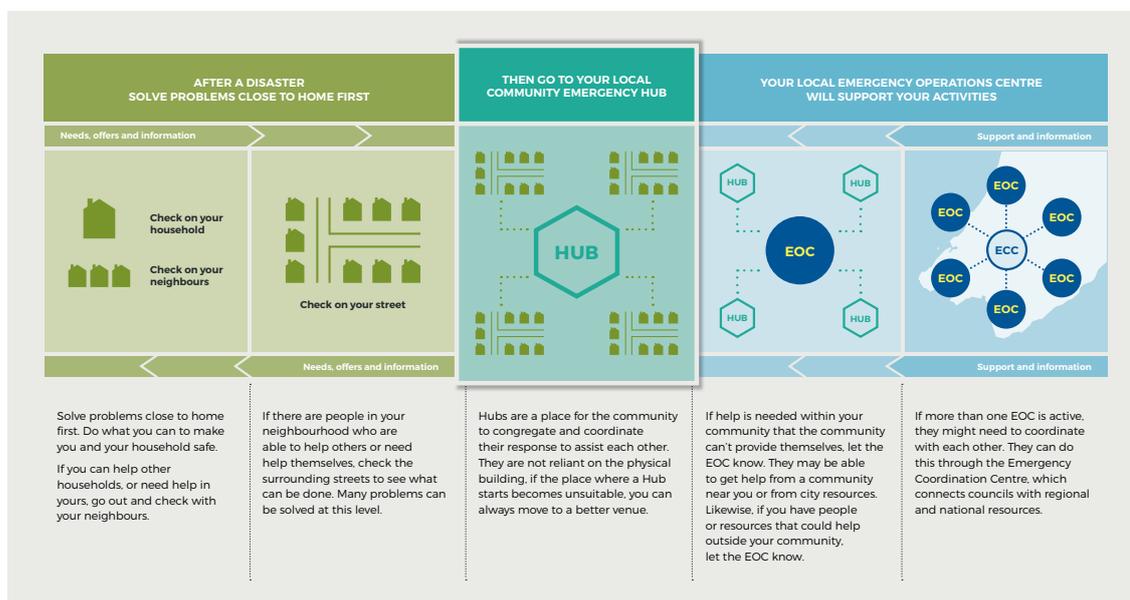


Figure 8: Community Emergency Hub Concept

Community Emergency Hubs (Hubs) are about the community coming together to do what it can to help each other – people helping people with what they have available. Hubs are pre-identified places for the community to coordinate their efforts to help each other during and after a disaster. After a large earthquake, the community will naturally come together for company, to share their stories about their experience, find out information, offer assistance to those who need it, and look for assistance. Hubs will be opened by people in their community, not official staff, when there is need for the community to help itself, such as when there has been widespread infrastructural damage, damage to buildings and roads, or communication networks are down for extended periods. After helping their household and neighbours, people should head to their local Hub to offer what they can. Currently there are more than 100 identified Hubs in the Wellington Region located at local primary schools, community centres, and other community gathering spaces.

Hubs are equipped with an operating guide to help describe the most efficient way to run the Hub, a map, a small amount of stationery to assist in coordinating whatever the community feels should be done, and a radio so the community can communicate with the official Emergency Operations Centre. There are no caches of emergency supplies at Hubs.

Hubs are not Emergency Assistance Centres where official government support can be accessed. Through WREMO led Community Response and Resilience Planning, communities have identified their strengths and resources that could be useful during an earthquake. Communities have also identified vulnerabilities that they should check after an earthquake or consider mitigating beforehand, and potential solutions to the challenges a community will face during an earthquake. These are recorded in a Hub Guide that also outlines how to run the Hub.

WREMO has provided training to many community groups to help people get prepared for an earthquake and share ideas on how the Community Emergency Hub could support the local response.

To gain more information including the locations of the Wellington region Hubs go to **www.getprepared.nz/Hubs**.

2.26 Health and disability

An emergency can affect access to health services and the health and disability sector's ability to respond to the public's health needs. The greater the complexity, impact and geographic scope of an emergency, the more multi-agency coordination will be required. To prevent, prepare for, respond to and recover from such emergencies, a whole-of-sector approach is needed which combines expertise and capabilities at all levels across all agencies.

The health and disability sector comprises a number of public and private providers offering a wide range of personal and public health services in hospitals and the community. The following health and disability sector organisations would be engaged in the response to a major earthquake within the Wellington Region:

- Three District Health Boards – Capital and Coast, Hutt Valley and Wairarapa;
- Regional Public Health Service;
- Wellington Free Ambulance;
- Community and private providers; and
- other medical resources.



District Health Boards

District Health Boards (DHBs) are bodies established under the New Zealand Public Health and Disability Act 2000. They are funders and providers of hospital and community-based health services for populations of specific geographical areas in New Zealand. There are three DHBs in the WREMO region:

DHB	Area served
Capital & Coast	Wellington City, Porirua City and Kapiti Coast District Council areas
Hutt Valley	Hutt and Upper Hutt City Council areas
Wairarapa	Masterton, Carterton and South Wairarapa District Council areas

Key priorities following a major earthquake include:

- Activating health emergency plans (i.e. mass casualty plans etc.) at hospitals within the region including Wellington, Kenepuru, Hutt, and Wairarapa.
- Ensuring the ongoing provision of acute hospital services (e.g. obstetrics, surgery, dialysis, acute medical services, and forensic mental health services).
- Supporting community based health services and vulnerable persons.

Regional Public Health Service

Regional Public Health (RPH) is the public health unit for the Wairarapa, Hutt Valley and Capital & Coast District Health Boards. The purpose is to improve and protect the health of the population in the greater Wellington region with a focus on reducing inequalities and addressing the health needs of communities rather than individuals.

Key priorities following a major earthquake include:

- Activating the Public Health emergency management plans.
- Assessing, managing, and communicating public health risks (including water, sanitation, hygiene, disease surveillance, community assessments) in coordination with the CDEM Group ECC or local EOCs.
- Integrating public health planning with DHBs and Wellington CDEM Group planning.
- Coordinate provision of public health measures to prevent illness associated with environmental exposures and communicable diseases.

Land and Air Ambulance Providers

Wellington Free Ambulance provides emergency ambulance services and a range of patient transport and community support activities across the greater Wellington region. Outside the greater Wellington region, ambulance services are provided by St John Ambulance.

The National Health Coordination Centre in conjunction with air ambulance services, both fixed and rotary wing, will retain control of designated medical transport aircraft in order to effect the evacuation and transfer of patients to and between health facilities.

Key priorities following a major earthquake include:

- St John will coordinate and manage the Air Desk and control allocation of air ambulance resources.
- Wellington Free Ambulance will establish and maintain contact and liaison with local DHB EOC(s) and the Wellington CDEM Group ECC within the affected area.
- Responding in accordance with the provisions of AMPLANZ and relevant service contingency plans.
- Facilitating the transfer of patients within the region and to other centres.

Community and Private Providers

While the primary health sector encompasses a wide range of providers, those that will participate in the initial response to a major earthquake are:

- Primary Health Organisations (PHOs),
- General practices,
- After hours clinics, and
- Community pharmacies.

The response will be overseen by two coordinating Primary Health Organisations (PHOs):

PHO	Coordinates practices in the following area
Compass Health	Capital and Coast and Wairarapa DHB districts
Te Awakairangi Health Network	Hutt Valley DHB district

Key priorities following a major earthquake include:

- Responding to acute and chronic health needs of the local community within scope of practice.
- Providing care for persons injured by the earthquake (most casualties will be treated in primary health facilities).
- Coordinating with local DHB EOCs, Public Health Units, ambulance providers and partner agencies to effect ongoing care, and where necessary, evacuation of the sick and injured.
- Assisting in the provision of essential medication and/or medical appliances for patients whose have lost theirs in the disaster.



Other Medical Resources

New Zealand Medical Assistance Team (NZMAT)

NZMAT is a civilian-based medical team comprising of clinical and allied staff that can be deployed to support local health services in the event of a major emergency in New Zealand. In the event of a major earthquake in the Wellington Region it is expected that the NHCC will look to activate NZMAT from other unaffected regions to provide additional medical assistance to the Wellington region.

Emergency Medical Teams (EMTs)

International EMTs may also be tasked to deploy to New Zealand on the direction of their respective Government following the receipt of a request for assistance from, or by having an offer of assistance accepted by the Government of New Zealand through the Ministry of Foreign Affairs and Trade. When considering the tasking of EMTs, the NHCC will work with the DHBs and the Wellington CDEM Group ECC to ensure they can be deployed as a matter of priority to a suitable location where they can achieve their greatest effect, and ensure that ongoing logistics support is provided.

Incident Management following an earthquake

The initial health priorities are expected to be:

- the treatment of the injured,
- the ongoing provision of acute health services,
- the assessment and management of public health risks, and
- support for vulnerable persons.

Each responding health agency will activate their own EOC to:

- manage their own response including the preparation of situation reports and incident action plans,
- coordinate with other health agencies in the region,
- provide liaison staff to the ECC to:
 - ensure the appropriate exchange of information between the ECC and health EOCs.
 - participate in multi-agency planning.
 - seek assistance with requests for logistic and other non-clinical support.

CDEM and Health and Disability Coordination

Coordination during an earthquake response is of utmost importance. Figure 9 details the national, regional and local coordination structure across and within the sectors.

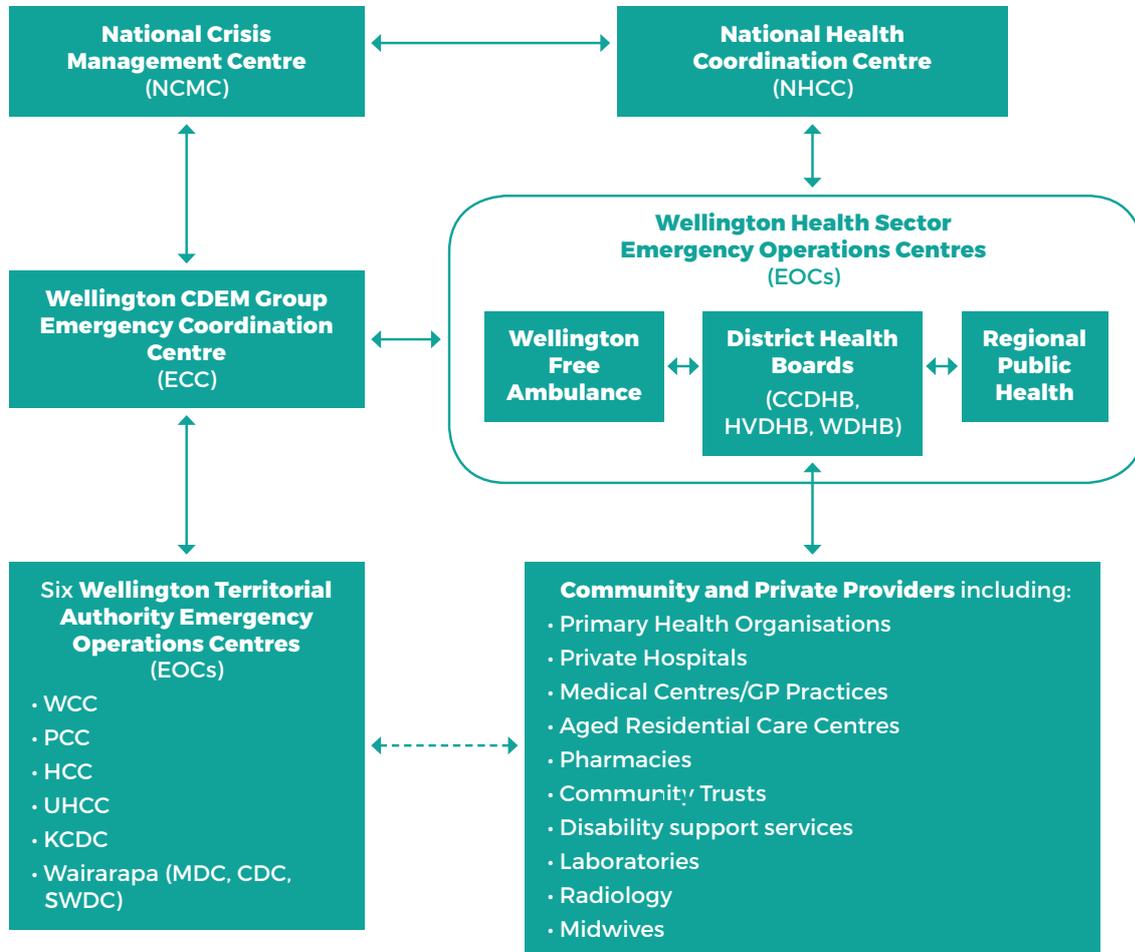


Figure 9: CDEM and Health & Disability Coordination

It is important to note the following:

- DHBs will forward requests for medical personnel, medical equipment and consumable supplies to the NHCC.
- DHBs will forward non-medical support requests to Wellington CDEM Group ECC for action, including requests for supplies, equipment, engineering, lifeline utilities and transport.
- Patient movement out of the region will be prioritised across all air assets and managed nationally by the National Ambulance Crisis Centre.



2.27 Other response agencies

During a major earthquake, emergency services are going to be overloaded with immediate response tasks in their primary functions e.g. firefighting and USAR for FENZ. To this end, the Wellington CDEM Group will utilise other organised response agencies who can assist with tasks. Recent experience shown that Response Teams can play an important role in wide variety of tasks after a major earthquake. A Response Team is not envisaged undertaking specialised technical rescue capabilities for the location and rescue of trapped people. As a local resource Response Teams will be deployed by either a Local Controller or the Group Controller and their tasking will be directed by the Controller. Response Teams are a local resource comprising personnel that are familiar with their community. In an emergency the public take heart and are reassured by having people in uniform, deployed in well managed teams to help them.

Local authorities need to clearly identify any capability gaps not already addressed by the emergency services, or ones that require additional support. This needs assessment may identify the need to establish a NZRT team to support their community, particularly during the first 12-24 hours of a major emergency, before outside support arrives.

In the Wellington region, the following response agencies are available:

- NZRT-8 Wellington Emergency Response Team – based at Tawa Depot, Davies St, Tawa.
- NZRT-9 Upper Hutt Community Rescue – based at Park St Depot, Park St, Upper Hutt.
- NZRT-18 Hutt City Emergency Response Team – based at 105 Western Hutt Rd, Lower Hutt.
- Porirua Emergency Response Team – based at Porirua EOC, 2B Rahia St, Porirua.
- Victoria University Rescue – based at Alan MacDiarmid building, Kelburn Campus, Victoria University.
- NZ Red Cross Disaster & Welfare Support Team (DWST) Kapiti/Mana – based at Kapiti EOC, Fytfield Place, Paraparaumu.
- NZ Red Cross DSWT Masterton – based at Red Cross House, Church Street, Masterton.
- SPCA National Rescue Unit – based at Alexandra Road, Newtown.

The team's parent organisations in conjunction with the Wellington CDEM Group have conducted a risk and response needs analysis for the CDEM Group area. Common MOUs/SLAs have been established between these teams and the Wellington CDEM Group. This will ensure that gaps in the response needs of the communities within their area are met and contributed to effectively and efficiently.

These teams undertake regular training and exercises to enable them to support CDEM responses in a variety of ways. The specialist skills that Teams may provide after a major earthquake includes (but is not limited to) the following:

- Impact assessment and reconnaissance, providing situational awareness to EOCs.
- Assisting with evacuation and security of people and properties, disseminate public warnings.
- EOC staff, incident management support and communications.
- Assist with provision of welfare services, welfare centre staff.
- Cordon and traffic control.
- First aid and pre hospital emergency care.
- General rescue capability, particularly assisting surface casualties and those lightly trapped.
- Temporary building repair for public safety, debris clearance.
- Leadership of spontaneous emergency volunteers.
- Assisting local and group CDEM emergency response activities.
- Assisting and supporting the emergency services, eg Land SAR or USAR.

The TA local earthquake response plans will contain further details about each team eg. contact details, a list of capabilities and equipment, and deployment arrangements in the MOUs/SLAs.

2.28 Iwi

Iwi response to disasters and emergencies, like that of others involved in such events, is usually swift and driven by local needs. There is commonly early activation of marae, Māori wardens and other Māori whānau, hapū and iwi networks. Iwi's first call is to support whānau/hapū. However, iwi are also a huge source of social capital with significant resources that can be activated in a response: such as welfare – shelter and food, communication networks and access to key supplies.

Currently, iwi participation in emergency management is not included in legislation. Historically, engagement with iwi at the national and regional level has been variable. Iwi alone have determined the nature and extent of the role they wish to play in emergency management. This has usually been done at the local level, after an event has occurred. There has been a lack of collaboration or the sharing of information leaving Iwi to address issues on their own. This has caused tensions. This being the case, agencies with local response roles are strongly encouraged to develop effective working relationships with iwi in advance – as an integral part of emergency management planning and preparation – until such time as a stronger nationally and regionally led approach has been developed and adopted.



CWRC has a partnership arrangement with six mana whenua authorities of the region who continue to maintain kaitiaki roles over their ancestral lands in the Wellington region as detailed below:

Mana whenua	Primary interests
Ngāti Raukawa ki te Tonga (represented by Ngā Hapū o Ōtaki)	Ōtaki
Te Ātiawa ki Whakarongotai	Waikanae
Ngāti Toa Rangatira	Porirua, Wellington, Hutt Valley
Taranaki Whānui	Wellington and Hutt Valley
Rangitāne o Wairarapa	Wairarapa
Ngāti Kahungunu ki Wairarapa	Wairarapa

TAs, in developing their local Earthquake Response Plans, should consider opportunities to develop effective working relationships with local iwi and consider in their planning and preparation ways that local iwi may be involved in the response.



Section 3

Logistics and lifelines

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3.1 Critical logistics resources

Certain resources are deemed critical to the response, and will therefore be controlled by the NCMC. These may be requested from the NCMC, and may be allocated to agencies and the Wellington CDEM Group permanently or on a temporary task-specific basis. In the table below the critical resources are listed with their purpose and where they will be sourced from. As the situation improves, and capacity increases, and resources are no longer deemed critical, they will be made available as a general resource.

Items	Purpose	Supplied/co-ordinated by
Medical supplies	Medical needs for people in affected areas	Should be requested by DHBs. Liaise with NCMC if supplies are not immediately available
USAR equipment and logistics support	Rescuing trapped people from collapsed buildings	Should be requested by USAR. Liaise with NCMC if supplies are not immediately available
Medium and heavy lift helicopters	See helicopter priorities See Annex D of WENIRP	Supplied by NCMC. Once in region, tasked by ECC
Barges and other vessels with a beach landing capability	Supply of commodities into isolated areas within the region	Supplied by NCMC. Once in region, tasked by ECC. See barge plan in supply chain section of WREP
Earthmoving plant	Restoration of road access, debris clearance and utility repairs	Should be requested by road management orgs (NZTA and councils) for transport into region. Liaise with NCMC if they cannot be provided. Will require transportation into the region. Need to consider refuelling implications
Food, water and groceries	Sustainability of affected population	Supplied by the FMCGs for their respective supermarkets. Will require transportation into the region. See supply chain section of WREP
Mobile communications (particularly COWs)	Establishing the mobile phone network	Supplied by the telcos for their respective networks. Will require transportation into the region
Fuel tankers	Transport of fuel into and within region	Supplied by NCMC. Once in region, tasked by ECC
Generators (all types)	Alternative power generation	Supplied by NCMC. Once in region, tasked by ECC
Emergency accommodation (e.g. tents, bedding)	Emergency shelter	Supplied by NCMC. Once in region, tasked by ECC



Items	Purpose	Supplied/co-ordinated by
Sanitation equipment		If Wellington Water (WW) cannot supply, liaise with NCMC for supply. Once in region, tasked by WW.
Roll on Roll Off (RORO) Vessels	Maritime emergency supply providers	InterIslander & Blue Bridge
Geared Ships	Maritime emergency supply providers	NCMC
Tugs & Pilot Vessels	Enable shipping operation in the Harbour.	CentrePort & NCMC

3.2 Movement priorities

In order to maximise the use of limited transport assets, the following default priority is to be used for transport into and out of isolated areas during the initial response:

Inwards (in priority order)

- Medical supplies, equipment and personnel.
- Urban Search and Rescue.
- CDEM personnel (to coordinate the regional and local response).
- Welfare supplies (water, food, shelter).
- Fire-fighting supplies, equipment and personnel.
- All other requests.

Outwards (in priority order)

- Casualties requiring urgent transfer to other centres
- Personnel critical to the management of the response
- Couriers with response-specific information.
- Casualties requiring repatriation to other centres (or countries)
- Transfer of casualties requiring treatment in other centres (e.g. requiring access to extended surgical or ICU facilities)
- Patients and vulnerable persons requiring specialist services or accommodation (e.g. renal dialysis, Aged Care residential)
- Displaced people
- Tourists, visitors and other non-residents.

3.3 Supply chain

Early in the response to a major earthquake, one of the Wellington CDEM Group's emergency management challenges will be to transport large amounts of resources (people/ equipment) and different commodities (food, packaged water, medical supplies, welfare items) from several origins to several destinations inside the disaster areas that have been isolated through road outages. The transportation of supplies and relief personnel must be done quickly and efficiently to maximize the survival rate of the affected population. Quick response to the urgent relief needs right after the earthquake through effective and efficient emergency logistics distribution is vital to the alleviation of disaster impact in the affected areas. In this response plan the emergency supply chain requirements will be primarily dictated by access limitations and areas that have become isolated. Where road systems remain open there is an expectation that commercial logistics networks will continue to supply logistics requirements into the Wellington region.

In Figure 10 below are the predicted normal daily logistics requirements for the Wellington region – this is beyond the capabilities of a makeshift supply chain working in restricted communication modes with damaged entry points such as the CentrePort. So the Wellington CDEM Group recognises the importance of getting the Wellington communities to become more resilient and store water and food supplies for the first seven days.

Territorial Authority	Population (2016)	Water (1,000 litres)	Food (tonnes)	Fuel (LPG, 9kg bottles)	Fuel (ULP, 1,000 litres)	General Items (tonnes)
Kapiti Coast District	52,100	1,042	130	4,342	44	45
Porirua City	55,400	1,108	139	4,617	47	47
Upper Hutt City	42,600	852	107	3,550	36	37
Lower Hutt City	103,400	2,068	259	8,617	87	89
Wellington City	207,900	4,158	520	17,325	175	178
Masterton District	24,600	492	62	2,050	21	21
Carterton District	8,900	178	22	742	7	8
South Wairarapa District	10,100	202	25	842	9	9
Total	505,000	10,100	1,264	42,085	426	434

Figure 10: Wellington Regional Logistics Supply Planning Figures¹¹

¹¹ This table is based on Statistics 2016 subnational population estimates, with figures calculated using the **Sphere Handbook Minimum Standards**, specifically 20 litres of water and 2.5kg of food per person per day.



Assembly Areas

An assembly area is a designated area where resources are organised and prepared for deployment and managed by Logistics. It may have facilities for response personnel wellbeing and for equipment maintenance. The primary flow of resources into Wellington will be dependent on the status of key entry points such as CentrePort and the Wellington Airport and supply lines being able to remain open. An assembly area is a movement control point where resources are received, prioritised, and organized prior to onward deployment. Below in Figure 11 are the likely functions of an assembly area.

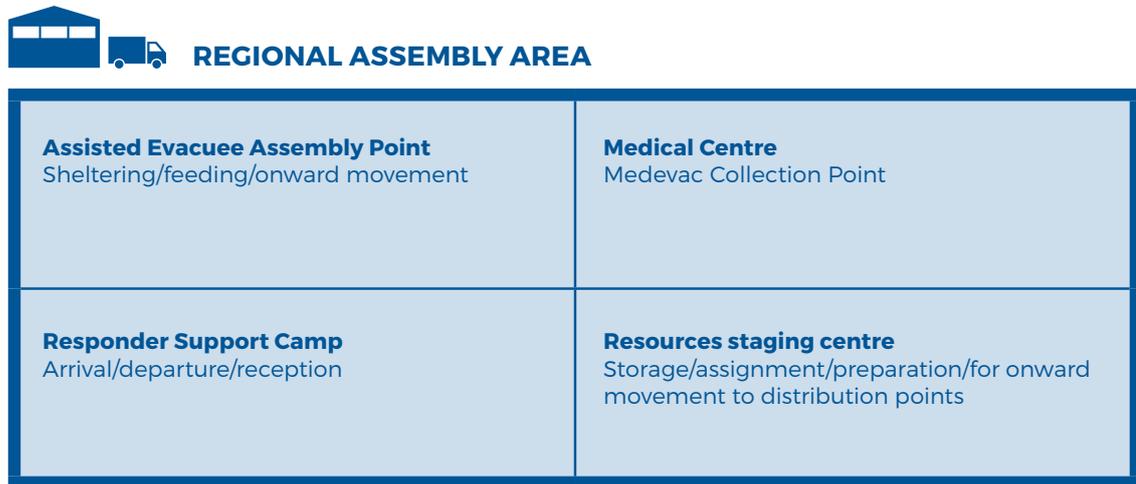


Figure 11: Functions of Regional Assembly Area

Distribution Centres/Points

Distribution centres/points are designated locations under local arrangements for the receipt of resources (emergency supplies including food and water, emergency equipment and materials) supplied from National and Regional Staging Areas. These resources will be receipted and distributed under local council arrangements. Ideally these Distribution Centres should;

- be on or close to the priority routes for reopening (see Annex F of WREP),
- have hard standing storage facilities,
- have good access into and out of the centre, and
- be able to be secured and be large enough to handle the amount of equipment, emergency supplies and provisions that will support the local population in that area.

An early emergency management task for the Wellington ECC and the local EOCs is to determine the isolation of communities due to road network outages. This will partly be informed by the information gained from Annex B. Where road access into the local areas still exist there is an expectation that the Fast Moving Consumer Goods (FMCG) networks will continue to resupply under their own arrangements. Where road outages have created isolated areas, it is about an early determination as to how long and what needs the isolated community will have. Supermarkets in isolated areas are expected to have some stock after an earthquake but as a general rule if power outages have also occurred, perishable food will need to be moved within 12 hours and the likely stock of non-perishable goods in a supermarket without resupply will be 3-4 days supply. ECC/EOCs need to work on opening routes to enable re-establishment of the FMCG network as soon as possible to enable supermarkets to take over the food resupply responsibility.

However as identified in the planning scenario at Annex A, some areas will be isolated for weeks and an emergency supply chain will need to be established. Entry into the Wellington region during this initial response phase will be primarily by sea, supplemented by airlift, helicopter and 4WD trucks. The NCMC will coordinate the supply chain through a centralised logistics system, to ensure that resources are moved directly to affected regions through National and Regional Assembly Areas. The supply chain will utilise commercial and business as usual systems at all levels, and work to plug gaps that cannot be met by commercial providers or require central prioritisation or coordination.

National to Regional Supply

The primary flow of resources into Wellington will be dependent on the remaining open supply lines and state of airfields and wharves and will be supported through pre-determined assembly areas. In the initial response period, the NCMC will move pre-identified resources and equipment to Wellington CDEM Group Regional Assembly Areas (including food, some packaged water, fuel and those resources pre-approved and listed in Appendix I of WENIRP). During the initial response period it will be also necessary to set up temporary transfer facilities to receive, arrange, and ship the relief commodities through the distribution network. Logistics coordination in an earthquake involves the selection of sites that result in the maximum coverage of affected areas and the minimum delays for supply delivery operations. An assembly area is a movement control transfer point where resources are received, prioritised, and organised prior to onwards deployment. As identified in the WENIRP, the Wellington Regional Assembly Areas will be:

- **CentrePort.** This is the critical location for resupply into the Wellington region
- **Wellington International Airport.** Important for receiving critical response personnel and supplies for the initial emergency response given the shorter deployment and turn around times of air transport noting that capacity is much smaller than by sea transport.
- **Seaview Marina.** This is an important location for critical resupply to the Hutt Valley if SH 2 and SH 58 are closed off.

Below in Figure 12 is the and Transport Concept¹² which pictorially explains the transport and supply concept and identifies the national assembly areas and methods of movement to regional assembly areas.

¹² From WENIRP Section 4: Supply Chain

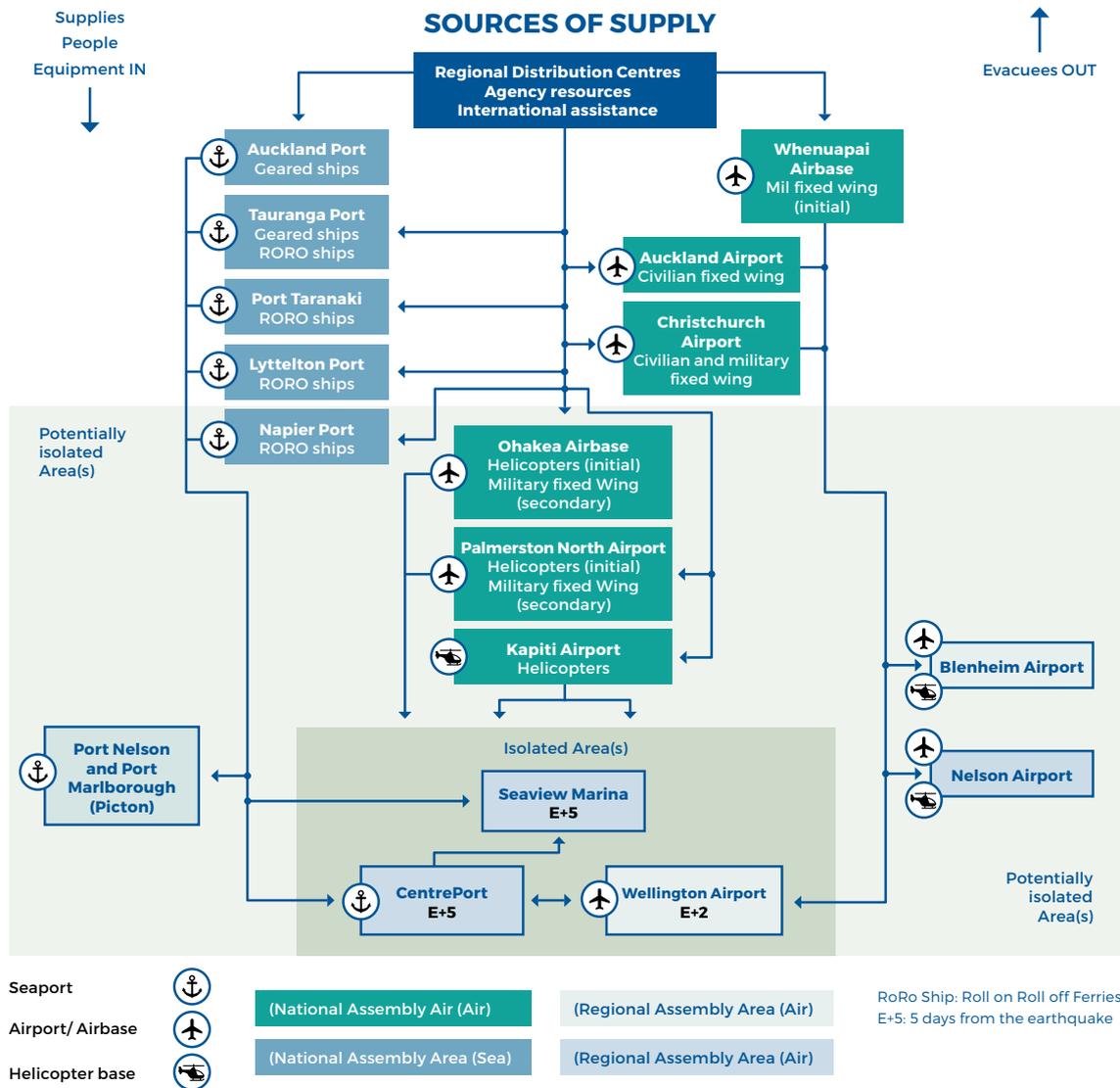


Figure 12: National Supply and Transport Concept

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 the Wellington CDEM Group permanently or on a temporary task-specific basis. Nationally controlled assets will be loaded at National Assembly Areas outside of the effected Wellington region and moved to the Regional Assembly Areas. Linked land/sea/air operations to the national supply chain operations is an enabler to response activities and supporting the community.

Movement of emergency equipment and supplies in support of the immediate response could be undertaken by helicopter which will primarily remain under NCMC control during the early response period. Annex D identifies Helicopter Landing Zones in various areas across the region. Additionally in the first seven or so days of immediate response it is likely that there will be very limited rotary wing aircraft available to move food supplies into isolated areas. This will necessitate food commodities being supplied by sea with onward movement by trucks that are already in the isolated areas at the time of the earthquake using reopened local roads to distributions centres/points.

Regional Supply Chain Model

Attached at Annex F is a pictorial representation of the Wellington Region emergency supply chain plan that identifies the regional assembly areas that will supply distribution centres/points for distribution of emergency goods and equipment within the isolated response islands. CentrePort is the main point of entry for sea freight to Wellington Central, South and Western Wellington and the Hutt Valley. A separate beach landing operation may be required for the first few weeks on the West Coast in vicinity of Hongoeka Bay, Onehunga Bay, and Karehana Bay also utilising small vessels for entry into Mana Marina, to enable emergency commodity supply to the Mana, Plimmerton, Pukerua Bay and Porirua Central areas. Maritime operations at Seaview and/or the entry to the Hutt River will allow freight to be transferred by barge from CentrePort to the Hutt Valley. Additionally maritime operations at Burnham Wharf (Shelly Bay) may be required to resupply Eastern Wellington. Contained at Annex E is more information on available maritime entry points to assist course of action planning. In conjunction with establishing maritime supply entry points, there will be a need to concentrate on the reopening of priority local roading networks that will link entry points to local distribution points and centres for emergency commodity distribution (**» See Annex F for priority roads to be reopened**).

The regional emergency supply plan is based on pre-existing commercial organisations with road distribution/warehousing being utilised that are already located in areas at the time of the earthquake. This requires integrated logistics companies in each response island being able to deliver supplies from the logistics transport transition node onwards to pull it all together with the local distribution point (i.e. a Toll/Mainfreight/LG Andersons or all three in a cluster). This would therefore see national supporting from National Assembly Areas to the Regional Assembly Areas and the region then coordinating everything within the region for distribution.

Local EOCs in conjunction with Councils will need to identify their distribution centres/points plan based on what the situation is on the ground i.e. what areas are isolated and will need emergency supplies. There is a need to identify what FMCG facilities are still able operate in order that supermarket resupply in some areas can continue and reduce the food distribution challenges at local distribution points. Local distribution centres/points should:

- be on or close to the priority one roading routes for reopening (**refer WREP Road Reopening Prioritisation at Annex F**),
- have hard standing storage facilities,
- have good access into and out of the location,
- be able to be secured, and
- be large enough to handle the amount of equipment, emergency supplies, and provisions that will support the local population in that area.

A list of potential distribution centres/points is contained at **Annex F1** with each Territorial Authority to maintain an updated list in Council's Local Earthquake Response Plans.



Early in the response the ECC logistics desk should build a regional distribution model on a national maritime line-haul spine into CentrePort as the hub, with road spokes to conduct onwards movement using 'clusters' of BAU integrated logistic companies/freight forwarders that have freight trucks already in the area as follows:

- Wellington through Mainfreight (lead) and Toll (including the management of the CentrePort logistics hub/assembly area with CentrePort),
- Tawa/Porirua through Mana Tpt and LG Anderson (lead – they also have a substantial warehouse in Tawa)
- Hutt Valley through LG Anderson (lead) and Mainfreight.

There are three main components to the regional emergency supply chain:

- **Fast Moving Consumer Goods (FMCGs) (food and groceries)**. Where road (and/or RORO) access allows, these will be delivered by the FMCGs themselves. They will require from the ECC: space on the Roll On Roll Off ferries (ROROs), fuel and access on the road network within the region.
- **General logistics**. This function is carried out on a normal basis by providers such as Mainfreight and Toll. They will require fuel, access on the ROROs and road access within the region.
- **'Special items'** such as earthmoving machinery, fuel tankers etc. This will require specific co-ordination with the organisations that require the items (road controlling authorities, fuel companies etc.) and with the NCMC if they cannot be easily sourced. Co-ordination will also be required with the ROROs for access.

ECC and EOCs' tasks in the activation of the regional emergency supply chain are:

- Identify isolated communities and status of FMCGs facilities within these areas.
- Identify methods of getting commodities into these areas by sea, land or air.
- Ensure that the WENIRP is activated, and work within the framework it provides for national movement of commodities to Regional Assembly Areas.
- Coordinate road engineering assets to reopen priority roads within isolated areas utilising the MOUs in accordance with the plan at Annex F and inform key stakeholders, including:
 - FMCGs
 - Hospitals
 - Emergency Services
 - Others
- Develop and implement an emergency supply chain that coordinates the movement of logistics from arrival at the regional assembly area locations into local distribution points.
- Identify appropriate FMCG centres (supermarkets) that are still able to operate and/or local distribution points/centres that can distribute emergency commodities.
- Activate helicopter movements to Regional Landing Zones.
- Establish a regional logistics transport plan from the Regional Assembly Areas to FMCG facilities and/or local distribution points/centres.

This Regional Supply Chain Management Plan needs to:

- Identify transportation options for emergency supplies i.e. by land, sea or air dependent on what is open, damaged or closed.
- Identify alternative land routes for moving supplies
- Ensure linked land/sea/air operations to the national supply chain operations and support existing organisations e.g. fast moving consumer goods.
- Provide direction on an immediate supply chain system including staging (assembly areas) and points of distribution given likelihood of damaged routes, affected areas and distribution requirements.
- Provide direction on supply priorities and allocation of assets.
- Provide guidance on emergency commodity supply restrictions including any food rationing.

FMCGs Supply Chain

The following is the concept plan for enabling the supply chain for the FMCGs (supermarkets).

Requirements/assumptions (See Figure 13):

- The FMCGs normally operate logistics supply chains (specifically for dry and packaged goods) through the use of curtainsider trucks.
- Wellington-based ROROs are set up to transport truck trailers.
- There are insufficient curtainsider trucks in New Zealand to allow the transport of curtainsiders on ferry sailings between key ports in New Zealand and Wellington (or the use of many curtainsider trucks on ROROs serving Wellington would restrict logistics supply chains in the remainder of the country).
- 40' containers are a relatively common item of transport equipment that should be available across NZ at any particular time.
- KiwiRail and transport providers have a number of skelly trailers (see below) in operation across the country, as these are a relatively 'standard' part of container transport equipment. For accessing skellies, contact KiwiRail (operations) or most transport/logistics companies.
- Once roads are sufficiently open to allow road access from the RORO terminal to the relevant supermarkets. (MCDEM have assumed that the first RORO should arrive in Wellington by the 5th day after an earthquake. By this time, some roads should be open sufficiently to allow access to some supermarkets.)



Figure 13: Examples of Road Movement Options

The concept plan is therefore:

Action	Details	Responsible organisation
Earthquake occurs		
Wellington ECC contact KiwiRail and local transport providers – can the RORO operation use available skellies?	<p>KiwiRail Logistics and Operations: GM Campbell McNee 021 805 648 Campbell.McNee@kiwirail.co.nz</p> <p>Transport providers: Start with LG Andersons 19 Peterkin Street Wingate, Lower Hutt. Phone: 04 567 0353</p>	
Match existing skelly trailers with 40' containers		Transport providers
Confirm the locations at which the container/skelly combinations should be sent to (likely to be FMCG Distribution Centres)	Arrange for their transport to those locations	Wellington ECC

Load container/skelly combinations with goods. Load by supermarket, not product, so that container/skelly combinations are taken to one supermarket only (saving on multiple trips for single containers).	Carried out at FMCG Distribution Centres	FMCGs
Transport the container/skelly combinations to the relevant loading port (Port Taranaki? Port of Napier? Lyttelton Port) and load them onto the RORO. (Relevant port to be confirmed by Wellington ECC.)	In the first few RORO sailings, the FMCGs should 'normalise' the number of tractors available for the use of deliveries in Wellington by moving tractor units to/from Wellington on the ROROs.	FMCGs
On arrival in Wellington, use Wellington-based tractor units to remove the container/skelly combinations from the ROROs		FMCGs
Drive the container/skelly combinations to the relevant supermarket, deliver goods, and return the empty unit to the relevant RORO		FMCGs

For an efficient logistics chain within the Wellington region, containers should be loaded by area, not by product. In other words, instead of having a unit full of one product that is then driven around the various areas of the region, units should be loaded by location – i.e. all items bound for Karori. By this method, the delivery truck will drive the unit from the RORO to its destination and return directly to the RORO for loading (probably at Napier or Taranaki).

The Regional CDEM ECC may need to consider rationing of high demand emergency items including some food products. The ECC Logistics desk is to work with the FMCG network to identify any Group Controller direction on quantity restriction on key commodities during any period of isolation until a supply chain can be established.

Fuel supply is key for Mainfreight (and for the key utilities and other suppliers). The ROROs should also be loaded with sufficient trucks holding diesel, or some other diesel supply contingency plan should be formulated. Note fuel for Forklifts are LPG.

The ECC logistics function needs to engage a Wellington logistics transport company that understands who moves logistics commodities within the region, what storage facilities might be available, what companies have non perishable food items in storage, what the various transporters fleets consist of, where their depots are and on any given day how many trucks would be operating in the region. Also what lifting equipment the various operators have e.g. skellies and side lifers. This local advice will assist the Logistics function in preparing the emergency supply chain.



The following are logistics examples of providers that have transport capabilities in their respective areas:

Area	Providers
Porirua	LG Anderson
	Mana Transport
	LINFOX
Hutt Valley	Mainfreight
	LG Anderson
	Toll
Wellington City	Mainfreight
	Toll
	KAM Transport
	360 Logistics

Maritime Supply Concept for Hutt Valley

Due to anticipated damage to the road network, the transport of freight into the Hutt Valley will be disrupted.

Options include:

- Transport of freight across the harbour, between the CentrePort area and the Hutt. The most likely access location is at, or close to, Seaview Marina, refer **Annex E1**. Prioritise using cranes and containers over a drive on/off approach (there are not enough trucks and containers/pallets are easier to move by barge in rough seas). [Create a 'cluster MOU' for the barge-to-truck operation there through the likes of LG Anderson who have a Seaview distribution point, have the maritime staff and more importantly, the trucking/warehousing expertise and equipment (curtain sider and container lifters). They would be able to recommend who to go through to get a heavy crane MoU (30Tn minimum).]
- Use of the Belmont Old Coach Road (see PCC road department for an outline of the use of this road). It is unlikely to provide sufficient capacity for supplies.
- The Rimutaka Rail tunnel is likely to be blocked at both ends due to slips. The transport of freight to the eastern (Wairarapa) portal is unlikely to be viable in the quantities needed. (Check with KiwiRail to ensure this is the case.)

For Seaview Marina, there are options for establishing a maritime point of entry:

- Seaview Marina slipway – a robust slipway though vulnerable to secondary damage from the failure of the Marina seawall/breastworks (is at risk to high seas) and Marina damage (boat dislodgements, jetty failure). It is also vulnerable to landslip and hazmat contamination from the oil tanks and fuel lines for ship de-bunkering. Road access to/from could also be a problem due to landslips.
- Hutt River – at risk to seabed uplift (+/- 2M), sedimentation fouling and has limited areas where vehicles could drive on/off barges. Has areas of hardstanding where barge unloading/loading could be conducted by cranes if a long-reach heavy crane could gain access to Port Road up to Waione Rd bridge.
- There is a sheltered area of Marine Pde at the mouth of the Hutt river that could be looked at, though would require demolition of existing boat sheds there to gain access to the waterfront. There is a barge and dredge at the Hutt River that is tied into the WREMO MoU for re-gaining access to the Hutt Valley for barge operations.
- Nautilus Ltd from Picton have good local knowledge on how to operate barges and lighters on the Hutt River. They are the company that brought the 200Tn transformers in for the Haywards sub-station.
- NZDF (RNZN) have done some work within the region, particularly Petone foreshore looking at beach landing sites. The core issue with Petone is the gradient into the beach is gradual, meaning that most barges/lighters will need to drop ramps some distance from shore unless channels are dredged for them to get closer – this has big RMA considerations (potential disruption of the Hutt Valley water aquifer) and will cost time and effort to survey, construct, lay beach matting/ geotextile etc. This is a last resort/emergency option only.

The concept of operations for supply of goods by barge to the Hutt Valley, and people from it, is as follows:

Availability of barges: up to 15 self-propelled barges of the general size of the one shown in Figure 14 will be made available by the NCMC (sourced from the Marlborough Sounds).

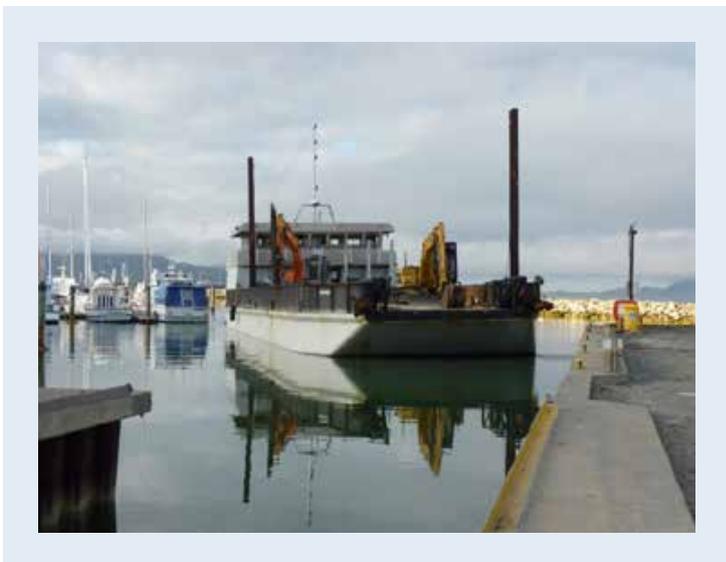


Figure 14: Example of a self-propelled barge, as may be available from the Marlborough Sounds



Actions:

- **Source barges from the NCMC** (See [Annex E4.9](#))
- **If loading barges by crane from a wharf:**
 - Locate the wharf from which operations will proceed. Any area will have to also have a marshalling area to allow operations to proceed. These locations may include:
 - At the Wellington City end:
 - Aotea Quay (between the InterIslander terminal and the Thorndon Container Wharf) if available.
 - Adjacent Waterloo Quay
 - Other locations that may be constructed 'on the day'
 - At the Hutt Valley end: Some options considered earlier in this section and in [Annex E1](#).
 - If loading/unloading by crane, would this be using containers (which have their own weight), or by bulk (which could be a long, slow, operation)
 - Ensure, with the wharf owner, that it is safe to operate a crane at the nominated location (this will require an engineering assessment to make sure that the wharf will not collapse during operations).
 - Locate a crane of sufficient capacity to carry out operations. Potential suppliers within the region include:
 - Titan Crane Hire (based on Port Road, Seaview)
 - Collins Crane Hire (based in Broken Hill Road, Porirua)
 - Other crane supply companies are based out of the Wellington Region, so cranes would have to be transported into the region).
 - If using containers for transporting goods, the empty containers will have to be transported back on the return trips. (Therefore there will be less room for passengers.)
- **If truck access is viable onto the barge:**
 - Locate an area from which operations will proceed. Any area will have to also have a marshalling area to allow operations to proceed. A ramp will have to be constructed to allow the trucks to access onto the barge, therefore viable locations may include:
 - The Kaiwharawhara Point (just north of the InterIslander terminal). Earthmoving operations will be required to construct a ramp.
 - Any of the locations identified for loading by crane, above, if additionally supported by a pontoon that provides access from differing wharf levels to barge levels.
- **For passenger operations:**
 - Passengers can only be allowed on barges if the barges are certified for this use. Lifebelts will also be required.
- **Indicatively, for planning purposes, how many barges could be expected to be available for the Wellington region?**

- **What are the capabilities of the barges? Specifically:**
 - What loads can they carry – i.e. how many containers or 7.5t trucks
 - How would the loads have to be distributed (i.e. would a single 7.5t capacity truck have to park centrally on the barge)?
 - What do the barges need for loading/unloading – a ramp or wharf?
 - What fuel requirements will the barges have?
 - Can the barges take people as well as freight, and what would the limit be?
 - Could fuel trucks access onto the barges?

3.4 Lifeline utilities response

Lifeline utilities are organisations that manage utilities that provide a lifeline to populations, generally categorised as water, transport, energy and telecommunications. The Response Protocols for Lifeline Utilities in the Wellington Region¹³ clarify those tasks leading to the effective coordination and communication of emergency response activities (as defined in Schedule 1 of the CDEM Act 2002) and CDEM agencies. Lifeline utility co-ordination is activated at the request of the Group Controller or where the event warrants self-activation of the Emergency Coordination Centre.

13 Wellington Region Response Protocols for Lifeline Utilities, Version 4.4 dated February 2018



The relationship between levels of response for a major earthquake, activation and response activities for lifelines is shown in the table below.

Response Level/ Characteristics	Key Activities			
	Lifeline Utilities	EOC Emergency Operations Centre	ECC Lifeline Utility Coordination in Emergency Coordination Centre	WREMO Wellington Regional Emergency Management Office
<p>Level 3</p> <ul style="list-style-type: none"> • Earthquake emergency (CDEM Act 2002) • Multiple incidents from earthquake • One territory significantly affected • Requires coordination across multiple agencies • CDEM power (Declaration) may be required 	<p>Crisis management response</p> <p>Assess impact on Response Priority Sites</p> <p>Collate and provide lifeline utility info to Regional ECC or local EOC</p> <p>Request support where lifeline has operational shortfalls</p>	<p>Coordinates with Group Controller, Council CEOs and Mayors to consider Declaration</p> <p>Local Controller manages the local response across multiple agencies EOC requests ECC support</p> <p>Coordinate Council lifeline utility response</p>	<p>Receive, collate and disseminate lifeline info to Group Controller and back to lifelines</p> <p>Advise the Group Controller on lifeline issues</p> <p>Create strategies and priorities for emergency response with Group Controller and disseminate them</p> <p>Coordinate and support lifeline utilities to enable rapid restoration of services</p>	<p>Designated area staff support Local Controller/ Group Controller</p>
<p>Level 4</p> <ul style="list-style-type: none"> • Earthquake emergency (CDEM Act 2002) • Multiple incidents from earthquake • More than one territory significantly affected • Requires coordination across multiple agencies • CDEM power (Declaration) may be required 	<p>Assist in response objectives and implement response activities</p>	<p>Coordinate Council lifeline utility response</p>	<p>Coordinate and support lifeline utilities to enable rapid restoration of services</p>	

Lifeline utilities coordination is a function carried out during emergency response. A Lifeline Utility Coordinator (LUC) is appointed in the Wellington Region CDEM Group and reports to the Group Controller, unless otherwise directed. Figure 15 below shows how lifeline utility co-ordination will be structured in the ECC for a major earthquake response.

The key tasks of lifeline utility co-ordination are:

- Receive, collate and disseminate lifeline information to the Group Controller and back to the lifelines utilities
- Advise the Group Controller on lifeline issues
- Create strategies and priorities for emergency response with the Group Controller
- Advise the Group Controller and co-ordinate support to utilities to enable rapid restoration of critical lifeline utility services.
- Advise Lifeline Utilities of the Controller’s priorities.

Specific tasks in relation to each component of lifeline utility co-ordination is contained within the Response Protocols for Lifeline Utilities in the Wellington Region.¹⁴

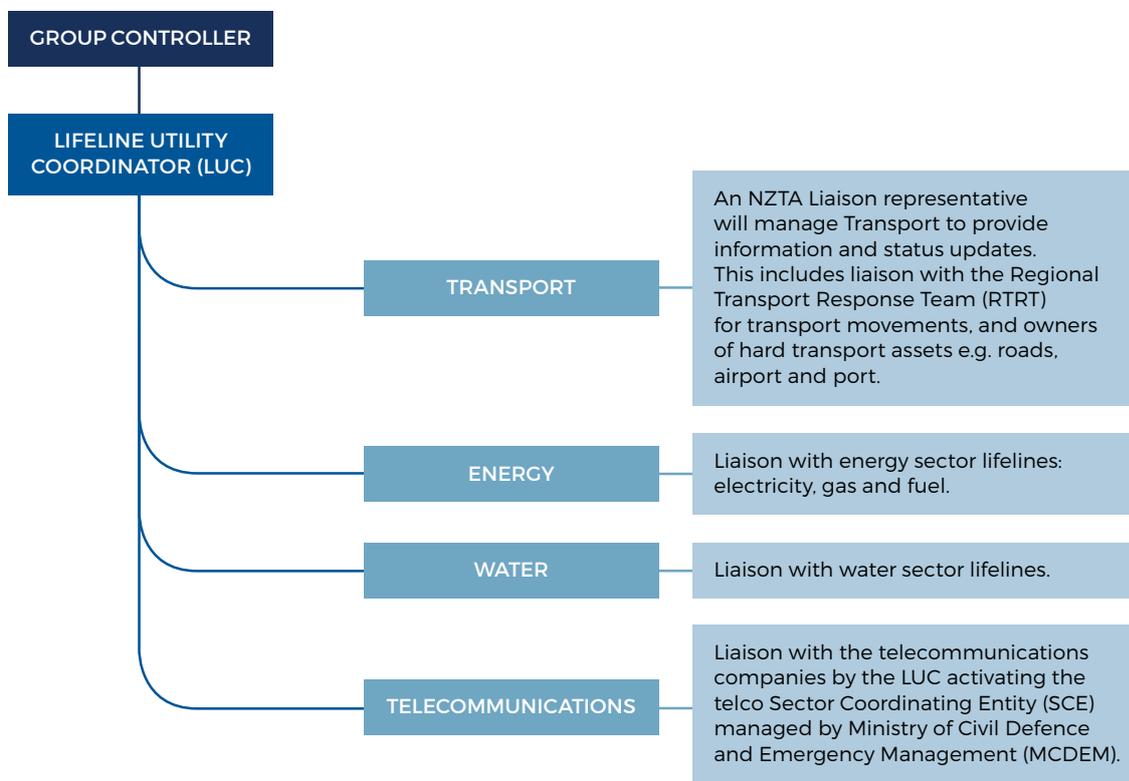


Figure 15: Structure of the lifeline utility coordination function

¹⁴ Ibid, Appendices 1-5



3.5 Roading

In a major earthquake it is expected that there will be substantial damage to the road network. NZTA and local authorities will conduct road reconnaissance of their respective routes, begin prioritised repairs in order to enable road access to all affected areas as soon as possible. Road repair operations will be managed by the NZTA in conjunction with local road authorities. The forecast restoration of major Wellington roading system is shown in Figure 16 below.

It may be necessary for road transport within affected areas to be coordinated by the Wellington ECC (via the Regional Transport Response team [RTRT] – see below) to ease congestion and enable key emergency service vehicles and supplies to have priority on use of these roads as detailed in the following section.

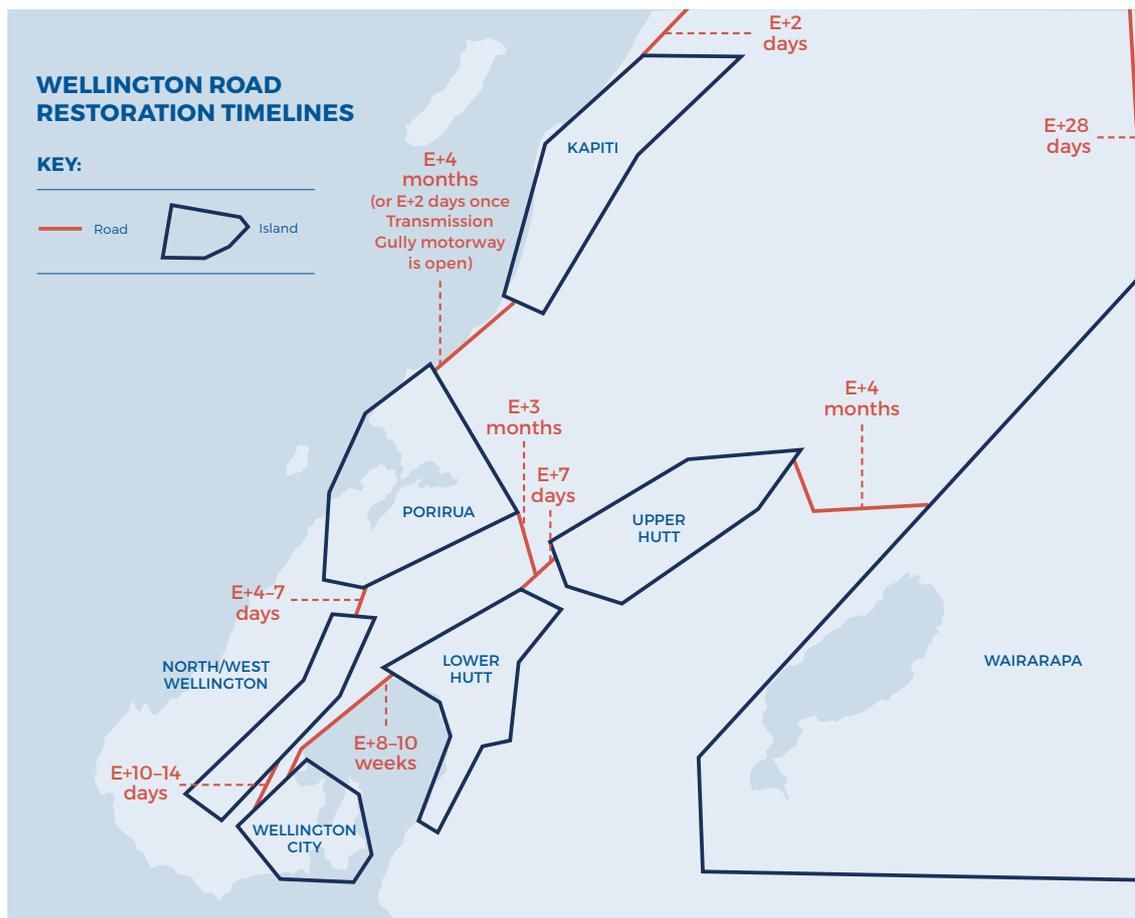


Figure 16: Forecast restoration of major Wellington roading system

Attached at **Annex C** is the **Wellington Region – major earthquake road response plan** which identifies priority routes to reopen in support of immediate response requirements and the emergency resupply plan. These reopened routes will enable movement within isolated areas to key emergency response locations such as hospitals and key lifeline utilities infrastructure and to move emergency supplies from regional assembly areas to local distribution centre/points.

Regional Transport Response Team (RTRT) will be activated at the direction of the CDEM Group Controller, Road Policing Manager NZ Police, General Manager Public Transport (Greater Wellington Regional Council) or the Journey Manager NZTA. The RTRT's purpose is to facilitate a coordinated response to transport related operational challenges in the region as a result of a major earthquake. An immediate requirement of the RTRT is to provide road transport information requirements as detailed in Annex B.

3.6 Water

Water systems overview

For the Kapiti Coast

The Kapiti Coast is served by the following water systems:

- Otaki has a potable water system that is sourced from two bores located within the Otaki area.
- Waikanae, Paraparaumu and Raumati are served by the water collection and treatment plant located to the immediate east of Waikanae.
- Paekakariki is served by a water source located immediately to the east of the town.
- The above three systems are not connected to each other.

For the Porirua, Upper Hutt, Hutt City and Wellington City area

The map at Figure 17 below shows the location of Wellington's water collection areas, treatment plants, pumping stations, pipelines and the reservoirs that the Greater Wellington Regional Council supply directly. An important feature of the supply system is the interconnection between the two main pipelines – Kaitoke to Karori and Wainuiomata to Wellington – at Ngauranga. This interconnection provides security of water supply to the cities. Upper Hutt, Porirua and Wellington's northern suburbs are supplied from Kaitoke, Lower Hutt is supplied from Waterloo and Wellington's central business district and southern and eastern suburbs are supplied by a combination of Waterloo and Wainuiomata.

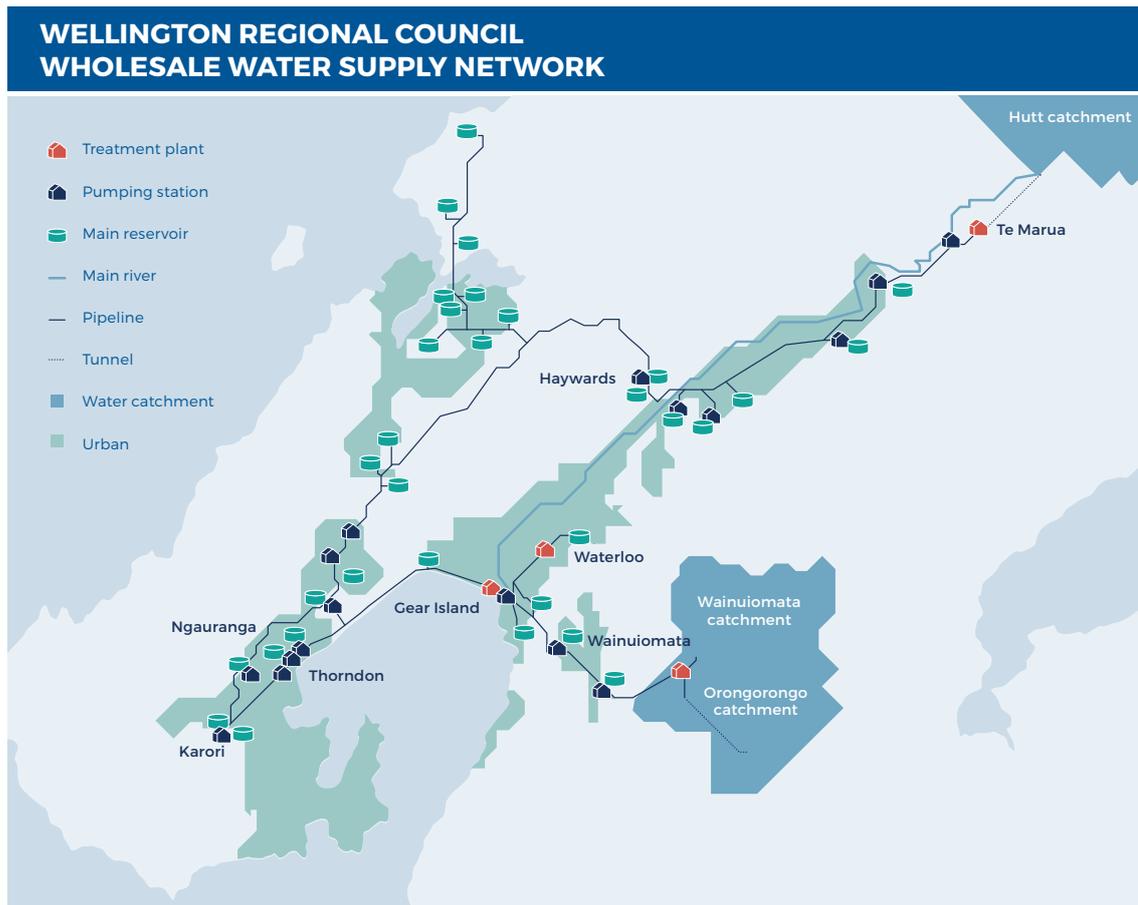


Figure 17: Wellington Region Water Supply Network

For the Wairarapa area

The water sources that supply the Wairarapa are as follows:

- Masterton: the water source for the town is located on Upper Plain Road located to the west of Masterton.
- Carterton's primary water source is the Kaipatangata water treatment plant, located approx 6km to the west of the town. A back-up bore is located within the town.
- Greytown's primary water source is located on the Waiohine Valley Road, approx. 5 km to the west of the town. This source also supplies Featherston.
- Martinborough's water source is located close to SH53, around 2km north of the town.
- All of the above Wairarapa water networks are 'stand alone' and are not connected.

The problem

Wellington, Porirua and Hutt Valley’s water supply is vulnerable and could following a major earthquake be disrupted for more than a 100 days. Wellington Water are committed to a significant asset investment programme over the next 30 years which will see the restoration times reduce. Shown below in Figure 18 is the predicted restoration time for the Wellington water supply within Wellington City, Porirua and Hutt Valley areas.

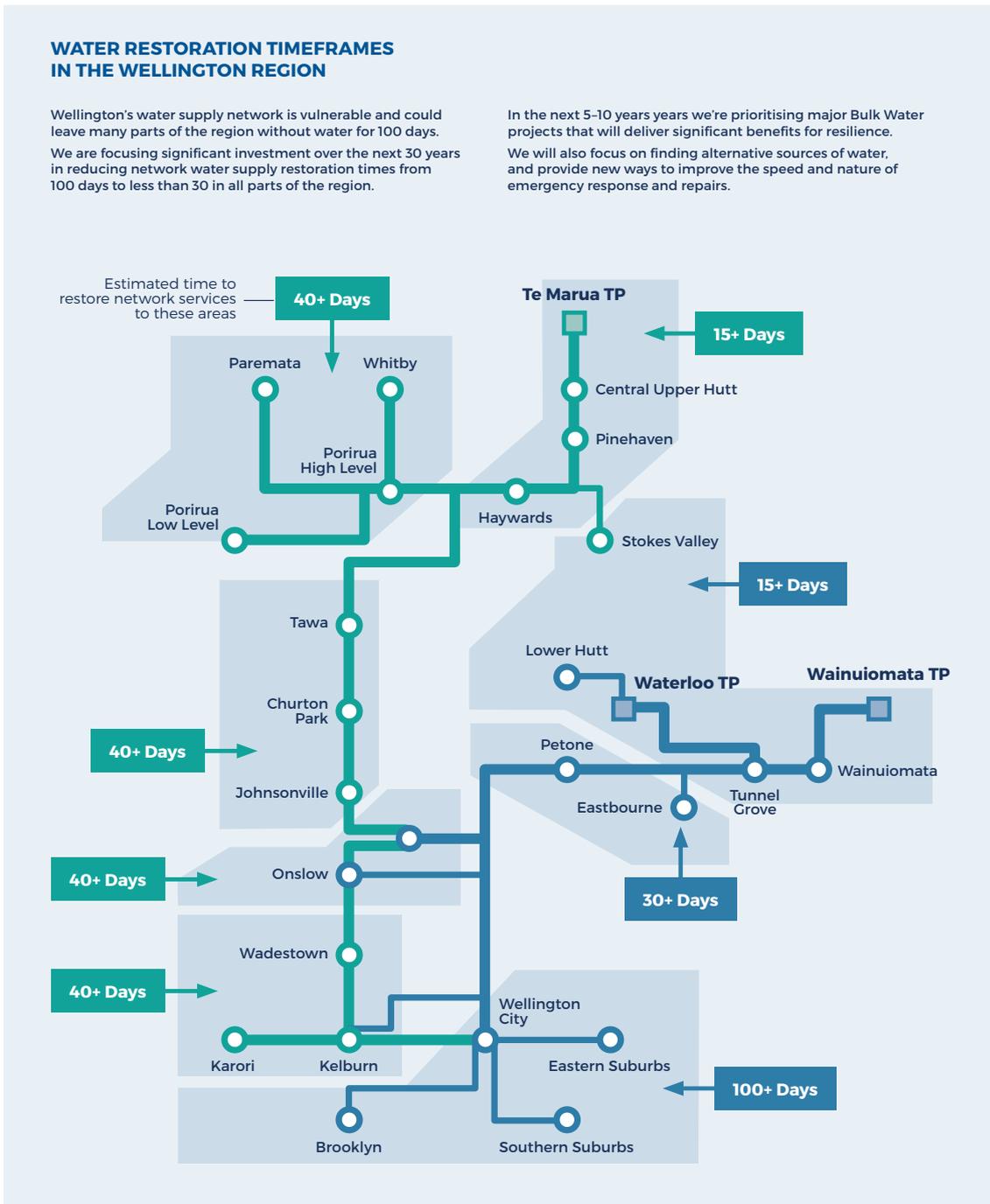
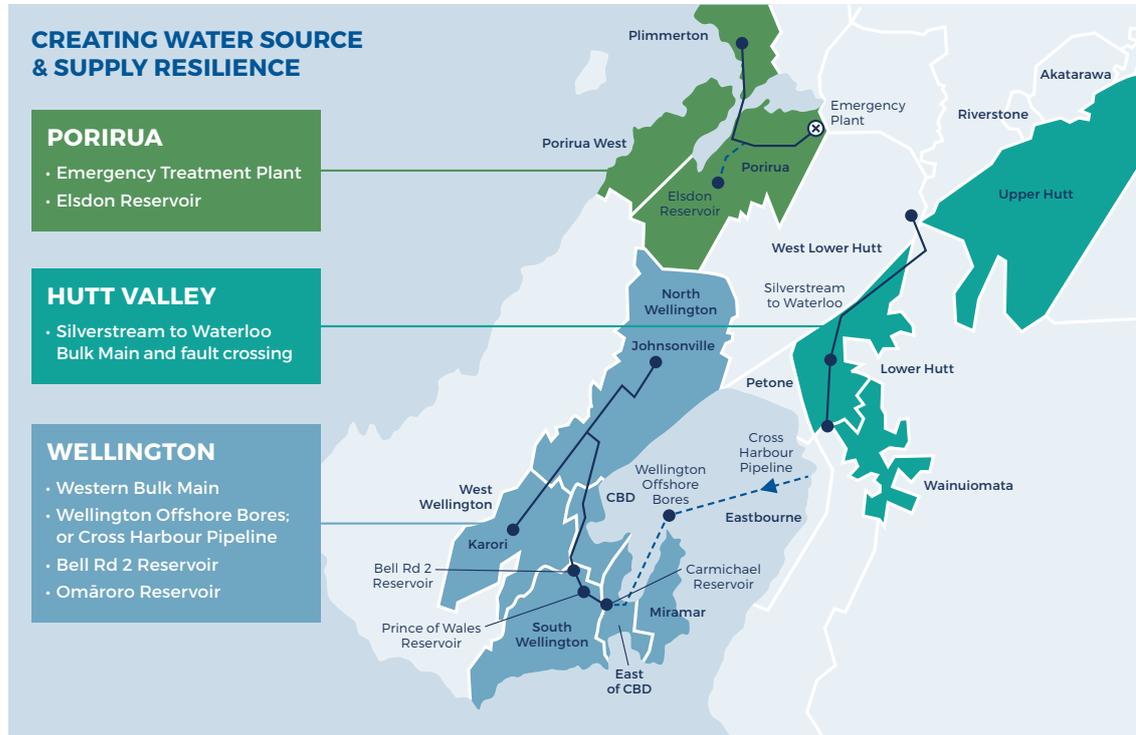


Figure 18: Water Restoration timeframes in Wellington, Porirua and Hutt Valley areas



Creating water source and supply resilience

Wellington Water is working with Porirua, Hutt Valley and Wellington to prioritise major water infrastructure projects to create water source and supply resilience (Figure 19).



We are prioritising major infrastructure projects that give us options:

Wellington City	Porirua	Hutt Valley	Wellington Region
Accessing a new water source through the Wellington Offshore Bores, and developing a stronger network that links this water source with western Wellington	Renewing the pipeline that supplies the city and connecting it with a small emergency water treatment plant so we can quickly restore water services	Investing in the Silverstream to Waterloo link so we can push water up or down the valley to either city	Faster restoration of water services and faster economic recovery

Figure 19: Creating water source and supply resilience

The Porirua, Wellington and Hutt Valley Response

The 'islands'

Coupled with the expected water network outage times Wellington Water's planning is based around 17 emergency response 'islands' (see Figure 20 below) where transport links are expected to be broken isolating each area. Under the Wellington Water emergency water response strategy each island will contain enough water, have access to enough emergency sources, and have all of the equipment required in most circumstances to be self-sufficient.

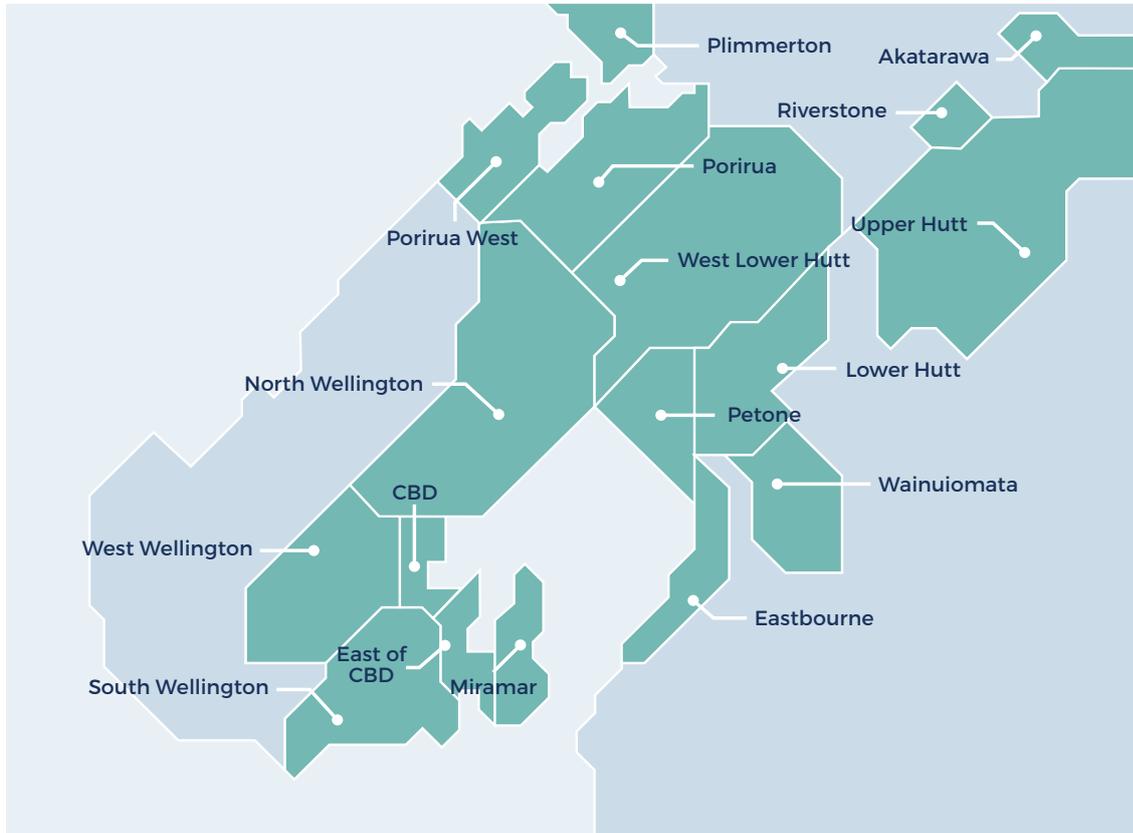


Figure 20: Emergency Response Islands for Porirua, Wellington and Hutt Valley



Emergency Water Sources

Wellington Water intend to utilise the supplies from resilient reservoirs, large scale fly in de-salination and pre-deployed containerised water treatment stations for the Porirua, Wellington and Hutt Valley areas. There are twenty-two newly established water stations as shown in Figure 21 below.

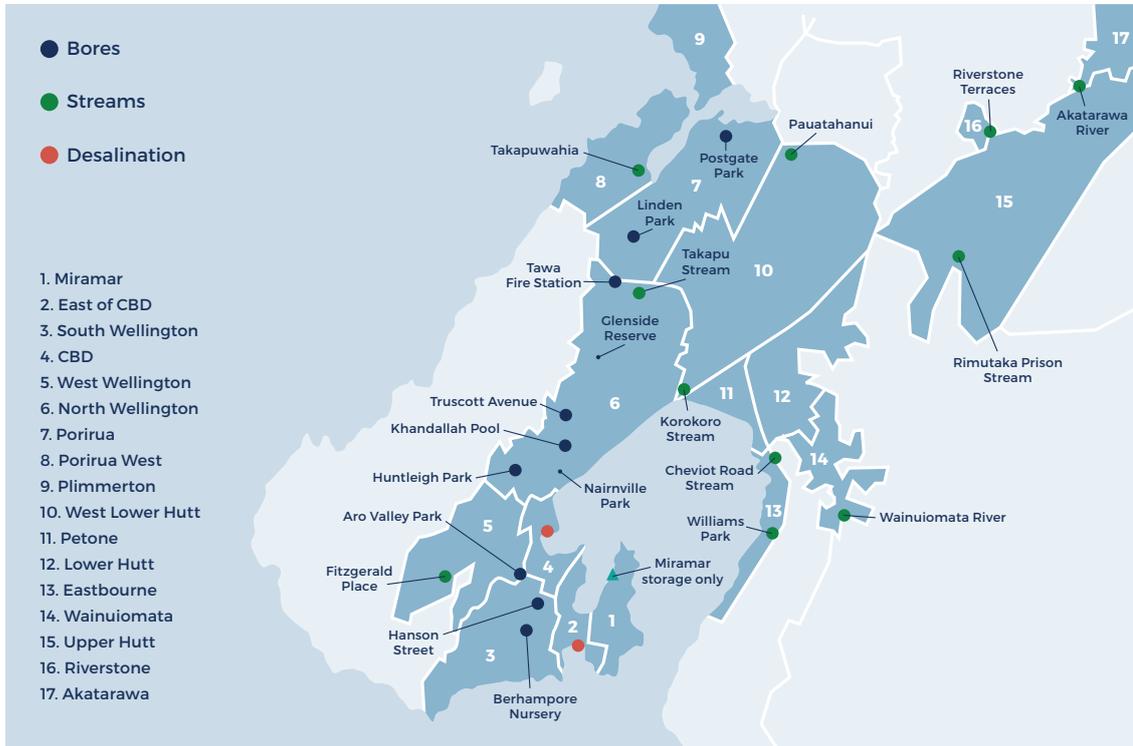


Figure 21: Emergency Water Sources in Porirua, Wellington and Hutt Valley areas

Water treatment stations and distribution (See Figure 22 below)

The 22 water treatment stations draw water from either a bore or from a stream. The bores are capable of providing 1.5 L/s of potable water and the streams 5.8 L/s. These units are designed to be resilient, low technology and easy to operate.

Water from the treatment stations will be treated to NZ DWS quality and discharged into 20,000 L reservoirs (The majority of the stream sites have 2 x 20,000L reservoirs and the bore sites have 1 x 20,000L reservoir) From here vehicle mounted bladders are used to distribute water to community distribution points. The current programme is providing approximately 300 5000L distribution points with bladders and tap stands for this purpose.

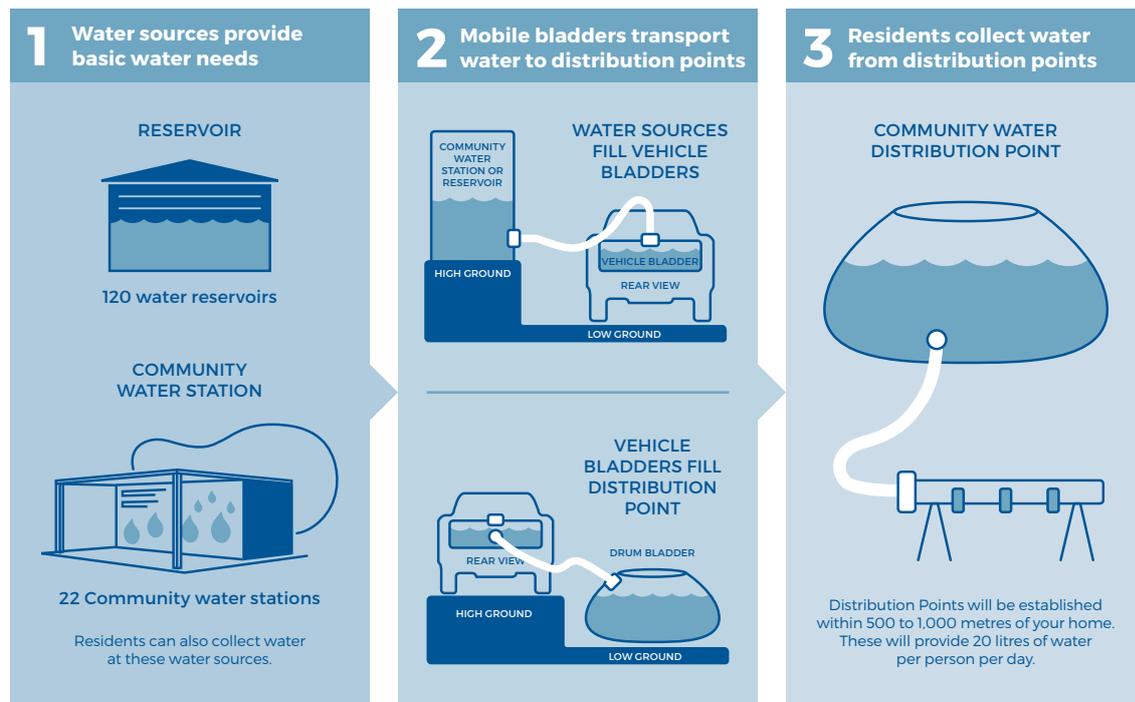


Figure 22: Emergency Water Distribution Concept

The operational response to service the emergency water network is currently under development but the following roles and responsibilities have been outlined.

- Water sources – Wellington Water
- Vehicle distribution network – Council
- Distribution points – Council/Community
- Distribution to homes – Community
- Homes – Individuals

This hierarchy has been developed to ensure that trained Wellington Water staff are on hand to operate the treatment stations and focus on network repair and the council E.O.C's are best placed to manage the logistics of the supply network. This local input in where water is required, what resources are available both to transport water and to operate distribution points.



The Kapiti Coast Response

The following are the priority actions to be taken by the Kapiti Coast '3 waters' teams. If these actions cannot be carried out, or if additional resource is required, the KCDC EOC should contact the ECC (lifelines desk) for co-ordination of assistance. The priority actions are:

- Secure bulk storage by checking reservoirs. Activate reservoir "water supply initial response plans" [see KCDC water department emergency response plans] if necessary and report issues back to EOC.
- Carry out a network reconnaissance.
- Where relevant, see the power outage plan. Contact Electra, if required.
- Stabilise the water treatment plants.
- Assess damage and isolate where necessary.
- Start with bulk supply lines, and with big breaks.
- Then concentrate on distribution mains.
- Have water chlorine levels tested.
- Serve 'boil water' notices, if required (through Public Information – see roles below).
- Consider using emergency bores for untreated water supply (consider in conjunction with any decisions made on emergency sanitation – avoid water bore use close to pit latrines).
- Restore services while protecting supply.
- Provide alternate supplies, where required. Consider stand pipes in built up areas.

The Wairarapa area response

For the Masterton area (text provided by MDC in early 2016):

Alternative Water Sources and Plant

In the event of a natural disaster, it will be possible, within a short period of time, to set up Distribution Stations which could dispense water for public use, with the initial aim of providing 15 litres / head / day.

If the Water Treatment Plant and/or any of its major components are out of service due to some form of disaster, we do have alternative water supplies that can be used to supply the public with EMERGENCY water.

Even if it is not possible to supply Treated Water from the Treatment Plant, even in small volumes, water could be supplied to the public in limited quantities, with the proviso that the water **MUST BE BOILED** prior to use for drinking, or food preparation.

Dependant on what stored Treated water is available, that is treated water stored within the Towns reservoirs, it may well be that an amount say 5 litres per head of treated water be supplied for Drinking, and other water supplied that could be used for other purposes, but again labelled **MUST BE BOILED**.

There are three rivers in and around Masterton, The Waingawa, Waipoua, and Ruamahunga, that water could be readily pumped from, into tankers or tanks of some description for distribution.

Mobile tankers have the advantage of distribution at any other practical sites that are away from the rivers.

There are also three bores that can be used to supply untreated water as well.

These supply combined 15 litres/ second, and are located on the North eastern side of town.

River Water and to a lesser extent the bores, are at the mercy of having high turbidity levels if the weather is bad.

This will most certainly be true if the disaster is a flooding event.

The Water Treatment Plant also has three Raw Water storage ponds, 20,000 m³ each, which typically contains low turbidity Raw water.

Untreated, but low turbidity.

Another source of supply of even roughly treated water is swimming pools, with many having filtration to some degree, but also be able to be chlorinated easily.

The Water Treatment Plant has a 200mm Diesel powered pump capable of 180 lps at 40 metre head, as well as 2-75mm Diesel powered pumps.

At Homebush we have an electric 150mm submersible pump and hoses.

Mobile Generators

At the Masterton Water Treatment Plant there is a stationary inhouse 37 kVa Generator, which will run all the daily supply, except Air Scour or Backwash Pumps.

For backwashing MDC would use the 200 mm Diesel powered Pump assuming there is no power to the site.

Homebush has a stationary 350 kVa genset which will run the inlet works.

There is a 12.5 kVa genset at the Boost pump Station.

There are three trailer mounted gensets, one 100 kVa, another 20 kVa, and the last is 16 kVa.

Bulk Mains

There is limited spare pipes and fittings for different size mains at the Water Treatment plant that are readily available to be utilised for repairs to any bulk lines.

Reticulation

While there are piping and fittings held with the Utilities Contractors and supply companies, it is expected that additional piping and fittings would be brought in from outside the region as damage is identified, and repairs planned.



For the Carterton area (plan provided on 27th January 2015):

Carterton town water supply features:

The Council's drinking water supply is sourced from the Kaipaitangata Stream which flows from an area in the Tararua Range. The water treatment plant is located near the end of Dalefield Road where raw water enters and is treated by way of sand filters and chlorine. The treated water is stored in two reservoirs (one concrete and one timber) with a total capacity of 1500 cubic meters and enough water to last for 18 hours at BAU usage levels. Treated drinking water is transported to the township mains network some 5.7 Kms distance by gravity feed.

A second (supplementary drinking water supply) is located on the corner of Lincoln Road and Frederick Street. The water source is from 3 underground bores. The water is treated with chlorine only. Water is pumped from the bores to the supplementary treatment plant stored in two wooden reservoirs with a total capacity of 500 cubic meters and enough water to last for 8 hours at BAU usage levels. Treated water is pumped into the mains network. The supplementary water supply is used in times of the main supply shutdown due to high water turbidity, low stream flow, or repair works.

Non-Carterton town water supplies:

Apart from around 150 rural properties located close to Carterton town, all other Carterton District water supply is by private bores or rainwater tanks.

In case of emergency:

For the town water supply:

- In case of a power outage, gravity fed drinking water should continue to supply the mains. One of two Council owned trailer mounted generators would provide power for flushing sand filters and dosing chlorine. If the main water supply could not be used then the supplementary plant at Lincoln Road would be used with the aid of a generator.
- In the case of a breakage of the mains from the treatment plant to the town, or a serious break within the town system, water can still be treated at the supplementary plant at Lincoln Road with the aid of a generator. Additionally, fittings are currently in place to attach to water tankers for distribution within the township at the water distribution points noted below.
- Pope & Gray in Greytown and McAuleys in Masterton have certified drinking water tankers. If these are not available Council would request the use of Fonterra milk tankers. Tanker distribution points will be 'rotated' around town, but will allow access within 500m of households, based on a supplied volume of 15 litres of water per person per day.

For the rural supplies:

The self-managed water supplies (bores and rainwater tanks) are assumed, for this plan, to be capable of supplying the water needs of the system owners, at least to the level of 15 litres of water per person per day.

For the South Wairarapa area: (no information currently available)

3.7 Fuel supply

There are three key fuel storage facilities in the Wellington Region:

- **Mobil Miramar (Jet A1 fuel):** Fuel is delivered via Burnham Wharf, and stored in tanks located in Miramar. Fuel is delivered to the airport via a buried pipeline. While the storage and delivery system has various vulnerabilities to earthquake, the loss of operation of this facility is not seen as critical in a major earthquake scenario as all aircraft that land at Wellington Airport have the capacity to take off with the same tank of fuel.
- **Mobil Kaiwharawhara (marine diesel):** Two of the tanks in the Ngaio Gorge are operational – one for marine oil (which will not be considered further in this plan) and one for marine diesel (which is effectively the same as ordinary diesel for road use). This plan focusses on the marine diesel tank at Kaiwharawhara. Fuel is pumped to this tank, and delivered from the tank, via a steel pipeline that is buried along much of its length. It is also attached for parts to the culvert wall of the Kaiwharawhara stream, between the tanks and the wharf at Aotea Quay. This fuel is used chiefly by the RORO ferries (InterIslander and Bluebridge) for normal operations. The loss of operation of this facility in an earthquake scenario is not seen as critical, as all RORO ferries could bunker (re-fuel) at other ports.
- **Seaview fuel depots and Wharf (road-vehicle fuels):** There are four fuel depots in the Seaview area:
 - NZOSL (now a BP facility)
 - BP
 - Mobil
 - Z (the former Caltex facility)

The Seaview Wharf is potentially vulnerable to earthquake. The pipeline from the south end of the wharf (the ship berthing location) to the fuel depots is robust (8mm thick stainless steel), but passes some landslip-vulnerable areas. Some of the fuel tanks themselves are not bolted to their foundations, and in a large tsunami (that overwhelms the bunds around the tanks), there is potential for those tanks to be moved. The floating of de-commissioned (empty) tanks in the area could provide an additional hazard. Note, however, that operational fuel tanks have valves that will prevent significant discharge of product from tanks. The Seaview area in which the tank farms are located is vulnerable to liquefaction (and tsunami debris), which will impact the time to restore access to the fuel depots, and potentially the operations of the fuel depots. For the above reasons, it is most likely that the impacts at the Seaview depots will require effort to restore supplies in an emergency event.

Potential emergency fuel supply responses include for diesel supply:

Due to the vulnerabilities in the fuel supply system to/from Seaview, there may be a need for an alternative 'ship to shore' fuel (diesel) delivery system. As of May 2018, various alternatives are being investigated, however the following are some of the potential alternatives:

- Z Energy owns a 'bunkering barge', presently located in the Auckland region. It has a 6 million litre capacity and is normally used for bunkering (re-fuelling) ships. It could be 'invited' to Wellington harbour to deliver fuel, however a method of work would have to be established.



- There are at least two tugs that service the Taranaki oil industry, each having a tank capacity of around 1.5 million litres. These may be usable in some form, although a method of work would have to be established.
- Road tankers could be transported on the decks of the ROROs (InterIslander and Bluebridge), bringing fuel in from other regions. The availability of tanker trucks may be a limiting factor in this plan.
- SGS (a contractor operating in the Wellington region) owns various 'meter carts' (or 'bunker carts'). These could potentially be used to measure the delivery of fuel from ship to road tanker. Similarly, small delivery bowsers (normally serving farms and construction sites with diesel) may be able to access the area on unformed tracks.
- The NZ Defence Force have at least one bunkering vessel, but not aware as to whether this vessel held marine diesel or 'black oil'.
- Transporting diesel underslung from helicopters.

The draughts of each of the above vessels noted above would have to be matched against available depths in the harbour.

Regional (CDEM Group) fuel planning

Broad-brush calculations show that, even using existing stocks of fuel at service stations and key sites, there will be fuel outages in most of the 'islands' due to a time lag between fuel stocks being used up and access being re-gained to those 'islands' for re-supply. This means that for key facilities such as medical facilities, emergency response facilities and telecommunications sites (permanent or temporary), fuel will have to be delivered by other methods. In concept, it seems that this would best be done by ship (or barge) to shore transfer of fuel tankers, or via helicopter deliveries. Both methods will have significant constraints, as barges and helicopters have other priorities for their use, and it has not been established at this stage how exactly those methods could be carried out. National support for this aspect will be required. Engage with the NCMC to establish how this will be carried out in an event.

The Wellington CDEM Group Fuel Plan¹⁵. The CDEM Group is to define a list of CDEM critical fuel customers for fuel supply within the region. The Wellington CDEM Group Fuel Plan provides a default list of priority users. CDEM critical fuel customer lists should be provided to fuel supply companies and service station operators before and during an emergency.

Identification of service stations with emergency response roles. The Wellington CDEM Group Fuel Plan identified those service stations that have an emergency response role (as per Table below). These service stations were identified by:

- Location within each 'response island' (» refer Annex A.6);
- Analysis of vulnerability to hazards, particularly liquefaction and tsunami;
- Proximity to priority routes (» as identified in the Annex F);
- Ability to be connected to a generator or other external power source.

¹⁵ Refer to Wellington CDEM Group Fuel Plan August 2018

Name of facility	Physical address of facility
BP Connect Paraparaumu	Amohia Street, Paraparaumu
Z Plimmerton Truck Stop	SH1 Plimmerton
BP Connect Porirua	Walton Leigh & Titahi Bay Rd. Porirua
Z Mungavin Avenue	Mungavin Avenue, Porirua
Z Tawa	Main Road, Tawa
Z Johnsonville	136-140 Johnsonville Rd, Johnsonville
Z Crofton Downs	110 Churchill Dr, Crofton Downs
BP 2Go Karori	276-280 Karori Rd. Karori
Z Taranaki Street	155 Taranaki St, Wellington
BP 2go Brooklyn	217-219 Ohiro Rd. Brooklyn
Z Strathmore Broadway	357 Broadway, Miramar
BP 2go Taita	1217 High St. Taita
Mobil Petone	3 Hutt Road, Petone

The Wellington CDEM Fuel Plan provides an analysis of the fuel supply options in an emergency.

Local EOCs should identify service stations that are on or close to Priority 1 roads for reopening as these service stations will be needed to provide fuel supplies for emergency vehicles and for logistics transport moving goods from regional assembly areas to designated distribution points. (» See **Annex F for the road restoration plan and details on priority routes**). The continuity of service station operations is paramount to the supply of fuel to emergency services and vehicles of other response agencies, as well as to the public. EOCs need to work with selected service stations to consider:

- Plans for opening and staffing during an emergency;
- On-site power back-ups and/or connectivity for portable mobile electricity generators; and
- Alternative non powered delivery methods.

Local EOCs Service station managers should have plans in place on how they will maintain operation (albeit limited) during an emergency event. This is primarily in regard to business continuity planning (staffing, services, contact details, etc). Of primary concern is access to fuel at service stations should electricity into a region be affected. Service stations identified by Local Authority CDEM as critical should be encouraged to make arrangements for power back-ups to enable emergency responders to access fuel. Power back-ups may take the form of a permanently mounted generator or hard wiring 'hot-plug' fittings at the service station to allow a generator to be used as required.



Service Stations with Generators the Wellington region are (as of December 2017):

- Z Mungavin Avenue, Porirua
- Z Johnsonville
- Z Taranaki Street, Newtown
- Z Vivian Street, Te Aro
- Z Vic Corner, Lower Hutt

3.8 Gas supply

Reticulated (piped) natural gas is supplied to the Kapiti Coast, Porirua, Hutt Valley and Wellington City areas from the Taranaki region. There is no reticulated gas in the Wairarapa. The gas mains for transporting the gas into the region are owned/managed by First Gas, and the reticulated (lower pressure systems delivering to customers are owned/managed by: KCDC area – First Gas, PCC, UHCC, HCC and WCC areas – Powerco and Nova Energy.

In the scenario of a major earthquake, there will be two main responses for the gas systems:

- Firstly, the inspection of the gas pipes. Any unsafe sections should be shut off. (See below).
- Secondly, provide alternative gas supplied to those key facilities that may use LPG.

In the case of gas leaks, the gas systems are opened and closed by manual valves located out on the networks. This means that operatives (normally gas-qualified contractors) need to gain access to the valves. This could take time, particularly if road access is compromised. If there is an option to do so, cordon off areas where gas leaks are known to be occurring. In this case, it would be necessary to manage any leaks. This would require the following actions:

If a member of the public is reporting a smell of gas:

- Where required the following safety advice is to be passed on to a person reporting a smell of gas inside their property (building):
 - Evacuate the building leaving door(s) open and get to a safe location away from the smell of gas (up wind).
 - Do not operate any electrical switches, appliances and/or electronic equipment e.g. mobile phone.
 - Do not smoke and avoid using anything that has the potential to cause a spark or flame.
 - Keep people away from the area of the suspected gas escape.

For responding contractors at gas leaks:

- Where required the following safety advice is to be passed on to a person (contractor) reporting a third party damage resulting in a gas escape:
 - Get to a safe location upwind of the gas escape.
 - Don't operate equipment or machinery that has potential to cause a spark or flame.

- Control the area where possible, keeping the public at a safe distance from the gas escape.
- Notify emergency services where.
- Additional site management is required.
- An injury has occurred requiring medical attention.

3.9 Liquid Petroleum Gas supply

The following is the concept plan for the supply of LPG following a major local earthquake, and using Roll On Roll Off (RORO) ferries for supply. This plan assumes two types of LPG delivery:

- for a small number of high-criticality, high-use, gas users (e.g. hospitals)
- for the general population, and for those facilities (such as restaurants) that can use bottled gas

Issues/assumptions:

- Wellington-based ROROs are set up to transport truck trailers (with gas 'isotainers' loaded).
- There is sufficient road access available to allow transport of gas to key facilities.
- LPG is around 10 times more flammable than reticulated gas (methane). It would be dangerous to simply supply untreated LPG within reticulated gas networks.

There are around 30–40 isotainers within New Zealand at any one time.

For high-criticality, high-use, gas users, such as hospitals, larger quantities of gas will be required. For customers that have dual fuel capability, use an isotainer for supply (see Figure 23) with a vapouriser. The vapouriser ensures that LPG enters the pipe network as a gas rather than as a liquid. (Note that changing a customer over to any other system during a response will be unlikely to be feasible within the timescales involved.)



Example isotainer on trailer



Example vapouriser (there are many types, of which this is just one)

Figure 23: Examples of LPG isotainer and vapouriser



Note, however, that there are a total of around 30-40 isotainers and no spare vapourisers in New Zealand. The vapourisers would therefore have to be transported in from another country (probably the USA, where they are commonly in use). In an emergency, the Lifelines Utilities Coordinator at the ECC will need to discuss the emergency procurement of a vapouriser either with the Energy Sector Co-ordinating Entity (in the NCMC) or with Contact Energy (who supply LPG and have good technical knowledge of LPG use).

For forklift-using companies (such as Mainfreight, a key logistics company), ensure that isotainers can deliver to the facility, supplied from their normal user, but via the roll-on-roll-off (RORO) ferries.

For the general population, and for those facilities (such as restaurants), the supply of bottled gas will be used. This may be in 9kg or 45kg bottles as shown in Figure 24:

EXAMPLE LPG GAS BOTTLE SUPPLY

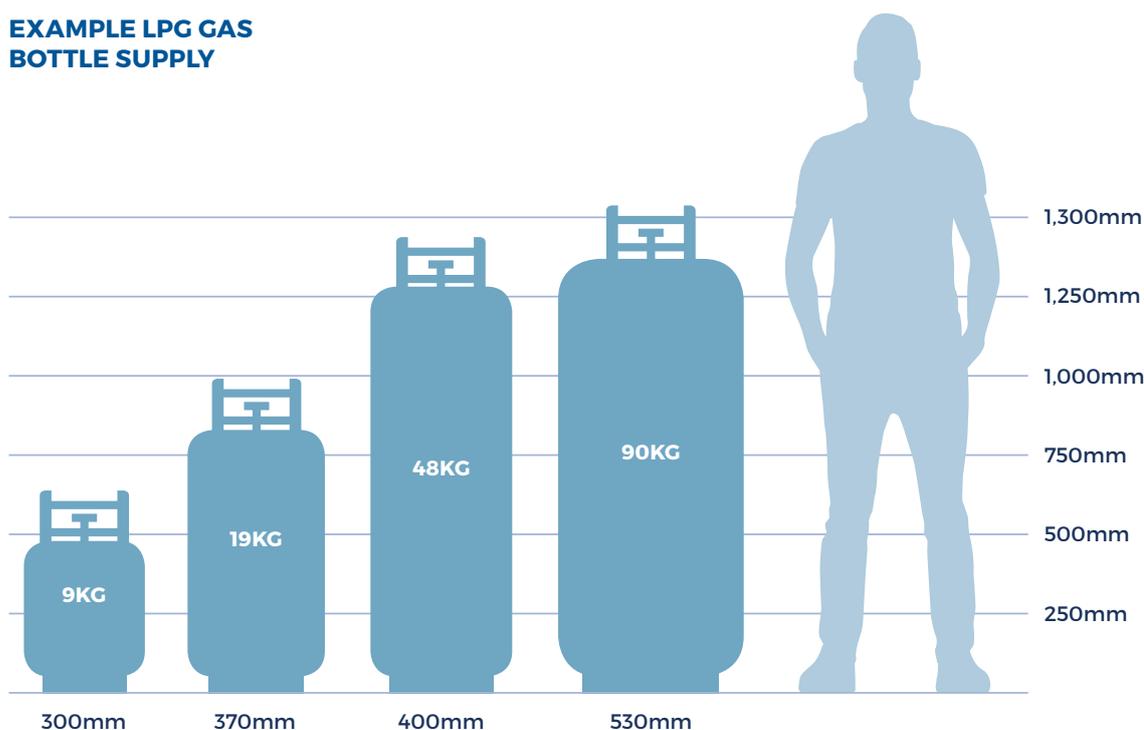


Figure 24: LPG gas bottle sizes

The gas bottles may be re-filled by one of two means:

EITHER: within the region, refill at the existing re-filling facilities located at ELGAS Silverstream (adjacent to the entrance to the Silverstream landfill site) or from opposite Mitre 10 on Udy Street in Petone, assuming that re-supply of these sites can take place.

OR: transport full 9kg bottles into the region on the RORO ships. This may be carried out on normal LPG gas bottle delivery trucks (see Figure 25 below). It is recognised that such trucks and bottles would have to be 'borrowed' from the remainder of New Zealand, creating a shortfall in supply in other parts of the country, however those parts of the country should still have normal energy supply available.



Example LPG gas bottle supply

Figure 25: LPG gas bottle supply truck

IMPORTANT PUBLIC INFORMATION: For the general population, ensure that information is given out with the bottles outlining that LPG gas can ONLY be used with barbeque-type units, NEVER with existing household cookers as the gas flammabilities are different. Existing cookers may be adapted, but only by using special nozzles fitted by qualified gas fitters.



3.10 Major hazard facilities

From Worksafe New Zealand 'Major hazard facilities (MHFs) are workplaces that have significant inherent hazards due to the storage and use of large quantities of specified hazardous substances. Failure to control risks associated with these large quantities of hazardous materials doesn't happen often, but when it does the consequences can be catastrophic'

At the moment there are eight **listed** for the region:

Wellington	Chempro Logistics Limited	40 Seaview Road, Lower Hutt
Wellington	New Zealand Oil Services Limited	43-55 Port Road, Seaview, Lower Hutt
Wellington	Elgas Limited	410 Eastern Hutt Road, Silverstream, Upper Hutt
Wellington	Mobil Oil New Zealand Limited	10 Portsmouth Road, Miramar, Wellington
Wellington	Mobil Oil New Zealand Limited	74-80 Seaview Road, Seaview, Wellington
Wellington	New Zealand Oil Services Limited	119 Port Road, Seaview, Lower Hutt
Wellington	On Gas Limited	38A Bouverie Street, Petone, Wellington
Wellington	Z Energy 2015 Ltd	59 Seaview Road, Lower Hutt, Wellington

3.11 Generator supply

It is the responsibility of the response agencies (pre-event) to arrange their own alternative power source – most identified in the listed key Wellington CDEM Group sites have in place emergency generators. Note that fuel stocks must be held pre-event to service generators. It is noted that most of the response priority sites in the region are already fitted with generators.

All emergency management stakeholders are required to have in place their own arrangements for prioritising generator allocation and sourcing generators in an emergency. The following list are the local major generator suppliers who have generator stock within the Wellington region:

- Aggreko Ltd, 1 Wareham Place, Seaview, Tel 04 589 0860
- Kennards Hire, 149 Adelaide Road, Newtown, Tel 04 380 2810

Additionally smaller generators are available from hire companies across the region.

Additionally there is Generator Rental Services – a bigger NZ company based out of Auckland who specialises in larger generator units and transportation systems to move generators and mobile fuel tanks as alternative power sources around the country.

The prioritisation of generators should be done in conjunction with emergency fuel distribution, specifically using the list of fuel priority customers (with the default list as shown in the WREMO emergency fuel plan) for distribution.

As a general rule priority will be given to the following groups/agencies in order of precedence for generator supply should one be needed:

- Public health and safety (hospitals/ambulance services/key health centres)
- Emergency management (Police/FENZ/CDEM)
- Lifelines infrastructure
- Vulnerable sectors (immobile or vulnerable groups of people such as aged care homes, prisons.
- Key infrastructure that supports a response e.g. Kapiti Coast Airport.
- Isolated communities

Each utility and emergency management agency needs to regularly review its preparedness for widespread electricity outages. Currently there is no formal agreements in place with hire companies to ensure priority supply. Similarly many generator users do not have formal contracts in place, believing they will be able to rely on the Wellington CDEM Group to get them priority access. Additionally the ability to transport generators to site given major road outages in an earthquake event, the availability to transport options to move bigger generators, the ability to connect (electrical requirements) and the capacity to refuel generators is likely to cause as much difficulty as sourcing generators in a large earthquake event.





Section 4

Control and communications

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4.1 Emergency Centre locations and contacts

In a major earthquake event first points of contact are:

- **WREMO Duty Officer:**
021 834 739
- **National Duty Officer MCDEM:**
04 817 8555 or 0800 233 8368 or 00 881 621 465 606 (satellite phone)

Wellington Region Emergency Coordination Centre (ECC)

Contact details apply when ECC is activated			
	Phone	Information desk cell phone	Email
Duty Officer	021 834 739		
Emergency Coordination Centre, 2 Turnbull Street, Wellington, is the assembly point for ECC staff – the location of the ECC will depend on the event	no landline 021 685 786	0088 162 146 1202	ecc.intelligence@wremo.nz

Wellington Region Emergency Operations Centres (EOCs)

	Information desk	Cell	Satellite phone
Wellington 2 Turnbull Street	04 472 3439	021 682 425	0088 162 349 0114
Hutt City 25 Laings Rd, Lower Hutt	04 566 5941	021 689 734	0088 162 146 1201
Upper Hutt 838–842 Fergusson Drive, Upper Hutt	04 527 2169	021 685 769	0088 162 146 1200
Porirua 2B Raiha Street, Porirua City	04 238 2702	021 687 081	0088 162 146 1191
Kapiti Fytfield Place, Paraparaumu	04 298 2253	021 683 160	0088 162 146 1189
Wairarapa 64 Chapel Street, Masterton	06 370 6326	021 682 503	0088 163 145 0845



4.2 Emergency services contact details

The Wellington Region CDEM Inter-Agency Contact and Resource List¹⁶ is published every quarter and provides the latest information, names and contact details for the following agencies:

- Wellington Regional Emergency Management Office
- Ministry of Civil Defence & Emergency Management
- CDEM governance committees
- Wellington Region Emergency Coordination Centre and Group Controllers
- Greater Wellington Regional Council
- Local controllers in Wellington region
- Territorial authorities
- Welfare contacts
- Lifelines utilities contacts
- Emergency services
- Wellington region District Health Boards
- Other key organisations

4.3 Liaison requirements with other departments

On activation of the Wellington CDEM Group ECC, there will be a requirement to place liaison officers into this Centre as soon as possible after activation in order to establish the linkage with the departments/agencies they represent. The following departments and agencies should be contacted as soon as possible in order to place liaison officers within the ECC:

- REMA from MCDEM
- Police
- FENZ
- Defence (probably from HQ JFNZ or HQ DJFIATF)
- NHCC
- DHBs – Capital & Coast, Hutt Valley, Wairarapa District
- Regional Public Health
- NZTA
- MSD

¹⁶ This list is available in the Wellington CDEM Group ECC and the six EOCs. This List is also available from WREMO.

4.4 Priority Wellington CDEM group sites

The following priority Wellington CDEM Group sites should be afforded priority for reestablishment of key lifeline services in order to enable these locations to continue to operate over an extended response period.

Priority CDEM sites are:

- ECC at the Royal Society building at 11 Turnbull Street, Thorndon. If this site is unusable the Group Controller will make a decision to relocate the ECC to another location, potentially another local EOC site.
- Wellington City Council Emergency Operations Centre at 2 Turnbull Street, Thorndon, Wellington CBD
- Porirua City Council Emergency Operations Centre at 2B Raiha Street, Porirua City
- Hutt City Council Emergency Operations Centre at 25 Laings Street, Lower Hutt
- Upper Hutt City Council Emergency Operations Centre at 838-842 Ferguson Drive, Upper Hutt
- Kapiti Coast District Council Emergency Operations Centre at Fytfield Place, Paraparaumu
- Wairarapa Emergency Operations Centre at 64 Chapel Street, Masterton
- ECC Maritime Operations Centre at a site to be identified at the Wellington Port depending on the state of CentrePort facilities post a large event.
- ECC Aviation Operations Centre at a site at Wellington International Airport or at the Kapiti Coast Airport

Priority emergency services sites:

- Police National HQ 180 Molesworth Street, Thorndon. Hosts Police National Command Coordination Centre
- Wellington Central Police Station at 41 Victoria Street. Hosts regional Police Coordination and Communications Centres
- Wellington Central Fire Station at 38/2 Oriental Parade, Oriental Bay. Hosts Regional Fire Coordination Centre and alternative National Command
- Avalon Fire Station, High St, Avalon Lower Hutt. Hosts coordination centre for Hutt Valley and Wairarapa and acts as alternative Rescue Coordination Centre
- Police College at 27 Papakowhai Rd, Papakowhai, Porirua. Hosts alternative National Police Headquarters
- Wellington Free Ambulance HQ, 19 Davis St, Thorndon. Hosts Ambulance Central Communications Centre
- Lower Hutt Police Station, 19 Kings Crescent, Lower Hutt
- Masterton Police Station at 21 Church St, Masterton
- Masterton Fire Station, 2 Chapel St, Masterton



- Paraparaumu Fire Station, 22 Te Roto Dr, Paraparaumu
- Kapiti Police Station, Rimu Rd, Paraparaumu
- Porirua Fire Station, 10 Mungavin Avenue Ranui, Porirua
- Wellington Free Ambulance – Porirua, 8 Awatea St, Ranui Heights
- Wellington Free Ambulance – Hutt, 53 Oxford Terrace, Waterloo, Lower Hutt

Priority Wellington medical sites:

- Wellington Hospital, Riddiford St, Newtown
- Hutt City Hospital, High St, Lower Hutt
- Kenepuru Community Hospital, 16 Hospital Dr, Porirua
- Wairarapa Hospital, Te Ore Ore Rd, Lansdowne, Masterton
- Kapiti Health Centre, Warrimoo Street, Paraparaumu
- Boulcott Hospital, 666 High St, Lower Hutt
- Wakefield Hospital, Florence Street, Newtown
- Southern Cross Hospital, 90 Hanson St, Newtown
- Bowen Hospital, 98 Churchill Dr, Crofton Downs

Other priority regional sites:

- NZTA Traffic Operations Centre, 9 Arthur Carmen St, Johnsonville
- Wellington International Airport Ltd, Stewart Duff Dr, Rongotai. Becomes a Regional Assembly Area (Air) location for regional emergency supply chain
- CentrePort Wellington, Hinemoa St, Pipitea. Becomes a Regional Assembly Area (Sea) location for regional emergency supply chain.
- Seaview Marina, 100 Port Rd, Seaview, Lower Hutt. Becomes a Regional Assembly Area (Sea) for regional emergency supply chain.
- Kapiti Coast Airport, 60 Toru Rd, Paraparaumu Beach, Paraparaumu. Becomes a Regional Assembly Area (Air) for regional emergency supply chain.
- Wellington Rescue Coordination Centre, 41 Percy Cameron St, Avalon, Lower Hutt.
- Kordia – Mt Kaukau transmission site
- Kordia – Makara High
- Martime NZ, Land Sea and Air Rescue and Kordia – Maritime House, Avalon
- 2degrees – Main Switch, 114 The Terrace
- Vodafone – LTWG Seaview
- Vodafone – WTCN Thorndon
- Vodafone – WTC Newtown

- Spark – Central Exchange, 70 Featherston Street
- Spark – Porirua Exchange, Mungavin Avenue
- Chorus – Courtney Place Exchange, 25 Cambridge Terrace
- Transpower – Haywards
- NZOSL, BP, Mobil, Z Energy – Seaview fuel depots
- CentrePort – Thorndon Container Wharf
- CentrePort – Seaview Wharf
- CentrePort – Kings/Glasgow Wharves
- Water – GWRC – Te Marua Lakes (and associated facilities)
- Water – GWRC – Wainuiomata water intake (and associated facilities)
- Water – GWRC – Waterloo Water Treatment Plant
- Water – GWRC – Johnsonville pump station
- Water – GWRC – Karori pump station
- KiwiRail – Wellington Rail Station operations
- Airways NZ – Hawkins Hill radar
- Airways NZ – Wellington Airport power centre – 8 Gaudin Street, Rongotai
- First Gas – Belmont Gas Gate
- First Gas – Waitangirua gas gate
- Powerco – Tawa A gas gate
- Nova Energy – Tawa B gas gate
- Team Talk – Wrights Hill Receive Station

4.5 Communications arrangements

Ensuring a simple, straightforward and consistent approach to compiling, verifying and disseminating information that everyone can rely on is essential. Due to degraded communication, effective dissemination of information will be impacted; however, every effort will be made to ensure stakeholders and the public receive timely and critical information.

Communications between ECC and NCMC and local Group EOCs will use the following options in order of preference:

- Email, Landline, cell phone (BAU no service failures)
- Satellite phone (voice) IPStar (data) in conjunction with UHF/VHF radio (extreme congestion or service failures)
- Courier/messengers
- Liaison – face to face meetings and visits



If email, landline and cell phone are non-operational then satellite phone (voice) IPStar (data) in conjunction with UHF/VHF radio will be the main means of communications. A list of satellite phone numbers is maintained by WREMO in the Wellington Region ECC/EOC Contact List and the Wellington Region Interagency Contact list. To communicate with the NCMC and local EOCs and agency partners (who have the radio hardware) by VHF Radio the ECC will use regional channel ESB 150.

Under the Civil Defence Emergency Management Act 2002, telecommunications operators are designated as lifeline utility operators, and have certain obligations for preparedness and response during civil emergencies. Specifically, they are required to ensure that services continue to function to the fullest extent possible, even though this may be at a reduced level, during and after an emergency.

4.6 Telecommunications response

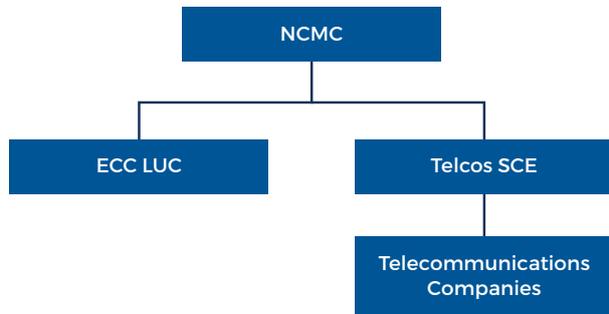
Response structures

Under the Civil Defence Emergency Management (CDEM) Act 2002 and the National CDEM Plan 2015, telecommunication network providers are defined as lifeline utilities, and have certain duties for Reduction, Readiness, Response and Recovery under the CDEM Act 2002 and the National CDEM Plan Order 2015. The responsibilities on the telecommunication network provides includes:

- Identifying and understanding the full range of hazards and risks faced.
- Determine service levels to aim for during and after an emergency, including service delivery expectations and capacity for the consequences of a range of disruptions.
- Determine service restoration priorities, noting the variables such as event type and impacts.
- Facilitate solutions to issues that are sector specific and do not require government assistance and support.
- Develop Business Continuity Plans.
- Identify critical assets and business processes, assess their vulnerabilities and undertake appropriate actions to Reduce the risks they face.
- Outline response and recovery arrangements, including appropriate contracting arrangements with key suppliers.
- Focus on Reduction and Readiness, including planning co-operatively with:
 - Other lifeline utilities (whether in the same sector or not), especially those on which they are dependent;
 - Relevant government agencies; and
 - CDEM Groups.
- Regularly test and exercise their response arrangements and participate in the National CDEM Exercise Programme.
- Work with MCDEM to prearrange a means of national level sector co-ordination that best suits their sector.

Specifically, they are required to ensure that services continue to function to the fullest extent possible, even though this may be at a reduced level, during and after an emergency.

Lifeline utilities coordination is a function carried out during emergency response. The Lifeline Utilities Coordinator (LUC) is appointed in the Wellington Region CDEM Group, will be located in the Regional Emergency Coordination Centre (ECC) and reports to the Group Controller, unless otherwise directed. As depicted in the diagram below Telecommunications Companies have a connection at both the National (NCMC) and Regional (ECC) levels.



NCMC: National Crisis Management Centre

ECC LUC: (Regional) Emergency Co-ordination Centre – Lifeline Utilities Co-ordinator

Telcos SCE: Telecommunications Sector Co-ordinating Entity

Figure 26: Lifeline utilities coordination

The prime co-ordination of response will be carried out at national (NCMC) level by a telecommunications Sector Coordinating Entity (SCE). Some additional interaction will be held at regional (ECC) level on region-specific issues (i.e. specific road access).



Figure 27 below indicates that liaison with the SCE should be at national level, in liaison with the regional level.

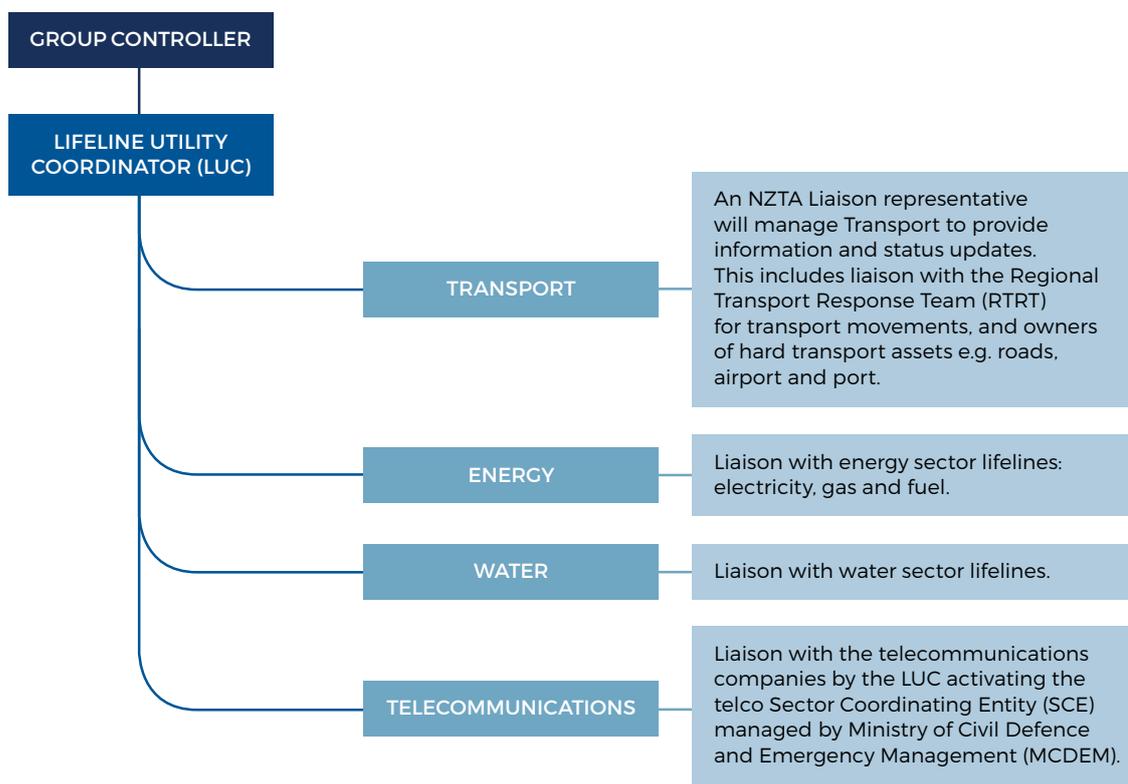


Figure 27: Liaison with the Sector Coordinating Entity

In an emergency ensuring a simple, straightforward and consistent approach to compiling, disseminating and receiving information that everyone can rely on is essential. Due to degraded communication, effective dissemination of information will be impacted; however, every effort will be made to ensure emergency management stakeholders and the public receive timely and critical information.

Wellington CDEM Group communications between the National Crisis Management Centre (NCMC), the Emergency Coordination Centre (ECC) and the six local Group Emergency Operations Centres (EOCs) will use the following options in order of preference:

- Emergency Management Information System (EMIS) (an internet-based SharePoint application)
- Email, Landline, mobile phone usage
- Satellite services in conjunction with UHF/VHF radio
- Courier/messengers
- Liaison - face to face meetings and visits

If Email, landline and cell phone are non-operational then Satellite phone (voice) IPStar (data) or Inmarsat BGAN in conjunction with UHF/VHF radio will be the main means of communications. A list of satellite phone numbers is maintained by WREMO in the Wellington Region ECC/EOC Contact List and the Wellington Region Interagency Contact list. Communication with the NCMC and local EOCs and agency partners (who have the radio hardware) will be by VHF Radio. The ECC will use regional channel ESB 150.

Communications Needs

During an earthquake emergency, responsible councils disseminate information about the emergency (through the Wellington CDEM Group Emergency Coordination Centre [ECC] and the six local Emergency Operations Centres [EOCs]) to keep the public informed about what has happened, the actions of emergency response agencies and to summarise the expected outcomes of the emergency actions. Additionally emergency services maintain coordination centres that control their operations in response to incidents that occur. As a result of a major earthquake incident the means of communication will invariably be damaged or overwhelmed. Yet critical information needs to be disseminated to and received from; the **public, emergency management agencies and members of the media** to support the immediate response.

Communications between the ECC, EOCs and the public will be carried out by the Public Information Managers located at the ECC and EOCs. If available for use, they are very likely to be using CDEM websites e.g. www.civildefence.govt.nz or www.getprepared.nz or Council sites that provide public notices or by utilising social media sites i.e. WREMO Facebook or twitter accounts.

Members of the public are mainly concerned about receiving clear and unambiguous descriptions of the following:

- Risk to their personal safety and that of their family.
- Risk to their personal property
- Action they need to take to prevent or minimise risk.
- Actions the emergency management agencies are taking to help people affected.

Additionally the public wants to be able send short messages to find out about displaced family members and friends, receive instructions on how households can reconnect and to inform others that they are okay (many may be out of the region). Members of the public may have information that helps build a better operating picture. They need an ability to feed information back into the EOCs. This is most effective through the internet and social media sites and Community Emergency Hubs.

Emergency management agencies need continued access to communications to enable them to respond in a timely manner in the right way, to the right location and with the right resources. Coordination of this response requires ongoing telecommunications support.

Media agencies want timely credible information to report on the situation and in turn their people in the frontline may be able to provide additional information to improve an operating picture.

Telecommunications Support

A major shallow longer shaking earthquake is likely to make the telecommunications network inoperable, overloaded or degraded in many parts of the Wellington region. It is acknowledged that whilst fibre networks are reasonably robust in a major earthquake event, the following factors can make the telecommunications network vulnerable:

- fibre systems that cross vulnerable infrastructure e.g. bridges,
- movement or damage of cellular towers,



- damage to major telecommunications terminals,
- power outage and a loss of ability to provide fuel to alternative power, or generators to enable the network to continue to operate.

The CDEM Group needs to ascertain the levels of telecommunications capability still available in the region. This has to be achieved quickly through use of the NCMC LUC communicating with the SCE to ascertain the available communications coverage. A combination of landline, mobile network availability and internet coverage will remain important to the immediate response.

Information required by ECC LUC

- Coverage of the region by the cellular network
- Coverage of the region by the landline and broadband network
- Coverage of the region by the broadcast network
- Impediments to coverage:
- Damaged infrastructure (detailing whether telco resources can repair, and to what timeframes)
- Power supply – details
- Fuel and road access issues

Information required by Telco SCE (TEF)

- Which localities/installations require priority Telecommunication restoration
- A binary response (yes/no) over logistics that can be provided by CDEM agencies for the transportation of equipment
- Projected power and fuel availability to key Telecommunications installations

Priority Wellington CDEM Group Sites

Listed in [Section 4.4](#) are the priority sites that the Wellington CDEM Group would like priority to be given to maintaining telecommunications coverage following a major earthquake.

Toolbox of response options to enable continued telecommunications coverage

There will be many options available for providing telecommunications in an emergency. These options include the following:

- Portable cell sites – ranging in size from small (Cellsites on Pallets) (COPs), through to large (Cellsites on Wheels) (COWs).
- Some telecommunications providers also have standby generators matched with the COPs and COWs.
- Back-haul through alternative means, including:
 - Via satellite (low to very low capacity)
 - “Agile” digital microwave radio linkage via sites that could be activated or set up in an emergency
 - Via quickly repaired, or alternative, fibre routes

- Alternative cellular towers that can be activated.
- Focus efforts on providing telecommunications coverage at schools (many of which have high-capacity fibre networks installed). (Liaison would be required with CDEM to confirm if this option is viable, and if so, which schools should be focussed on for coverage). At hub sites, EOCs may also be able to set up alternative power sources to enable the public to recharge mobile devices at these locations.
- Mobile antennas that can extend a coverage footprint (use of tilt and power management)
- Use of ship in harbour that berths at locations around the Harbour to provide a coverage bubble for a short period
- Locations where a pool of satellite phones can be accessed for a brief call to outside the region. Use of volunteers to run these stations. Stations located in Emergency Assistance Centres (the old 'Civil Defence Centres') or at Emergency Community Hubs.
- Establishment of public domain WiFi nodes to cover areas that will have prolonged conventional telecommunication services.
- Sure Signal (Femto) is a light-weight unit that can plug into a fixed line (ADSL/VDSL) or satellite link and provide a small bubble of mobile coverage, where the fixed line capability is available but the mobile network is not working.

Capacity issues and ability to control

The following are telecommunications control mechanisms that may be used to control congestion on the networks or provide priority usage to key responding staff:

- **switching a geographical area to a priority usage location** when important messages need to get through;
- **ability to switch to isolated areas for intermittent coverage** e.g. for a set time then it switches to another area;
- **cutting/limiting voice communication** based on earthquake alert levels for high magnitudes and limiting bandwidth for medium size earthquakes;
- by **reserving the full bandwidth to text messaging only**. In case of a partial cut to services, all the people in the network could receive a text message like ***“Only text messaging is allowed until further notice due to an earthquake”***; and
- by **reserving enough bandwidth** for voice and data **for CDEM authorities and emergency services**.

Use of internet satellite connection by public would probably need to have further control measures put in place e.g. automatic cut out after a designated period of use and device numbers being used unable to reconnect for another one or two hours. The powers of a declaration are fairly all encompassing and can protect telecommunications companies when implementing control measures.

4.7 Emergency mobile alert system

An emergency mobile alert may be cell broadcast to all compatible mobile phones in a designated area. Emergency Mobile Alerts are sent by the Emergency Coordination Centre and the sending of an alert must be approved by the Group Controller.



The Emergency Mobile Alert service is to be used to issue High-Priority Alerts only. In accordance with the New Zealand Common Alerting Protocol (CAP-NZ), High-Priority Alerts meet, or exceed, all of the following criteria:

- Certainty: Either
 - Observed: Determined to have occurred or to be ongoing; or
 - Likely: Probability of its occurrence greater than 50%
- Severity
 - Extreme: Extraordinary threat to life, health or property; or
 - Severe: Significant threat to life, health or property
- Urgency
 - Immediate: Responsive action should be taken immediately; or
 - Expected: Responsive action should be taken soon

The delivery of an Emergency Mobile Alert depends on both internet and cell (mobile) networks, where these unavailable then an alert may not be able to be sent.

For further information see WREMOs Standard Operating Procedure for Sending Emergency Management Alerts (2017).

4.8 Public information management

Communicating with the public across the Wellington region will be difficult in the early stages of response, due to telecommunications being compromised. Direct communication with communities using non-electronic means will be crucial. A consistent and mutually supportive approach across the region will be required. Rapid activation and disciplined use of alternative voice and data telecommunications plans will be essential to support PIM efforts. Where telecommunications are compromised the onus will be on PIM to employ direct, face-to-face communication with isolated communities. Additionally a public communication opportunity exists through the use of the self activated Community Emergency Hubs to provide community updates e.g. use of regularly updated mass-printed information newsletters and community noticeboards at these Hubs. The consequences and responses to this earthquake will be much wider than a single local authority area, it is essential that the appropriate spokespeople are used. To ensure an adequate level of professional leadership is projected, and coordinated multi-agency response follows, the Regional Manager of WREMO will be required to take more of a lead role as the strategic spokesperson supported by senior personnel from functional lead agencies. The Wellington CDEM Group chair and local mayors will also act as spokespersons for broader context and public confidence.

Public information consists of the processes, procedures and systems to communicate timely and accurate information by accessible means and formats. This will convey the current situation to the public, responders and stakeholders (both directly affected and indirectly affected). Public information must be coordinated and integrated as part of the multi-agency coordination system across territorial authorities, agencies and organisations.

During an earthquake emergency, responsible councils disseminate information to keep the public informed. This information covers what has happened, the actions of emergency response agencies and the expected outcomes of the emergency actions. As a result of a major earthquake the means of dispersing public information at the local government level will invariably be damaged or overwhelmed. Critical information needs to be disseminated to victims, responders, recovery personnel and members of the media. Multiple response agencies and levels of government need to work cooperatively to provide consistent emergency information.

Emergency notification systems must provide effective communication for people who are deaf/hard of hearing, blind/low vision, deaf/blind or have limited English proficiency. During emergency broadcasts or emergency notifications, the Wellington CDEM Group will work with broadcasters to ensure interpreters are available. Communication access is complex for people with disabilities and others with access and functional needs. Communication is information that is understood, used and trusted. People with reduced or no ability to see, hear, speak, read, remember, and understand, or who have cognitive limitations and limited language proficiency may have difficulty receiving and understanding emergency information.

Principles for public information messaging to the Wellington region are:

- 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.
- 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.
- 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).
- 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' (i.e. health messaging to be developed and shared by Ministry of Health – through the National Health Coordination Centre).
- The Wellington CDEM Group ECC will coordinate shared media engagement for regional agencies as appropriate to ensure that the public sees a 'joined-up' approach to the overall response. Where possible information is to be provided directly by the appropriate agency (e.g. shared media stand-ups from the ECC (or alternate location) with a spokesperson from each relevant agency).



- Messages are to 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.

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. 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.

Emergency Information Sources Radio Station Frequencies for the Wellington area

The following radio stations are signed up to a national agreement to broadcast official advice in the event of a major emergency.

- Classic Hits 90.1 FM
- Newstalk ZB 1035am
- More FM 95.3FM, 99.7FM
- The Breeze 94.1FM, 98.5FM
- National Radio (RadioNZ) 567AM, 101.3FM, 104.5FM
- Radio Live 98.9FM, 1233AM
- Local radio stations:
 - Hutt Radio 106.1 FM
 - Upper Hutt River FM 88.4 FM
 - Atiawa Toa 100.9 FM

Official messages will be announced as official. In smaller events, radio and television stations choose what information and advice to broadcast as they do with any other news.

The key Wellington CDEM Group websites are:

- WREMO: www.getprepared.nz
- WREMO Facebook: www.facebook.com/WREMOnz
- Ministry of Civil Defence & Emergency Management: www.civildefence.govt.nz

4.9

Internet access

The Wellington CDEM Group Lifeline Utilities desk is to consider telecoms solutions for providing internet access at selected Community Emergency Hubs – a wifi system that allows the public to use their own portable monitors and to access the internet.

The ECC and local EOCs will identify key Community Emergency Hubs and Emergency Assistance Centres where wifi access could be located and might help draw the community to enable public messaging to be shared.

4.10

Continuous improvement

This plan lays the foundation for addressing a shared significant hazard and responsibility for the Wellington region through coordinated and integrated effort and sets the conditions for sustained response and recovery. With the goal of continuous improvement, this plan encourages discussion and innovation and will be exercised and further refined from lessons learned and stakeholder engagement.



Glossary

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.
Affected people	In this plan, this means any person and dependent animals (that rely on human intervention for sustenance) that have been impacted. Whilst response priorities must always be given to human beings first, there is a recognition that the psychological impacts of being separated from dependent animals such as family pets will have significant welfare implications. So all planning should try and make provisions to include dependent animals when considering affected people i.e. Evacuation.
Alternative NCMC	The alternative National Crisis Management Centre (NCMC) facility based in Auckland. The alternative NCMC in Auckland is not maintained to the same degree of readiness as the main facility in Wellington, but on activation will fulfil all of the same functions.
Alternative NWCG	The alternative National Welfare Coordination Group (NWCG) that will convene in the alternative NCMC facility in Auckland.
AMPLANZ	Ambulance National Major Incident and Emergency Plan 2005. AMPLANZ is a detailed operational framework for the New Zealand ambulance sector to provide clear guidance for all Ambulance Services in all parts of the emergency management cycle.
AoG	All-of-Government.
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.
CDEM	Civil Defence Emergency Management. » See Appendix 2 of the Guide to the National CDEM Plan 2015 for further clarification.

CIMS	Coordinated Incident Management System. An organisational structure that allows agencies involved in an emergency response to work together to manage it systematically, under a coordinated operational response. The system involves common terminology and operating structures, integrated communications and other shared management processes.
Community Emergency Hub	Community Emergency Hubs (formerly known as Civil Defence Centres) are pre-identified places for the community to coordinate their efforts to help each other during and after a disaster. Community Emergency Hubs will be opened by people in their community, not official staff, when there is need for the community to help itself, such as when there has been widespread infrastructural damage, damage to buildings and roads, or communication networks are down for extended periods.
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.
DHB	District Health Boards (DHBs). Provides hospital and community-based health services (including public health units). DHBs are funders and providers of publicly funded services for the populations of specific geographical areas of New Zealand.
EAC	An Emergency Assistance Centre (EAC), formerly known as welfare centres or could also be referred to as Civil Defence Centres in other parts of NZ, is a facility that is established and managed by the CDEM Group during an emergency to support individuals, families/whānau, and the community. EACs are open to members of the public, and may be used for any purpose, including public information, evacuation, delivery of welfare services to the affected community, or recovery (depending on the needs of the community) and the provision of official advice such as medical support locations and water supply locations.
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.

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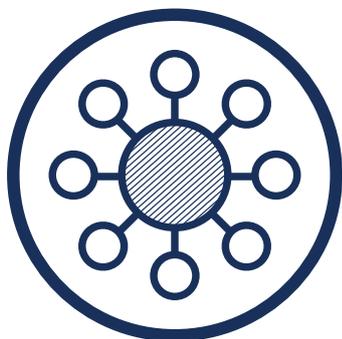
ECC	An Emergency Coordination Centre (ECC) is a coordination centre that operates at the CDEM Group or regional level to coordinate and support one or more activated EOCs.
EMA	Emergency Management Advisor. A member of the Wellington Region Emergency Management office who provide advice to a Territorial Authority.
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.
Helo	An abbreviation for a Helicopter which can also to referred to as a rotary wing aircraft.
Isolated area	In this plan, this means any area without road access, meaning that heavy freight loads 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 bulk supplies. Isolated areas may be accessible by air and/or sea transport.
Lead Agency	The organisation with the legislative or agreed authority for control of an incident.
Liaison	A means of improving the flow of information between response agencies by establishing personal communication through Liaison Officers who act as single points of contact between agencies.
Lifeline Utilities	Services or networks that provide the necessities of life, for example, power and gas, water, sewerage, fuel, roading, transport of essential supplies, fast moving consumer goods and telecommunications.
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. <i>(Source: GNS website)</i>
MCDEM	Ministry of Civil Defence and Emergency Management
MOH	Ministry of Health

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. <i>(Source: GNS website)</i>
National Assembly Area	An assembly area where national-level resources are organised and prepared for deployment.
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	<p>National Crisis Management Centre. A secure, all-of-Government coordination centre used by agencies to monitor, support, or manage a response at the national level.</p> <p>The facility provides a centralised location for:</p> <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.
NCMC Forward Operating Base (FOB)	A NCMC Forward Operating facility that will coordinate the all-of-Government operational response in Wellington.
NHCC	National Health Coordination Centre (NHCC). The Ministry of Health's centre whose function is to coordinate at the national level, the healths sector response in an emergency.
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. <i>(Source: Civil Aviation Rules, Part 1, Definitions and Abbreviations)</i>

ERS	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).
NWCG	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.
NZDF	New Zealand Defence Force
NZMAT	New Zealand Medical Assistance Team. A NZMAT is a multi-disciplinary team providing health specialists with necessary skills, qualifications and training to support a health emergency response in an affected area.
NZRT	New Zealand Response Team. A nationally recognised CDEM Response Team that is affiliated to a CDEM Group and provides a trained response to a range of emergencies depending on the specialisation of the team, and based on local needs.
NZTA	New Zealand Transport Agency
ODESC	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.
PHO	Primary Health Organisation. A grouping of primary health care providers; a local structure through which District Health Boards implement the Primary Health Care Strategy. <i>(Minister of Health 2001)</i>
PIM	Public Information Management. The function that, during an incident, prepares, distributes and monitors information to and from the media and the public.
Primary care	Care and services provided by general practitioners, nurses, pharmacists, dentists, ambulance services, midwives and others in the community.

Public Health Units	Agencies that provide health services to populations rather than individuals. There are 12 Public Health Services in New Zealand providing environmental health, communicable disease control and health promotion programmes. Each service is administered by a public health unit that are led by a manager and staffed by medical officers of health, public health nurses, communicable disease nurses, health protection officers, health promoters and others.
REMA	Regional Emergency Management Advisor
Regional Assembly Area	An assembly area where regional-level resources are organised and prepared for deployment into local Territorial Areas.
Rotary-wing	Helicopters.
ROROs	Roll-on-roll-off vessels that do not require electricity to unload.
SCE	Sector Coordinating Agency. 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.
Situational Awareness	An understanding and appreciation of the complexities of an incident including an understanding of the environment, the situation, likely developments and implications.
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), Maritime New Zealand (MNZ) and Ontrack.
USAR	Urban Search and Rescue 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. USAR comes under the umbrella of Fire and Emergency New Zealand.
VFR	Visual flight rules (VFR) are regulations that specify the cloud and visibility limitations for aircraft operating with only visual reference to terrain. » See the Civil Aviation Authority's Visual Flight Rules for further details.
WENIRP	Wellington Earthquake National Immediate Response Plan. MCDEMs supporting plan (SP 02/18) which directs and coordinates the immediate national response to a major Wellington earthquake, to ensure the most effective use of scarce resources until a formal response structure and a specific national action plan has been established.
WCG	Welfare Coordination Group. A collective of welfare services agencies that are active at CDEM Group and local levels. The WCG provides planning input and coordination at the CDEM Group level, and support to local level CDEM welfare.

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Annex A

National Planning Scenario for a major Wellington earthquake

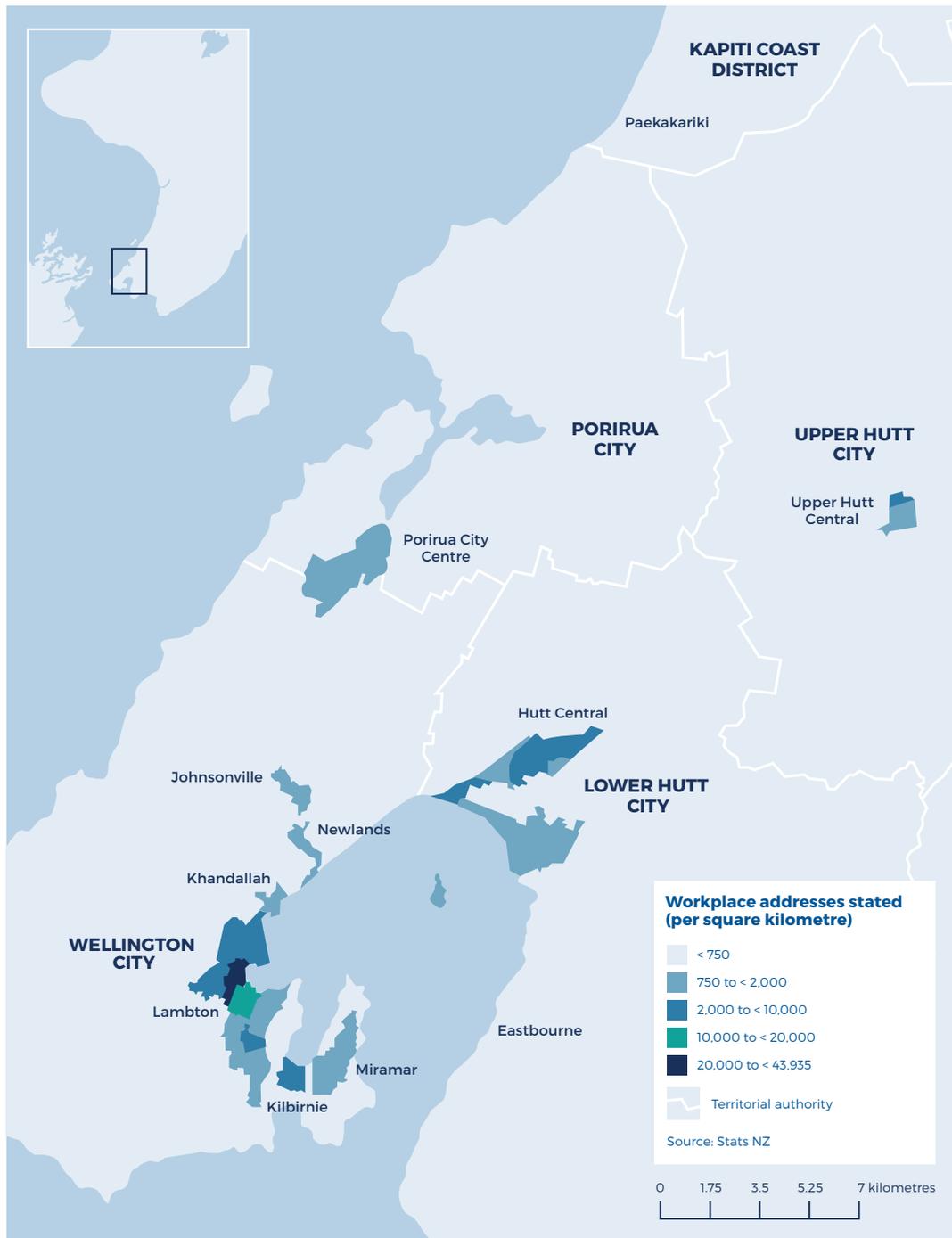
A.1 Population

The Wellington region has 11% of New Zealand's population and produces 15% of the nation's GDP. The population breakdown¹⁷ by territorial authority is detailed in Figure 1 below.

Wellington Territorial Authority	Population (2016)
Kapiti Coast District	52,100
Porirua City	55,400
Upper Hutt City	42,600
Lower Hutt City	103,400
Wellington City	207,900
Masterton District	24,600
Carterton District	8,900
South Wairarapa District	10,100
Total	505,000

Figure 1: Wellington Population Breakdown by Territorial Authority

¹⁷ Based on 2013 Population Census from NZ Statistics as base then estimated growth by territory identified in WENIRP



The area units with the most workplaces are in the centre of Wellington city:

- Lambton (43,281)
- Willis Street-Cambridge Terrace (19,110)
- Thorndon-Tinakori Road (17,421).

This means that on a normal work day in Wellington City there could be in excess of 65,000 workers in the Central Business District.

Vulnerable groups

This Plan is based on an intent that the Wellington population needs to be able to demonstrate and enact some of its own survivability and sustainability actions in the initial response period which in turn will enable emergency management stakeholders to direct their support to those that need it the most. There are however a number of individuals and/or groups in the region that are likely to feel the impacts of a major earthquake more than others. The planning and provision of welfare support needs to account for these vulnerable groups which may include the following:

- People with physical disabilities including sight or hearing impairment
- People with mental health conditions or intellectual disability
- People with autism spectrum disorder
- People with medical conditions or dependencies
- People with high-needs medical and mental health requirements
- People with special needs that are at day bases or live-in centres, residential care or live at home where they are dependent on caregivers
- Older adults, particularly those living in aged care centres
- Socially isolated or homeless individuals
- Children in schools and early childhood centres, and young formula fed babies
- People in prison or being detained on home detention
- International residents, new immigrants and non-English speakers
- Low-income households
- Tourists

A.2 Operating environment

The unique characteristics of the Wellington region for an earthquake response are:

- **Population density:** It has a population of 505,000 that is dispersed into a number of discrete, densely populated areas. The CBD of Wellington is densely populated during the working day, but also has a greater degree of night time population than any other location in New Zealand, apart from Auckland. An earthquake during a working day would cause a significant displacement of workers and school children from their place of residence and, due to Wellington geography, significant potential for major transportation challenges to get them home.
- **Isolation:** The region relies heavily on the arterial road routes of SH 1 and SH 2, with most of the sustenance needs of the region arriving by road and rail. These roads also provide a significant logistics link for the South Island. These road links are easily cut by earth movements (and/or tsunamis) resulting from seismic activity. The nature of the terrain that both SH 1 (and the adjacent rail main trunk line) and SH 2 traverse mean that a major earthquake could close all land routes to Wellington for a period of weeks, if not months.



- **National response coordination:** In the event of any natural disaster requiring a national response, that response is coordinated from the Wellington CBD. This is also where the Wellington regional response is coordinated from. An earthquake significant enough to turn the Wellington CBD into a “red zone” will be a direct threat to New Zealand’s ability to manage a national response. Many of the people who provide expertise and capacity to national response and recovery could be dead, injured or unable to gain access to the CBD.
- **National Government:** Compounding the problem of Wellington’s isolation is its status of Capital City and the resultant requirement to “run the country”. The seat of Government resides in Wellington’s CBD, supported by tens of thousands of public servants and private sector employees. In the event of a major earthquake that closes the Wellington CBD, alternative arrangements to govern New Zealand would need to be enacted, in short order.

A.3 Impact on Wellington Population

GNS Report of Sep 14 – estimated damage, repair implications and casualties for eight earthquake scenarios. Earthquake involving rupture of Wellington, Wairarapa & Ohariu Fault and Hikurangi Subduction Zone are considered to be most costly.

Population impacts	
Fatalities	400 to 2,000 during work day 140 to 560 for night time event
Injuries	4,000 to 10,000 during a work day 2,500 to 6,000 for night time event
Trapped	Approximately 500 trapped mostly in Wellington CBD
Missing	10,000 although most expected alive but unable to return home
Displaced	Approximately 80,000 during work/school times, 60,000 plus in Wellington CBD
Sustainment of population	
Food requirements	4,211,143 kg/per day
Water requirements	8,422,600 l/per day

Food and water = sustainment of population based on 20L water, 2.5 kg food per day.
Water requirement equivalent to approximately 255 milk tankers a day.

A.4 Wellington region vulnerabilities

These photographs demonstrate the vulnerability of the Wellington environment.



Land reclamation, Thorndon, Wellington, circa 1925. Taken by an unidentified photographer. Evening Post Collection. Reference number EP-0114-1/2-F. Alexander Turnbull Library, Wellington, New Zealand.



2016

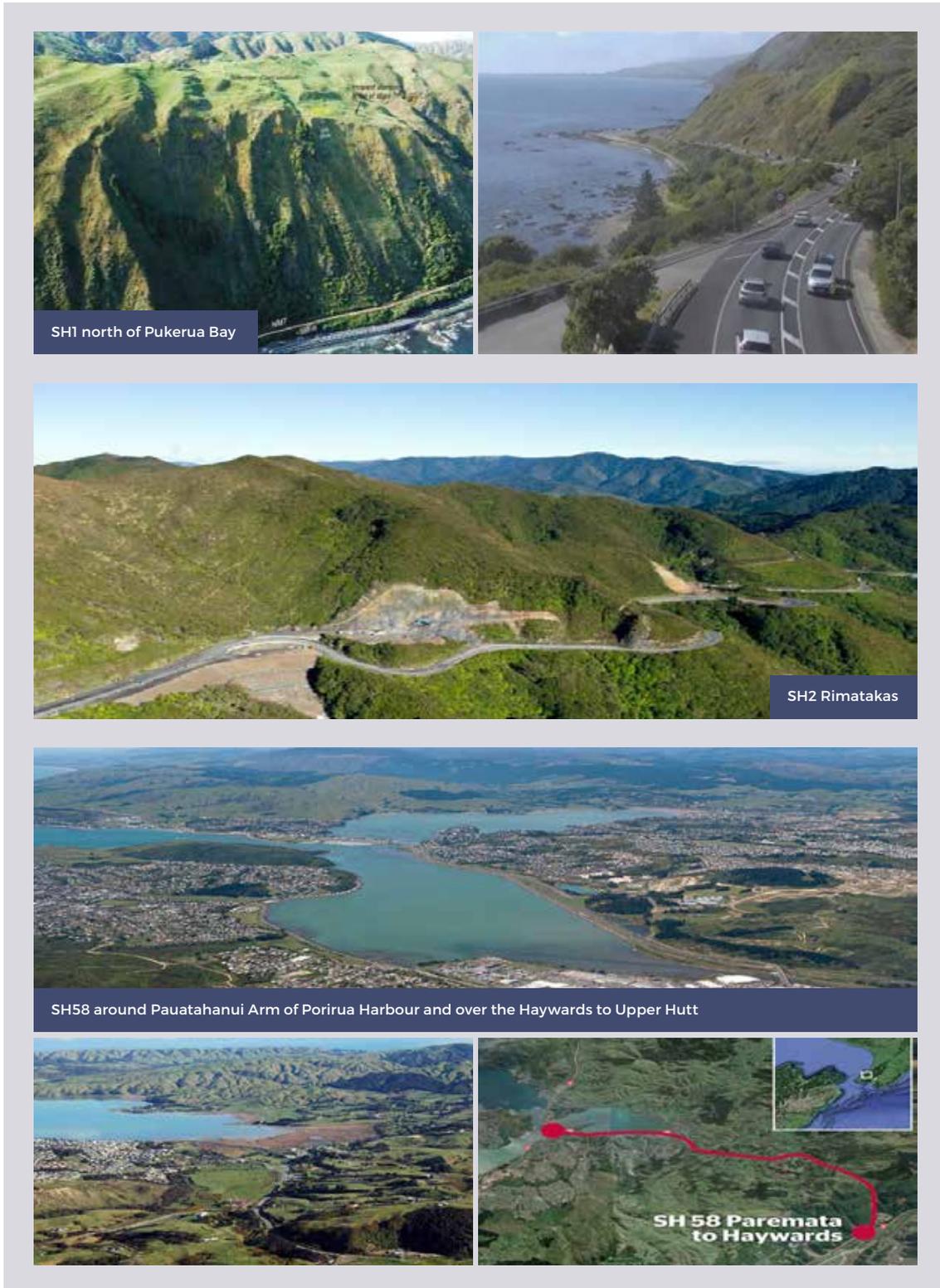


1855





Until the Transmission Gully Roading Project is opened the three photographs below show the only major road access into the Wellington region – all three vulnerable to major road outage through road fracture and land slips.



Particular vulnerabilities for the Wellington region are:

- **Medical:** A strong aftershock may create large numbers of casualties, while simultaneously reducing health sector capacity and damaging roads and lengthening response times.
- **Transport into the region:** Prolonged closure of SH1 and SH2 will require all freight to come through CentrePort. Air transport capacity is insufficient to supply the thousands of tons required each day.
- **Transport around the region:** Wellington's topography means that the region will be divided into multiple fragments, until roads can be reopened. Some areas may be reconnected within days, some will take months.
- **Water:** Bulk water pipes from the Hutt Valley may be damaged, limiting or preventing supply to Porirua and Wellington city.
- **Sanitation:** Damage to pipes may prevent the efficient disposal of sewage, requiring the mass distribution of portaloos and camping toilets (which will take weeks to procure).
- **Wastewater:** Damage to pipes may prevent the efficient management of stormwater. This may create secondary hazards, particularly flooding, if the earthquake precedes a hydrometrological event.
- **Power:** There are multiple weakpoints within the electrical distribution network that will fail, leading to protracted blackouts for large parts of the affected area.
- **Accommodation:** A strong aftershock will lead to further structural damage, and lead to large numbers of people (up to tens of thousands) requiring emergency accommodation. An aftershock on a working day will strand thousands of workers and students away from their homes.
- **Fire:** Older suburbs with densely packed, wooden houses and reticulated gas (e.g. Newtown, Kilbirnie, Petone) are prone to fire following earthquake, that the Fire Service may be unable to control due to damaged water pipes.

A.5 Anticipated Impacts

The national planning scenario that this plan is based on is a credible worst-case scenario, and is likely that the impacts of a major Wellington earthquake will be less than those identified in the WENIRP planning scenario. For an earthquake of these magnitudes, strong shaking is the primary effect and will cause the majority of damage, injury and death. Secondary effects may include landslides, liquefaction, flooding, and fires. A New Zealand plate earthquake could also produce a localised tsunami. Hundreds, or even thousands of aftershocks, some as high as M 6.0, can also be expected and will continue for months – many causing additional damage, interrupting response efforts and having psycho-social impacts. Appendix 1 provides a pictorial of the predicted infrastructure impacts of a major Wellington earthquake and the forecast restoration timelines.



Key regional infrastructure impacted by a Wellington Earthquake may include:



Health and disability sector

- All health care facilities and providers in the Capital and Coast, Hutt Valley and Wairarapa DHBs are likely to have suffered some degree of damage and may be operating at a reduced capacity.
- Key vulnerabilities include access, water supply and waste management.
- A decrease in the quality of living conditions may increase the risk of communicable disease transmissions.
- Diarrhoeal disease outbreak may also occur if drinking water is contaminated.
- Effective public health surveillance will be necessary to mitigate the risk of a higher incidence of disease.



Roads

- Major slips, bridge damage and closures are likely on SH1, between Otaki and Wellington. Regaining access into Wellington is likely to take up to 120 days. Construction of The Transmission Gully Motorway in 2020, has the potential to reduce this time considerably. Also a connection from this motorway into the Hutt City at somewhere like Petone will reduce the isolation time of the Hutt Valley.
- Major slips, bridge damage and closures are likely on SH2, between Masterton and Wellington. Regaining access into Wellington is likely to take more than three months. Access into the Hutt Valley from Wellington city is likely to take two-three months.
- Major slips on SH58, particularly at the eastern end, access is likely to take up to three months.
- The roads linking Wellington city CBD with Porirua and the western suburbs are likely to be closed by slips for up to ten days.



Ports and airports

- Wellington Port is expected to be inoperable for the first four days. Roll-on/roll-off ferries and geared ships may be able to use it from E+5.
- Wellington Airport is highly likely to be inoperable for the first two days. Military transporters and civilian turbo-prop aircraft may be able to use it from E+2.
- Palmerston North, Ohakea, Paraparaumu, Masterton and Blenheim airports will potentially be damaged or levels of service disrupted.
- Jet fuel is unlikely to be available in Wellington, requiring aircraft to refuel outside the affected area.



Rail network

- Rail lines between Wellington and Levin and Wellington and Masterton, 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.



Lifeline utilities

- Wellington regional potable water, stormwater and wastewater distribution networks are highly likely to be severely disrupted or destroyed, taking months to restore in some areas. Broken water mains will challenge fire suppression efforts.
- Wellington region has invested in emergency water distribution that will provide sustainable levels of water to the population from E+8. Many communities will need to be self sufficient in sourcing their water supplies for up to the first seven days after the earthquake.
- Water/wastewater systems across the rest of the affected area may be disrupted or damaged.
- Electrical generation and distribution networks are likely to be inoperable or degraded.
- Telecommunications networks are likely to be inoperable, overloaded or degraded across the whole affected region. Whilst ducted fibre optic cables perform well in earthquakes, and many exchanges are expected to survive relatively intact, but as they are dependent on power even the undamaged assets may not function for months.
- Fast Moving Consumer Goods (FMCG) distribution system into and within the Wellington region will be inoperable, due to road closures and disrupted utilities supply.
- Fuel distribution system into and around the Wellington region is likely to be inoperable.
- Gas transmission pipelines supplying the lower North Island are likely to be damaged, isolated and either inoperable or degraded. Many gas lines may have ruptured and ignited, destroying buildings, impacting transportation routes and causing injuries and death.
- Banking services may be largely unavailable, including ATMs and financial transactions such as employee pay services and scheduled payments.
- Economic transactions may be largely reliant on cash.



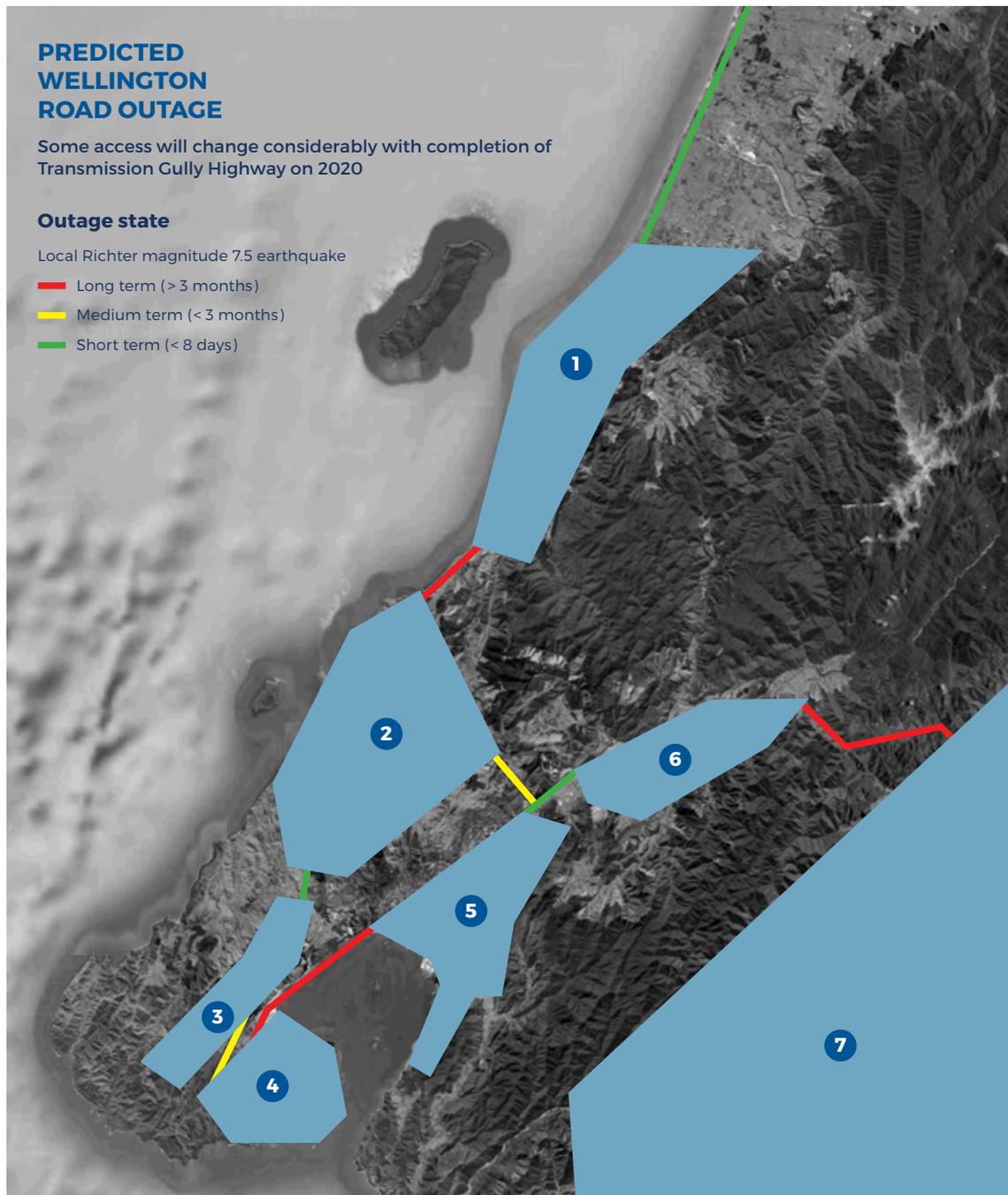
Welfare services

- Damage to infrastructure and lifeline utilities will result in significant numbers of displaced people (**>> See A.3**) and will have considerable impact on vulnerable groups. This will lead to heavy demand for welfare services delivery for all sub-functions, at the Wellington CDEM Group, local and national levels.



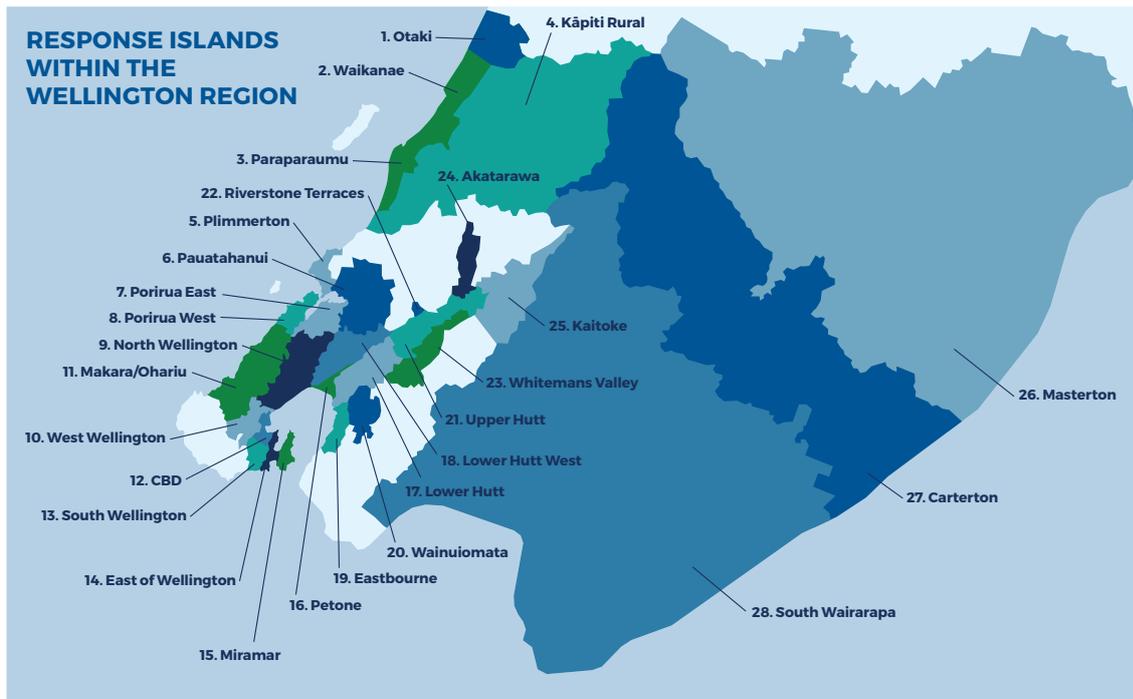
A.6 Response islands within the Wellington region

The Wellington Earthquake National Initial Response Plan (WENIRP) identifies road outages which will create seven islands that for a period of time will be isolated from road movement into and out of each area. The map below identifies these seven islands:



The map below identifies 28 potential areas of the Wellington region, which are within these seven WENIRP islands, that may become isolated due to roading outages (through landslips, road surface fractures, bridge destruction or large building debris blockages) as a result of a major earthquake. The initial information requirements matrix identified in Annex B will help inform what areas of Wellington have become isolated.

These islands can be used to define response areas of operation. It is acknowledged however that because natural barriers often define patterns of urban development, these islands also strongly correlate to suburb/community/territorial authority borders. In order to enable response planning it has been decided to divide the Emergency Operating Response Base into 28 Initial Response Islands (aligns to Recovery Islands) as follows:





Response Islands

Kāpiti

- Response Island 1: Otaki** (probably less likely to be isolated from supplies available from the North) – Otaki, Otaki Beach
- Response Island 2: Waikanae** – Te Horo, Peka Peka, Waikanae
- Response Island 3: Paraparaumu** – Paraparaumu, Raumati, Paekakariki
- Recovery island 4: Kāpiti Rural** – Maungakotukutu, Hautere

Porirua

- Response Island 5: Plimmerton** – Plimmerton, Camborne, Mana, Pukerua Bay
- Response Island 6: Pauatahanui** – Pauatahanui, Judgeford
- Response Island 7: Porirua East** – Paremata, Papakowhai, Whitby, Aotea, Ascot Park, Waitangirua, Cannons Creek, Ranui Heights
- Response Island 8: Porirua West** – Titahi Bay, Takapuwhahia, Elsdon

Wellington

- Response Island 9: North Wellington** – Tawa, Grenada, Glenside, Churton Park, Paparangi, Woodridge, Horokiwi, Johnsonville, Newlands, Broadmeadows, Khandallah, Ngaio
- Response Island 10: West Wellington** – Crofton Downs, Wadestown, Wilton, Northland, Karori, The Glen, Kelburn, Highbury,
- Response Island 11: Makara/Ohariu**
- Response Island 12: CBD** – Thorndon, Pipitea, Te Aro, Aro Valley, Mount Cook, Mount Victoria, Oriental Bay
- Response Island 13: South Wellington** – Brooklyn, Vogeltown, Newtown, Mornington, Berhampore, Kingston, Island Bay, Owhiro Bay
- Response Island 14: East of Wellington** – Roseneath, Hataitai, Kilbirnie, Melrose, Rongotai, Lyall Bay
- Response Island 15: Miramar** – Maupuia, Karaka Bays, Miramar, Seatoun, Strathmore Park, Breaker Bay, Moa Point

Lower Hutt

- Response Island 16: Petone** – Petone, Alicetown, Melling
- Response Island 17: Lower Hutt** – Seaview, Gracefield, Moera, Waiwhetu, Woburn, Waterloo, Fairfield, Boulcott, Naenae, Epuni, Avalon, Taita, Stokes Valley
- Response Island 18: Lower Hutt West** – Korokoro, Maungaraki, Normandale, Harbour View, Tirohanga, Belmont, Kelson, Manor Park, Haywards
- Response Island 19: Eastbourne** – Point Howard, Sorrento Bay, Lowry Bay, York Bay, Mahina Bay, Sunshine Bay, Days Bay, Eastbourne, Muritai
- Response Island 20: Wainuiomata**

Upper Hutt

Response Island 21: Upper Hutt – Pinehaven, Silverstream, Heretaunga, Trentham, Elderslea, Wallaceville, Maidstone, Ebdentown, Kingsley Heights, Clouston Park, Totara Park, Māoribank, Timberlea, Brown Owl, Birchville, Te Marua, Maymorn

Response Island 22: Riverstone Terraces

Response Island 23: Whitemans Valley – Whitemans Valley, Mangaroa

Response Island 24: Akatarawa

Response Island 25: Kaitoke – Pakuratahi

Wairarapa

Response Island 26: Masterton – Masterton, Mauriceville, Mikimiki, Rangitaumau, Pokai, Bideford, Tauweru, Wainuioru, Stronvar, Whareama, Tinui, Mataikona, Whakataki, Castlepoint, Otaheme

Response Island 27: Carterton – Mount Holdsworth, Carterton, Gladstone, Ponatahi, Longbush, Admiral Hill, Te Wharau, Flat Point

Response Island 28: South Wairarapa – Greytown, Featherston, Martinborough, Kahutara, Western Lake, Pirinoa, Lake Ferry, Te Muna, Hinakura, Raukokoputuna, Tukurumuri, Te Aweiti



Appendix A1

Predicted Infrastructure Impacts and Forecast Restoration Timelines

EXPECTED INFRASTRUCTURE IMPACTS OF A MAJOR WELLINGTON EARTHQUAKE & PREDICTED RESTORATION TIMES

KEY:

Days to restore: Road link Sea link Air link **RED TEXT** Severe impact

E+2 days

KAPITI
POP 52,100

900
estimated people displaced (commuters, tourists)

E+20 days **KAPITI COAST AIRPORT**

E+4 months
(or E+2 days once Transmission Gully Motorway is completed)

PORIRUA
POP 64,130

7,500
estimated people displaced (commuters, tourists)

E+20 days **E+6+ weeks** **KENEPIRU HOSPITAL**

CBD **EAST PORIRUA**

E+4-7 days

NORTH/WEST WELLINGTON
POP 98,000

2,000
estimated people displaced (commuters, tourists)

E+30 days **E+6-10 weeks**

KELBURN **KARORI** **JOHNSONVILLE** **ONSLOW/TAWA**

E+10-14 days

WELLINGTON CITY
POP 113,000

67,000
estimated people displaced (commuters, apartment dwellers, tourists)

CBD **E+2 months** **E+3+ months**

SUBURBS **E+30 days** **E+3+ months**

WELLINGTON HOSPITAL

E+28 days

WAIRARAPA
POP 43,600

1,400
estimated people displaced (commuters, tourists)

MASTERTON HOSPITAL

E+3 months

UPPER HUTT
POP 42,600

2,700
estimated people displaced (commuters, tourists)

TE MARUA TREATMENT PLANT (TP) **E+20+ days** **E+4 weeks**

E+7 days

LOWER HUTT
POP 103,400

12,500
estimated people displaced (commuters, tourists)

WAINUIOMATA TP **E+20-30 days** **E+3 months** **WATERLOO TP**

PETONE **CBD** **EASTBOURNE & WAINUIOMATA** **HUTT HOSPITAL**

E+8-10 weeks

SEAVIEW MARINA
For limited beach landings of small vessels / barges only

WELLINGTON AIRPORT **E+2 days** for emergency operations only

CENTREPORT **E+5 days**

Annex B

Key Regional Information Requirements

The following table identifies key information requirements and primary agencies that will obtain this information. This information will be needed by the Wellington ECC to inform constraints and freedoms, assist with the prioritisation of evacuation and rescue operations and resource allocation, and provide an initial response operating picture.



Category	Information requirement	Source agency	Information required	Implications
 Ports/ Waterways	Status of Wellington Port assets	CentrePort Ltd	<p>Can the RORO wharf be operated? If not, where to operate a RORO/pontoon facility?</p> <p>Is the Seaview Wharf operational (for fuel supplies)?</p>	<p>If RORO ferries cannot operate into the Wellington port infrastructure, capacity to move larger quantities of emergencies supplies will be limited. If other suggested options in Section 3.3 are also not viable, evacuation of the population may need to be considered.</p> <p>If Seaview Wharf is not operable, ask if fuel companies can deliver (particularly diesel) by RORO.</p>
	Status of Seaview Marina	Seaview Marina Ltd (a CCO of Hutt City Council)	Can the Seaview Marina accommodate barge operations?	<p>If barge operations cannot be operated across the harbour from CentrePort, capacity to move larger quantities of emergencies supplies will be limited. If other suggested options in Section 3.3 are also not viable, evacuation of the population from Hutt Valley may need to be considered.</p>

Category	Information requirement	Source agency	Information required	Implications
	Status of Wellington Harbour	Harbourmaster (Greater Wellington Regional Council)	Can the Harbour support shipping in & out of the Harbour? And between Seaview and CentrePort?	If not, discuss with the Harbourmaster (who will probably talk to CentrePort) about their ability to make the harbour area operational. If the Seaview Marina is not operable, consider other landing sites with the Harbourmaster. If they are not viable, discuss with operations and welfare how the Hutt Valley can be served for food supply, and consider rapid evacuation of the population in the Hutt Valley.
	Status of Seaview Oil Wharf	CentrePort	Is the Wharf still able to dock ships?	
	Landing at Titahi Bay area – Hongoeka Bay, Onehunga Bay, Karehana Bay, South Beach and Mana Marina/ Ngatitoo domain beach frontages?	Harbourmaster	Is it acceptable to land craft in the Titahi Bay area? Titahi Bay area for resupply of Porirua Central. Hongoeka Bay, Onehunga Bay, Karehana Bay, South Beach and the Mana Marina/ Ngatitoo domain beach frontages offer potential beach landing option to allow some emergency supplies to be offloaded to support isolated islands of Porirua Central, and Mana Plimmerton. Landing craft and light barges should be able to access Onepoto jetty at most tide states.	If road access to Porirua is cut, and craft can land at Titahi Bay beach, liaise with NZDF about landing supplies at Titahi Bay, if they can deliver before the RORO and road links are open.



Category	Information requirement	Source agency	Information required	Implications
	Landing in the Hutt River Mouth		Hutt River mouth – at risk to seabed uplift (+/- 2M), sedimentation fouling and has limited areas where vehicles could drive on/off barges. Has areas of hardstanding where barge unloading/ loading could be conducted by cranes if a long-reach heavy crane could gain access to Port Road up to Waione Rd bridge.	
 Airfields	Status of Wellington International Airport	Wellington International Airport Ltd, Infratil, Wellington City Council	When will the runway be available for use, and what aircraft may use it? (Turboprops? Jets?) What airport facilities will be available for use post the earthquake? What is the status of air traffic control and navigational facilities?	
	Status of Kapiti Coast Airport	Kapiti Coast Airport Holdings Ltd	Is the runway still available for use? What airport facilities will be available for use post the earthquake? What is the status of air traffic control and navigational facilities?	
	Status of Hood Aerodrome	Master Roads & Services Ltd, Masterton District Council	Is the airfield operational? What types of aircraft can use these airheads? What logistical support can it provide (e.g. fuel, passenger coord)?	All of these may be considered for quick turn-around (assisted?) evacuations of people out of the Wellington Region. If (assisted) evacuation is to proceed, liaise with MCDEM on arrangements at the receiving airport for people arriving there.
	Status of Ohakea Airbase	NZDF	Are there operational constraints/ restrictions imposed?	
	Status of Blenheim Airport	Marlborough CDEM Gp, NZDF		
Status of Palmerston North Airport	Manawatu-Wanganui CDEM Gp			

Category	Information requirement	Source agency	Information required	Implications
 <p>Roads - status of:</p>	SH1, between Otaki and Paekakariki	RTRT/NZTA/ NZDF (by aerial recon)	When will the road be available for: ambulance/7.5t van access? When is all-lanes opening expected?	What alternative routes are available? Once this information is known, inform all stakeholders of outages, alternative routes and restoration times.
	SH1, between Paekakariki and Wellington		Is there potential for more damage?	
	SH2, between Featherston and Upper Hutt			
	SH2, between Petone and Wellington			
	SH2, between Napier and Featherston			
	SH2, between Upper Hutt and Petone			
	SH58, between Porirua and Hutt Valley			
	Transmission Cully between McKays Crossing and Lanes Flat (SH58)			
	Aotea Quay/ Waterloo Quay			



Category	Information requirement	Source agency	Information required	Implications
 Rail - status of rail system from:	Waikanae to Porirua	KiwiRail	When will the rail be operating on any of these systems? Is there potential for more damage?	
	Porirua to Wellington			
	Masterton to Upper Hutt			
	Upper Hutt to Waterloo			
	Petone to Wellington			

Category	Information requirement	Source agency	Information required	Implications
 Water	Status of flood control	Wellington Water, Greater Wellington GWRC (for flood control) for the whole region.	<p>Flood water:</p> <p>GWRC flood control – are there any flood control issues now, or anticipated in the near future?</p>	
	Status of potable water and wastewater networks	<p>KCDC for ‘3 waters’ on the Kapiti Coast.</p> <p>Wellington Water for ‘3 waters’ in the PCC, UHCC, HCC and WCC areas.</p> <p>MDC, CDC and SWDC for ‘3 waters’ in their own areas.</p>	<p>Potable water:</p> <p>When is restoration of ‘survival’ water service expected?</p> <p>When is restoration of ‘operational’ water service expected?</p> <p>What public health or community messages are required, that the ECC can co-ordinate?</p> <p>What delivery gaps exist, and how can the ECC help?</p>	If any of the councils are unable to provide ‘survival’ levels of water supply, bring in tanks of water (if water tank trucks can be sourced), or liaise with the FMCGs (supermarkets) about bringing in bottled water. In either case, discuss with logistics about RORO availability to carry out these plans.
	Wastewater networks		<p>Wastewater:</p> <p>What is the status of the network?</p> <p>When might it be functioning again?</p> <p>Has the council activated a response plan (for apartment blocks) and advised residents of the need to take alternative measures?</p> <p>Has Regional Public Health been contacted regarding public health messaging?</p>	In an outage of the wastewater network, and in addition to messaging with Regional Public Health inform the District Health Boards of potential disease outbreaks.



Category	Information requirement	Source agency	Information required	Implications
 Energy	Status of high voltage network transmission lines	Transpower	What areas have lost power and for how long to restoration?	
	Status of electricity supply	Wellington Electricity (Wellington metropolitan area), Electra (Kapiti Coast), PowerCo (Wairarapa)	What areas have lost power and for how long to restoration? Are there any safety messages that the lines company wants to co-ordinate through the ECC?	See the 'response priority sites' list (WeLG/WREMO). Ensure that these sites are operating generators, and ensure that they have access to fuel (if required). See Wellington CDEM Group Fuel Plan August 2018.
	Status of fuel supply	Seaview fuel depot (BP/Mobil/Z Energy), New Zealand Oil Services Ltd, Mobil for diesel for marine fuel (Ngaio Gorge), Mobil for Miramar tanks for aviation fuel	Status of Seaview fuel depots? Status of Kaiwharawhara fuel tank (Ngaio Gorge)? Status of Miramar tanks holding aviation fuel? Are the fuel companies activating plans to access fuel at service stations? Are the fuel companies prioritising customers as outlined in the WREMO Fuel Contingency Plan?	The fuel companies are likely to co-ordinate at national level (through the NCMC). Ensure that they have copies of the WREMO fuel contingency plan (specifically with reference to priority customers).
	Status of gas supply	First Gas, PowerCo, Nova Energy, Rockgas	Highest priority is to identify any gas leaks immediately post the earthquake. What is the status of buried gas lines? What safety messages would the gas companies like to co-ordinate through the ECC?	Ensure that bottled gas deliveries are included in the RORO sailings (liaise with the Logistics desk for this issue).

Category	Information requirement	Source agency	Information required	Implications																
 Tele-communications	For a Level 4/5 Earthquake response the Telecommunications Forum will be established and the NCMC Lifeline Utility Coordinator will coordinate the response at a national level.																			
 Hospitals - status of:	<table border="1"> <tr> <td>Wellington Hospital</td> <td>Capital Coast DHB</td> </tr> <tr> <td>Hutt Hospital</td> <td>Hutt Valley DHB</td> </tr> <tr> <td>Kenepuru Hospital</td> <td>Capital Coast DHB</td> </tr> <tr> <td>Wairarapa Hospital</td> <td>Wairarapa DHB</td> </tr> <tr> <td>Boulcott Hospital</td> <td>Acurity Health Cp Ltd</td> </tr> <tr> <td>Wakefield Hospital</td> <td>Acurity Health Cp Ltd</td> </tr> <tr> <td>Southern Cross Hospital</td> <td>Southern Cross Healthcare Cp</td> </tr> <tr> <td>Bowen Hospital</td> <td></td> </tr> </table>	Wellington Hospital	Capital Coast DHB	Hutt Hospital	Hutt Valley DHB	Kenepuru Hospital	Capital Coast DHB	Wairarapa Hospital	Wairarapa DHB	Boulcott Hospital	Acurity Health Cp Ltd	Wakefield Hospital	Acurity Health Cp Ltd	Southern Cross Hospital	Southern Cross Healthcare Cp	Bowen Hospital		Capital Coast DHB Hutt Valley DHB Capital Coast DHB Wairarapa DHB Acurity Health Cp Ltd Acurity Health Cp Ltd Southern Cross Healthcare Cp	Do the hospitals have sufficient: <ul style="list-style-type: none"> · Access · Electricity supply · Fuel supply · Logistics support · Water · Medical gases 	In case of shortfalls, liaise with the relevant controller and lifeline utilities to ensure supply.
Wellington Hospital	Capital Coast DHB																			
Hutt Hospital	Hutt Valley DHB																			
Kenepuru Hospital	Capital Coast DHB																			
Wairarapa Hospital	Wairarapa DHB																			
Boulcott Hospital	Acurity Health Cp Ltd																			
Wakefield Hospital	Acurity Health Cp Ltd																			
Southern Cross Hospital	Southern Cross Healthcare Cp																			
Bowen Hospital																				



Category	Information requirement	Source agency	Information required	Implications
 <p>Key Emergency Services Coordination Centre locations</p>	Status of Police National HQ 180 Molesworth Street, Thorndon	NZ Police. Hosts Police National Command Coordination Centre		
	Status of Wellington Central Police Station at 41 Victoria Street, Thorndon	NZ Police. Hosts Regional Police Coordination and Communications Centres		
	Police College, 27 Papakowhai Rd, Papakowhai, Porirua.	NZ Police. Hosts alternative National Police Headquarters		
	Wellington Central Fire Station 38/2 Oriental Parade, Oriental Bay.	FENZ. Hosts Regional Fire Coordination Centre and alternative National Command.		
	Avalon Fire Station, High St, Avalon, Lower Hutt.	FENZ. Hosts coordination centre for Hutt Valley and Wairarapa and acts as alternative Regional Fire Coordination Centre and alternative Rescue Coord Centre		
	Wellington Free Ambulance HQ, 19 Davis St, Thorndon.	Wellington Free Ambulance. Hosts Ambulance Central Communications Centre.		

Annex C

Initial National and Wellington Region Response Matrix

Function	National Response	Wellington Response
Control	<ul style="list-style-type: none"> • NCMC activates at Mode 3 in Wellington or Auckland. Will be announced via National Warning System. • State of National Emergency will be considered. • NCMC may merge with Wellington CDEM Group ECC, if significant damage is limited to Wellington region. • Central government NCCs may relocate, mainly to Auckland. Will be advised separately. • NCMC will request additional staff. • Inoperable NCCs will be replaced where possible. 	<ul style="list-style-type: none"> • Wellington CDEM Group ECC may relocate to a local EOC if Wellington CBD significantly affected. • NCMC may merge with Wellington CDEM Group ECC, if significant damage is limited to Wellington region. • Usual CDEM control arrangements apply. • Staff supplementation may be available from NCMC on request. • EOCs established at Wellington City, Porirua, Lower Hutt, Upper Hutt, Kapiti and Wairarapa as the local situation requires. • As required Regional Maritime and Aviation Operations Centres may be activated.



Function	National Response	Wellington Response
Health & disability	<p>Ministry of Health will establish the National Health Coordination Centre (NHCC) to direct the health sector response including:</p> <ul style="list-style-type: none"> • The provision of clinical personnel, supplies and equipment as requested (including the deployment of NZMAT and international EMTs). • Coordinate patient transfers out of the affected region. • Engage in multi-agency planning at a national level. 	<p>DHBs are to:</p> <ul style="list-style-type: none"> • activate their major incident plans and respond to health issues. • provide liaison staff to the ECC • liaise with the NHCC for clinical support and national health response coordination.
Urban Search & Rescue (USAR)	<ul style="list-style-type: none"> • Priorities set by NCMC. • USAR coordinated by NZ Fire Service (NZFS). • International teams to be allocated by NZFS. • Transport coordinated by NCMC. 	<ul style="list-style-type: none"> • Wellington CBD likely to be highest priority initially. • Requests for additional support to NCMC. • FENZ to coordinate regional operations, to CDEM Group priorities.
Shelter	<ul style="list-style-type: none"> • National Welfare Coordination Group (NWCC) will coordinate the procurement of welfare equipment, supplies and staff, in conjunction with NCMC. NCMC to arrange transport of these into affected areas. • Limited capacity is available to evacuate or relocate displaced people from affected areas within first 3 days. CDEM Groups to prioritise, and request support from NCMC. 	<ul style="list-style-type: none"> • Wellington CDEM Group has primary responsibility. • Wellington CDEM Group to advise NCMC of shelter arrangements, and forward consolidated requests for additional shelter, bedding, food, packaged water, catering and welfare support to NCMC. • NCMC will arrange transport of required equipment, supplies and staff to advised locations, but unlikely to be available in quantity until E+6.

Function	National Response	Wellington Response
Logistics	<ul style="list-style-type: none"> • National Assembly Areas will be established, as discussed below (see Aviation/Maritime Operations sections). • NCMC will procure equipment, personnel and supplies, and determine the method of transport (air, sea, and road). • Agencies and CDEM Groups requiring transport into and out of isolated areas are to request this from NCMC. NCMC will determine the method of transport, and advise details (location, date, priority etc). • Where road access is possible, normal commercial transport arrangements apply. • Personnel will likely be required for national, regional and local logistics coordination; this is likely to be a major constraint. 	<ul style="list-style-type: none"> • Wellington CDEM Group to open CentrePort and Wellington International Airport for operations and receipt of national maritime and aviation transport assets. • Wellington CDEM Group to advise NCMC of locations where helicopter deliveries can be made (i.e. Local Assembly Areas or Distribution Points). • NCMC will prioritise requests, and arrange delivery to identified Regional Assembly Areas as Wellington ECC/EOC is responsible for onward movement from these Regional Assembly Areas into the region advised by Wellington CDEM Group. • Wellington CDEM Group to request additional equipment, supplies and personnel from NCMC. • Wellington CDEM Group to initial its emergency supply chain as required with Regional Assembly Areas and Local Distribution Points.
Roading	<ul style="list-style-type: none"> • RTRT and CDEM Groups to advise road status and repair priorities. • Freight into isolated areas to be delivered to National Assembly Areas (see Air, Sea sections). • NZTA will mobilise contractors nationwide, and move to identified worksites. • Requests for additional support to NCMC if required. 	<ul style="list-style-type: none"> • Road reconnaissance conducted by NZTA (Wellington and Napier offices) and local authorities. • Priority tasks to reopen access to CentrePort, Wellington International Airport, hospitals and appropriate access routes into and across the Wellington region. • Use of WREP Road Response Plan which includes road reopening priorities within the region.



Function	National Response	Wellington Response
Air	<ul style="list-style-type: none"> • Immediately establish National Assembly Areas at Whenuapai (Fixed Wing) and Ohakea (Fixed and Rotary Wing). • As road access to Kapiti reopens, establish a National Assembly Area (Rotary Wing) at Paraparaumu. • Auckland International Airport is the main centre for personnel movement into Wellington, and air- evacuee reception. • Nelson and Blenheim to be opened if those regions significantly affected. • NCMC to control flight priorities, NZDF to support National Assembly Area management 	<ul style="list-style-type: none"> • Critical task to reopen Wellington International Airport to fixed wing aircraft. • Additional helo assets may be available from NCMC on request. These may be assigned to the CDEM Group, for Group tasks. • Helos to be based at National Assembly Areas, to reduce maintenance and fuel burden. • Air traffic control will be provided by Airways Corporation of NZ. • ECC Aviation Operations Centre may be opened to control the air space.
Maritime	<ul style="list-style-type: none"> • NCMC to source ships, ferries, and local barges. • Ship load priorities to be set by NCMC. • National Assembly Areas (Sea) in Port Taranaki for RORO ferries, and Port of Auckland for geared ships. • Port Tauranga to be a secondary port for geared ships, and an alternate for RORO ferries. • Port of Napier is an alternate for RORO ferries. 	<ul style="list-style-type: none"> • Opening of CentrePort and Wellington Harbour is a critical task. • Open Seaview Marina or an alternate site along Lower Hutt shoreline to support barge operations. • ECC Maritime Operations Centre may be opened at a CentrePort location to control maritime operations within the region.
Lifeline utilities	<ul style="list-style-type: none"> • Lifeline SCEs to establish contact with NCMC. • Agencies to contact their SCE. • SCEs to advise of current network situation and issues. • NCMC to inform SCEs of current priorities. • NCMC to coordinate transport of freight into isolated areas. 	<ul style="list-style-type: none"> • Lifeline utilities will conduct reconnaissance of assets, and begin reconnection as soon as possible in conjunction with Wellington CDEM Group. • Lifeline utilities to order spares from normal suppliers, and arrange delivery to National Assembly Areas. Lifeline utilities to inform NCMC of transport needs.

Function	National Response	Wellington Response
Water	<ul style="list-style-type: none"> • NCMC will procure water purification and distribution equipment. Once procured, NCMC will determine priority for distribution to affected areas. 	<ul style="list-style-type: none"> • Local water authorities will conduct reconnaissance of assets, and begin repairs. • Requests for additional supplies, equipment and staff are to be sent to NCMC. • Limited emergency water supply may be possible by NCMC, but primarily bulk-bottled supply via maritime logistics supply. • Re-establish water supply to all of the Wellington regional population no later than E+8 days.
Telecoms	<ul style="list-style-type: none"> • Actions as per 'all lifeline utilities'. • Companies will assess damage to networks in affected area. • Begin to re-establish internal company communications. • Restore broadcast capabilities within the affected area. • Freight and personnel to be delivered into isolated areas to be sent to National Assembly Areas (see Air, Sea sections). 	<ul style="list-style-type: none"> • Priority to re-establish communications to NCMC (if located in Wellington), CDEM ECCs/EOCs, DHB EOCs, ECC Air and Maritime Ops Centres, other lifeline utilities and to other key Wellington CDEM sites identified in this plan.
Fuel	<ul style="list-style-type: none"> • Actions as per 'all lifeline utilities'. • NCMC to coordinate resupply into isolated areas, in conjunction with fuel companies. • Fuel companies to alter production and distribution arrangements based on emergency demand. • Fuel companies to coordinate supply arrangements for affected areas with road access. • Unaffected areas are supplied as per normal commercial arrangements, dependent on alteration to distribution networks. 	<ul style="list-style-type: none"> • Limited emergency supplies only may be airlifted. • Aircraft to refuel outside the affected area where possible. • Preparation for the establishment of an improvised bulk fuel facility within Wellington (CentrePort) a priority. • Bulk Aviation Fuel Installation to be established at National Assembly Area (Rotary Wing) in Paraparaumu (Kapiti Airfield) or Masterton (Hood Aerodrome). • Movement of fuel into the region likely to be on Roll On Roll Off (RORO) Ferries via road tankers.



Function	National Response	Wellington Response
Fast Moving Consumer Goods (FMCG)	<ul style="list-style-type: none"> • Actions as per 'all lifeline utilities'. • NCMC to coordinate resupply into isolated regions, in conjunction with FMCG companies. • FMCG Distribution Centres in Auckland to pick emergency pallets for distribution to Wellington, at NCMC direction. • FMCG Distribution Centres in Christchurch to pick emergency pallets for distribution to South Island affected areas at NCMC direction. • All areas with road access are supplied as per normal commercial arrangements. 	<ul style="list-style-type: none"> • Opening of Wellington Port is a priority. • NCMC and FMCG sector to arrange shipping to Wellington. Anticipate first ship with FMCG to dock on E+6 at the earliest. • FMCG loads should be based on necessity items and be loaded for delivery at one location not by quantity of similar products for delivery to various locations. • Limited air resupply is available, once Wellington Airport is open. • Wellington CDEM Group to arrange supply chain from Group Assembly Area to local distribution centres/points.

Annex D

Aviation Emergency Response Operations Plan

SECTION D1: CONCEPT OF OPERATIONS

D1.1 General

Responses to a major earthquake will require flexible response structures that can be rapidly evolved to address disaster situations on a case-by-case basis. These response structures are likely to vary according to the scale and complexity of the disaster, but in broad brush terms the following three issues must be addressed in sequence as follows:

- a. Availability of Aviation Infrastructure.** In the immediate aftermath of a major earthquake reconnaissance activities must be conducted to establish the state of repair (and hence availability for use) of aviation related infrastructure in the region, including (but not limited to) airfields, airports, navigational aids and communications facilities.
- b. Airspace Management.** Arrangements must be put in place to manage the airspace over the region. This could be as simple as using existing airspace divisions and rules if associated navigational aids and communications facilities are still functioning, or may require the use of special airspace and remote air traffic control if they are not.
- c. Aviation Asset Tasking.** Once it is known what aviation infrastructure can be used, and arrangements are in place to manage the airspace, a structure and/or process must be established to determine priorities for the allocation of aviation assets that are made available, and to task them to meet those priorities.

These three aspects will now be examined in more detail.



D1.2

Availability of Aviation Infrastructure

The Wellington Earthquake National Initial Response Plan (WENIRP) directs a number of agencies to report the status of key aviation infrastructure in the Wellington region. They include the NZDF who are directed to conduct reconnaissance flights; and the Transport Response Team (TRT) who are to advise the NCMC of the status of key airfields and airports, including restoration times, as well as alerting the appropriate agency (CAA, NRCC) of the need to issue Notices to Airmen (NOTAMS) advising restrictions to air movement within the affected area. The Wellington CDEM Group is to provide support to any operations required to open Wellington International Airport.

It will therefore take time to establish definitively what the state of the aviation infrastructure in the region is, and which parts of that infrastructure can be used in support of response activities. Doing so, however, is an essential first building block and will largely be completed by agencies other than the Wellington CDEM Group. From a Wellington CDEM Group perspective the required action is therefore to ensure that the directed reconnaissance and evaluation activities are underway, and that the outcome of those activities is received within the Wellington CDEM Group as soon as possible to allow detailed planning to commence.

D1.3

Airspace Management

Airspace management and the provision of air traffic control is the responsibility of Airways Corporation of New Zealand and that will remain the case in the event of a major earthquake. From a Wellington CDEM Group perspective, therefore, the requirement is to find out what if any airspace and/or traffic management arrangements/restrictions have been put in place, so that aviation tasking can take into account those arrangements and/or restrictions and remain within the boundaries of those rules.

D1.4

Aviation Asset Tasking

The WENIRP directs the creation of designated National Assembly Areas for both fixed wing aircraft and helicopters (Auckland International Airport and RNZAF bases at Whenuapai and Ohakea for the former; Ohakea and Kapiti Coast Airport for the latter).

It is likely that all available aviation assets will initially be tasked by the NCMC, but access to those assets can be requested by the Wellington CDEM Group. Additionally, the NCMC may assign aviation assets, particularly helicopters, to the Wellington CDEM Group to be tasked regionally as the Wellington CDEM Group sees fit. All aviation assets assigned to the Wellington CDEM Group will be controlled and tasked from the Wellington CDEM Group Aviation Operations Centre (see below for details).

SECTION D2: WELLINGTON CDEM GROUP AVIATION OPERATIONS CENTRE

D2.1 Aviation Operations Centre

A Wellington CDEM Group Aviation Operations Centre will be established organisationally within the Transport Coord/Planning Group which is part of the Logistics function within the ECC. The size of the Operations Centre can be tailored to the requirements of the event, and the nature and quantity of the aviation assets assigned to Wellington CDEM Group control. As a minimum, however, it should comprise the following:

- a Wellington CDEM Group Aviation Operations Manager;
- a NZDF representative, who has an air operations management skillset; and
- a representative from either CAA or Airways NZ.

If available and the nature of the event warranted it, the following additional personnel should also be included in the team:

- a representative from the main commercial helicopter operator;
- a representative from Wellington International Airport; and
- a representative from Kapiti Coast Airport.

The physical location of the Wellington CDEM Group Aviation Operations Centre will be decided taking into account the following variables:

- the availability post event of aviation infrastructure (there is no point establishing an operations centre at an airfield that is too damaged to be used, or that is inaccessible due to road closures etc);
- the availability of communications infrastructure post event; and
- the whereabouts within the region of key personnel post event.

Possible locations for the Wellington CDEM Group Aviation Operations Centre shown in conceptual order of preference are as follows, noting that the key variables post a major event as described above will determine the actual location on the day:

- co-located with the Wellington CDEM Group operations team at the Wellington regional ECC; this option would ideally include provision of a liaison officer from the Aviation Operations Centre located at the primary airfield in use (eg. Kapiti Airfield); or
- at the primary airfield in use for rotary wing operations (most likely Kapiti Airfield, but possibly Masterton, Ohakea or even Wellington International Airport).



Wherever it is located, once established the Wellington CDEM Group Aviation Operations Centre will have the following responsibilities and tasks:

- Reviewing air mission requests and determining prioritisation;
- Reviewing available aviation resources and determining their best utilization;
- Ensuring efficient aviation planning, apportionment, coordination, and tasking;
- Promoting local, regional and national aviation asset interagency collaboration.
- Coordinating with the Wellington CDEM Group Logistics Section for:
 - Ground support and logistics services at designated airports/helipads;
 - Intra-regional air transport of personnel, material and evacuees.
- Coordinating with Regional Air Authorities, especially Civil Aviation Authority and Airways NZ, for:
 - Requests for Temporary Flight Restrictions/Notices to Airmen and Mariners (NOTAMs);
 - Safe airspace de-confliction, especially transition corridors to, from, and inside the disaster airspace.
- Promulgating the daily air task schedule to the Wellington CDEM Group Operations Section;
- Promulgating air operations status information to the Wellington CDEM Group Operations Section;
and
- Forwarding daily air operations costs to the Wellington CDEM Group Finance/Administration Section.

SECTION D3: RESPONSIBILITIES

D3.1

Wellington CDEM Group

- Appoint a Wellington CDEM Group Aviation Operations Manager, reporting to the Wellington CDEM Group Operations Manager.
- In conjunction with responding Agencies, establish a Regional Aviation Operations Centre as described above as part of the national response management structure.
- Brief the NCMC on the status of aviation operations.

D3.2

Wellington CDEM Group Aviation Operations Manager

The Wellington CDEM Group Aviation Operations Manager will report to the Wellington CDEM Group Operations Manager and prior to an event is responsible for the following:

- Liaison with aviation companies;
- Liaison with Kapiti Coast Airport Holdings Limited (KCAHL), Hood Aerodrome, and Wellington International Airport Limited;
- Maintenance of a regional aviation resource list ([included at Appendix Two](#)), to include:
 - A list of air operators who are likely to provide aircraft during an emergency response;
 - A list of aircraft performance data by type for those aircraft operated by the operators in paragraph 1. c. (1) above, including (but not limited to) weights/capacity, speeds, fuel consumption, underslung load limits etc;
- Maintenance of a points of contact list within the Wellington CDEM Group, but also including principal points of contact for all aircraft operators listed in the regional aviation resource list, the CAA and Airways NZ.

After an event as part of the response the Aviation Operations Manager is to:

- Designate regional helicopter landing points (see Appendix One for information available on airheads in the Wellington region);
- Plan, apportion, coordinate, and task allocated aviation assets; and
- Coordinate with the Civil Aviation Authority and Airways New Zealand on regional airspace control (Temporary Flight Restrictions and Aviation Safety Plan).



D3.3

Supporting Agencies

During a response supporting agencies are to provide the Wellington CDEM Group Aviation Operations Manager/Regional Aviation Operations Centre with:

- a single point of contact;
- aircraft to support disaster air operations, including transportation of:
 - specialised emergency or relief personnel,
 - critical supplies,
 - critical emergency equipment,
 - water and foodstuffs, and
 - personnel and animals for emergency aerial evacuation;
- qualified personnel to assist in the management of air operations within the Regional Air Operations Centre and activated National Assembly Area(s) (Aviation);
- qualified personnel to provide maintenance and logistical support within activated National Assembly Area(s) (Aviation); and
- personnel and equipment to provide air/ground communications.

D3.4

National Crisis Management Centre (NCCM)

The NCCM is to coordinate national and international aviation assets requests in support of the Wellington CDEM Group, and allocate those assets to the control of the Wellington CDEM Group Aviation Operations Centre as required.

D3.5

Aircraft Operators

Aircraft operators will deploy with appropriate ground support resources such as fuel, ground support staff and logistics to sustain and support a minimum of an 8 hour operation.

Aircraft operators are responsible for obtaining weather forecasts in support of tasked activities from existing MetService resources, and for informing the Wellington CDEM Group Aviation Operations Centre if the forecast weather is such that a directed task cannot be achieved safely.

On all flights, the Pilot in Charge is responsible for the safety of their aircraft and occupants.

D3.6

New Zealand Defence Force (NZDF)

The NZDF will supply a suitably qualified air operations manager as part of the Wellington CDEM Group Aviation Operations Centre team.

SECTION D4: CONDUCT OF OPERATIONS

D4.1 General

The Wellington CDEM Group Aviation Operations Manager/Operations Centre are the regional level management functions that direct the use of those aviation assets which are allocated to regional control during responses. Their primary responsibility is the coordinated procurement, tasking and integration of aviation assets in support of the *Incident Action Plan*.

The agency providing the aircraft for mission tasks assigned by the Wellington CDEM Group Aviation Operations Manager/Operations Centre maintains the responsibility to operate the aircraft. The Wellington CDEM Group Aviation Operations Manager/Operations Centre function is to coordinate between agencies, provide a central point of contact and to direct tasks to be conducted by aviation assets under regional control. This includes:

- The prioritisation of aviation tasks. These flights may include, but are not limited to:
 - Search and Rescue.
 - Aero-medical and emergency evacuation.
 - Transportation of medical teams and supplies.
 - Movement of disaster response personnel and supplies (e.g., public safety personnel, police, firefighters, emergency medical service, emergency management personnel, and other emergency workers).
 - Movement of key personnel required to enable the reopening of key response facilities e.g. aviation and port engineers to give clearance to reopening Wellington Airport and CentrePort.
 - Airborne firefighting.
 - Rapid damage assessment/situation awareness flights.
 - Transportation of life sustaining commodities to locations cut off from surface transportation modes.
 - Transportation of critical data, material, and reports.
 - Air support for essential priority commercial, corporate, industrial, health and welfare, and agricultural requirements in emergency response and recovery operations.
 - Communications relay/airborne repeaters.
 - VIP tours.
- Aviation mission planning and coordination, including de-confliction;
- Mission assignment of available aviation assets;
- Situational awareness of aviation operations in the incident area; and
- Coordination of ground support services at designated airports/helipads.



D4.2 Authorities

The Wellington CDEM Group Aviation Operations Manager/Operations Centre, on behalf of the Wellington CDEM Group Controller, will determine the allocation of aviation resources. They are primarily responsible for coordinating the employment of aviation assets performing response operation portions of the *Incident Action Plan*. The Wellington CDEM Group Aviation Operations Manager/Operations Centre are also responsible for coordinating aviation logistical and ground services support, and coordinating with the Civil Aviation Authority and Airways NZ on air safety.

The Group Controller will notify all agencies when the Wellington CDEM Group Aviation Operations Manager is activated. Any agencies that use aviation assets will communicate with the Wellington CDEM Group Aviation Operations Manager and, where possible, support coordination of tasks across agencies.

The Wellington CDEM Group Aviation Operations Manager, dependent on the scale of the emergency, will establish a Wellington CDEM Group Aviation Operations Centre to conduct detailed aviation planning, coordination, monitoring, allocation, tasking and direction. The Wellington CDEM Group Aviation Operations Centre develops aviation support priorities, assigns flights, allocates aircraft and resources, tracks results, provides appropriate briefings, collects cost information, and identifies and resolves flight safety and airspace issues, particularly between agencies.

D4.3 Priorities

When activated, the Wellington CDEM Group Aviation Operations Manager/Operations Centre, on behalf of the Group Controller, will determine aviation priorities. In general, Aviation priorities of effort are likely to be in the following priority order:

- Lifesaving;
- Life sustaining;
- Rapid needs assessment;
- Movement of disaster response personnel and supplies;
- Reinstatement of critical lifeline utility assets; and
- Movement of logistics.

The indicative prioritisation of helicopter allocation by type of helicopter is likely to be as follows:

	Helicopter type			
	Taxi-size (4-6 people)	Under- slungs (up to 1t hook-lift)	Medium-heavy lift (NH90s, chinooks etc.)	Special purpose
USAR		2 (in)	1 (in)	
Casevac (patient requires medical support in-flight)	1 (out)	2 (out)	1 (out)	Air ambulance
Medevac				Air ambulance
Field hospital/EMT		5	=3	
Emergency response personnel, equipment and supplies	1 (in)	4		
Key engineers to enable re-opening of key response infrastructure e.g. airports and ports	2 (in)		2	Pick up from various open spaces around the region and transport to critical response infrastructure locations.
Airborne firefighting		1 (in)		Air Cranes
Reconnaissance	2			
Emergency supplies (food, water supply, sanitation)		3	=3	
Transport of data	5			
Priority commercial needs	7	6	5	
Communications relays				A109
VIPs	3			
Media	3			
International (consulates etc.)	5			



D4.4 Aviation Support Requests

The Wellington CDEM Group aviation request and assignment process uses the Coordinated Incident Management System concepts and principles at all levels.

The supported agency identifies the specific parameters of their request (e.g., cargo, timeline, origination location pickup and destination) to the Wellington CDEM Group ECC. The Wellington CDEM Group Aviation Operations Manager/Operations Centre is then responsible for sourcing and tasking the appropriate agency and air asset(s) to accomplish the request.

Key aviation request responsibilities include:

- Wellington CDEM Group Air Operations Manager/Operations Centre.
 - Receive and validate the aviation mission request from local agencies.
 - Identify and offer available regional air assets and assign flights. If unable to complete the request with available aviation assets, forward the aviation request to the NCMC.
 - Advise the Wellington CDEM Group Operations and Logistics Cell of scheduled/allocated flights.
 - Create and promulgate within the daily Incident Action Plan the following day's aviation priorities and scheduled activities.
- NCMC.
 - Receive and validate aviation requests from the Wellington CDEM Group or national agencies.
 - Fill the aviation request with a National (NZDF) asset (via a mission assignment) or contract with a civilian or international organisation (via a Memorandum of Understanding).

D4.5 Safety

Each flying organisation/individual is responsible for enforcing its own safety standards and practices to include crew rest and crew duty day regulations, as well as complying with disaster/emergency specific Civil Aviation Authority and Airways NZ procedures. The Wellington CDEM Group Controller/Wellington CDEM Group Air Operations Manager may also implement additional safety practices in coordination with the Civil Aviation Authority and Airways NZ.

On all flights, the Pilot in Charge is responsible for the safety of their aircraft and occupants/load.

Safety issues that must be constantly addressed during aviation operations include, but are not limited to, ground operations, flight operations, weather, airspace deconfliction, aircraft status, and specific operational mission procedures.

The single largest concern with multiple flights operating within uncontrolled airspace is aircraft separation. Disaster responses are likely to be conducted without normal Civil Aviation Authority and Airways NZ provided air navigation services due to temporary disruption or degradation. Flights will therefore often be carried out in Visual Meteorological Conditions and/or under Visual Flight Rules.

The Wellington CDEM Group Aviation Operations Manager is to coordinate with respective Civil Aviation Authority and Airways NZ representatives to establish specific Temporary Flight Restrictions and Notice to Airman and Mariners (NOTAMs).

D4.6 Cost

The cost of any flying operations conducted under the authority of the Wellington CDEM Group will be met by that Group based on a pre-determined rate where possible. That cost will include the aircraft's tasked flying time and any additional specialised resource or ground support that may be required.

The Wellington CDEM Group Aviation Operations Manager is responsible for the update of this draft contract over time, and for ongoing liaison with aircraft operators to ensure that hourly flying rates, standby rates and additional resourcing rates prior to commencement of any task remain current and acceptable to the existing operators.

D4.7 Communications

Aircraft operators are to maintain positive communications, including flight following, with the Wellington CDEM Group Aviation Operations Centre.

All local and regional helicopters should have a VHF-AM /UHF radio for communication with Civil Aviation Authority/Airways NZ facilities. This will be the primary means of communications between aircraft and to/from ground services.

Some aviation operators also carry Emergency Services Ground to Air Radio UHF communications. This will provide a secondary form of communications.

Last resort communications will be through cell/satellite phone contact with pilots. This means of communications is supplementary only as it is expected to be degraded due to infrastructure damage to the cellular network across the impacted area.

If aircraft do not have compatible communications capabilities, or the complexity of the operation requires it, the Wellington CDEM Group Aviation Operations Manager/Operations Centre in conjunction with the Civil Aviation Authority and Airways NZ, may establish geographically separate zones for operations, including altitude ceilings and designated routes/waypoints.

To enhance the effective management of radio traffic for aviation operations, the following guidelines should be followed:

- Use clear text/plain English throughout all communications;
- Keep messages brief and to the point;
- If the message is long, stop the transmission periodically to allow for emergency or other short messages to be transmitted;



- If a frequency has been designated for a specific function, do not allow radio traffic unrelated to this function on the frequency; and
- Pilots are encouraged to actively participate in aircraft coordination on inbound and outbound routes. If the Wellington CDEM Group Aviation Operations Manager/Operations Centre tries to coordinate all air traffic, the Pilots may be lulled into relying on the position excessively. The basic tenet of Visual Flight Rules is “see and avoid.”

A communications plan will be developed for each activation.

Appendix D1

Information on available airheads in Wellington region

D1.1

Wellington International Airport

Wellington airport is quite robust, with the northern 1,200m of the runway unlikely to be severely affected by an earthquake or a tsunami. That northern section should be available within two days of a major event (such as an earthquake). The southernmost length of runway may have been impacted by shaking damage, and is also vulnerable to tsunami.

1,200 metres of runway is likely to be sufficient for military transport aircraft (e.g. C-130 Hercules and C-17 Globemaster) and civilian turbo-prop aircraft (e.g. Air New Zealand ATR-72) to take off and land once it is cleared of debris and the runway pavement checked. The terminal buildings are likely to be useable, but even if they are not, operations should be able to continue.

Defence Force aircraft will have the operational capability to carry freight. Therefore, the majority of passenger operations should remain on the east side of the airport (passenger terminals), and cargo should be carried by the Defence Force and handled on the western aprons. Conduct of those cargo operations will require the additional resource of a terminal operations team, including air dispatch/loading, support staff, maintenance capability and additional air cargo handling equipment. This support may have to be sought from overseas military sources.

For planning purposes with the shortened runway only available initially, an assumption can be made that a rate of effort of 75 flights per day, each carrying 60 passengers, should be achievable. This equates to moving 4,500 passengers per day. (This is based on a "normal" day during which there are typically around 75 flights using ATR72s or Bombardier Q300s). Wellington International Airport Ltd are to maintain, within their own SOPs, a list of priority people they will need to get to the airport quickly post an earthquake to conduct the various clearances to enable operations to resume. Wellington Airport will contact the Wellington CDEM Group ECC if they need assistance in facilitating access for certain personnel to the Airport noting this may require some rotary wing support to move key personnel to the airport if the roading system is affected.

Once the full runway length is available, operations should return to 'business as usual' levels as soon as possible, including the use of commercial jet aircraft.

Jet fuel is unlikely to be available in Wellington, requiring aircraft to refuel outside the affected area. Fuel stocks at Wellington should be retained as an emergency reserve. Wellington Airport has food, but water shortages are likely to affect operations within the first week. Generators may also have to be brought in to support airport communications and other systems.

There will be considerable demand for people to evacuate or triage via the airport. The ECC will manage this, working closely with NCMC/MCDEM, Wellington International Airport Limited (WIAL) and the airlines.



A constraint on the use of Wellington airport is that the route for onwards movement to/from the airport is through suburbs which are likely to have been subject to fire and liquefaction.

D1.2 Kapiti Coast Airport (Paraparaumu Aerodrome)

Kapiti Coast Airport is a private facility owned by Kapiti Coast Airport Holdings Ltd (KCAHL), a subsidiary company of Todd Property Group Ltd. It has a 1,347m code 3 runway (with varying take-off and landing distances dependant on runway direction and aircraft use), which is suitable for Q300 sized aircraft. The runway is 5m above mean sea level, and has a PCN of 17. It is vulnerable to seismic and tsunami impacts as it is built on very swampy ground.

The airport has a 1,000m² hangar with some available offices which could be utilised to support operations. It has only two staff typically during normal business hours Monday to Friday, and no other permanent staff on site. The majority of the airport is enclosed by a 2m high security fence which is a combination of deer fencing and chain-link with barbwire tops. There are no permanent emergency services on site; coverage is provided by the Paraparaumu public services – fire and ambulance.

The airport and its associated airspace is mainly uncontrolled and is located inside a Mandatory Broadcast Zone. Airways NZ provides an Aerodrome Flight Information Service (AFIS) with limited hours providing support for traffic information and guidance only; they could provide a NOTAM release service. The AFIS and KCAHL both rely on the local MetService for weather information.

The airport can provide a limited amount of fuel. There are 2 x 50,000l tanks of Jet A1/Avgas managed by "Z". There are 4 x fixed bowsers for refuelling (2 x Jet A1, 2 x Avgas).

There is no mechanical handling equipment (MHE) on site but this could be supported from the adjoining big-box stores (Placemakers/Mitre 10 Mega).

The NZDF is unlikely to project helicopter resources to Kapiti due to their logistics management requirements. The NH90 requires significant maintenance that is needed to be conducted in Ohakea.

Air traffic control resources are Airways Staff already – it will be challenging to try and push them to Kapiti given the likely requirement to increase output at both Ohakea and Whenuapai, and additional ATC equipment required. The NZDF would most likely stagger support into Kapiti, starting with a Tactical Air Control Post (a couple of people with a radio), building towards a Combined Air Operations Centre as the response increased in size and duration. The NZDF would require supplementation from international military partners to run a National Assembly Area (Fixed Wing) for extended duration.

D1.3 Hood Aerodrome (Masterton)

Masterton Airport (Hood Aerodrome) is located 47nm from Ohakea, and 45nm from Kapiti Coast Airport. It is located in uncontrolled airspace, is owned by the Masterton District Council and is designed and maintained for airport Reference Code 2C (typically intended for aircraft such as the Q300 and smaller).

The sealed runway is 1205m in length and is 370 meters above sea level. The runway is likely to be very stable in an earthquake as it is based on deep river alluvial stone. The sealed runway is lit and RNAV instrument approaches can be conducted. C130 Hercules aircraft are able to land day and night.

There is a Met Service station on the airport, as well as a building and other facilities used in support of search and rescue operations. Apart from the airport terminal all buildings are privately owned. These could be accessed using emergency powers, but users would not be comfortable with aircraft being outside for extended periods. The local Aeroclub and the Sports and Vintage Aviation Society have facilities that could be used as an airfield operations centre; the airport terminal could also be made available for this purpose.

There are no permanent staff on site, although some lease holders are resident at the airport. The airport manager is familiar with the National Biosecurity Emergency response.

The airport is well clear of urban development and is zoned "rural". It is fenced (high security fence on some boundaries, standing fencing on others) and encompasses a very large area of land (> 40 hectares) that could be used for supply staging, storage of containers, vehicles and helicopters etc.

There are limited sealed areas for aircraft parking but there are large grassed areas which are generally hard enough to support parking, storage etc.

Jet A1 and Avgas fuel is stored and available at the airfield.

D1.4

Multi helicopter landing zones

The following landing zones can take multi helicopter operations assigned within the 28 Response Islands (**» See A.6**):

Kapiti

Response Island 1: Otaki

- Otaki Racecourse

Response Island 2: Waikanae

- Waikanae Golf Course

Response Island 3: Paraparaumu

- Paraparaumu Golf Course
- Kapiti College Sportsfields and Mathews Park, Raumati
- Campbell Park, Paekakariki

Response Island 4: Kapiti Rural

- Sufficient open areas in farmland locations to identify at the time.



Porirua

Response Island 5: Plimmerton

- Plimmerton Domain, Plimmerton
- Ngatitoa Domain, Mana
- Greenmeadows Park, Pukerua Bay

Response Island 6: Pauatahanui

- Judgeford Golf Course

Response Island 7: Porirua East

- Ascot Park, Whitby
- Adventure Park, Whitby

Response Island 8: Porirua West

- Te Rauparaha Park, Porirua
- Elsdon Park, Takapuwhahia
- Onepoto Park, Titahi Bay
- Kura Park, Titahi Bay

Wellington

Response Island 9: North Wellington

- Lynhurst Park & Recreation Centre Grounds, Tawa
- Linden Park, Linden
- Churton Park, Churton Park
- Onslow College & Alex Moore Park, Johnsonville
- Newlands Park, Newlands
- Nairnville Park, Khandallah

Response Island 10: West Wellington

- Philip Myers Park, Wadestown
- Ian Galloway Park, Northland
- Karori Park, Karori
- Ben Burn Park, Karori
- Kelburn Park, Kelburn

Response Island 11: Makara/Ohariu

- Sufficient open areas in farmland locations to identify at the time.

Response Island 12: CBD

- Anderson Park (NE edge of Botanic Gardens)
- Boyd Wilson Field, Aro Valley
- Basin Reserve, Te Aro

Response Island 13: South Wellington

- Macalister Park, Newtown
- Berhampore Golf Course
- Wakefield Park, Berhampore

Response Island 14: East of CBD

- Kilbirnie Park
- Sportsfields, Rongotai College

Response Island 15: Miramar

- Miramar Park, Miramar
- Strathmore Park

Lower Hutt

Response Island 16: Petone

- Shandon Golf Course (Petone)

Response Island 17: Lower Hutt

- Hutt Park, Gracefield
- Te Whiti Park, Waiwhetu
- Hutt Recreation Park, Waterloo
- Boulcott's Farm Heritage Golf Club, Boulcott
- Avalon Park, Avalon
- Fraser Park, Taita
- Walter Mildren Park, Naenae
- Delaney Park, Stokes Valley

Response Island 18: Lower Hutt West

- Kelson Sports Ground, Kelson
- Maungaraki Community Hall Fields, Maungarakei

Response Island 19: Eastbourne

- Wellesley College Grounds & Williams Park, Days Bay

**Response Island 20: Wainuiomata**

- High School Grounds & Bryan Heath Park, Wainuiomata
- Frederick Wise Park, Wainuiomata

Upper Hutt**Response Island 21: Upper Hutt**

- Silverstream Golf Park, Silverstream
- Trentham Memorial Park, Trentham
- Awakairangi Park, Totara Park
- Te Marua Golf Course, Te Marua

Response Island 22: Riverstone Terraces

- Still to be identified

Response Island 23: Whitemans Valley

- Sufficient open areas in farmland locations to identify at the time.

Response Island 24: Akatarawa

- Sufficient open areas in farmland locations to identify at the time.

Response Island 25: Kaitoke

- Sufficient open areas in farmland locations to identify at the time.

Wairarapa**Response Island 26: Masterton**

- Solway Showgrounds
- Queen Elizabeth Park (close to Masterton Hospital)

Response Island 27: Carterton

- Carterton Rugby Fields
- Howard Booth Park

Response island 28: South Wairarapa

- Greytown Rugby Fields
- Featherston School Sportsfields
- Martinborough School Sportsfields

Appendix D2

Regional aviation resource list

[To be built.]



Annex E

Maritime Emergency Response Operations Plan

SECTION E1: CONCEPT OF OPERATIONS

E1.1 General

Responses to a major earthquake will require flexible response structures that can be rapidly evolved to address disaster situations on a case-by-case basis. These response structures are likely to vary according to the scale and complexity of the disaster, but in broad brush terms the following three issues must be addressed in sequence as follows:

- a. Hydrographic Survey of Harbour and Wharf Infrastructure.** In the immediate aftermath of the event hydrographic survey and inspection activities must be conducted to establish the depth of water in the harbour and its approaches, and the state of repair (and hence availability for use) of related infrastructure in the harbour, including (but not limited to) navigational markers, mooring buoys, wharves, Ro-Ro link span facilities, cranes and communications facilities.
- b. Waterspace Management.** Arrangements must be put in place to manage the movement of traffic in and out of the harbour, and to/from the various wharves and other landing places that are in use post event. This could be as simple as using existing Harbour Master and CentrePort processes and facilities if associated navigational aids and communications facilities are still functioning, or may require the use of special arrangements if they are not.
- c. Maritime Asset Tasking.** Once it is known what size of vessel can safely enter and exit the harbour, what of the port infrastructure can be used, and arrangements are in place to control traffic in the harbour, a structure and/or process must be established to determine priorities for the allocation of those vessels that are made available, and to task them to meet those priorities.

These three aspects will now be examined in more detail.

E1.2 Hydrographic Survey of Harbour and Wharf Infrastructure

The Wellington Earthquake National Initial Response Plan (WENIRP) directs a number of agencies to complete a hydrographic survey of the harbour and conduct inspections of key supporting infrastructure in the Wellington region. This effort is to be led by the Wellington Harbour Master, coordinated by the Wellington CDEM Group if required, and supported as required by CentrePort and the NZDF. The aim of the survey and inspection activities is to advise the NCMC and Wellington CDEM Group of the status of the harbour with respect to size of ship that can safely enter, and the state of wharves and other supporting infrastructure, including estimated restoration times where those facilities are damaged.

This process will take time, and may require specialist vessels and equipment to be sourced from outside the region. It is therefore likely to be at least 4 days after the event before it can be established definitively what the state of the harbour and port infrastructure in the region is, which parts of that infrastructure can be used in support of response activities, and that the level of survey conducted provides sufficient assurance for safe utilisation of all the waterways. Doing so, however, is an essential first building block and will largely be completed by agencies other than Wellington CDEM Group. From a Wellington CDEM Group perspective the required action is therefore to ensure that the directed survey and inspection are underway, and that the outcome of those activities is received within Wellington CDEM Group as soon as possible to allow detailed planning to commence.

E1.3 Waterspace Management

Waterspace management after a major earthquake, including (but not limited to) waterway access and port operations control remains the responsibility of Maritime NZ and regional harbour/port authorities. It is achieved via promulgation of limited access area regulations such as regulated navigation areas, safety, and security zone field-level regulations, issuing Notice(s) to Mariners (NOTAMs) regarding the status of waterways and providing Navigation Notices for authorised channels. From a Wellington CDEM Group perspective, therefore, the requirement is to find out what if any waterspace and/or traffic management arrangements/restrictions have been put in place, so that tasking of maritime assets can take into account those arrangements and/or restrictions and remain within the boundaries of those rules.

E1.4 Maritime Asset Tasking

The WENIRP directs the creation of designated National Assembly Areas for both geared and RoRo ships (The ports of Auckland, Tauranga, New Plymouth and Napier). It is likely that these ships will initially be tasked by the NCMC, but access to those assets can be requested by the Wellington CDEM Group.

The WENIRP also notes that barges will be required to provide a regional maritime resupply link for the Hutt Valley until road access is reinstated. The NCMC will coordinate national barge support, but barge operations within the Greater Wellington Region are considered part of the regional transport network and will be under the control of the Wellington CDEM Group. All maritime assets assigned to the Wellington CDEM Group will be controlled and tasked from the Wellington CDEM Group Maritime Operations Centre (see below for details).



SECTION E2: WELLINGTON CDEM GROUP MARITIME OPERATIONS CENTRE

E2.1 Maritime Operations Centre

A Wellington CDEM Group Maritime Operations Centre will be established organisationally within the Transport Coord/Planning Group which will be a sub function of the ECC logistics desk. The size of the Operations Centre can be tailored to the requirements of the event, and the nature and quantity of the maritime assets assigned to Wellington CDEM Group control. As a minimum, however, it should comprise the following:

- a Wellington CDEM Group Maritime Operations Manager, who will be the Wellington Harbourmaster or a suitably qualified member of the Harbourmaster's team nominated by the Harbourmaster;
- a representative from CentrePort;
- a representative from the fuel industry with the ability to advise on fuel availability and distribution; and
- a representative from the ferry company(s).

If available and the nature of the event warranted it, the following additional personnel should also be included in the team as required:

- a representative from the main commercial barge operator;
- a representative from Maritime NZ;
- a NZDF representative, who has an amphibious operations and/or sea movements management skillset; and
- a representative from Seaview Marina.

For a nationally declared level of emergency, the Regional Maritime Operations Centre is likely to be established at CentrePort, Wellington as part of the Regional Assembly Area (Maritime). If the Wellington CDEM Group Regional Maritime Operations Centre is established within the Wellington Regional Assembly Area (Maritime), it will also become responsible for ensuring control and coordination of the Wellington Regional Assembly Area (Maritime). If not co-located, a specific Regional Assembly Area (Maritime) Controller will be appointed for this responsibility and will coordinate with the Wellington CDEM Group Regional Maritime Manager/Operations Centre. The physical location of the Wellington CDEM Group Maritime Operations Centre, if not located at CentrePort, will be decided taking into account the following variables:

- the availability post event of harbour infrastructure (there is no point establishing an operations centre at or adjacent to a wharf or other port facility that is too damaged to be used, or that is inaccessible due to road closures etc);
- the availability of communications infrastructure post event; and
- the whereabouts within the region of key personnel post event.

Possible alternative locations for the Wellington CDEM Group Maritime Operations Centre shown in conceptual order of preference are as follows, noting that the key variables post a major event as described above will determine the actual location on the day:

- co-located with the Wellington CDEM Group operations team at the Wellington regional ECC; this option would ideally include provision of a liaison officer from Maritime NZ/CentrePort; or
- at Seaview Marina.

Wherever it is located, once established the Wellington CDEM Group Maritime Operations Centre will have the following responsibilities and tasks:

- Prioritisation of maritime vessels for specific intra-regional activities that may include, but not be limited to:
 - Emergency evacuation;
 - Transportation of life sustaining commodities to locations cut off from road transportation;
- Regional maritime mission planning and coordination, including de-confliction;
- Assignment of available maritime vessels to tasks;
- Situational awareness of maritime operations within the region;
- Coordination of ground support services at designated wharves/landing sites;
- Promulgating maritime operations status information to the Wellington CDEM Group Operations Section; and
- Forwarding daily maritime operations costs to the Wellington CDEM Group Finance/ Administration Section.



SECTION E3: RESPONSIBILITIES

E3.1 Wellington CDEM Group

- Appoint a Wellington CDEM Group Maritime Operations Manager, reporting to the Wellington CDEM Group Operations Manager.
- In conjunction with responding Agencies, establish a Regional Maritime Operations Centre as described above as part of the national response management structure.
- Brief the NCMC on the status of intra-regional maritime operations.
- Co-ordinate, in conjunction with NZTA and local councils, the strategy for ensuring road access to/from the port, and designated wharves and beach landing sites.

E3.2 Wellington CDEM Group Maritime Operations Manager

The Wellington CDEM Group Maritime Operations Manager will report to the Wellington CDEM Group Operations Manager and prior to an event is responsible for the following:

- Liaison with regional maritime companies;
- Liaison with Maritime NZ, relevant regional/local authorities and Centreport;
- Maintenance of a regional maritime resource list (included at Appendix Two), to include:
 - A list of maritime operators who are likely to provide vessels during an emergency response;
 - A list of vessel performance data by type for those vessels operated by the operators listed above, including (but not limited to) weights/capacity, speeds, fuel consumption, load limits, centre of gravity limits etc;
- Maintenance of a points of contact list within the Wellington CDEM Group, but also including principal points of contact for all vessel operators listed in the regional maritime resource list, Maritime NZ and Centreport.

After an event as part of the response the Maritime Operations Manager is to:

- Review maritime task requests and determine prioritisation;
- Review available maritime resources and determine their best utilisation;
- Advise NCMC the priorities for passenger and cargo movements;
- Provide transport stakeholders with the prioritisation list for priority users of RoRo services, and advise of specific high priority cargoes;
- Designate regional barge/lighter landing points (see Appendix One for information available on landing points/beaches in the Wellington region);

- Plan, apportion, coordinate, and task allocated maritime assets;
- Coordinate, in conjunction with NZTA and WCC, the strategy for ensuring road access to/from the port;
- Coordinate with the Wellington CDEM Group Logistics section for:
 - Shore based support and logistics services at designated wharves and landing sites;
 - Transport of personnel, materiel and evacuees; and
- Coordinate with relevant regional maritime authorities and Maritime MZ for temporary waterway restrictions/Notices to Airmen and Mariners (NOTAMs).

E3.3

Supporting Agencies

During a response supporting agencies are to provide the Wellington CDEM Group Maritime Operations Manager/Regional Maritime Operations Centre with:

- a single point of contact;
- maritime vessels and specialist capabilities to support disaster response operations, including
 - transportation of specialised emergency or relief personnel,
 - critical supplies,
 - critical emergency equipment,
 - vehicles, machinery and construction material,
 - water and foodstuffs,
 - personnel and animals for emergency evacuation
 - the conduct of hydrographic surveys,
 - channel clearance operations, including ship salvage, diving and oil response operations,
 - dredging operations, and
 - beach landing site preparation, maintenance and management.
- qualified personnel to assist in the management of maritime operations within the Regional Maritime Operations Centre and activated National Assembly Area(s) (Maritime);
- qualified personnel to provide maintenance and logistical support within activated National Assembly Area(s) (Maritime); and
- personnel and equipment to provide maritime/ground communications.



E3.4

National Crisis Management Centre (NCCM)

The NCCM is to coordinate national and international maritime asset requests in support of the Wellington CDEM Group, and allocate those assets to the control of the Wellington CDEM Group Maritime Operations Centre as required.

E3.5

Maritime Operators

Responsibility for the operation of vessels engaged in support of disaster response operations remains with respective vessel operators unless Maritime NZ or relevant local/regional authorities implement specific restrictions.

Vessel operators will deploy with appropriate support resources such as fuel, staff and logistics to sustain and support a minimum of 5 days continuous operation.

On all vessel movements, the Captain in Charge of that vessel is responsible for the safety of their vessel, occupants and consignments.

E3.6

Regional Maritime Authorities

During a response, support the Wellington CDEM Group Maritime Operations Manager/Regional Maritime Operations Centre with:

- a single point of contact;
- qualified personnel to assist in the management of maritime operations within the Regional Maritime Operations Centre and activated National Assembly Area(s) (Maritime);
- qualified personnel to provide maintenance and logistical support within activated National Assembly Area(s) (Maritime);
- personnel and equipment to provide maritime/ground communications;
- waterway access and port operations control via promulgation of limited access area regulations, such as regulated navigation areas, safety, and security zone field-level regulations;
- issuing Notice(s) to Mariners regarding the status of waterways; and
- providing Navigation Notices for authorised channels.

During a response, coordination of:

- debris clearance, removal, and disposal operations, including the removal of debris in the waterways that affects channel, harbour, and port operations;
- post-disaster hydrographic surveys to assess the physical conditions of waterways relative to depth and obstructions;

- ship salvage, diving, and oil spill response operations; and
- dredging operations to restore and maintain the waterways to make them suitable for navigation and other purposes.

E3.7 CentrePort

During a response, provide the Wellington CDEM Group Maritime Operations Manager/Regional Maritime Operations Centre with:

- Confirmation of the operational capacity, including wharves, of CentrePort;
- Confirmation of timeframes to achieve resumption of activities at other parts of the port;
- Resource requirements to enable safe port operation;
- Qualified personnel to assist in the management of maritime operations within the Regional Maritime Operations Centre and activated National Assembly Area(s) (Maritime);
- Qualified personnel to provide maintenance and logistical support within activated National Assembly Area(s) (Maritime); and
- Personnel and equipment to provide maritime/ground communications.

During a response, in coordination with the Harbour Master, support:

- Post-disaster hydrographic surveys to assess the physical conditions of waterways relative to depth and obstructions;
- Debris clearance, removal, and disposal operations, including the removal of debris in the waterways that affects channel, harbour, and port operations;
- Dredging operations to restore and maintain the waterways to make them suitable for navigation and other purposes; and
- Ship salvage, diving, and oil spill response operations.

E3.8 The InterIslander and Strait Shipping

During an emergency response, The InterIslander and Strait Shipping companies will:

- Co-ordinate with CentrePort on the use of/capacity of wharves;
- Co-ordinate with the ECC on priority customers;
- Outline to the ECC any resource requirements or arrangements they need to operate in Wellington;
- Plan to refuel vessels at ports outside the Wellington region; and
- Co-ordinate with each other on berthing times so that wharves are not required by both shipping lines at the same time.



SECTION E4: CONDUCT OF OPERATIONS

E4.1 General

The Wellington CDEM Group Maritime Operations Manager/Operations Centre is the regional level management function that directs the use of those maritime assets which are allocated to regional control during responses. Their primary responsibility is the coordinated procurement, tasking and integration of maritime assets in support of the Incident Action Plan.

The agency providing the vessel(s) for mission tasks assigned by the Wellington CDEM Group Maritime Operations Manager/Operations Centre maintains the responsibility to operate the vessel(s). The Wellington CDEM Group Maritime Operations Manager/Operations Centre function is to coordinate between agencies, provide a central point of contact and to direct tasks to be conducted by maritime assets under regional control. This includes:

- The prioritisation of specific maritime tasks. In general, maritime support priorities are likely to be in the following priority order:
 - Life-saving;
 - Life-sustaining;
 - Movement of disaster response personnel and supplies;
 - Reinstatement of critical lifeline utility assets; and
 - Movement of logistics.
- Maritime mission planning and coordination, including de-confliction;
- Mission assignment of available maritime assets;
- Situational awareness of maritime operations in the incident area; and
- Coordination of ground support services at designated wharves/beach landing sites.

E4.2 Authorities

The Wellington CDEM Group Maritime Operations Manager/Operations Centre, on behalf of the Wellington CDEM Group Controller, will determine the allocation of intra-regional maritime resources. They are primarily responsible for coordinating the employment of maritime assets performing response operation portions of the Incident Action Plan. The Wellington CDEM Group Maritime Operations Manager/Operations Centre is also responsible for coordinating maritime logistical and ground services support, and coordinating with Maritime NZ and regional harbour/port authorities on maritime safety.

The Group Controller will notify all agencies when the Wellington CDEM Group Maritime Operations Manager is activated. Any agencies that use maritime assets will communicate with the Wellington CDEM Group Maritime Operations Manager and, where possible, support coordination of tasks across agencies.

The Wellington CDEM Group Maritime Operations Manager, dependent on the scale of the emergency, will establish a Wellington CDEM Group Maritime Operations Centre to conduct detailed maritime planning, coordination, monitoring, allocation, tasking and direction. The Wellington CDEM Group Maritime Operations Centre develops maritime support priorities, assigns and allocates vessels for tasks, tracks results, provides appropriate briefings, collects cost information, and identifies and resolves safety and waterspace issues, particularly between agencies.

E4.3 Priorities

When activated, the Wellington CDEM Group Maritime Operations Manager/Operations Centre, on behalf of the Group Controller, will determine maritime tasking priorities. The table below is an indicative representation of default priority equipment/freight shown in 20' container equivalents:

	Day								Comments
	1	2	3	4	5	6	7	8	
FMCG	60	100	200	200	200	200	200	200	
NZTA			20	20	20	20	20	20	Bailey Bridges & earthmoving equipment
Construction		40	40	40	40	40	40		Earthmoving/ construction equipment
Transpower & WE				20	20	20	20	20	Wellington Electricity – power poles
Telco companies		30	30	30	30				'Cells On Wheels' and generators
Emergency services		30	30	30	30				Police, Fire Service and Ambulance
DHBs			10	10	10	10	10	10	Assumed low volumes of freight – most via airport
Fuel		30	30	30	30	30	30	30	Assumed volumes
Others		100	130	170	170	170	170	170	Assumed 'general' movements
TOTALS	60	330	490	550	550	490	490	450	



E4.4 Maritime Support Requests

The Wellington CDEM Group maritime request and assignment process uses the Coordinated Incident Management System concepts and principles at all levels.

The supported agency identifies the specific parameters of their request (e.g., cargo, timeline, origination location, pickup and destination) to the Wellington CDEM Group ECC. The Wellington CDEM Group Maritime Operations Manager/Operations Centre is then responsible for sourcing and tasking the appropriate agency and vessel(s) to accomplish the request.

Key request responsibilities include:

- Wellington CDEM Group Maritime Operations Manager/Operations Centre.
 - Receive and validate requests from local agencies.
 - Identify and offer available vessels and assign tasks. If unable to complete the request with available maritime assets, forward the request to the NCMC.
 - Advise the Wellington CDEM Group Operations and Logistics Cell of scheduled/allocated vessels.
 - Create and promulgate the following day's maritime priorities and scheduled activities within the daily Incident Action Plan.
- NCMC.
 - Receive and validate requests from the Wellington CDEM Group or national agencies.
 - Fill the request with a National (NZDF) asset (via a mission assignment) or contract with a civilian or international organisation (via a Memorandum of Understanding).

E4.5 Safety

Each maritime organisation is responsible for enforcing its own and national safety standards and practices to include crew rest and crew duty day regulations, as well as complying with disaster/emergency specific Maritime NZ and relevant local authority procedures and restrictions. The Wellington CDEM Group Controller/Wellington CDEM Group Maritime Operations Manager may also implement additional safety practices in coordination with Maritime NZ and relevant local authorities.

On all vessels, the Captain in Charge/Ship's Master is responsible for the safety of their own ship, its crew and its cargo.

Safety issues that must be constantly addressed during maritime operations include, but are not limited to, shore based operations, vessel operations, weather, waterway deconfliction, vessel status, and specific operational mission procedures.

The Wellington CDEM Group Maritime Operations Manager is to coordinate with relevant maritime regulatory agencies and Maritime NZ for any specific maritime restrictions and issuances of NOTAMS required to support the Incident Action Plan.

E4.6 Cost

The agency assigned a vessel for a specific task will be responsible for the cost of that vessel's tasked time and any additional specialised resource or support that may be required.

E4.7 Communications

Vessel operators are to maintain positive communications with the Wellington CDEM Group Maritime Operations Centre.

All vessels should have a VHF-FM /UHF radio for communication with regional port/harbour authorities. This will be the primary means of communications between vessels and to/from shore based facilities.

Last resort communications will be through cell/satellite phone contact with vessels. This means of communications is supplementary only as it is expected to be degraded due to infrastructure damage to the cellular network across the impacted area.

To enhance the effective management of radio traffic for maritime operations, the following guidelines should be followed:

- Use clear text/plain English throughout all communications;
- Keep messages brief and to the point;
- If the message is long, stop the transmission periodically to allow for emergency or other short messages to be transmitted;
- If a frequency has been designated for a specific function, do not allow radio traffic unrelated to this function on the frequency.

A communications plan will be developed for each activation.

E4.8 Barge/Lighter Landing Sites

The Wellington CDEM Group Maritime Operations Manager/Operations Centre, in conjunction with the respective Harbour Authority, will manage the pre-designation of beach/barge landing sites. They are to ensure that confirmatory surveys of beach landing sites are conducted prior to use. A list of possible landing sites is at **Appendix E1**.

The composition and gradient of the landing site will be deciding factors in determining if an interface (i.e. sand/expedient material ramps), if any, is required to be constructed. Roadways from landing sites may also require construction and continuous maintenance depending on the volume of traffic and the ground bearing capacity of the beach. Coordination of engineering support for landing site roadways will be conducted by the Wellington CDEM Group Maritime Operations Manager/Regional Maritime Operations Centre through the Wellington CDEM Group Logistics Cell.



The construction of landing sites and the removal of debris from them may require emergency provisions of the Resource Management Act.

E4.9 Barge/Lighter Companies in Marlborough Area

Nautilus Pacific Ltd

Operate a self-powered "Landing Craft" – Pataki <http://nautiluspacific.co.nz/vessels/powerd-berge-patiki/> – a multipurpose vessel that is suited to a wide range of projects like dive support, dredging, project cargos, wharf construction, bulk cargos and thanks to her shallow draft, removable 7m spuds and thrustmaster units, making her extremely manoeuvrable in shallow areas. Has operated up the Hutt River landing the Haywards transformers.

Pataki	
LOA	36.57
Breadth	14m
Moulded depth	2.72
Deck area	12×24.5
DWT	15t per sq mtr
Ramp	6m x 11m
Rated	50t
Fuel	7000L
FW	3000L

Also operate two 'dumb' barge / tug combinations, primarily for mass material movement, currently focussed on logs. Both MOSS and SOP certified for use within near coastal waters (<50nM), including Wellington region.

Harvest Star	
Deck Rating	15t m ² , ramp rated for 50T
L.O.A.	31.70m
Beam	13.68m
Draft	2.5m
Box measurements	12.6m x 26.6m
G.R.T.	265.24t

DWT	550t
Isuzu Diesel engine driving hydraulic pump. Anchor winch on Bow with 20m chain and 200m 24mm Wire. 2 x Mooring Winches on Aft deck.	
Current NZ Barge Safety Certificate for off-shore operating limits. Also International Load-Line Certificate & International Tonnage.	

Geronimo	
Deck Rating	10t m ² , ramp rated for 50t
L.O.A.	39.5m
Beam	15m
Draft	3.5m
Box measurements	14m x 33m
G.R.T.	499t
Isuzu Diesel engine driving hydraulic pump. Anchor winch on Bow with 20m chain and 200m 24mm Wire. 2 x Mooring Winches on Aft deck.	
Current NZ Barge Safety Certificate for offshore operating limits. Also International Load-Line Certificate & International Tonnage.	

Barges are pulled/pushed by the tugs *Levanter* and *Roscco* respectively. Tugs are surveyed (NZ Coastal) for min 6 pax, can be extended easily through the surveyor by a phone call out to max of 8 and 12 pax respectively. Min crew of 2 pax for max of 10 hrs, 5 pax for continuous operations (24/7). Tugs have VHF, radart, GPS/Poltters and AIS. Have extended list of qualified pers within the region that they can call upon to provide relief crew/masters. Roscco can also carry 80k fuel with a large discharge pump for de-bunkering into other vessels. Both tugs have salvage winches (25Tn), and can carry 30T deck cargo (not concurrently when towing). Tugs have run continuously without resupply for 4 weeks (offshore transit from Australia to NZ).

Neither barge is certified for carrying passengers. Barges have between 2 and 3m draw when loaded. Both barges can carry heavy equipment – company has a 12Tn excavator with 6-way grapple and a 30Tn excavator with bucket (under conversion to extended reach) and pile driver attachment for wharf construction. Commercial operations preferred at 100Tn/hr if conducting rock movement using the barge.

Able to sustain crews from the vessels, requiring little land-based support outside of provisioning and fuel.

Additional barges were also identified in Shakespeare Bay – bottom-dumping construction barges.



Johnsons Barges Ltd

Operate primarily in restricted limits (enclosed and inshore limits), and are not MOSS / SOP certified for Wellington. Could transit across to Wellington though would not be able to go beyond Sea State 4 (moderate, <2m). Vessels would also be at extended reach of their operating envelope for fuel and endurance. Vessels operate with crews of 2-3, requiring up to 5 for 24/7 operations. 24/7 operations would exhaust the company within days. Preference to operate in a roster system (week on / off) in order to not impact current business processes. Able to sustain crews from the vessels, requiring little land-based support outside of provisioning and fuel.

Pukatea	
Steel motorised barge	
L.O.A.	30m
Beam	7.6m
Draft	1.5m
100t deadweight. Carries 150k litres of fuel. 100t carriage capacity.	

Hinau	
One of 2	
L.O.A.	27m
Beam	7.6m
Draft	0.7m
Only one support tug (Tawhai). 200t capacity, with 50t ramp.	

Mahoe	
Steel landing craft	
L.O.A.	37m
Beam	2m
Capacity	150t

Recently acquired (Jan 17) a new 15m LOA work boat that is not yet in survey for NZ.

Significant commitment to aquaculture, operating Mahoe min of 5 days a week for 52 weeks a year. One of the dumb barges set up for feeding salmon farms. Should be considered as part of recovery 'balance'.

Current contracts do not have a 'break-contract' clause for emergency response – Company is investigating this now.

Appendix E1

Information on Wellington Region potential maritime entry points

E1.1

Maritime operating environment

The responsibility of arranging the logistics outside of the Wellington Region lies, in this case, with the NCMC, however the following is an overview of New Zealand port capabilities closest to Wellington. Note the assumption is that given a major earthquake in Wellington, Nelson Port and Picton Terminal will have real limitations given road outage affecting ability to get stores in and people out, so Picton and Nelson are not considered viable maritime locations to ship stores out to Wellington and receive assisted evacuees in from Wellington. This overview is included to allow an understanding of what activities will occur at each port, affecting the nature of the Wellington port operations.

This plan assumes the use of Roll-On-Roll-Off (RORO) [i.e. InterIslander and Bluebridge] ferries because:

- They presently service Wellington, and should therefore be available in an emergency
- They do not require a power supply to load/unload at Wellington
- They require relatively short lengths of wharf (or temporary pontoon) to load/unload.

Based on the above, and the assumed use of ROROs, the following are the features of the potential ports of destination for the ROROs, as of April 2017:

Port of Tauranga has an un-maintained linkspan that cannot be used (due to maintenance issues, and the area would have to be dredged to allow operation of it). Mediterranean mooring (i.e. 'end-on' mooring) is feasible, but would prevent the remainder of the port being used. Tauranga is therefore unlikely to be a viable port for these operations.

Port of Napier does not have a linkspan (but could construct one in around a year). Mediterranean mooring is feasible, but would prevent the remainder of the port being used. Napier is therefore a potential viable port for these operations, if other port operations could be delayed or re-routed.

Port Taranaki (New Plymouth) does not have a linkspan, but the InterIslander ferries (not Arahura) can Mediterranean moor there. Port Taranaki would require four days notice to enable this. HOWEVER – Strait Shipping reported that Port Taranaki is relatively open to the Tasman Sea, so operations may not be feasible 'on three days out of seven'. This issue should be investigated further with Port Taranaki. Port Taranaki is therefore a potential viable port for these operations.



Port Marlborough (Nelson and Picton) is likely to suffer damage in this scenario, and may also have road access to/from it regionally impacted. It is therefore unlikely to be a viable port for these operations.

Lyttelton Port of Christchurch has an operational linkspan which is available for use, however it is not on the 'business as usual' route for logistics supply for New Zealand. Its use as a location for the supply chain (and therefore also passenger evacuations) may therefore not be practical/efficient.

Other ports have not been included in the above assessment, as they are further from Wellington than the above ports, and are therefore not considered likely destinations in this scenario.

E1.2 CentrePort

The CentrePort/Wellington City waterfront area benefits from deeper water, north-south berths and shelter, as well as potential marshalling areas. Liquefaction and lateral spreading is however a potential risk and emergency levelling would likely be required to improve traffickability. Ground rupture along fault lines may also impact some locations.

Within this area, locations for early assessment include:

- Berths at or between the eastern finger wharves (Glasgow, Interisland Terminal), with the shore ramp landing on the wharves or seawall.
- The current Interislander ferry terminal (noting that clearance of the existing linkspans would likely be required prior to FEBF deployment, adding increasing the deployment timeframe).
- Aotea Quay.
- Taranaki St Wharf.
- Chaffers Wharf is constrained by limited land width/ turning clearances on the wharf.
- Taranaki St breastwork is constrained by the east-west alignment or Med-moor arrangement. Miramar, Burnham and Shelly Bay Wharves are limited by main road connections, marshalling area constraints and potential for rockfall/landslides (also liquefaction and lateral spreading at Miramar Wharf).

E1.3 Seaview Marina

Point of contact:

Seaview Marina Chief Executive
Mr Alan McLellan
027 443 5330

- NIWA Hydrographic Chart available of water depths into Marina
- 500 boats docked at Marina with 20 odd 20M vessels commercially owned – fishing boats, diving tenders etc.

- 60% of boats owners located in Hutt Valley. Marina has up to date owner contact details for all vessels in Marina.
- Diesel refuelling capability with 13000 litre diesel tank with pump
- Ship to shore options.
 - Hardstanding Dockway NW corner within the Marina walls – depth at shallowest canal path to dockway is 3m. Close proximity to road and plenty of hardstanding areas for reloading onto trucks.
 - Concrete slipway E corner within Marina walls – depth at shallowest 1m – may require entry at high water only. Close proximity to road and good hardstanding space. Excellent barge offloading space.
- Area reclaimed land so subject to liquefaction. Significant warehousing in immediate area with several logistics freight companies (Mainfreight NZ and Linfox Logistics NZ) having depots in immediate area also presence of larger capacity trucks during daylight hours. Seaview Marina slipway – a robust slipway though vulnerable to secondary damage from the failure of the Marina seawall/breastworks (is at risk now to high seas) and Marina damage (boat dislodgements, jetty failure). It is also vulnerable to landslip and hazmat contamination from the oil tanks and fuel lines for ship de-bunkering. Road access to/from could also be a problem due to landslips.





Seaview Marina Boatramp	
Latitude Beach/Wharf Centre	41°15.02' S
Longitude Beach/Wharf Centre	174°54.33' E
Datum	WGS84
MGRS Grid Ref Beach/Wharf Centre	60GUV2451631343
UTM Zone	60S
Charts	NZ 4633 / NZ4634
Standard Port	Wellington
Administration Authority for Area	Greater Wellington Regional Council, represented by the Harbour Master.
Usability Summary	
<p>A final north easterly approach of 250m once inside the marina break water to a concrete boat ramp. The ramp has floating pontoons on either side, and down the middle, breaking the ramp up into two 15m long sections. The ramp is 22m in width from CD to the top of the ramp and exits onto a large car park which gains access to the main road.</p> <p>Breakwaters lie to the south west of the ramp to protect the nearby marina and significantly reducing the effects of any sea swell or wind on the ramp. The narrowest point in the breakwater is 50m across.</p> <p>A steep gradient throughout full tidal range, however the limiting factor is the approach depths of 1-2m out to 70m off the ramp.</p> <p>No rocks or coral in the ramps vicinity, no prominent transit marks.</p> <p>An automatic vehicle arm requires coins to enter the area of the launching ramp, an office is manned at marina entrance 2, 20m further down the access road and can provide access.</p>	
Suitability of Beach Approaches for Landing Craft	
<p>Approaches are suitable for landing craft with breakwaters protecting the ramp from the south west. The narrowest point between the break waters is 50m.</p> <p>Depths in the approaches are the limiting factor with depths of 1-2m above CD encountered up to 70m from the ramp. Sufficient tide will be required for the landing craft to navigate the approaches.</p>	
Number of Landing Craft that can Navigate Approaches Simultaneously	Two
Number of Landing Craft that can Use Beach Simultaneously	One
Size of Water Gap - HW/LW	6-11m
Trafficability Assessment of Water Gap	Firm

E1.4 Seaview Oil Pipeline Wharf

E1.5 Miramar Wharf





E1.6 Lowry Bay Boat Ramp



Lowry Bay Boat Ramp	
Latitude Beach/Wharf Centre	41°15.65' S
Longitude Beach/Wharf Centre	174°54.33' E
Datum	WGS84
MGRS Grid Ref Beach/Wharf Centre	60GUV2479130177
UTM Zone	60S
Charts	NZ 4633 / NZ4634
Standard Port	Wellington
Pilot	NP 51
Administration Authority for Area	Greater Wellington Regional Council, represented by the Harbour Master.

Usability Summary

A final south easterly approach of 400m from the middle of Lowry Bay into a concrete and cobble boat ramp. The ramp is narrow at only 10m length. It is 30m in width from CD to the top of the ramp and exits onto a car park which gains access to the main road.

A small breakwater extends seaward from the right hand limit of the ramp and has a wooden jetty attached along one third of its length.

There is another jetty parallel to the shore beyond the left hand limit.

The breakwater protects the ramp from south easterly through to westerly winds.

A steep gradient throughout full tidal range, at low water the concrete ramp gives way to large cobbles and gravel.

Some large rocks lie in the shallows to the left of the ramp on approach, this area should be avoided.

There is a street lamp that can be used as a head mark and can be used at a transit when closer in conjunction with a large boulder as seen in the views.

Suitability of Beach Approaches for Landing Craft

Approaches are suitable for landing craft with open approaches in to Lowry Bay and into the ramp, only narrowing with the breakwater to the right of the right hand limit.

The limiting factor will be the length of the ramp.

Number of Landing Craft that can Navigate Approaches Simultaneously	Two
--	-----

Number of Landing Craft that can Use Beach Simultaneousl	One
---	-----

Size of Water Gap – HW/LW	Dry to 3.1m
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Trafficability Assessment of Water Gap	Firm
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E1.7 Days Bay Wharf

In June 2017 HCC decided to fully refurbish Days Bay and Rona Bay Wharves and to fully refurbish and remove 50m from the 110m long outer head of Petone Wharf. This wharf will remain 340m long. Point Howard Wharf will be removed. More information will need to be gained.



E1.8 Evans Bay Marina



Evans Bay Boat Ramp	
Latitude Beach/Wharf Centre	41° 18.62' S
Longitude Beach/Wharf Centre	174° 47.90' E
Datum	WGS84
MGRS Grid Ref Beach/Wharf Centre	60GUV1570124460
UTM Zone	60S
Charts	NZ 4633 and NZ4634
Standard Port	Wellington
Pilot	NP 51
Administration Authority for Area	Greater Wellington Regional Council, represented by the Harbour Master.

Usability Summary

A westerly final approach of up to 600m, from the vicinity of the front lead, up to a concrete boat ramp. The ramp is 30m long and has a small wooden jetty on either side of it. The ramp is 34m in width from CD to the top of the ramp and exits onto a large car park which gains access to the main road.

A small breakwater lies to the north of the ramp to protect the immediate vicinity of the ramp from northern seas and wind.

A steep gradient throughout full tidal range, no rocks or coral in the ramps vicinity.

A lone pine tree on the hill above the ramp can be used as a head mark, and can be combined with the left hand edge of the white house in the foreground to make a transit.

Suitability of Beach Approaches for Landing Craft

Approaches are suitable for landing craft with a wide bay with no obstructions.

Number of Landing Craft that can Navigate Approaches Simultaneously	Two
--	-----

Number of Landing Craft that can Use Beach Simultaneousl	One
---	-----

Size of Water Gap - HW/LW	1.2-5.5m
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Trafficability Assessment of Water Gap	Firm
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E1.9 Chafers Marina

E1.10 Port Nicholson Marina

E1.11 Mana Marina



E1.12

Possible Beach Landing Locations to Resupply Isolated Islands

Titahi Bay area for resupply of Porirua Central

Hongoeka Bay, Onehunga Bay, Karehana Bay, South Beach and the Mana Marina/Ngatittoa domain beach frontages offer potential beach landing option to allow some emergency supplies to be offloaded to support isolated islands of Porirua Central, and Mana Plimmerton. Landing craft and light barges should be able to access Onepoto jetty at most tide states.

Porirua Harbour has a dredged main entrance channel (1.2 – 1.8/2.4 metres depending on tide state). There are 2 sets of navigation marks (day/night). Mana Cruising Club has a hard stand and breastworks suitable for 4-5 (12-20 metre) vessels. The hardstand can take small cranes/trucks and is used for loads of 1 tonne/1M3. There is a finger wharf with cradle that can lift 30 tonne. The Fisherman's wharf and a private Jetty at the rail bridge can accommodate 2-3 vessels of the same size. The Onepoto Wharf is suitable for drafts of .7 to 1 metre and has a very constrained navigation channel. Road access and staging space is good.

Onehunga Bay has a sandy beach (flat angle) this is suitable for flat bottom barges with ramps. Hongoeka Bay has deep water in close and most heavy barges with ramps could nose in and beach. A gravel landing stage could be pushed out into the sea (up to 10 metres). Hongoeka Bay could also shelter a RORO vessel (interisland ferry size) with good holding and water depth 8-25 metres. This could be used as a lightering point.

Petone Area

The Petone area is constrained by insufficient water depths, berth exposure and potential for liquefaction and lateral spreading. Lighter barges and landing craft might need to be employed for access to Petone and the Hutt Valley. Seaview Wharf/Lowry Bay has similar berth exposure and hinterland liquefaction issues and limitations in main road connections which reduce its suitability as the FEBF hub site.

Seaview area for resupply of Hutt Valley

Beach in NW corner above marina wall at Seaview. Close proximity to roads and hardstanding space available. Some protection from man-made groyne on south end of beach.

Hutt River mouth

At risk to seabed uplift (+/- 2M), sedimentation fouling and has limited areas where vehicles could drive on/off barges. Has areas of hardstanding where barge unloading/loading could be conducted by cranes if a long-reach heavy crane could gain access to Port Road up to Waione Rd bridge. There is a sheltered area of Marine Pde at the mouth of the Hutt river that could be looked at, though would require demolition of existing boat sheds there to gain access to the waterfront. There is a barge and dredge at the Hutt River that is tied into the WREMO MoU for re-gaining access to the Hutt Valley for barge operations. Nautilus Ltd from Picton have good local knowledge on how to operate barges and lighters on the Hutt River. They are the company that brought the 200Tn transformers in for the Haywards sub-station.

Petone foreshore

NZDF (RNZN) have done some work within the region, particularly Petone foreshore looking at beach landing sites. The core issue with Petone is the gradient into the beach is gradual, meaning that most barges/lighters will need to drop ramps some distance from shore unless channels are dredged for them to get closer – this has big RMA considerations, and will cost time and effort to survey, construct, lay beach matting/geotextile etc.

Prioritise use of the Hutt River and Port Road using cranes and containers over a drive on/off approach (not enough trucks and containers/pallets are easier to move by barge in rough seas), and create a 'cluster MOU' for the barge-to-truck operation there through the likes of LG Anderson who have a Seaview distribution point, have the maritime staff and more importantly, the trucking/warehousing expertise and equipment (curtainsider and container lifters). They would be able to recommend who to go through to get a heavy crane MoU (30Tn minimum).

Movement of People on Current RORO Ferries

Here is an estimation of how many people could be evacuated from the region, via 'assisted evacuation', using BAU numbers. (I've adapted the ferry numbers based on potential numbers of sailings, but the airport numbers are based on the BAU figures.

Business As Usual (BAU) capacity for assisted evacuations:

BAU passenger capacities:	
Kaiarahi	550
Kaitaki	1,350
Aratere	600 (but not to be used for freight)
Straitsman	400
Strait Feronia	400
Total	3,300

Assuming a 48 hour turn-around, every 2 days 3,300 passengers would be transported, so 1,650 per day by ferry.



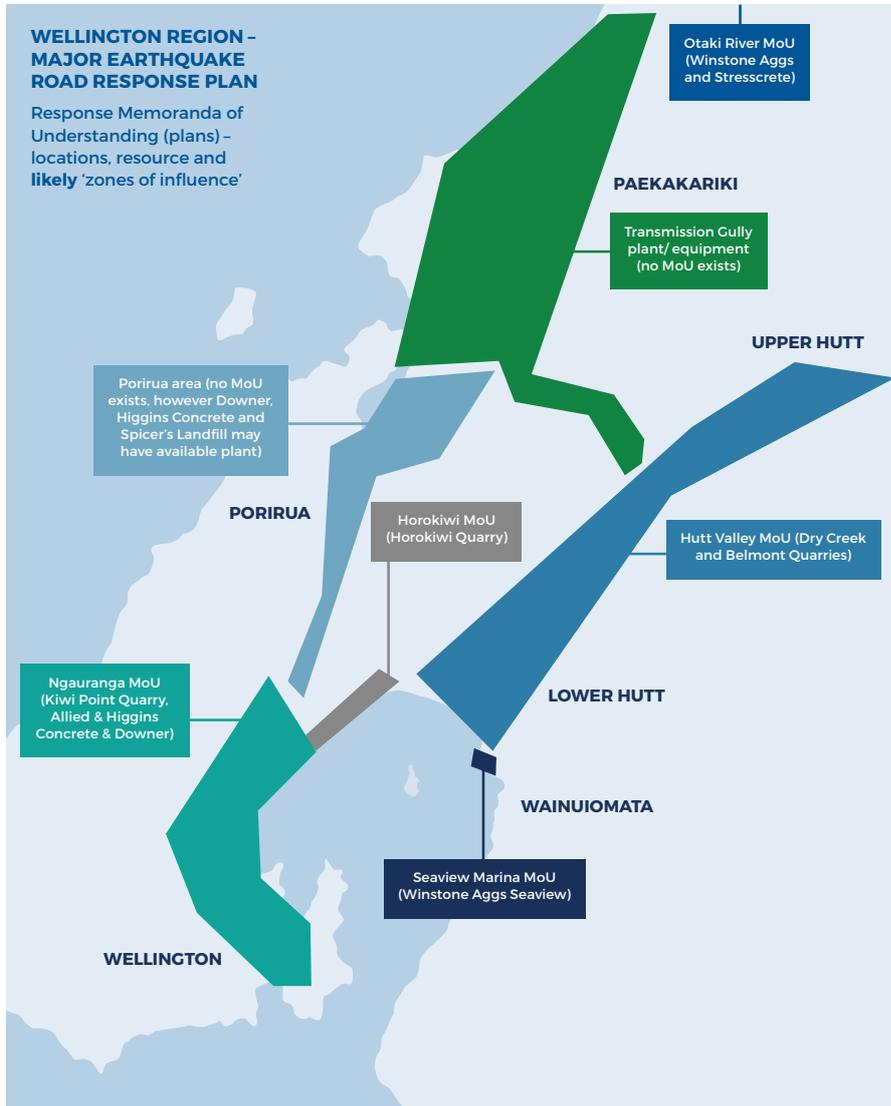
Appendix E2

Regional maritime resource list

[Text to come]

Annex F

Wellington Region - Major Earthquake Road Response Plan





The following is an overview of the steps and actions to be taken to re-open the road network following a major earthquake in the Wellington region. Default prioritisations and actions exist, as outlined below, however the relevant activating bodies should be contacted to ensure that the plans are being activated.

Steps, in order	Actions	Desk responsible
1 Default priorities for opening routes	See priority maps located below, and located in ECC with Lifeline Utilities Coordinator and in each EOC.	Intelligence, Operations and Planning Desks
2 Mobilise response	<ul style="list-style-type: none"> See 'quarry MoUs' (see map on reverse side of this page). The MoUs are located (operations desk...?), and copied are held by NZTA and the respective councils and quarries. Ensure USAR liaison person accompanies earthmoving plant (subject to discussion with USAR) 	Operations
3 Reconnaissance	<ul style="list-style-type: none"> Insert explanation here... And then, once reconnaissance has been carried out... 	Intelligence
4 Confirm actual priorities and communicate	<ul style="list-style-type: none"> A road prioritisation matrix by region and each City Council area is identified in maps later in the Annex. Confirm actual priorities with relevant controller(s), in conjunction with the relevant local road managers (at the councils), who will be able to advise on potential updated priorities. These should include: opening up 'spines' of access; access to hospitals; access to staging areas; access to supermarkets; access to suburbs. Ask road managers for estimated access restoration times on key routes and to key locations. Their contact details are held in the WREMO 'emergency contacts' list, and should also be contactable via the Operations desk. Communicate the priorities and restoration times to the Planning and PIMs teams. 	Operations lead Communicate outcomes to Planning and PIMs
5 Debris disposal	See KCDC, PCC and HCC debris disposal plans, which are located (operations desk...?)	Operations
6 Re-assess...	Assess progress and re-assess the given priorities on a regular basis.	Operations assess progress Operations re-assess priorities with relevant controller(s)

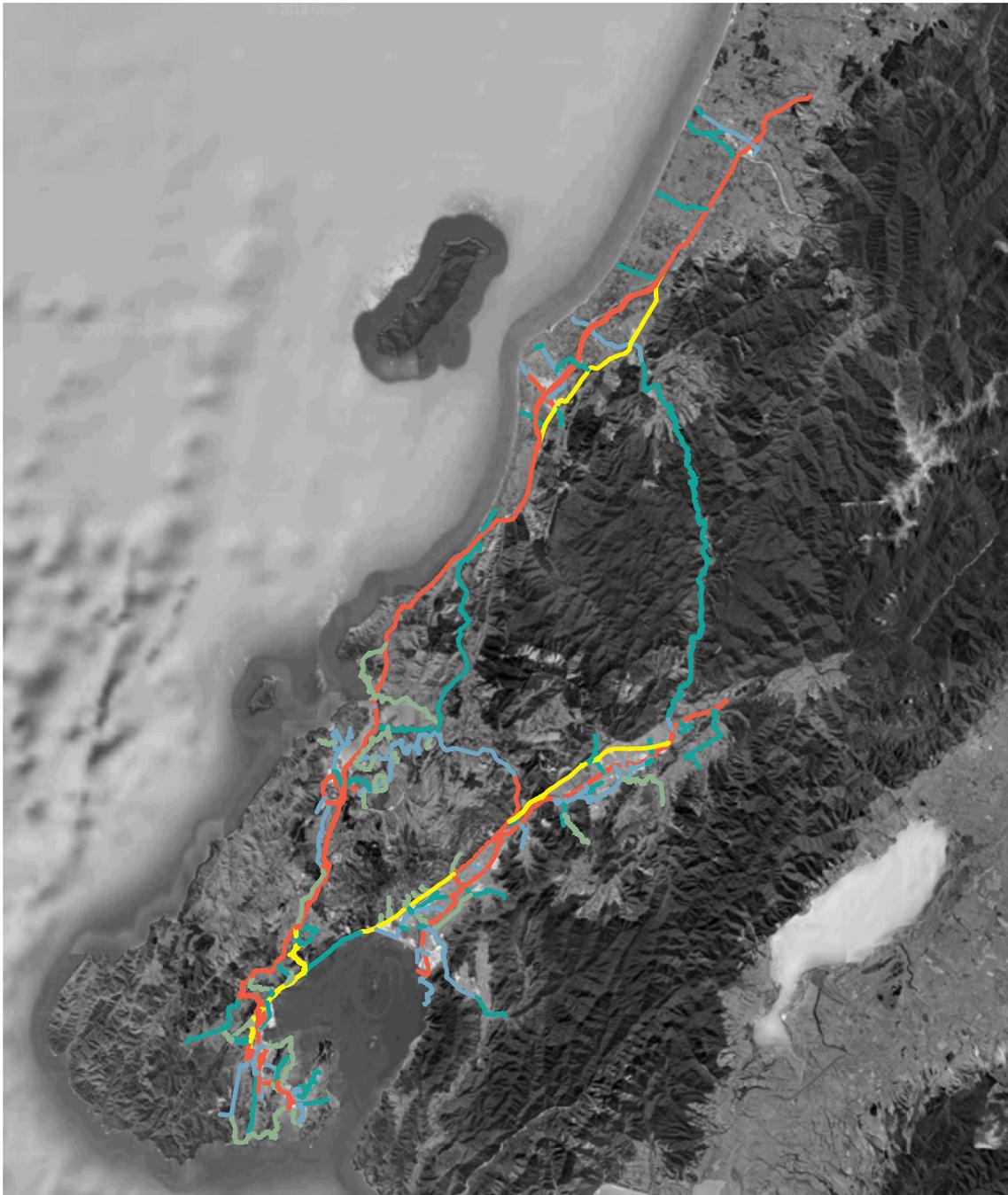
City-specific road response plans

V01 - 10 Apr 17

The following maps identify by City Council area the road restoration priorities during the initial response phase. The reconnaissance plan for each city will need to identify the actual road outages post the earthquake and determine which priority roads need to be re-opened.



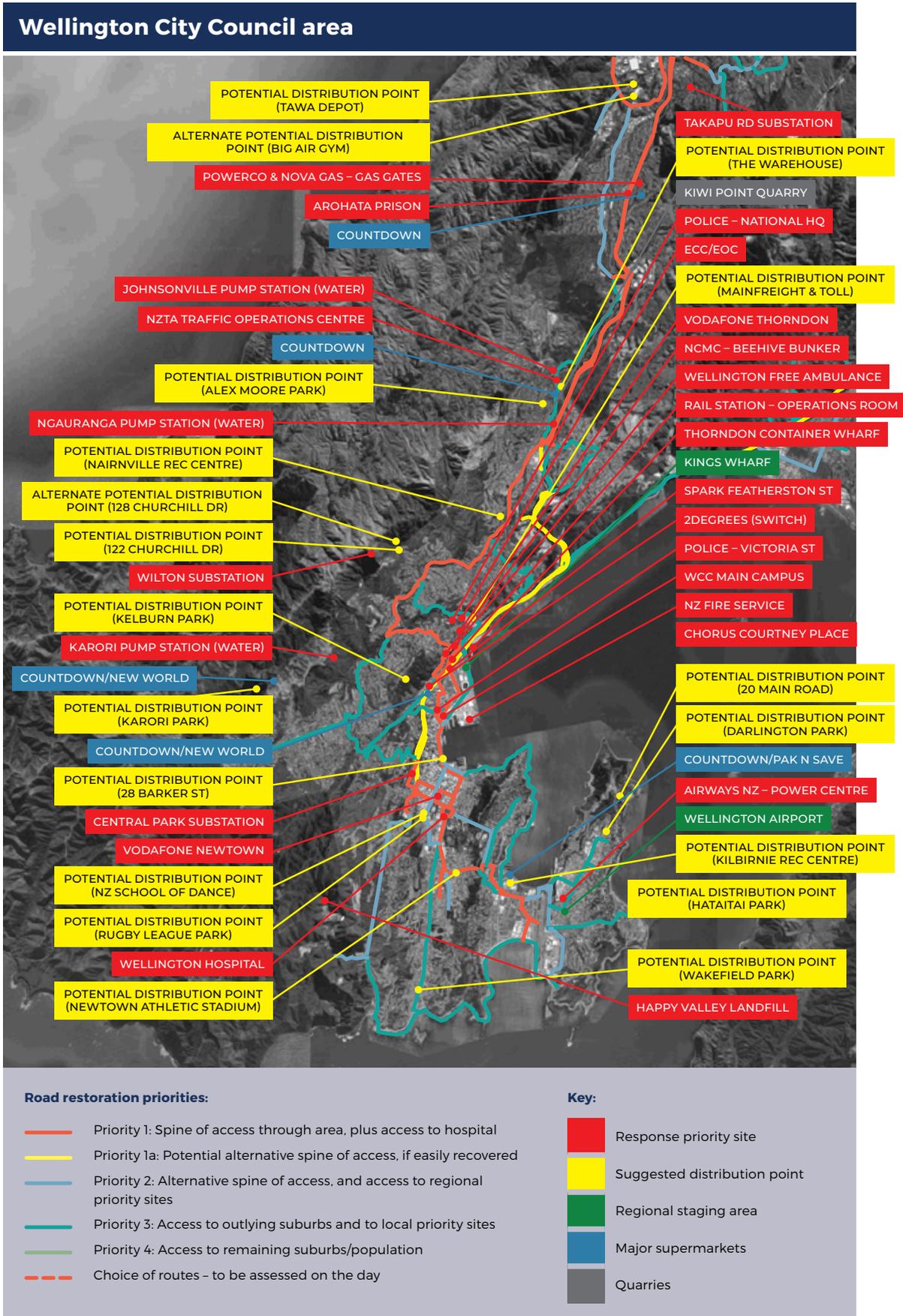
Regional overview

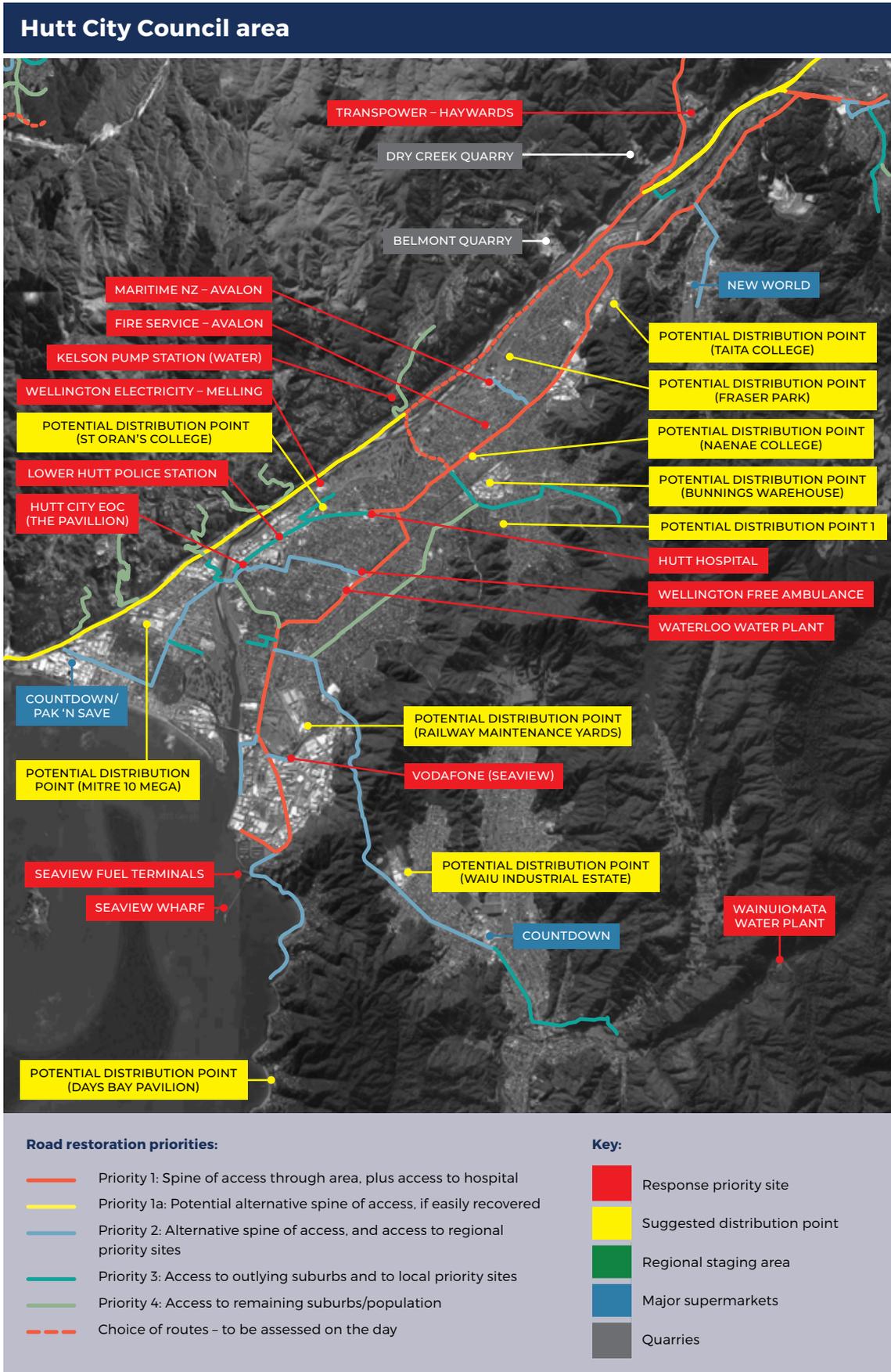


Road restoration priorities:

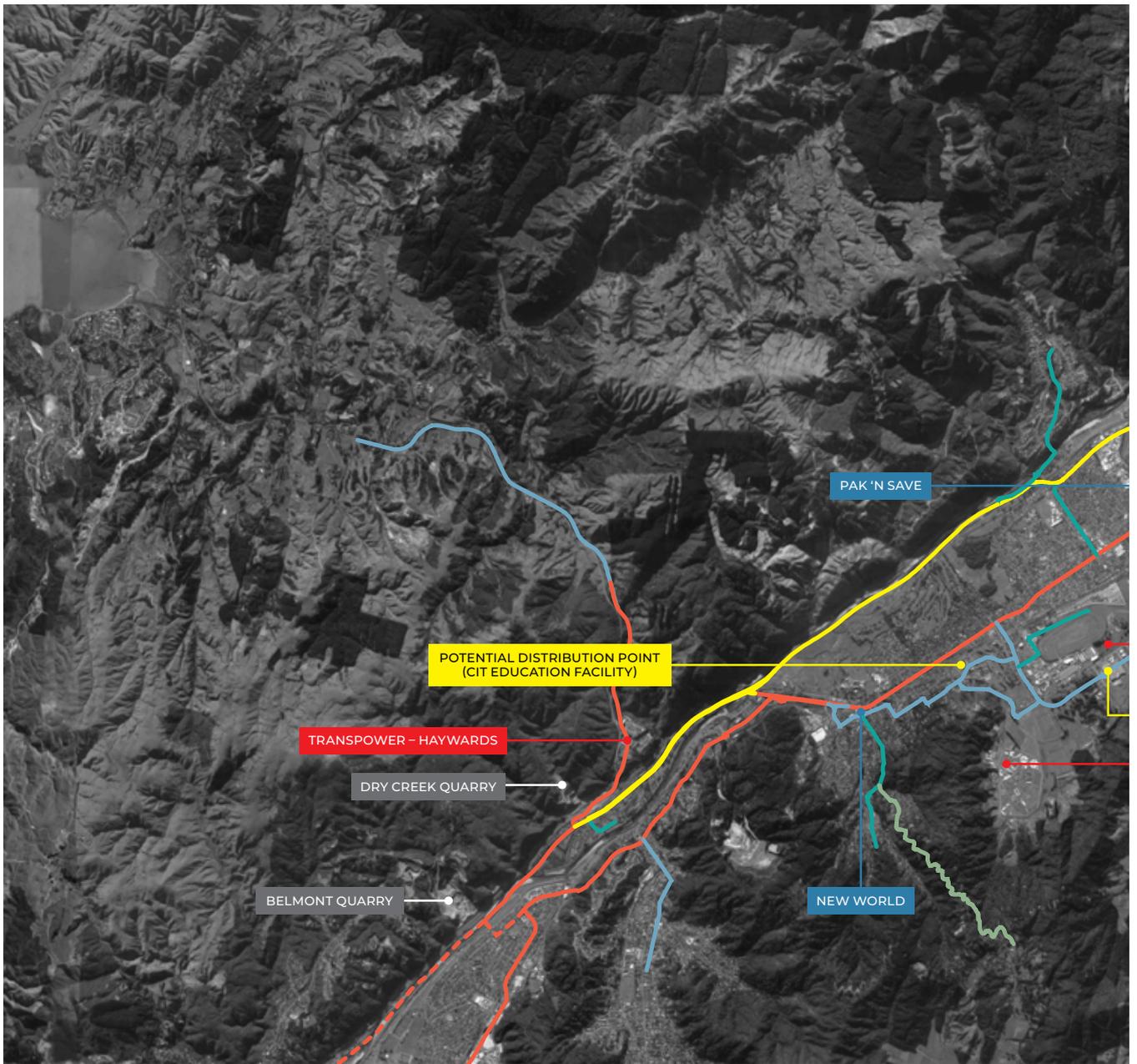
- Priority 1: Spine of access through area, plus access to hospital
- Priority 1a: Potential alternative spine of access, if easily recovered
- Priority 2: Alternative spine of access, and access to regional priority sites
- Priority 3: Access to outlying suburbs and to local priority sites
- Priority 4: Access to remaining suburbs/population
- - - Choice of routes – to be assessed on the day

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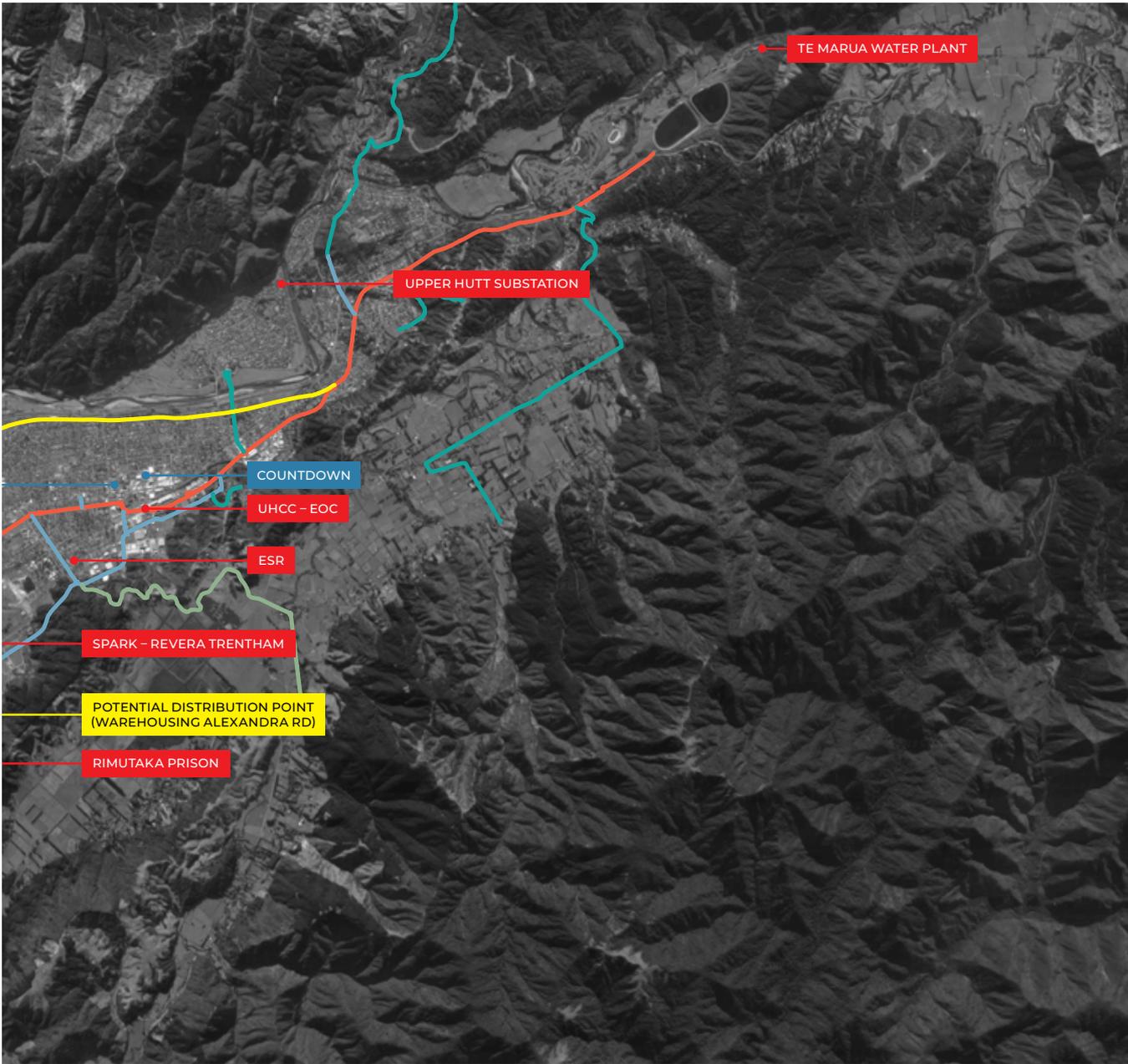


Upper Hutt City Council area

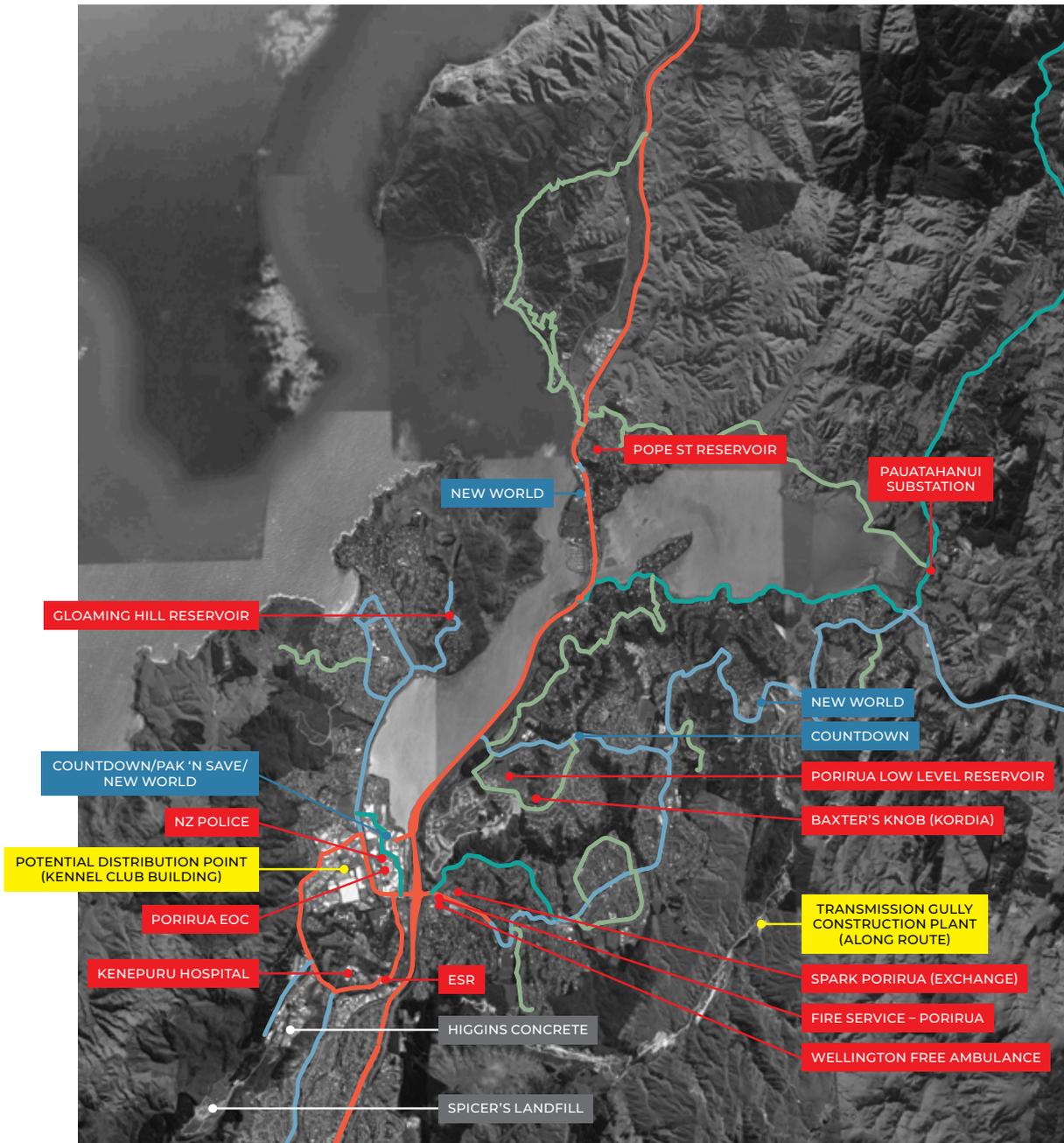


Road restoration priorities:

- Priority 1: Spine of access through area, plus access to hospital
- Priority 1a: Potential alternative spine of access, if easily recovered
- Priority 2: Alternative spine of access, and access to regional priority sites
- Priority 3: Access to outlying suburbs and to local priority sites
- Priority 4: Access to remaining suburbs/population
- Choice of routes - to be assessed on the day



Porirua City Council area



Road restoration priorities:

- Priority 1: Spine of access through area, plus access to hospital
- Priority 1a: Potential alternative spine of access, if easily recovered
- Priority 2: Alternative spine of access, and access to regional priority sites
- Priority 3: Access to outlying suburbs and to local priority sites
- Priority 4: Access to remaining suburbs/population
- Choice of routes - to be assessed on the day

Key:

- Response priority site
- Suggested distribution point
- Major supermarkets
- Earthmoving plant

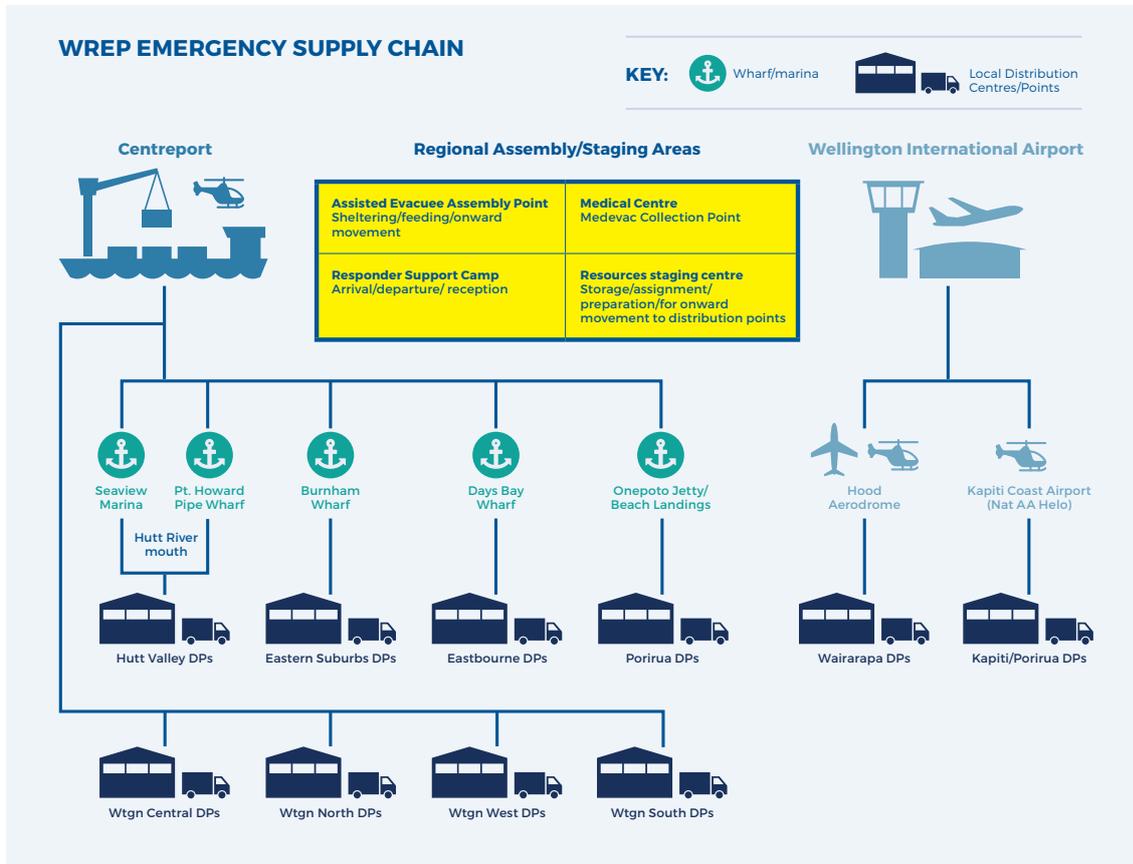
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Imagery ©2018, Google, DigitalGlobe, Terralink International Ltd, TerraMetrics, Map data ©2018, Google

Annex G

Wellington Region Emergency Supply Plan





Appendix G1

List of Potential Distribution Centres/ Points in Response Islands

City	Suburbs	Suggested location of Distribution Point	Pros	Cons
KCDC	Paekakariki	St Peters Village Hall, Beach Rd, Paekakariki		
	Paraparaumu	New Placemakers Site off Kapiti Road connected to Kapiti Coast Airport		
	Paraparaumu (Alternate)	Mitre 10 Mega, 135 Kapiti Road, Paraparaumu		
	Waikanae	Waikanae Golf Club, 97 Te Moana Rd, Waikanae Beach		
	Waikanae (Alternate)	Industrial Warehousing, 10 Omaha St, Waikanae		
	Te Horo	Te Horo Community Hall, 76 School Rd, Te Horo		
	Otaki	Industrial Warehousing & Yards, vic. 70 Riverbank Rd, Otaki		
UHCC	Trentham	CIT Education Facility, Somme Road, Upper Hutt		
	Trentham	Warehousing on Alexander Road		

City	Suburbs	Suggested location of Distribution Point	Pros	Cons
HCC	Central Lower Hutt	St Orans College, High Street, Lower Hutt		
	Petone	Mitre 10 MEGA, Bouverie Street, Lower Hutt		
	Seaview	Railway maintenance yards, Mandel Mews, Lower Hutt		
	Naenae	Bunnings Trade Centre, 10 Hollands Cres		
	Naenae (Alternate)	Naenae College, High Street		
	Taita	Fraser Park		
	Wingate	Taita College, Eastern Hutt Road		
	Wainuiomata	Waiu Industrial Estate, Waiu Street, Wainuiomata		
	Eastbourne	Days Bay Pavilion, 611 Marine Drive, Eastbourne		
PCC	Porirua Central (inc Titahi Bay, Elsdon)	Kennel Club Building Prosser St adjacent other large warehouse facilities (Todd Park) at John Seddon Drive, Porirua		
WCC	Tawa	Tawa Depot, 86 Oxford St Tawa		
	Tawa (Alternate)	Big Air Gym, Surrey Street, Tawa		



City	Suburbs	Suggested location of Distribution Point	Pros	Cons
WCC	Wellington North	Nairnville Recreation Centre, Corner of Cockayne Road and Lucknow Terrace, Khandallah	<ul style="list-style-type: none"> • WCC Owned close to main road • Standing storage facilities, • Large space • Car parking • Use of WCC site staff to manage? • Park for Helo ops next door 	
	Wellington North	Alex Moore Park, Bannister Ave, Johnsonville	<ul style="list-style-type: none"> • Car parking • Suitable for container storage • Clubrooms/ amenities • Helo Landing Good • Council owned – leased space 	
	Wellington North (Alternative)	The Warehouse, 57 Johnsonville Road, Johnsonville.		
	Kelburn Park	Salamanca Rd, Kelburn		
	Crofton Downs	Old Brethren Church, 122 Churchill Dr Crofton Downs	<ul style="list-style-type: none"> • Good northern location • Bunker • standing storage facilities, • Massive space • Parking 	
	Wellington West (Alternate)	128 Churchill Drive, Crofton Downs (Mitre 10)		

City	Suburbs	Suggested location of Distribution Point	Pros	Cons
WCC	Kelburn	Kelburn Park, Salamanca Rd, Kelburn	<ul style="list-style-type: none"> • Small Car parking • Suitable for container storage Clubrooms/ amenities • Helo Landing Good • Council owned – leased space 	
	Thorndon, Mt Cook, Mt Victoria, Oriental Bay	Te Papa Warehouse, 28 Barker St, Te Aro		
	Karori	Karori Park Cricket grounds, 418 Karori Rd		
	CBD area	Mainfreight & Toll, 195 Aotea Quay	<ul style="list-style-type: none"> • Standing storage facilities, • Current logistics hub • Near port and main road 	<ul style="list-style-type: none"> • Building standard? • Tsunami zone • Liquefaction zone
	Wellington South	Rugby League Park, Hutchison Rd, Newtown	<ul style="list-style-type: none"> • Car parking • Suitable for container storage on artificial turf • Clubrooms/ amenities • Helo Landing Good • Council owned – leased space 	<ul style="list-style-type: none"> • Agreement needed with lease holder • No pre-existing 'warehouse' space • No hard standing for vehicle movement
	Wellington South	Newtown Athletic Stadium, Mansfield St, Newtown		

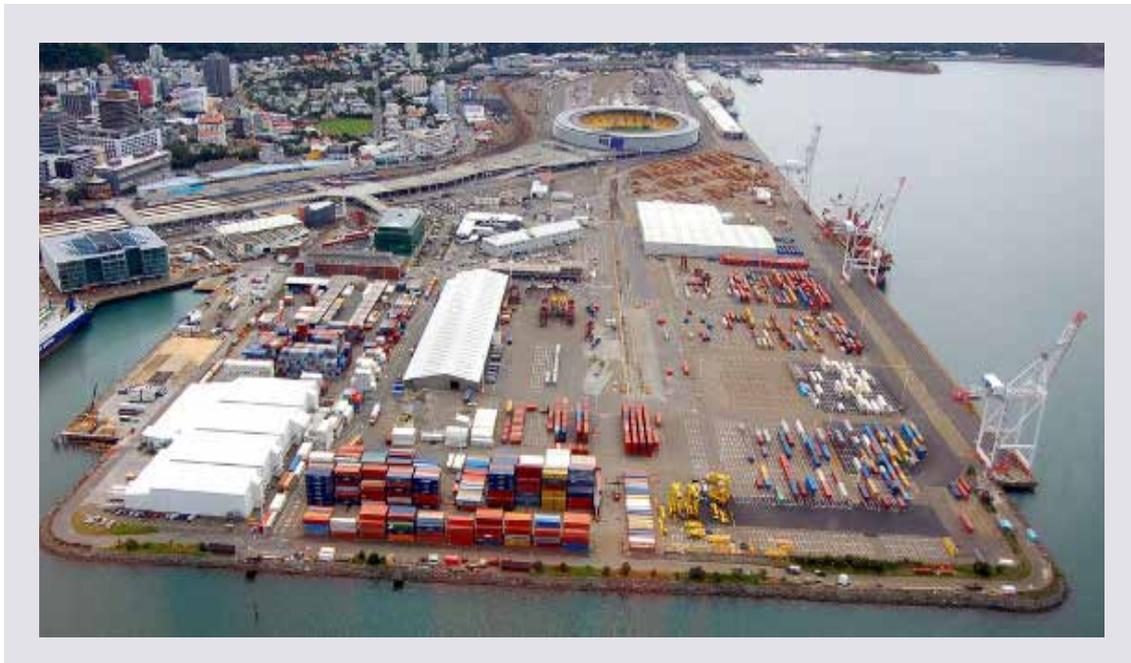


City	Suburbs	Suggested location of Distribution Point	Pros	Cons
WCC	Wellington South	Wakefield Park, Adelaide Road, Berhampore		
	Wellington South (Alternate)	NZ School of Dance, 11 Hutchison Road, Newtown		
	Hataitai	Hataitai Park/Netball Courts, 37 Ruahine St, Hataitai		
	Kilbirnie	Kilbirnie Recreation Centre, 101 Kilbirnie Cres, Kilbirnie	<ul style="list-style-type: none"> • Just off SH1/2 • Lots of Car parking • Parking and Netball courts suitable for container storage • Clubrooms/ amenities • Helo Landing Good. • Council owned – leased space 	
	Miramar	Old Wellington Prison, 20 Main Rd, Maupuia		
	Miramar	Miramar Park, Darlington Rd, Miramar		
	Miramar (Alternate)	25 Southampton Road, Miramar (Weta workshop facility?)		
MDC	Masterton	Solway Showgrounds, Judds Road, Masterton		
CDC	Carterton	South End School, 260 High Street South, Carterton		

City	Suburbs	Suggested location of Distribution Point	Pros	Cons
SWDC	Featherston	ANZAC Hall, Bell St – St Teresa’s School directly across the road offers extra facilities		
	Martinborough	Mitre 10 Martinborough, 37 Naples St		
	Greytown	Kuranui College on East St		

Regional Assembly Areas

CentrePort Wellington





Wellington Airport



Seaview Marina



Additional Potential Regional Assembly Areas

Kapiti Coast Airport



Hood Aerodrome





Report 18.597
Date 5 December 2018
File CCAB-21-265

Committee Civil Defence Emergency Management Group (CDEM Group)
Author Jeremy Holmes, Regional Manager

WREMO Quarterly Report 1 July 2018 – 30 September 2018

1. Purpose

To inform the CDEM Group of the Wellington Regional Emergency Management Office's (WREMO) achievements and progress against the activities scheduled in the 2018/19 Annual Plan.

2. Background

The WREMO Quarterly Report ([Attachment 1](#)) incorporates the Annual Plan work programme and additional areas of work identified by the WREMO leadership team.

3. Quarterly Report

The attached report provides the results of the Community Resilience and Recovery, Operational Readiness and Response and Business and Capability Development Teams, as well as an executive overview by the Regional Manager.

4. Communication

No further external communication is required.

5. The decision-making process and significance

Officers have considered the significance of the matter, taking into account the Council's significance policy and decision-making guidelines. Owing to the procedural nature of this decision officers recommend that the matter be considered to have low significance.

Officers do not consider that a formal record outlining consideration of the decision-making process is required in this instance.

5.1 Engagement

Due to its procedural nature, no engagement on this matter has been undertaken.

6. Recommendations

That the CDEM Group:

- 1. **Receives** the report.*
- 2. **Notes** the contents of the report.*
- 3. **Approves** the report as an accurate record of those activities occurring in the first quarter of the 2018/2019 financial year.*

Report prepared by:

Jeremy Holmes
Regional Manager

Attachment 1 WREMO Quarterly Report (1 July 2018 – 30 September 2018)

WELLINGTON REGION
EMERGENCY MANAGEMENT OFFICE

Quarterly Report

1 July 2018 – 30 September 2018



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SUMMARY

COMMUNITY RESILIENCE
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OPERATIONAL
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Executive Summary

Overview

This report provides information on the work completed by WREMO over the first quarter (July to September) of the 2018/19 financial year.

During the quarter WREMO appointed staff to the new Capability Development and Marketing and Communications positions that were approved during the last financial year and were awaiting funding. Significant achievements during the quarter included translation of the region's Earthquake Planning Guide, final stakeholder consultation on the Wellington Region Earthquake Plan (WREP) and development of the region's Training and Exercise Plan 2019 – 2021.

Wins

1. Earthquake Planning Guide Translations

Following the successful distribution of the English version of the region's Earthquake Planning Guide to all households in the region in June, in August WREMO successfully completed the translation of the Earthquake Planning Guide into fourteen different languages. Although it was intended that the Te Reo version of the Earthquake Planning Guide would be completed by Māori Language Week (10-16 September), delays in the checking of the translation meant it was not completed until early October.

2. Wellington Region Earthquake Plan (WREP)

Following the successful completion of the draft regional earthquake plan (WREP Version 2.0) in June, in July the document was released for CDEM Group consultation. Consultation was supported by individual workshops, forums and meetings with each group of stakeholders e.g. members of the Wellington region health and disability sector, emergency services representatives, regional airport managers, CentrePort and the harbourmaster. Stakeholder feedback has now been incorporated and the WREP is now ready to go through the governance process for approval by the Joint Committee in December 2018 – a significant achievement and culmination of 18 months' work.

3. Capability Development (Skilled People) Strategy

Following the July approval of the Capability Development (Skilled People) Strategy by the Coordinating Executives Group (CEG), in August the Wellington CDEM Group Training and Exercise Plan 2019 – 2021 was developed to explain how CDEM training and exercise opportunities will be offered across the region going forward. This Plan is a key part of the Capability Development (Skilled People) Strategy. It brings the training and exercising of all councils into alignment – a first for the region.

Executive Summary

Developments

More notable activities occurring during the quarter included:

1. **Ministerial CDEM Review.** On 30 August the Minister of Civil Defence, Hon Kris Faafoi, released the Government's response to the Technical Advisory Group's report *Better Responses To Natural Disasters and Other Emergencies*. The response set out a multi-year work programme to deliver significant change to New Zealand's emergency response system. It will improve how New Zealand responds to natural disasters and other emergencies in five key areas:
 - Putting the safety and wellbeing of people at the heart of the emergency response system
 - Strengthening the national leadership of the emergency management system
 - Making it clear who is responsible for what, nationally and regionally
 - Building the capability and capability of the emergency management workforce
 - Improving the information and intelligence system that supports decision making in emergencies
2. **National CDEM Business Plan.** On 20 September the Ministry of Civil Defence and Emergency Management (MCDEM) released its National Business Plan for the period 2018-22. WREMO was provided with an advance copy of the draft National Disaster Resilience Strategy (which was publicly released for consultation on 11 October) and work started on ascertaining the implications of all three documents for the Wellington CDEM Group. Specifically, determining what implications they had for the development of the next Group Plan, which will now be completed by June 2019.
3. **Iwi Engagement Framework.** Following on from the clear direction in the Government's response to the Technical Advisory Group's report (above) that iwi engagement needed to be a priority moving forward, a draft regional framework to engage with iwi was developed for consultation. Included in this was a proposal for how iwi could potentially be members of the regional CEG.
4. **New Emergency Coordination Centre (ECC).** In accordance with the findings and recommendations from the 2017 Regional CDEM Review, WREMO investigated a range of options for a new ECC that was fit-for-purpose and in accordance with the direction by CEG in March: capable of providing an improved capability to manage large scale events. Meetings were held with various stakeholders and a short list of possible options has been developed.



WREMO Staff

Taking a moment during training for a WREMO team photo now that new staff members have been recruited.

SUMMARY

COMMUNITY RESILIENCE
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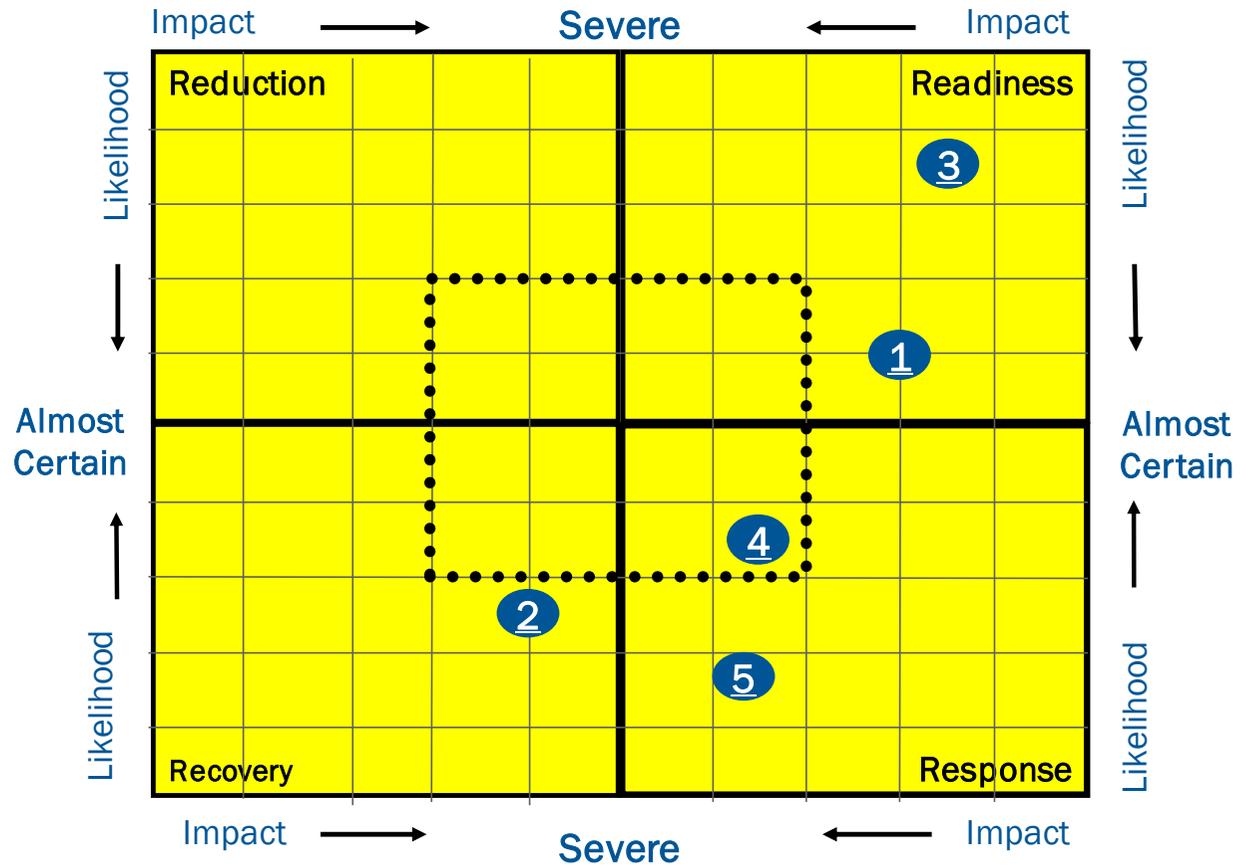
OPERATIONAL READINESS
& RESPONSE

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Executive Summary

Risk Matrix as at 30 September 2018

1. Waning community motivation for resilience building initiatives
2. Recovery Framework (Developing)
3. Implementation of MCDEM initiatives
4. Numbers of Council staff attending EOC/ECC training
5. Health and Safety



SUMMARY
 COMMUNITY RESILIENCE & RECOVERY
 OPERATIONAL READINESS & RESPONSE
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Executive Summary

Risk explanation and treatment

1. As time elapses since our last significant emergency (November 2016), public interest in resilience building initiatives continues to wane. However, ongoing publicity around community preparedness successes and other initiatives do appear to be keeping some forward momentum.
2. The lessons arising from Christchurch's recovery programme must be incorporated into a recovery framework that is tailored for the Wellington region. Work on this is underway, as well as incorporating the lessons from the November 2016 series of events. The aim is to have a robust framework that aligns at a national, regional, and local level and it be included in the next Group Plan.
3. Central Government policies and initiatives often take a top down approach, with little consideration being given to the interpretation and/or implementation of the policies concerned. Such an approach can sometimes pose significant challenges for regions, who are responsible for the interpretation and/or implementation of these policies. At the March meeting of Regional Managers it was agreed that Regional Managers would meet with MCDEM on a quarterly basis to adopt a more collaborative approach to the national work programme than has existed previously. The first of these meetings occurred in July. Although some good progress is being made in this space, it is going to take some time to change old behaviours and adopt a new way of operating.
4. This risk reflects the fluctuating numbers of council staff attending EOC/ECC training. While the total numbers attending training have generally remained stable over the reporting period these numbers now need to be maintained and (preferably) improved upon. Where numbers have fluctuated or progress has not been made, councils and WREMO staff are being encouraged to look critically at the reasons why and to develop plans to increase the number of staff attending. This risk has regularly been highlighted to council executives, noting council obligations under the CDEM Act 2002 and the WREMO founding agreement which requires councils to make staff available for EOC/ECC training and operations. The November 2016 series of events also highlighted the importance of being able to activate and maintain sufficient staff to perform required emergency functions.
5. Answers to key Health and Safety factors, as they relate to CDEM, were promulgated in the 30 June 16 report. Health and Safety is constantly being assessed by WREMO and council staff in accordance with mandated requirements.

Financial Summary

As at 30 September 2018

WREMO Income Statement 30-Sep-18	YTD as at 30 September			Full Year
	Actual \$000	Budget \$000	Variance \$000	Budget \$000
Rates & Levies	300	300	0	1,198
Government Grants & Subsidies	-	-	-	-
External Revenue	616	616	-	2,464
Investment Revenue	1	1	-	4
Internal Revenue	-	-	-	-
TOTAL INCOME	916	916	0	3666.4
less:				
Personnel Costs	653	685	31	2,739
Materials, Supplies & Services	112	160	48	639
Travel & Transport Costs	15	20	5	80
Contractor & Consultants	12	19	7	75
Internal Charges	6	6	0	25
Total Direct Expenditure	798	889	91	3557.36
Financial Costs	-	-	-	-
Bad Debts	-	-	-	-
Corporate Overhead Costs	25	25	-	100
Depreciation	17	10	(6)	41
Loss(Gain) on Sale of Assets / Investments	-	-	-	-
TOTAL EXPENDITURE	840	925	85	3698.5
OPERATING SURPLUS/(DEFICIT)	76	(9)	85	(32)
Add Back Depreciation	17	10	6	41
Other Non Cash	-	-	-	-
Vehicles and other plant purchases	-	-	-	(45)
Net External Investment Movements	-	-	-	-
NET FUNDING BEFORE DEBT & RESERVE MOVEMENTS	93	2	91	(36)
Debt Additions / (decrease)	-	-	-	-
COUNCIL reimbursements	-	-	-	-
Reserve Investments Interest	(1)	(1)	-	(4)
Reserve Investments Transfer Out	-	-	-	40
NET FUNDING SURPLUS (DEFICIT)	92	1	91	(0)

The first quarter has seen the budget tracking well. The surplus relates primarily to the marketing and communications budget not being utilised as yet (due to the development of plans for implementation in the New Year).

Overall, the budget this year has been well managed with the WREMO reserve currently sitting at \$40,000 once the 2018/19 allocations have been made.

**Balance of reserve as at
30 September 2018
\$40,000***

*Once 2018/2019 allocations have been transferred

SUMMARY

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Community Resilience & Recovery

Regional Update

Community Resilience and Recovery

- During the quarter WREMO successfully completed the translation of the Earthquake Planning Guide into fourteen different languages using predominantly volunteer community based translators. The selected language translations were prioritised in accordance with the proportion of foreign language speakers in the Wellington Region. The launch of the different language versions was hosted at WREMO on 4 August, involving the Minister of Civil Defence & Emergency Management Hon. Kris Faafoi and those involved making this project an overwhelming success.
- Following the recent Ministerial (TAG) Review and a clear indication from the national level that iwi engagement needs to be a priority moving forward, a draft regional framework to engage with iwi has been developed. Over the next quarter we will socialise this framework with relevant stakeholder groups and look to start implementing it in the New Year.
- Working with the GWRC Communications team, a package promoting Community Emergency Hubs and the community's ability to respond to disasters has been developed. A Hub exercise at the Te Horo Community Hall on 19 August was filmed and the resulting video will form part of this promotional package. The region-wide Hub awareness campaign is currently being developed.
- The team's work with Community Emergency Hubs and its impact has featured in a video production that was showcased at the Australasian Fire and Emergency Service Authorities Council (AFAC) Conference in Australia. The video highlights various efforts to improve resilience across the Wellington region.
The video can be viewed online at <https://www.afac.com.au/initiative/afac-tv/afac-tv-risk-resilience>
- ShakeOut this year will also include a tsunami response component – the Tsunami Hikoi. WREMO are supporting this national drill and are promoting ShakeOut to the public, directly engaging with schools and early childhood centres (ECE's) to encourage them to register and participate.
- In partnership with the USAID Climate Ready Project and Samoa Chamber of Commerce, a “Stay Open for Business” Toolkit has been developed for local small businesses. A WREMO staff member visited Samoa in September to help support the delivery of the Toolkit. This trip was funded by USAID.



Translation Launch

Volunteer community based translators pose with their translations of WREMO's Earthquake Planning Guide.

SUMMARY
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Community Resilience & Recovery

Natural Hazards Steering Group



Chair the Natural Hazards Steering Group to raise awareness of natural hazards and identify possible mitigations

Implement the Community Resilience Strategy



Develop and distribute an annual newsletter to Community Emergency Hub key holders and owners



Develop and distribute an annual newsletter to Early Childhood Centres and schools



Develop and communicate an Apartment and Tenant Emergency Preparedness Tip Sheet



Develop an iwi Engagement Plan



Not yet started



On Going
or underway



Completed

Implementation of the strategy

The first of two WREMO newsletters targeting schools and early childhood centres was delivered electronically this quarter. Key themes promoted in the newsletter included participation in ShakeOut, the need to update and disseminate school plans and the role of Community Emergency Hubs.

A draft CDEM framework for iwi is also starting to take shape and will be used as a discussion document for engagement with local iwi.

A focus this year is targeting Community Service Organisations and community groups / businesses that previously have been difficult or hard to engage with, due to limited time or interest. This will include the delivery of a range of *Plan and Prepare* classes and workshops, Community Response Plans, Business Continuity Planning Workshops and Hub exercises.

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Working Towards Tsunami Safer Early Learning Services and Schools

WREMO have been supporting the East Coast LAB (Life on the Boundary) to develop a toolbox for Emergency Management Groups to use when providing technical guidance and support to early learning services and schools (to prepare for a tsunami).

This toolbox was published in September 2018 and is available from:
<http://www.eastcoastlab.org.nz/resources/guides/>



SUMMARY

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Prepared Business Workshops in Samoa

In September a WREMO staff member visited Samoa to help support the delivery of the Stay Open for Business toolkit.

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Community Resilience

Completed previous quarters
 Completed this quarter
 Remaining to be completed

Plan and Prepare Workshops (3 hours)



The focus this quarter has been developing the material to deliver these workshops

Plan and Prepare Classes (1 hour)



Business Continuity Workshops



Public Event Attendance



Community Response Plans



School Leadership Engagement



Newsletters



ShakeOut 2018



Early childhood education centres and schools have been encouraged to participate in ShakeOut 2018

Hub Audits



SUMMARY
 COMMUNITY RESILIENCE & RECOVERY
 OPERATIONAL READINESS & RESPONSE
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500,000 ShakeOut Sign-ups

Hon. Minister Kris Faafoi and Stan celebrated Wellington Zoo signing up to ShakeOut as the 500,000 participant (nationally).

ShakeOut and the Tsunami Hikoi will take place on the 18 October 2018.

SUMMARY

COMMUNITY RESILIENCE
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Community Resilience & Recovery

Develop the Strategic Regional Recovery Framework

-  Develop the concept of operations for a shared regional approach to recovery management including roles and responsibilities, processes and key principles
-  Create a set of resources and tools for Recovery Managers to use in an emergency event
-  Identify the key partners in each of the five recovery environments from local government, community sector, private sector and central government
-  Capture recognised capabilities from partner organisations
-  Identify and prioritise “must do” and “should do” activities in the short, medium and long-term recovery phases for each environment
-  Establish areas of potential support and collaboration between the environments and partners in those environments
-  Advocate for future investments and strategic planning in resilience across the five recovery environments
-  Develop a draft Recovery Governance Framework to enable structured conversations between central government and the Wellington Group in advance of a large-scale emergency event
-  Conduct the second phase of the Temporary Housing Study to identify how open spaces can be used throughout the different phases of recovery to enable residents to remain as close to their properties as possible after a large-scale emergency event

Pre-disaster Recovery Planning workshop.

Work is underway with the Ministry of Culture and Heritage, and QuakeCoRE, to develop a series of pre-disaster recovery planning workshops.

The first workshop is scheduled for November and will focus on the Cultural Environment. The aim of the workshop will be to identify common priorities, map potential partnerships and establish a shared understanding of the recovery context.

SUMMARY

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Measuring the Social Impact of Community Resilience

How do we measure the social impact of our work?

International resilience expert Dr Daniel Aldrich has started an important conversation around how those involved in building resilience can collect data that informs the way we shape and further develop our community work programme.

WREMO has worked with Dr Aldrich in the past. In August we supported him at workshop hosted at Victoria University. This workshop identified a series of research topics to measure resilience.

This research will provide us with direction for future work and help us to improve the delivery of our existing work programme.

Photo: Dr Aldrich promotes the WREMO community engagement on social media.

SUMMARY
COMMUNITY RESILIENCE & RECOVERY
OPERATIONAL READINESS & RESPONSE
BUSINESS & CAPABILITY DEVELOPMENT

Operational Readiness & Response

Regional Update

Operational Readiness and Response

Operational Events

There were no significant regional events during the reporting period. However, in July, the Hutt City EOC provided support to Council staff and the Emergency Services at two industrial fires in the Seaview area.

Operational Readiness

The main focus of the quarter was the release of the Wellington Region Earthquake Plan for consultation and the Wellington CDEM Group approval of the Capability Development (Skilled People) Strategy.

As a result of the former, six local earthquake response plan projects are now underway with a target completion date of 30 June 2019. As a result of the latter, the Wellington CDEM Group Training and Exercise Plan 2019 – 2020 is now being developed.

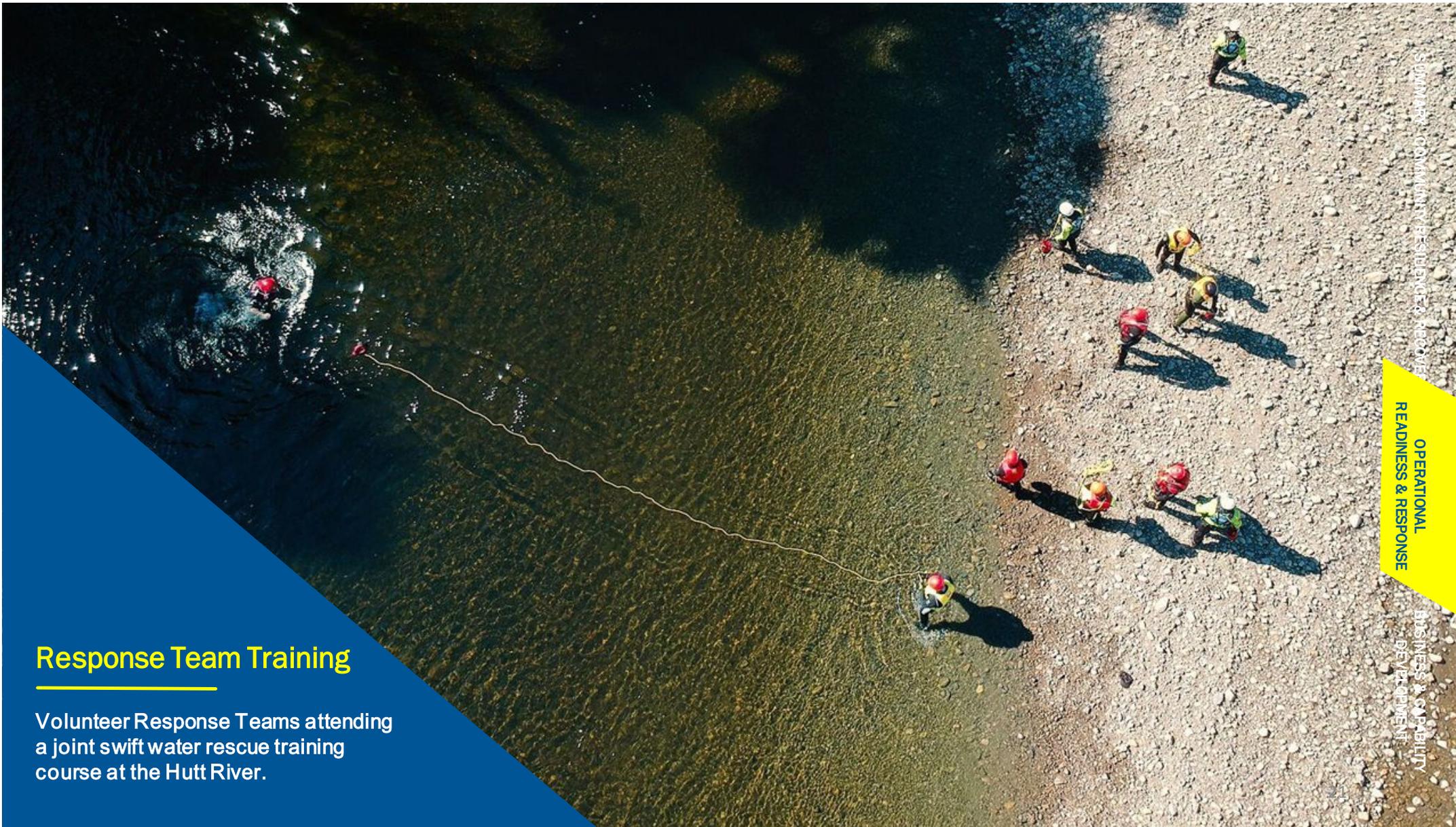
Information sharing workshops and ECC/EOC staff training has continued. During this period a new inter-agency focus has been endorsed by the Wellington CDEM Group that will enable a more integrated and collective response framework. As a result the Regional Inter-Agency Planning Committee (RIAPC) and the six local Emergency Services Coordinating Committees (ESCC) Terms of Reference are being reviewed. A review of the Wellington CDEM Group radio network has been completed with a recommended way forward to be presented to the Wellington CDEM Group governance boards in October/ November.

SUMMARY

COMMUNITY RESILIENCE
& RECOVERY

OPERATIONAL
READINESS & RESPONSE

BUSINESS & CAPABILITY
DEVELOPMENT



SUMMARY: GOVERNMENT RESILIENCE & RECOVERY

OPERATIONAL
READINESS & RESPONSE

BUSINESS & CAPABILITY
DEVELOPMENT

Response Team Training

Volunteer Response Teams attending a joint swift water rescue training course at the Hutt River.

Operational Readiness and Response

Operational Capacity

The key success factors for emergency management operational capacity are: **strong stakeholder engagement, skilled personnel, capable systems** and **operative equipment / infrastructure** to enable a timely and appropriate response to an emergency.

Strong stakeholder engagement

During the quarter the following information sharing/collaborative workshops were conducted:

- 3 July. Group Controller participated in the FENZ Exercise Reretahi activity to practice Wellington region FENZ RCC.
- 18 July. Participation in Eastern Suburbs Wellington City meeting on Desalination Project with Wellington Water and WCC.
- 28 July. Participated in National Response Teams meeting sponsored by MCDEM.
- 7 August. Contributed to Ministry of Health Public Health Officers Course.
- 23 August. Workshop with Harbourmaster and CentrePort on use of the Wellington Port and harbour in event of a major earthquake.
- 27 August. Participated in multi-agency Table Top Exercise on oil spill in Porirua Harbour.
- 27 August. Meeting with Wellington and Kapiti Coast Airport Managers on use of their facilities in a major earthquake.
- 29 August. WREMO visit to Meridian Energy Control Room on Wellington waterfront.
- 12 September. Participated in GNS/WREMO Tsunami Evacuation modelling workshops held in Petone.
- 13 September. Participated in the Wellington Lifelines Group seminar and Annual General Meeting.
- 18 September. Initial scoping meeting with a new animal welfare rescue organisation Animal Evac NZ.
- 19 September. Meeting with GWRC Flood Protection team to consider the flood warning review implementation.

Skilled Personnel

Contributed to the delivery of the new Capability Development (Skilled People) Strategy.

Operational Readiness and Response

Capable Systems

On 10 July Wellington CDEM Group provided its contributions to the Wellington Earthquake National Initial Response Plan (WENIRP) Version 2.0.

Between 2 July and 31 August Version 2.0 of the Wellington Region Earthquake Plan (WREP) was released for consultation to regional emergency management stakeholders. In September additional smaller meetings were conducted to consolidate feedback ahead of the WREP going to the Sub CEG in mid-October and to the CEG for endorsement on 3 November.



In July the six local Territorial Authority Earthquake Response Plans were initiated with a 30 June 2019 target date for completion.

In August the updated version of the Wellington Region CDEM Group Fuel Contingency Plan was sent to stakeholders for consultation. Comments and feedback have been incorporated into the final version which is going to the sub CEG for approval in October.

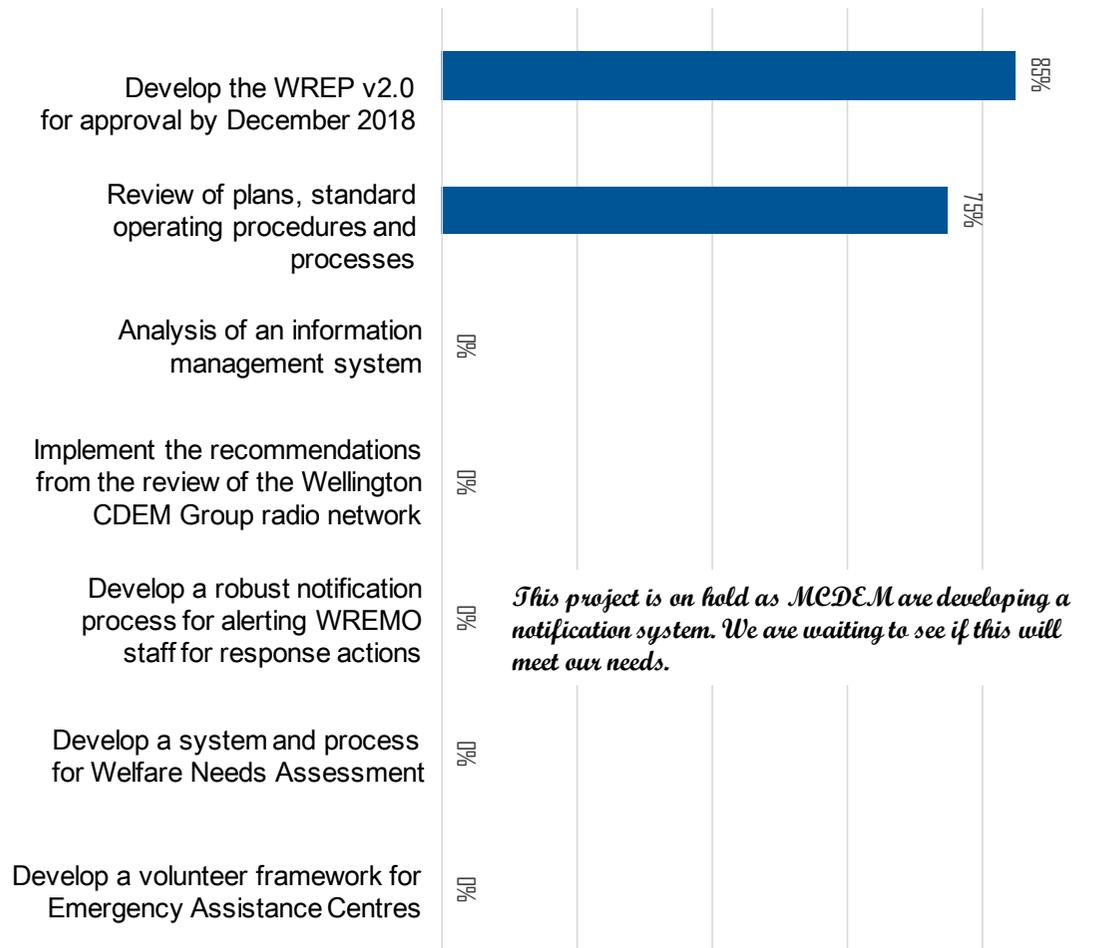
Operative Equipment / Infrastructure

WREMO is in process of moving to an electronic asset record system (Asset Tiger) for those Council EOC locations that wish to participate. The first stocktake and labelling process was completed at the Hutt City Council (HCC) Emergency Operations Centre (EOC) on 13 September.

A review of the Wellington CDEM Group radio network has been completed. The report has been prepared for tabling at the Sub CEG meeting in mid-October. The Report recommends that the Wellington CDEM Group considers upgrading of the current local networks to a full and phased digital platform, and that the new emergency management radio communications network is centrally managed by WREMO.

SUMMARY
COMMUNITY RESILIENCE & RECOVERY
OPERATIONAL READINESS & RESPONSE
BUSINESS & CAPABILITY DEVELOPMENT

Operational Readiness and Response



Manage the WREMO duty officer systems and processes

WREMO provides a 24/7 duty system for the Wellington CDEM Group. Five new WREMO staff have been inducted and will now be rostered on as Duty Officers. New WREMO Duty Officers were inducted via the new modular training programme.

Current processes were reviewed in September to meet the needs of the Duty Officers and Group.

Duty Officer Activation Tests



Completed previous quarters
 Completed this quarter
 Remaining to be completed

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

OPERATIONAL READINESS & RESPONSE

BUSINESS & CAPABILITY DEVELOPMENT

Operational Readiness & Response

Develop, contribute and enhance plans and systems to address gaps in capability

-  Facilitate the regional ECC and local EOCs after action review process following any activation of the ECC or EOCs
-  Develop and amend Wellington CDEM Group operational readiness plans, SOPs and processes to ensure CDEM operators can take the appropriate response actions
-  Support Councils with continued development of a capable emergency management information system that supports an effective and timely response.

 Not yet started

 On Going or underway

 Completed

Wellington CDEM Group operational readiness plans, standard operating procedures, and process

A complete stocktake of all Wellington CDEM Group operational processes was completed with identification of the required Plans, Forms, Guidelines, Checklists and Reference materials.

The Project Manager is currently in the process of archiving some processes, renaming others as appropriate, creating a dashboard and placing these in SharePoint for easy access in a one-stop-shop for operational processes to support a response.

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

OPERATIONAL READINESS & RESPONSE

BUSINESS & CAPABILITY DEVELOPMENT

Operational Readiness & Response

Improve the coordination, integration and interoperability across the Wellington CDEM Group stakeholders



Review the Terms of Reference of the Regional Inter-Agency Liaison Planning Committee and local Emergency Services Coordination Committees to create a more integrated collective response framework across Wellington CDEM Group members



Participate in appropriate response agency forums to enhance stakeholder coordination and interoperability



Work with the Wellington Lifelines Group (WeLG), the Wairarapa Engineering Lifelines Association (WELA) and individual lifelines agencies to improve resilience, including readiness and response coordination



Conduct information sharing sessions/workshops with emergency management stakeholders to better understand capacity and capability of response agencies across the Wellington region



Not yet started



On Going
or underway



Completed

RIAPC and the local ESCCs

On 3 August the CEG endorsed the new focus for the Wellington CDEM Group that enables a more integrated collective response framework and approved the new Terms of Reference for the Regional Inter-Agency Planning Committee (RIAPC) and the local Emergency Services Coordination Committees (ESCCs).

During the quarter the following ESCC meetings took place:

5 July	Wellington ESCC
19 July	Kapiti ESCC
31 July	Wairarapa ESCC
23 August	Kapiti ESCC
12 September	Hutt Valley ESCC
18 September	Wairarapa
24 September	Porirua ESCC
27 September	Kapiti ESCC

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

OPERATIONAL
READINESS & RESPONSE

BUSINESS & CAPABILITY DEVELOPMENT

Operational Readiness & Response - Welfare

Enhance regional welfare advocacy, coordination and planning

Manage the Regional Welfare work programme

- In July the new Group Welfare Coordinator attended Emergency Assistance Centre (EAC) training offered through the Waikato CDEM Group. The course covered what an EAC is, the services it may provide to the community, the agencies involved and the layout and organisation required. It also looked at activation of an EAC in an emergency: allocation of responsibilities and supervision of associated EAC activities. Alongside previously developed materials, the content of the training is being reviewed to determine how it could contribute to 2019 Wellington Regional EAC Training and Protocols.
- Needs Assessment is one of the nine sub-functions of Welfare that is led by CDEM. It is the process of understanding the needs of people affected by an emergency via different means of information collection. The information collected is designed to help build situational awareness, direct welfare service delivery and emergency response, to ensure an efficient and effective response where the needs of individuals, families, whanau, communities, and animals are met as early as possible. Needs Assessment has been identified as a project within the Wellington CDEM Group to identify the system, tools and processes that need to be in place. The intension of this project is to provide a Needs Assessment framework that identifies adequate systems, tools and processes for the Wellington CDEM Group to understand and respond to Welfare needs in a timely manner.
- During September EOC and ECC staff participated in specific welfare training exploring the role and functions that support the successful delivery of welfare services. EOC and ECC staff learned about the welfare structure, sub functions, and lead and support agencies. In addition, staff analysed a series of scenarios relating back to real events from around the country including those present in their own region.

Operational Readiness & Response

Enhance regional welfare advocacy, coordination and planning



Develop a system and process (based on national guidance) for Welfare Needs Assessment in the Wellington Region CDEM Group that can be used for any event, regardless of type or scale



Develop a volunteer framework for Emergency Assistance Centres across the Wellington region



Advocate for CDEM Welfare as part of agency planning and exercising activities



Engage with welfare services agencies to enable regional readiness and effective response coordination



Lead table top scenarios and discussions to build regional welfare capability, confidence and understanding



Not yet started



On Going
or underway



Completed

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

OPERATIONAL
READINESS & RESPONSE

BUSINESS & CAPABILITY DEVELOPMENT

Operational Readiness & Response - Welfare

Support local welfare planning and activities

- In September Local Welfare Managers discussed potential door-to-door needs assessment processes. The Hawkes Bay CDEM Group Welfare Manager discussed the Havelock North Gastro Outbreak in 2016 and the Needs Assessment Process and lessons learned following the response. This provided the Group with good insight into when this process could be useful, but also, when it may not be ideal.
- In July, the Group Welfare Coordinator worked with UHCC to assist staff with updating their Welfare Desk portfolio. This included prioritising tasks, updating contact information, mapping key welfare information and updating the EOC welfare desk materials.

Chair and drive the Wellington Regional Welfare Coordination Group (RWCG) to enhance individual and collective capability and planning

- In August the Wellington RWCG met. In addition to business as usual, the Group discussed the Terms of Reference, the Wellington Region Earthquake Plan, as well as the Group Welfare Plan.
- A working group was established to review the RWCG's Terms of Reference for the next RWCG meeting in November.
- The Group Welfare Plan is due for renewal at the end of 2018. A working group comprising of members of the RWCG including representatives from lead agencies, TA's and at least one NGO has been established to work through updating the Plan.
- The Companion Animal Sub Committee is currently drafting a Regional Animal Welfare Emergency Plan. This plan provides a framework for the intended response for animal welfare in an emergency within our region.
- The Group Welfare Coordinator met with a significant number of Welfare Stakeholders throughout the quarter. This included Local Welfare Managers, RWCG members, and Support Agency representatives, as well as several other Group Welfare Managers and Team members from around the country.

Operational Readiness & Response - Welfare

	WCC	HCC	UHCC	PCC	KCDC	WAIR	REG
Local Welfare Manager	Completed	Completed	Completed	Completed	Completed	Completed	Completed
Local Welfare Manager Alternates	Completed	Completed	Completed	Completed	Completed	Completed	Completed
Local Welfare Committee/Rural Advisory Group (Wairarapa) meeting	Completed	Joint Hutt Valley Local Welfare Committee		Completed	Completed	Completed	Completed
Connected to welfare agencies	Completed	Completed	In progress	Completed	Completed	Completed	Completed
EACs identified	Completed	Completed	In progress	Completed	In progress	Completed	N/A
EAC staff identified	Completed	Completed	Not started	Completed	In progress	In progress	N/A
EAC training run	In progress	Completed	Not started	Completed	In progress	In progress	In progress
EMIS Registration/Needs Assessment forms ready (electronic & hard copy)	Completed	Completed	Not started	Completed	In progress	In progress	N/A
Local Welfare Plan	In progress	Completed	Not started	In progress	In progress	Not started	In progress
Attending and contributing to Regional/joint planning sessions	In progress	Completed	In progress	In progress	In progress	Completed	Completed

KEY: Completed In progress Not started

This table highlights gap areas within welfare arrangements and planning across the Wellington Region.

Planning towards the major areas of the WREP for welfare (Emergency Assistance Centres - EACs - and Needs Assessment) are ongoing, as shown in the table. Training for EAC staff continued to increase confidence and the capability of welfare support in the region. However the numbers of staff available for these important public facing roles remain low. There are plans to further develop a surge capacity volunteer programme to support council staff when needed.

Kapiti Coast District Council has identified EAC locations, identified EAC staff and ran EAC training in August. Hutt City Council is in the process of appointing a new Local Welfare Manager and Local Welfare Manager Alternates.

Welfare Management: Lessons Learned from Response

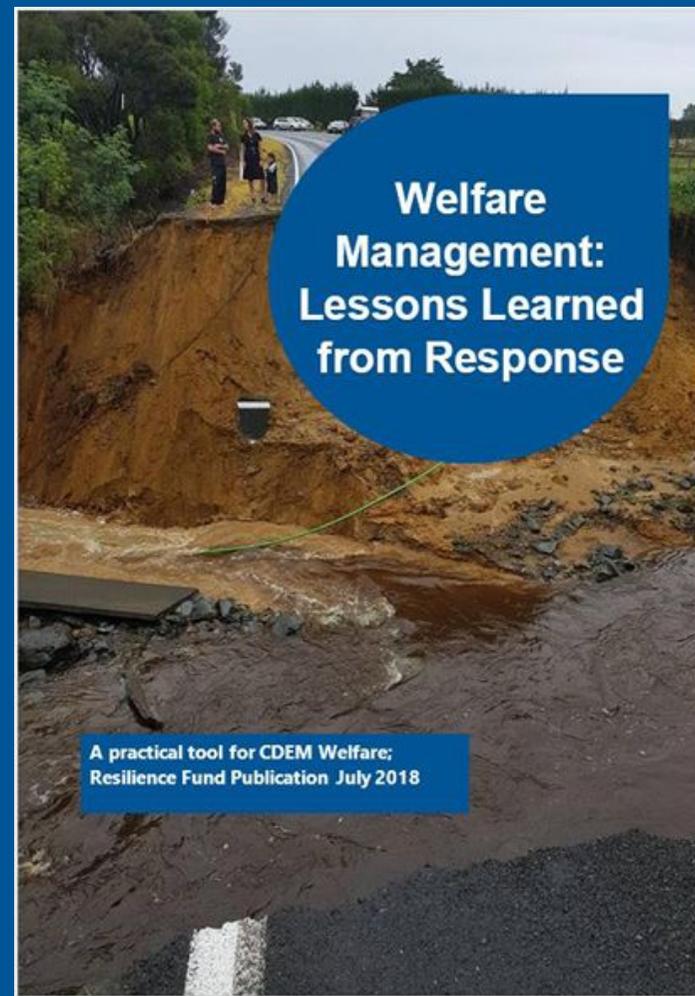
“The key to successful response in all the case study events was relationships, including those between CDEM, communities, agencies with welfare responsibilities, other agencies, and those individuals and community groups affected by the event”.

A new report looking at the lessons learned from past welfare responses (including the 2016 Kaikoura Earthquake and the 2017 Wellington land slips) has just been published. The report uses these lessons to provide practical guidance to assist welfare managers, staff, and agencies with their responsibilities.

Some common lessons learned across different events included:

- recognising the role of community resilience,
- the value of using local level resources,
- the importance of knowing our communities,
- empowering those communities,
- encouraging and supporting community led response,
- providing the right level of welfare support,
- great public information management is required, and
- registration and needs assessment are not one-size fits all.

The Group will be taking the recommendations from this report and incorporating them into our Welfare programme.



Geographical Area

Community Resilience and Operational
Readiness Updates



Emergency Coordination Centre (GWRC)

Personnel



The number of staff made available to operate the ECC.

Activation Notification Procedure



ECC activation procedure tested three months

Operational Equipment Check



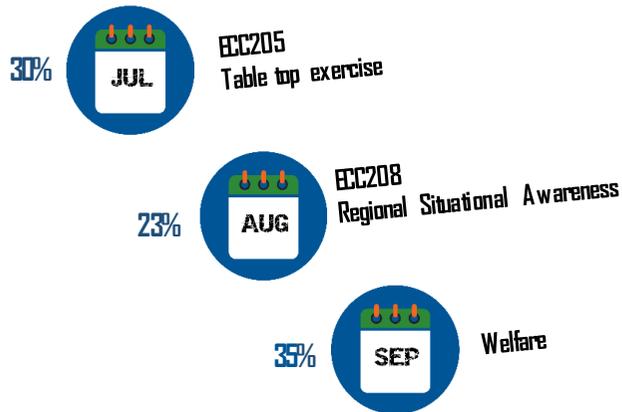
Complete monthly ECC operational equipment checks

Operational Equipment Audit



Conduct a six monthly audit of all ECC operational equipment

Regular Training Sessions for ECC Staff



Average attendance (quarter): 29%

* Totals shown above are annual totals as set in the WREMO Annual Plan

All operational equipment has been loaded into the Asset Tiger asset management system.

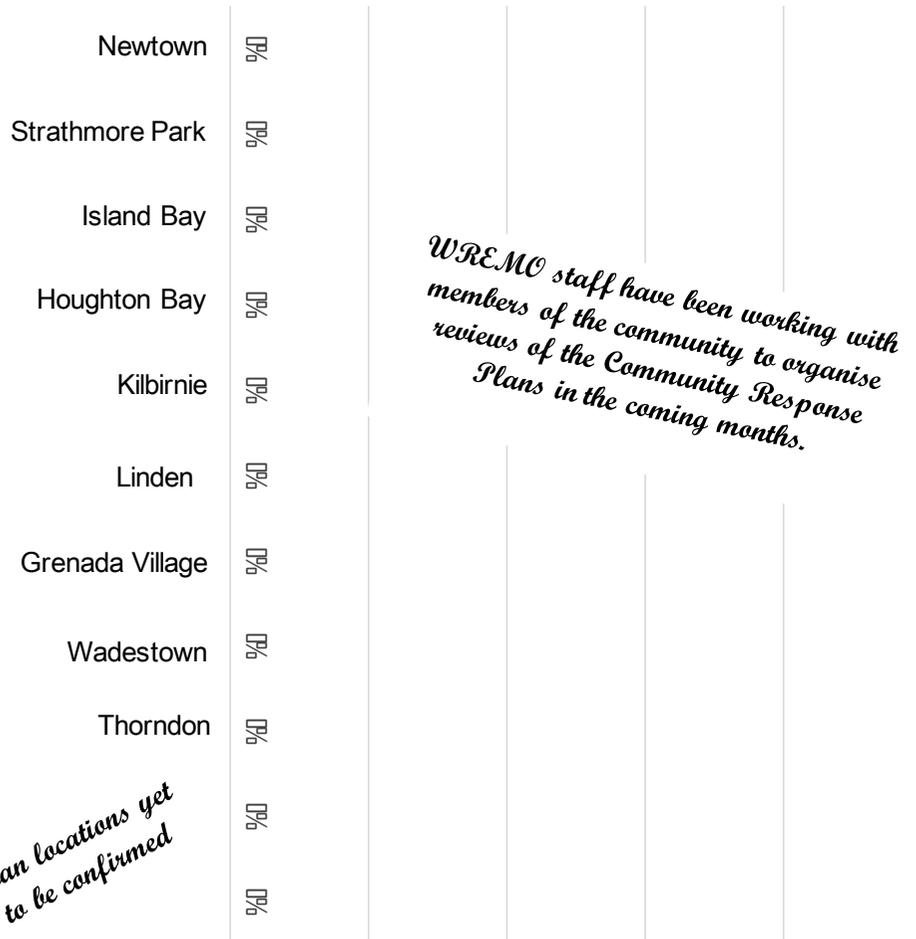
WREMO management have met with GWRC ELT to address the downturn in attendance numbers, with the focus for the remainder of 2018 being attendance at the November exercise.

Completed previous quarters
 Completed this quarter
 Remaining to be completed

SUMMARY
 COMMUNITY RESILIENCE & RECOVERY
 OPERATIONAL READINESS & RESPONSE
 BUSINESS & CAPABILITY DEVELOPMENT

Wellington City

Community Response Plans and Reviews



Plan and Prepare Workshops (3 hours)



Plan and Prepare Classes



Business Continuity Planning Workshops



School Leadership Engagement



Hub Audits



Public Event Attendance



Completed previous quarters
 Completed this quarter
 Remaining to be completed

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

OPERATIONAL READINESS & RESPONSE

BUSINESS & CAPABILITY DEVELOPMENT



Business Continuity Planning Workshop

WREMO staff facilitate a BCP workshop in Wellington City

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

OPERATIONAL READINESS & RESPONSE

BUSINESS & CAPABILITY DEVELOPMENT

Wellington City Community

- The Islamic Majisid (Wellington Islamic Mosque) has nominated their facility to be the Community Emergency Hub. This was made possible through a mosque member participating in a Community Response Planning session. They have installed the signs and the Hub kit with radio, and updated Hub Guide. An open day will be organised to invite the wider community to come along and learn about their Hub.
- In partnership with the Miramar Business Innovation District, a Business Continuity Planning Workshop was held at the Miramar Bowling Club. Attendees included local small businesses and business owners who live in the Peninsula and operate multiple businesses across the region.
- The Community Emergency Hub in Kilbirnie were invited to share their story as part of the wider segment with a focus on the Resilience story of Wellington City. Many thanks to Tony Austin (Kilbirnie School principal) and Chris Montgomerie (Kilbirnie School Chairperson of BOT) who participated in the filming.
- A group of students from the New Zealand Institute of Sport attended a class facilitated by WREMO focussing on planning and preparing for an emergency.
- A meeting was held with the school principals from the eight schools in the Tawa region to facilitate their participation in ShakeOut. The Tawa Principal Forum was also an opportunity to discuss emergency planning within schools and promote the Community Emergency Hub concept.
- In August WREMO attended the New Zealand Disability Support Network regional meeting. This meeting led to a number of meetings with disability groups around Wellington looking into how we can better prepare their service users for disasters. The intent is to build on this to scope a project in this area for the next financial year.
- In late August a new look Business Continuity Planning (BCP) workshop was trialed. The BCP programme this year is targeting more Community Service organisations to ensure they are in a stronger position to respond and recover to adverse impacts such as a large disaster to a long term power cut. The new format was well received.

Kilbirnie Mosque now Community Emergency Hub

Kilbirnie Mosque is now a recognised Community Emergency Hub where neighbours and others may gather in the event of a tsunami, earthquake or other natural disaster.

The mosque has been guided through the process by Ana Faatoia, a WREMO Community Resilience Advisor and WREMO Community Resilience Emergency Response Officer (WREMO). WREMO officials will be on hand to help with the Drive to Resilience process.

reached out to our neighbours and the local community, and accreditation as a Community Emergency Hub is a natural extension of this," says IMAN president Tahir Nawaz.

"In the event of a disaster, we hope people will view the mosque as a sanctuary where they can gather to plan their next moves." Signs have been put up at each end of the mosque so passers-by will become aware of its new status.

A plastic bin placed in the mosque by WREMO contains essential items, including a battery-powered radio and writing materials.

Community events, to which all are invited, will be held on dates to be determined.



New Kilbirnie Hub

The establishment of the new Kilbirnie Hub was celebrated in the local news

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

OPERATIONAL READINESS & RESPONSE

BUSINESS & CAPABILITY DEVELOPMENT

Wellington City

Personnel



The number of staff made available to operate the EOC.

Activation Notification Procedure



WCC is working to revamp their activation notification procedure

Operational Equipment Check



Complete monthly EOC operational equipment checks

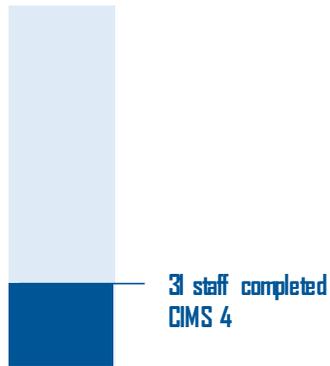
Operational Equipment Audit



Conduct a six monthly audit of all EOC operational equipment

Regular Training Sessions for EOC Staff

All staff to complete the 2 day CIMS 4 course.



Completed previous quarters
 Completed this quarter
 Remaining to be completed

- Wellington City Council (WCC) has appointed two new permanent staff: a new Senior Advisor Emergency Management, and a Principal Advisor, Emergency and Continuity who leads the team.
- A regional GIS table-top scenario was held in July to practice interoperability of GIS staff across the region.
- Three new Wellington City Controllers were appointed in August 2018. A new training plan was developed and implemented. This planning included three internal Controller Overview sessions, with further sessions led by the Primary Controller and WREMO's Senior EMA to outline role requirements and introduce key documentation.
- Several Controllers attended the National Controllers Toolbox Conference in August, facilitated by the Ministry of Civil Defence and Emergency Management.
- Work has begun on a Wellington City Local Earthquake Response Plan.
- Two CIMS 4 courses were held this quarter for EOC staff – in July and September

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

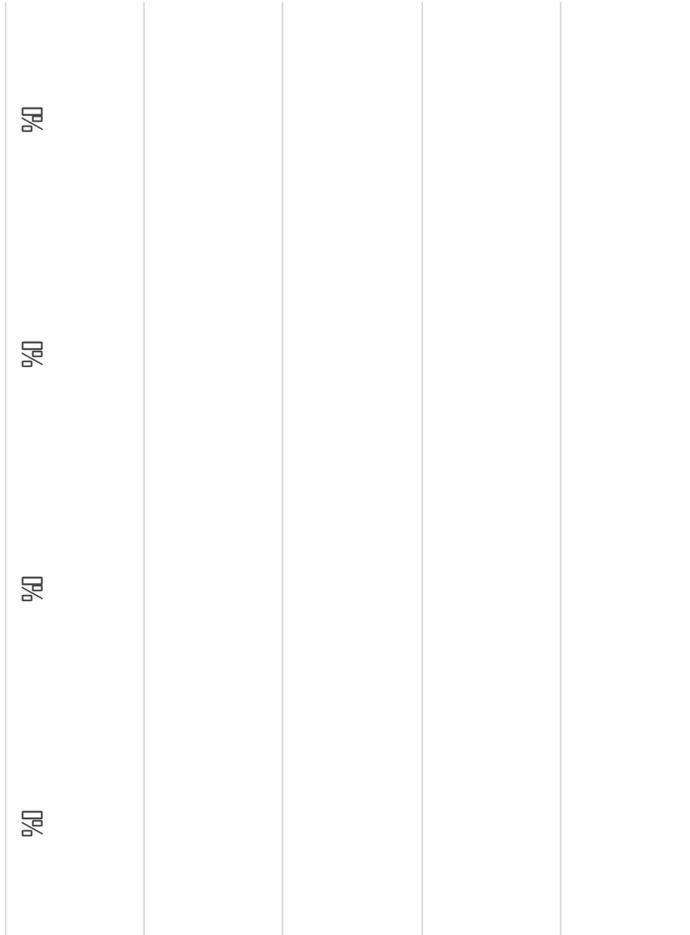
OPERATIONAL READINESS & RESPONSE

BUSINESS & CAPABILITY DEVELOPMENT

Porirua City

Community Response Plans and Reviews

Plan locations yet to be confirmed



Plan and Prepare Workshops



Plan and Prepare Classes



Business Continuity Workshops



School Leadership Engagement



Hub Audits



Public Event Attendance



Completed previous quarters
 Completed this quarter
 Remaining to be completed

SUMMARY
 COMMUNITY RESILIENCE & RECOVERY
 OPERATIONAL READINESS & RESPONSE
 BUSINESS & CAPABILITY DEVELOPMENT

Porirua City Community

- A local youth holiday programme was run in Cannons Creek in July focusing on emergencies and preparing for emergencies. Input was provided on the hazards that the communities of Wellington Region face.
- Porirua City are conducting an emergency water tank project, with the initial focus on accessing space for these tanks. This project is being supported by WREMO. The project has created some good connections for further community work, particularly when reviewing Community Response Plans.
- Hongoeka Marae ran a hui to look at emergency plans, and what their part would be in the wider community response should there be a large emergency. This follows on from the community response planning and training that was run for the marae earlier in the year.
- Titahi Bay is looking to review its Community Response Plan. The community is looking to widen its level of community engagement, looking at how they can inform more of their community about the contents of the plan.

SUMMARY

COMMUNITY RESILIENCE
& RECOVERY

OPERATIONAL
READINESS & RESPONSE

BUSINESS & CAPABILITY DEVELOPMENT

Porirua City

Personnel



The number of staff made available to operate the ECC.

Activation Notification Procedure



ECC activation procedure tested three months

Operational Equipment Check



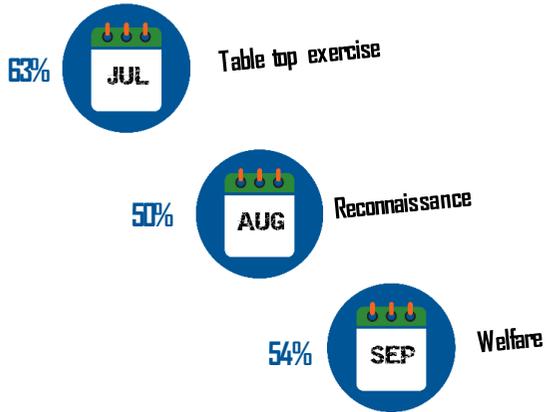
Complete monthly ECC operational equipment checks

Operational Equipment Audit



Conduct a six monthly audit of all ECC operational equipment

Regular Training Sessions for ECC Staff



Average attendance (quarter): 56%

* Totals shown above are annual totals as set in the WREMO Annual Plan

The new Operational Readiness Advisor for Porirua has spent the quarter learning both WREMO and Porirua's systems and processes, and engaging with key local contacts.

The development of the Porirua Local Earthquake Response Plan has now started.

Completed previous quarters
 Completed this quarter
 Remaining to be completed

SUMMARY
 COMMUNITY RESILIENCE & RECOVERY
 OPERATIONAL READINESS & RESPONSE
 BUSINESS & CAPABILITY DEVELOPMENT



SUMMARY

COMMUNITY RESILIENCE & RECOVERY

OPERATIONAL READINESS & RESPONSE

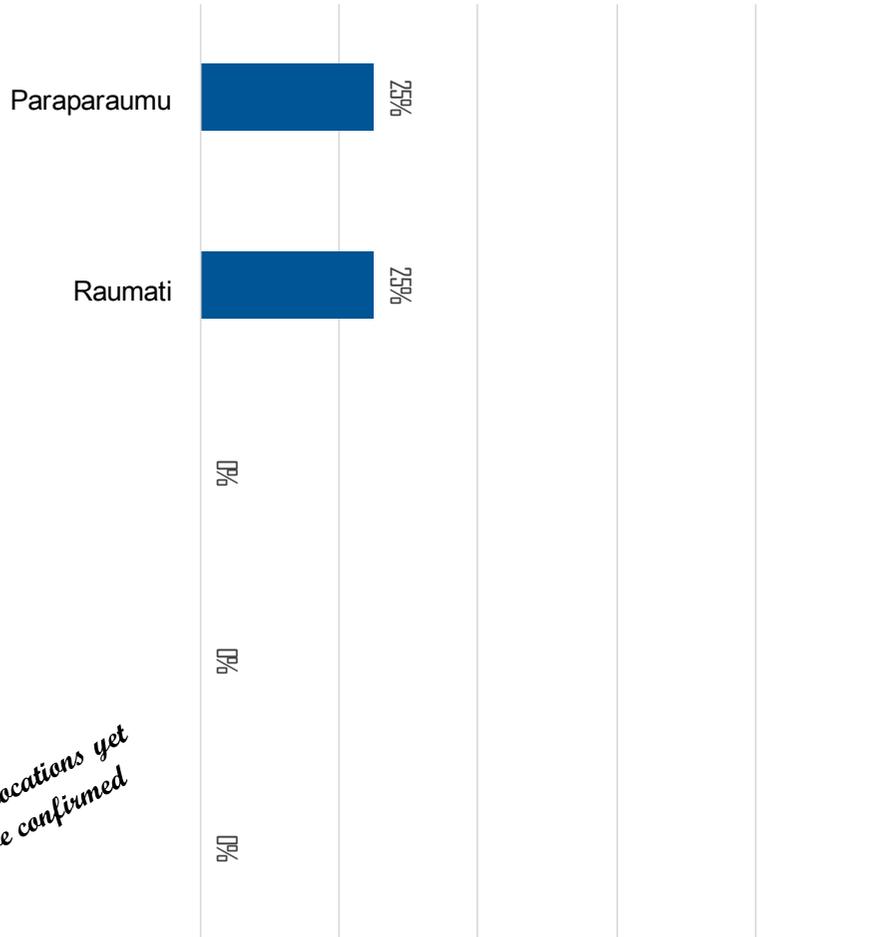
BUSINESS & CAPABILITY DEVELOPMENT

Welfare Training

September's Welfare Training module was delivered by both WREMO staff and the council's Local Welfare Manager.

Kāpiti Coast District

Community Response Plans and Reviews



Plan and Prepare Workshops



Plan and Prepare Classes



Business Continuity Planning Workshops



School Leadership Engagement



Hub Audits



Public Event Attendance



Completed previous quarters
 Completed this quarter
 Remaining to be completed

SUMMARY
 COMMUNITY RESILIENCE & RECOVERY
 OPERATIONAL READINESS & RESPONSE
 BUSINESS & CAPABILITY DEVELOPMENT

Kāpiti Coast District Community

- The Te Horo, Otaki and Waikanae Communities participated in a filmed Hub exercise at the Te Horo Community Hall on 19 August. The video will be used to help build Hub awareness across the region to educate the community on how to work in a Hub.
- Citizen's Advice Bureau (CAB) Kapiti invited WREMO to present at their AGM. The presentation focused on preparedness and CABs role in helping communities before and during emergencies. CAB already link community members to information and in response they would be able to utilise their vast knowledge of the local community groups and networks to assist in community response.

Photo: Members of the Te Horo community practice setting up a Community Emergency Hub



SUMMARY

COMMUNITY RESILIENCE
& RECOVERY

OPERATIONAL
READINESS & RESPONSE

BUSINESS & CAPABILITY DEVELOPMENT

Kāpiti Coast District

Personnel



The number of staff made available to operate the ECC.

Activation Notification Procedure



ECC activation procedure tested three months

Operational Equipment Check



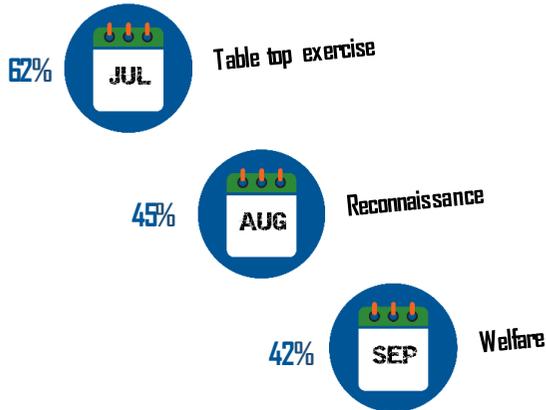
Complete monthly ECC operational equipment checks

Operational Equipment Audit



Conduct a six monthly audit of all ECC operational equipment

Regular Training Sessions for ECC Staff



Average attendance (quarter): 50%

Work has begun developing the Kāpiti Earthquake Response Plan. Work this quarter has included

- Seeking endorsement from ELT and Council
- Informing relevant stakeholders

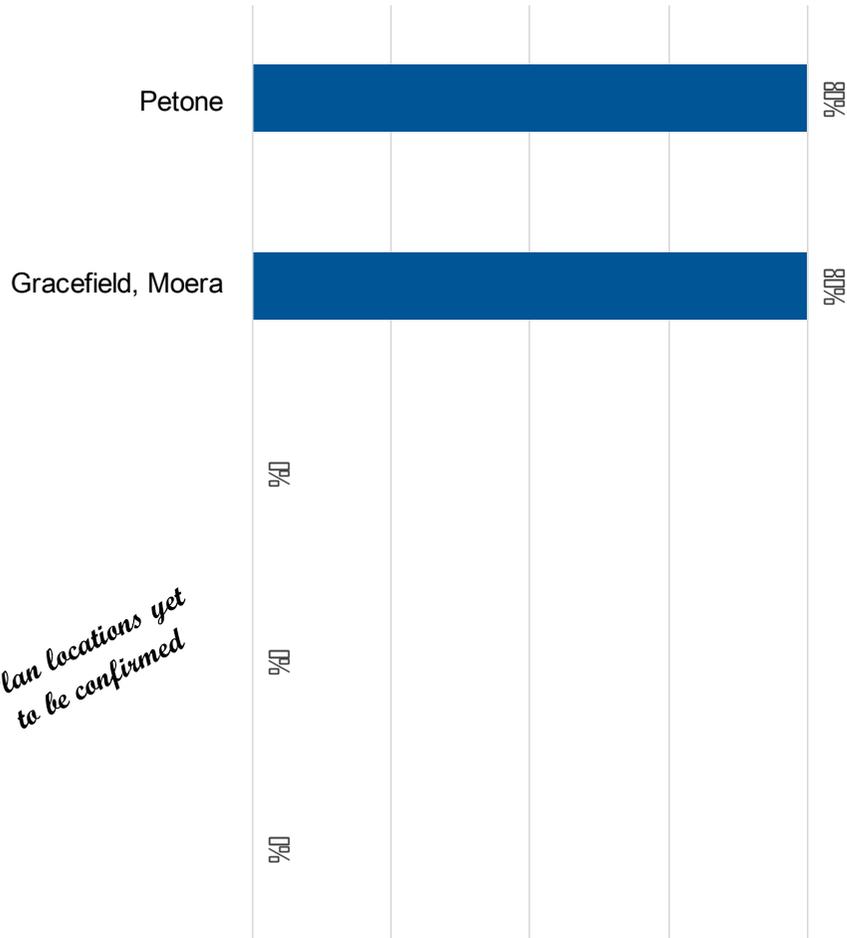
* Totals shown above are annual totals as set in the WREMO Annual Plan

Completed previous quarters
 Completed this quarter
 Remaining to be completed

SUMMARY
 COMMUNITY RESILIENCE & RECOVERY
 OPERATIONAL READINESS & RESPONSE
 BUSINESS & CAPABILITY DEVELOPMENT

Hutt City

Community Response Plans and Reviews



Plan and Prepare Workshops



Plan and Prepare Classes



Business Continuity Planning Workshops



School Leadership Engagement



Hub Audits



Public Event Attendance



Completed previous quarters
 Completed this quarter
 Remaining to be completed

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SUMMARY
 COMMUNITY RESILIENCE & RECOVERY
 OPERATIONAL READINESS & RESPONSE
 BUSINESS & CAPABILITY DEVELOPMENT



SUMMARY

COMMUNITY RESILIENCE
& RECOVERY

REACTIVATION
& RESPONSE

BUSINESS & CAPABILITY DEVELOPMENT

Petone CRP

Members of the public review the Petone Community Response Plan (CRP).

Hutt City Community

- As a part of the review of the Community Response Plan for Petone, WREMO staff facilitated two meetings in Petone and Gracefield. Members of the community reviewed the content of the plan and worked together to come up with creative solutions for some of the challenges they may face after a major disaster. WREMO are continuing to work with the local Community Board to raise awareness and planning is underway for a Community Emergency Hub Exercise in November.
- In July the WREMO team attended an earthquake drill at Printlink, a large printing company based on Jackson Street, Petone. A presentation was delivered to 120 employees highlighting the business' location in the tsunami zone, and giving employees advice on being personally prepared for an emergency. A valuable discussion occurred during which staff took the opportunity to ask questions about the hazards faced in their current location and the ways they can be better prepared. The company plans to follow up this meeting with a tsunami hikoi for ShakeOut on October 18th.
- A preparedness talk was delivered to key staff members at Te Kura Kaupapa Maori o Te Ara Whanui (a composite school) in Waterloo. The talk highlighted the importance of staff and students alike being prepared for an emergency. It generated further discussion around options for the school following a tsunami evacuation, as well as expectations on staff and the family reunification process.
- WREMO ran an emergency preparedness session at the Citizens Advice Bureau (CAB) for migrants and former refugees in the Hutt City area. The focus of the session was on general preparedness and why it is good to be prepared for any disruptions, big or small. The group were very engaged and were able to take home some good ideas to work through with their households. Attendees felt reassured that there are things they can do proactively to make it easier if an emergency hits the area.
- WREMO also hosted a question and answer session at the Volunteer Hutt Managers meeting, with representatives from a number of local community service organisations attending. Valuable discussion was had around what a new 'normal' might look like for community groups who may need to respond to the needs of their clients in a different way following an emergency. The groups were also informed about WREMO's current work in business continuity for community organisations.
- WREMO also completed the project to make all radios in Lower Hutt Community Emergency Hubs mobile, ensuring that they can be transported to another location if the Hub is not fit for use after a significant disaster. This was part of WREMO's ongoing work to make sure all Hubs are capable of operating in an emergency.

SUMMARY

COMMUNITY RESILIENCE
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48

GNS Tsunami Evacuation Workshop

In September GNS hosted workshops in Seaview, Moera, and Petone on tsunami evacuation modelling following a long or strong earthquake. Community members were given the opportunity to provide feedback. WREMO supported GNS at these workshops and emphasised the 'Long or Strong - Get Gone' message.



Hutt City

Personnel



The number of staff made available to operate the EOC.

Activation Notification Procedure



EOC activation procedure tested three months

Operational Equipment Check



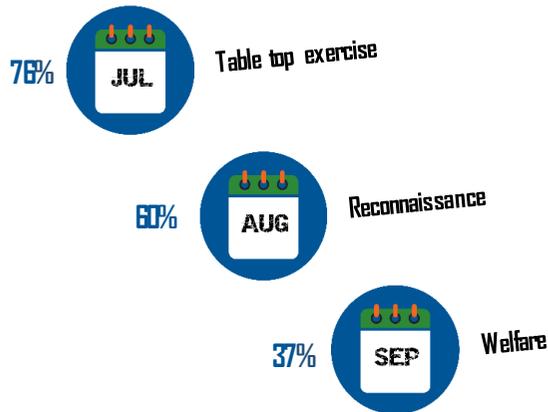
Complete monthly EOC operational equipment checks

Operational Equipment Audit



Conduct a six monthly audit of all EOC operational equipment

Regular Training Sessions for ECC Staff



Completed previous quarters
 Completed this quarter
 Remaining to be completed

Average attendance (quarter): 58%

* Totals shown above are annual totals as set in the WREMO Annual Plan

The development of local Hutt City Earthquake Response Plan has begun.

The Asset Tiger equipment management system has been implemented for the EOC.

New Terms of Reference for Hutt Valley Emergency Services Coordinating Committee have been introduced.

The Council and WREMO hosted a delegation of Emergency Managers from the Philippines.

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

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Seaview Fires

In July the Hutt City EOC provided support to Council staff & Emergency Services at two industrial fires in the Seaview area.

(Photo credit: FENZ)



Response Team Training

Volunteer Response Teams practice filling sand bags at a joint exercise.

COMMUNITY RESILIENCE & RECOVERY
OPERATIONAL READINESS & RESPONSE
BUSINESS & CAPABILITY DEVELOPMENT

Upper Hutt City

Community Response Plans and Reviews

Trentham	%					
<i>Plan location yet to be confirmed</i>	%					

Plan and Prepare Workshops



Plan and Prepare Classes



Business Continuity Planning Workshops



School Leadership Engagement



Hub Audits



Public Event Attendance



Completed previous quarters
 Completed this quarter
 Remaining to be completed

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

OPERATIONAL READINESS & RESPONSE

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Upper Hutt City Community

- After a wet and windy winter, the Upper Hutt community turned out in force for the annual Upper Hutt Spring Festival. WREMO hosted a joint stall with Upper Hutt Neighbourhood Support, highlighting the importance communities being connected when it comes to emergency preparedness. It was great to interact with the Upper Hutt community of all ages, with a lot of interest in upcoming Community Response Planning sessions.
- WREMO also attended a Board of Trustees meeting at Mangaroa School to address emergency planning and the key holder process for the Community Emergency Hub.
- Planning and organisation is now underway for visits to schools and Early Childhood Education Centres as well audits of all Hubs.

Photo: Members of the Upper Hutt community discuss preparedness with a WREMO staff member.



Upper Hutt City

Personnel



The number of staff made available to operate the ECC.

Activation Notification Procedure



ECC activation procedure tested three months

Operational Equipment Check



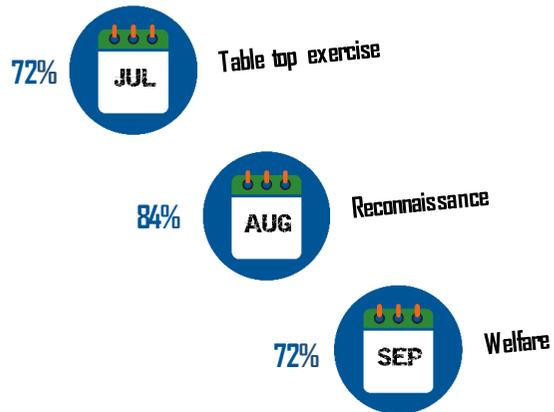
Complete monthly ECC operational equipment checks

Operational Equipment Audit



Conduct a six monthly audit of all ECC operational equipment

Regular Training Sessions for ECC Staff



Average attendance (quarter): 76%

* Totals shown above are annual totals as set in the WREMO Annual Plan

Following a re-structure within WREMO, a new Emergency Management Advisor (EMA) role was created for Upper Hutt and a new EMA appointed in August.

Upper Hutt City Council is working on plans for a new permanent location for its Emergency Operations Centre.

Completed previous quarters
Completed this quarter
Remaining to be completed

SUMMARY

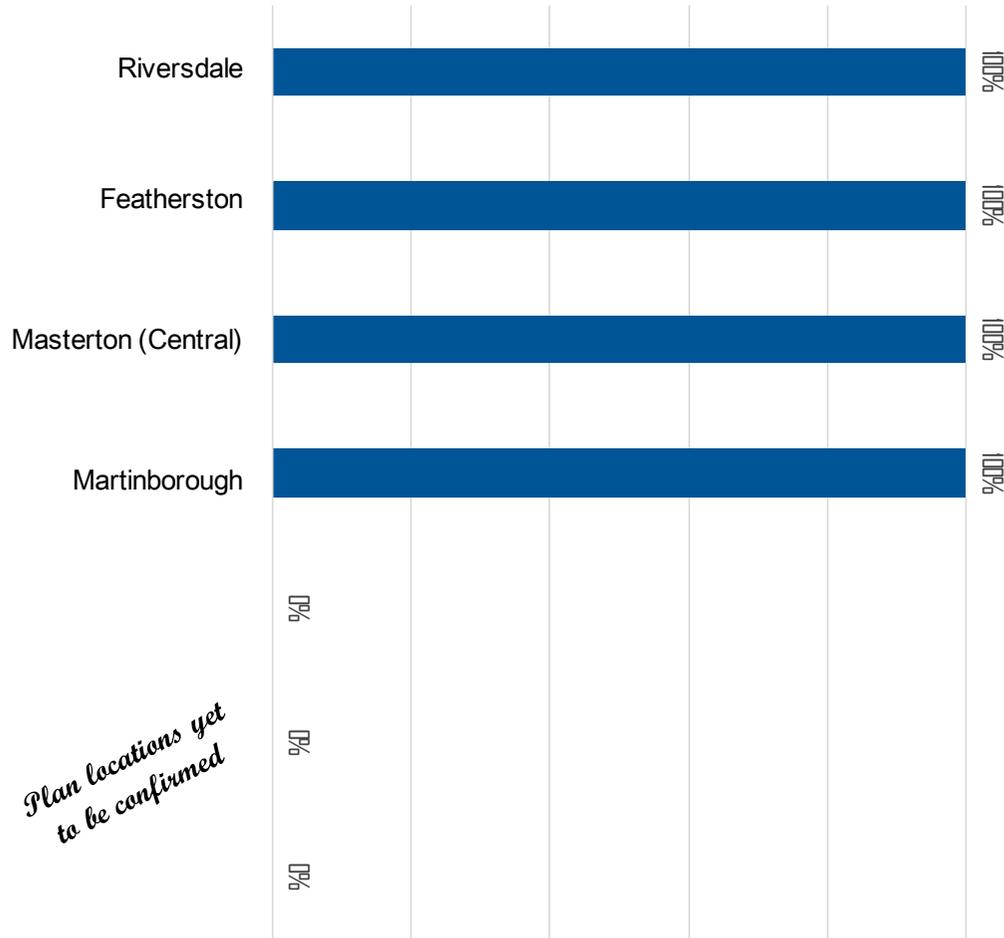
COMMUNITY RESILIENCE & RECOVERY

OPERATIONAL READINESS & RESPONSE

BUSINESS & CAPABILITY DEVELOPMENT

Wairarapa

Community Response Plans and Reviews



Plan and Prepare Workshops



Plan and Prepare Classes



Business Continuity Planning Workshops



School Leadership Engagement



Hub Audits



Public Event Attendance



Completed previous quarters
 Completed this quarter
 Remaining to be completed

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

OPERATIONAL READINESS & RESPONSE

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Martinbrough Hub exercise

Community representatives pose with the Martinbrough Hub Guide following a successful Hub exercise.



SUMMARY

COMMUNITY RESILIENCE
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Wairarapa Community

- Central Masterton and the Riversdale communities both developed their Community Response Plans in this quarter. Locals came along to the community based workshops to plan for what their community could do if it was isolated in a large scale emergency. As a result of this planning their Community Emergency Hub Guides were completed and are now available at <https://getprepared.nz/Wairarapa>.
- Featherston and Martinborough communities both ran Community Emergency Hub exercises in this quarter. This involved an earthquake scenario of a 7.8 on the Wairarapa fault and the communities being isolated. They worked to communicate with the public and find local solutions to local problems. As a part of these exercises the content of their Hub Guide was reviewed, and either confirmed or updated.
- Continued engagement has occurred with the community through short community preparedness classes and other talks to a variety of different organisations including Lansdowne Village Villas, Idea Services, Masterton Community Patrol, South Wairarapa Maori Standing Committee, Martinborough Community Patrol and the Douglas Park Board of Trustees.
- A YES (Youth in Emergency Services) course was run by Red Cross in Wairarapa. WREMO supported the development of this course and delivered two sessions. The course is for young people who are interested in being involved in the emergency services. Attendees learnt about hazards in the Wairarapa, attended a Hub exercise and learnt to use the two way radios.
- A two hour Business Continuity Planning (BCP) course was delivered in the Wairarapa in August. It was attended by Martinborough Medical Centre, Martinborough Pharmacy, Wharekaka Resthome, Wharekahau Luxury Resort, Supporting Families in Mental Health, Connecting Communities, Changeability Counselling and the Department of Corrections.

SUMMARY

COMMUNITY RESILIENCE
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SUMMARY

COMMUNITY RESILIENCE
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BUSINESS & CAPABILITY DEVELOPMENT

Riversdale Community Hub

Members of the Riversdale community get together and plan their communities response as a part of establishing the Riversdale Community Hub.

Wairarapa

Personnel



The number of staff made available to operate the EOC.

Activation Notification Procedure



EOC activation procedure tested three months

Operational Equipment Check



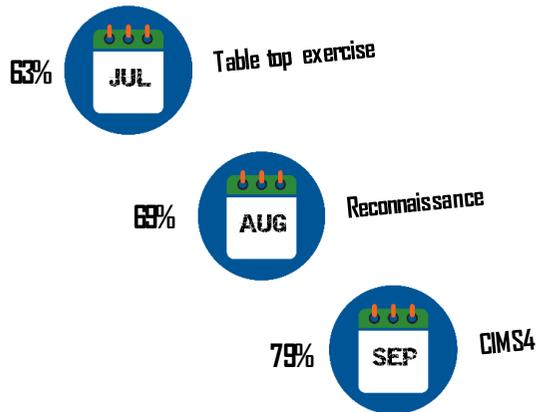
Complete monthly EOC operational equipment checks

Operational Equipment Audit



Conduct a six monthly audit of all EOC operational equipment

Regular Training Sessions for ECC Staff



Average attendance (quarter): 70%

* Totals shown above are annual totals as set in the WREMO Annual Plan

Wairarapa EOC staff numbers now sit at 48, with Carterton District Council providing an extra person. Training from Jul – Sep 2018 has been well supported by the EOC staff. The CIMS4 course for Desk Function Leaders and Controllers in September has helped to clarify the CIMS roles and the differences between them. The 'Asset Tiger' Asset Management system is in place for the EOC.

Completed previous quarters
 Completed this quarter
 Remaining to be completed

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

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CIMS 4 Course

Representatives from the council and other emergency services attend a two day CIMS 4 course organised by WREMO.

SUMMARY

COMMUNITY RESILIENCE
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Wairarapa

- The Local Wairarapa Earthquake Response Plan is continuing to be developed, with Wairarapa councils expected to provide input to the plan.
- The Public Information Management (PIM) Desk Leaders and their teams attended an information session in early July. This has resulted in the three Wairarapa councils' communication staff meeting on a regular basis and including emergency communication in their agenda. This will help Wairarapa councils to put out consistent messaging across the whole district in a business as usual situation (e.g. road closures) and in an emergency.
- Equipment checks in the EOC are continuing to be completed on key equipment on a monthly basis.
- The requirement for a new EOC facility has been added into the Masterton District Council (MDC) Long Term Plan. The current EOC is not fit for purpose due its small size. The building that the EOC is located in also sits in close proximity to a building that is earthquake prone.
- A presentation was delivered to the Masterton Community Patrol. This has established links which could prove to be beneficial during a response.
- Meetings occurred with Young Farmers Clubs in July. They would like to get their members involved in assisting CDEM during and after a response.
- A CDEM presentation was given the Masterton District Council elected members in late July.
- The Wairarapa Emergency Services Coordinating Committee has met twice during the reporting period, and continues to be well supported by all agencies. Preparation is underway for a Pandemic Exercise in October, which will be led by Wairarapa DHB.
- The Wairarapa Controllers continue to meet on a regular basis.
- Eleven EOC Desk Function Leaders and Controllers attended a two day CIMS4 course in September at Masterton Fire Station. Also attending the course were representatives of Fire and Emergency NZ, Wellington Free Ambulance, Red Cross, LandSAR and JNL Ltd (a local forest owner with a Fire Force). The interactive course enabled close collaboration and relationship building between the agencies.

Business and Capability Development

Regional Update



Business and Capability Development

- The content of the 2018/2019 Annual Plan has now been finalised and WREMO staff are now working on delivering on their KPIs.
- Staff have completed their Partnership for Performance and Individual Development Plans (IDPs) for the coming year. Organisationally, professional development is a priority for the year to ensure our staff are confident both in their Business as Usual (BAU) and response roles.
- On 10 September WREMO welcomed a new Marketing and Communications staff member. The additional resource allows us to develop and manage public campaigns in-house and adds a significant resource to the Public Information Management (PIM) function in response.
- The ICT team have been developing function role user guides for the EOC's and ECC. These will greatly assist staff when activating an EOC or the ECC as they provide the step-by-step actions required to establish a desk.
- The Group Plan process is in the sector consultation phase. Now that the Ministerial (TAG) Review decisions and the draft National Resilience Strategy have been released, we can work on aligning the content of the Group Plan with these guiding documents for the next round sector consultation in November.

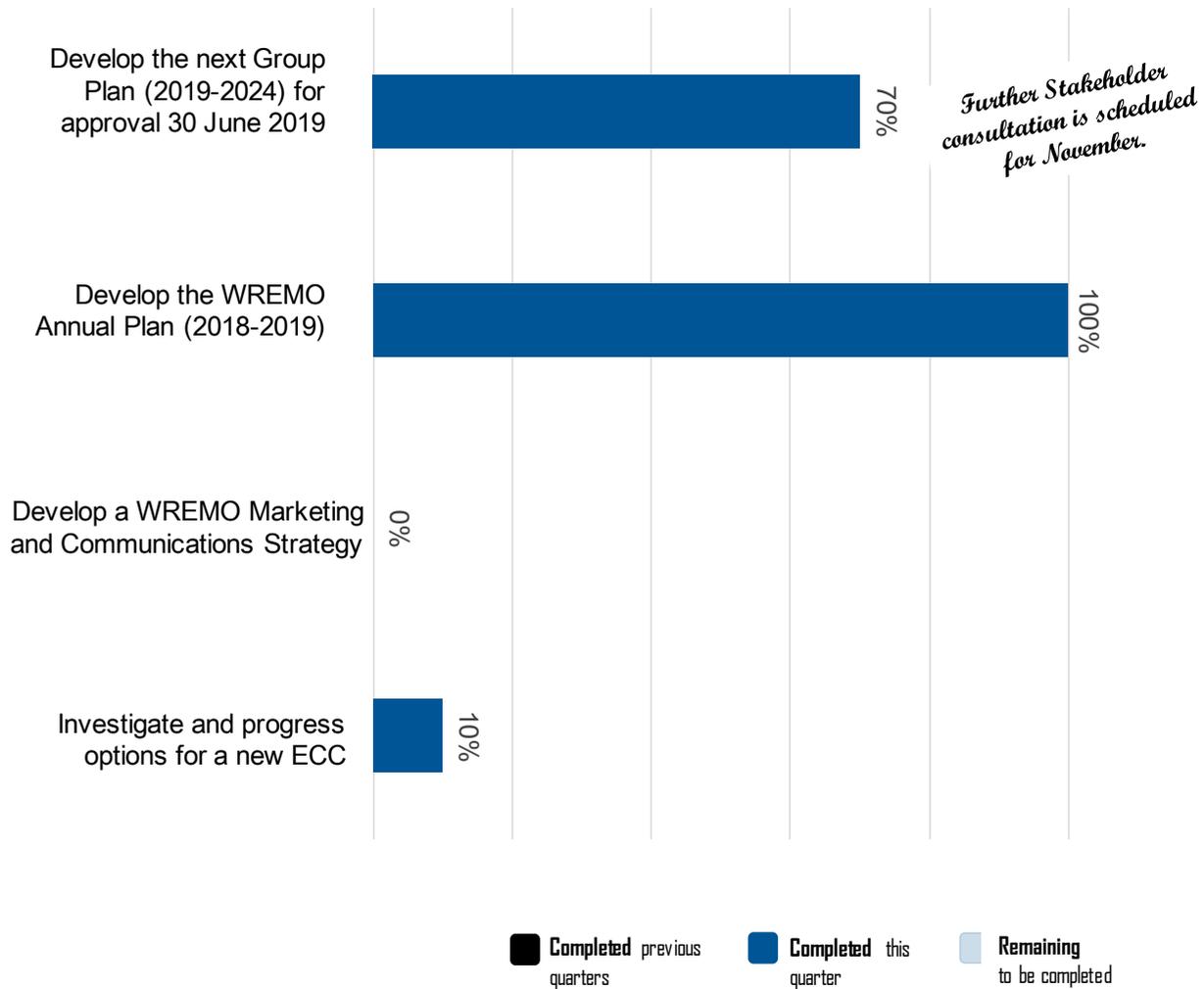
SUMMARY

COMMUNITY RESILIENCE
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Business and Capability Development



New Emergency Coordination Centre (ECC)

We are currently considering a range of options for a new purpose-built ECC in the region.

Inter-Agency Contact List



Update and distribute the Inter-Agency Contact List every quarter.

SUMMARY

COMMUNITY RESILIENCE & RECOVERY

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Business and Capability Development

Implement the Capability Development (Skilled People) Strategy



Lead the implementation of the Capability Development Strategy to deliver competent and confident people who are able to respond effectively in an emergency



Lead the implementation of the Wellington CDEM Group Training and Exercise Plan 2019 - 2021



Lead the development and implementation of a regional Learning Management System



Ensure the delivery of ECC/EOC staff induction training as required

Photo: A WREMO staff member practices extinguishing fires with a fire extinguisher at recent staff training.



Not yet started



On Going or underway



Completed



SUMMARY

COMMUNITY RESILIENCE & RECOVERY

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Business and Capability Development

Capability Development Strategy

A major milestone was accomplished in August when CEG formally approved the first Wellington CDEM Group Capability Development (Skilled People) Strategy. This document sets out the strategic direction needed to ensure that the Wellington CDEM Group achieves the Capability Development Vision:

That the six teams of the Wellington CDEM Group can deliver a timely and effective response to an emergency, which is enhanced by previously established relationships, skills, knowledge and experience

The remainder of August was spent establishing the two person Wellington Region Emergency Management Office Capability Development Team and developing project plans to prepare for the delivery of an enhanced approach to CDEM training and exercising in 2019, including developing a more hands on approach for learners, e-modules, videos and other online content.

A critical aspect of the new approach was the initiation of a project to identify and implement a suitable Learning Management System (LMS) for the Wellington CDEM Group. This system is needed to support the delivery of online learning content, course coordination and most importantly develop a much-needed monitoring function. This will allow the Group to track the levels of (people) capability and capacity across the region.

The Capability Team is also in the process of finalising the Wellington CDEM Group Training and Exercise Plan for 2019. This plan sets out how WREMO will deliver training and exercise opportunities across the six teams of the Wellington CDEM Group during 2019.

The various teams of the Wellington CDEM Group who this strategy is targeted at are:



* ES = emergency services & DHBs = district health boards

Business and Capability Development

Team One: ECC/EOC Training

	ECC	WCC EOC	PCC EOC	HCC EOC	UHCC EOC	KCDC EOC	Wai EOC
July	25 Regional scenario to practice planning & briefings	17 & 18 Two full days CIMS4	24 & 25 Local TTE to practice planning & briefings	10 Local TTE to practice planning & briefings	18 Local TTE to practice planning & briefings	31 Local TTE to practice planning & briefings	24 Local TTE to practice planning & briefings
August	29 ECC 208 Regional situational awareness	14 & 15 Two full days CIMS4	21 & 22 EOC 208 Taskings for a local Recon Plan	14 EOC 208 Taskings for a local Recon Plan	15 EOC 208 Taskings for a local Recon Plan	28 EOC 208 Taskings for a local Recon Plan	07 EOC 208 Taskings for a local Recon Plan
September	26 Regional welfare coordination	19 & 20 Two full days CIMS4	25 & 26 Local welfare considerations	11 Local welfare considerations	19 Local welfare considerations	25 Local welfare considerations	11 & 12 Two full days CIMS4

SUMMARY

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Business and Capability Development

Team Two: Controllers Training

A number of Controllers from Wellington CDEM Group participated in the MCDEM Controllers Tool Box Course on 21-22 August - an interim MCDEM training opportunity until a replacement Controllers development programme is implemented at the national level. On 10 October the Wellington CDEM Group will conduct its own Controllers Huddle as a follow on from the training held on 1 May.

Team Three: WREMO Staff Training

5 July	WREMO staff training on Tsunami Response Workshop, Train the Trainer on local reconnaissance module and facilitation training (Part 1).
2 August	WREMO staff facilitation training (Part 2).
6 September	Capability Development (Skilled People) Strategy workshop and hosted a presentation by the Project Manager Wellington Gateway Partnership on the Transmission Gully Motorway
20 & 28 September	WREMO Duty Officer Induction Training as two separate day four module delivery packages.
21 September	Gallup Workshop and KESAW (Keeping Employees Safe At Work)
21 September	Fire Extinguisher Training

Business and Capability Development

Provide strategic and operational marketing and communications advice and support to WREMO and the Group ECC

- ✔ Develop and implement marketing and communication campaigns and advertising
- ✔ Develop and maintain campaign schedules that ensure all activities are strategic, integrated, targeted and measurable against clear campaign objectives
- ✔ Ensure the content on the WREMO website is up-to- date
- ✔ Respond to media enquires in a timely and effective manner
- ✔ Contribute to the national Public Information Management network
- ✔ Chair and drive the Wellington Regional PIM network to enhance individual and collective capability and planning
- ✔ Engage with local PIM staff to enable regional readiness and effective response coordination
- ✔ Contribute to the development of a national Common Alerting Platform (CAP) and other relevant national work programmes
- ✔ Develop and maintain emergency messaging templates suitable for use across a number of platforms
- ✔ Send Emergency Mobile Alerts and Red Cross Alerts as required

Marketing and Communications

The first marketing campaign, to raise awareness of Community Emergency Hubs is currently being developed.

The content of the WREMO website has been updated to include copies of all fourteen translations of the Earthquake Planning Guide. In preparation for the Hub campaign, a generic Hub Guide has been developed to improve the electronic accessibility of the guide. We are also promoting October's ShakeOut and the Tsunami Hikoi.

SUMMARY

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Business and Capability Development

Provide ICT support to WREMO business functions, staff, ECC and EOCs as required

-  Provide ICT Support that meets and enhances the business needs of WREMO staff
-  Provide technical support to assist staff with the development and implementation of systems and tools
-  Upgrade WREMO staff equipment as per WREMO ICT asset replacement standards
-  The requirements of ECC and EOC staff are met, working in collaboration with Council ICT staff

Develop and maintain WREMO's strategic documents

-  Monitor and report on the WREMO Annual Plan (2018- 2019) activities

 Not yet started  On Going or underway  Completed

ICT

The ICT team are progressively replacing networking equipment (it's been over 4 years since the last update) across all EOC locations, to ensure the ongoing reliability and quality of service required to operate during BAU and times of activation. In the coming quarter, all the WiFi equipment will be replaced with the latest Enterprise-grade products from Aerohive, which has substantial coverage and performance advantages over the outgoing equipment.

EOC laptop computers (also over 4 years old) are being progressively updated to Windows 10 and new SSD (Solid State Drive) components are being installed inside them to extend their lifespan for another 2 to 3 years at minimal cost. The user experience is greatly improved by these faster components being installed into the existing laptops, and we are able to defer the expense of their replacement.

The asset identification program which started last quarter is continuing, as WREMO's Operational Readiness team work through auditing equipment at each location. The colour-coding and barcoding makes things easy to identify and ensure that the EOCs are always ready for activation.

SUMMARY

COMMUNITY RESILIENCE
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Business and Capability Development

Provide organisational administrative functions for both WREMO and the Group

- ✓ Ensure all activities comply with all Council Health and Safety policies and legislative requirements.
- ✓ Ensure worker practice, including incidents and near misses, is managed in accordance with Greater Wellington's Health and Safety Management System
- ✓ Facilitate the administrative requirements of the CDEM Group Joint Committee
- ✓ Monitor and report on WREMO budgets
- ✓ Manage expenditure in accordance with the WREMO procurement procedure
- ✓ Administer agreed portions of Council CDEM budgets
- ✓ Ensure the Project Management Office (PMO) is functioning as required to ensure the Leadership Team (LT) has oversight of WREMO's projects
- ✓ Lead the human resource requirements of WREMO
- ✓ Develop and review policies and procedures as required for approval by the LT

Administrative functions

All staff attended Keeping Employees Safe at Work (KESAW) training to ensure that they are able to log incidents or near misses for review and action.

SUMMARY

COMMUNITY RESILIENCE
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BUSINESS & CAPABILITY
DEVELOPMENT



Report 18.598
Date 5 December 2018
File CCAB-21-267

Committee Civil Defence Emergency Management Group (CDEM Group)
Author Jeremy Holmes, Regional Manager

CDEM Group appointments

1. Purpose

To request the CDEM Group make the following CDEM Group appointments.

2. Background

Sections 26 and 27 of the Civil Defence Emergency Management Act 2002 (the Act) requires a CDEM Group to appoint, either by name or reference to the holder of an office, a suitably qualified and experienced person to be the Group Controller for its area and to appoint at least one suitably qualified and experienced person to perform the functions and duties, and exercise the powers of the Group Controller if they are absent from duty for any reason. It also states that a CDEM Group may appoint one or more persons to be a Local Controller.

3. CDEM Group appointments

The updated list of endorsements and appointments for the Group Controller (and alternates), Group Recovery Managers, Local Controllers (and alternates), Local Recovery Managers and the Group Lifelines Utility Co-ordinator is proposed as follows.

Statutory appointments:

Controllers	
CDEM Group	David Russell (Group Controller) Alistair Allan (alternate) Davor Bejakovich (alternate) Bruce Pepperell (alternate) Jeremy Holmes (alternate) Adrian Glen (supplementary) Rian van Schalkwyk (supplementary) Dan Neely (supplementary)
Wellington City	Simon Fleisher (primary) Steve Cody (alternate) Gunther Wild (alternate) Toni Thompson (alternate)

	David Chick (alternate) Kane Patena (alternate) Barbara McKerrow (alternate) Phil Becker (alternate) Sarah Murray (alternate) Kane McCollum (alternate) Stephen McArthur (alternate) Michelle Riwai (alternate) Baz Kaufmann (alternate) Deborah Howse (alternate)
Porirua City	Jerry Wrenn (primary) Brian Anderson (alternate) James Jefferson (alternate) Scott Martin (alternate) Trevor Farmer (alternate) Bruce Pepperell (alternate)
Kapiti District	Wayne Maxwell (primary) Bruce Johnston (alternate) Kevin Currie (alternate) Glen O'Connor (alternate) Rian van Schalkwyk (supplementary) Scott Dray (supplementary)
Hutt City	Lester Piggott (primary) Geoff Stuart (alternate) Craig Cottrill (alternate) Damon Simons (alternate) Simon Fleisher (alternate)
Upper Hutt City	Geoff Swainson (primary) Richard Harbord (alternate) Mike Ryan (alternate) Steve Taylor (alternate) Jessica Hare (supplementary)
Wairarapa	David Hopman (primary) Jonathan Hooker (alternate) Murray Johnstone (alternate) Mark Allingham (alternate) Carolyn McKenzie (Carterton) Darryl McCurdy (supplementary)

Non-statutory appointments:

Recovery Managers	
CDEM Group	Dan Neely (Recovery Manager) Nigel Corry (alternate) Luke Troy (alternate)

	Deborah Hume (alternate)
Wellington City	Mike Mendonca (Recovery Manager) Paul Andrews Danny McComb
Porirua City	Brian Patchett (Acting)
Kapiti Coast District	Natasha Tod (Recovery Manager)
Hutt City	Kim Kelly (Recovery Manager) Geoff Stuart (alternate) Matt Reid (alternate)
Upper Hutt City	Steve Taylor (Recovery Manager) Geoff Swainson (alternate)
Wairarapa	Tania Madden (Masterton) Dave Gittings (Carterton) Jennie Mitchell (South Wairarapa)

Lifelines Co-ordination	
CDEM Group	Richard Mowll

4. Comment

Appointments are being made in accordance with the Act and the Wellington Region Civil Defence Emergency Management Group Plan (2013 - 2018).

5. Communication

No further external communication is required.

6. The decision-making process and significance

The matter requiring decision in this report has been considered by officers against the requirements of Part 6 of the Local Government Act 2002.

6.1 Significance of the decision

Officers have considered the significance of the matter, taking into account the Council's significance policy and decision-making guidelines. Owing to the procedural nature of this decision officers recommend that the matter be considered to have low significance.

Officers do not consider that a formal record outlining consideration of the decision-making process is required in this instance.

6.2 Engagement

Due to its procedural nature, no engagement on this matter has been undertaken.

7. Recommendations

That the CDEM Group:

- 1. **Receives** the report.*
- 2. **Notes** the content of the report.*
- 3. **Approves** the appointment of Carolyn McKenzie as Local Controller, Wairarapa (Carterton).*

Report prepared by:

Jeremy Holmes
Regional Manager