

NCMC Lifeline Utilities Coordination Standard Operating Procedures

August 2016



**Ministry of Civil Defence
& Emergency Management**

Te Rākau Whakamarumarū

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1 OVERVIEW

1.1 Introduction

The main duty for lifeline utilities during and after an emergency is to be able to deliver the services they normally provide to the fullest extent (even though this may be at a reduced level).¹

This publication contains the Standard Operating Procedures (SOPs) for the Lifeline Utilities Coordination sub-function as part of the Operations function in the National Crisis Management Centre (NCMC).

Lifeline utilities are entities that provide infrastructure services to the community such as water, waste-water, transport, energy, and telecommunications. Lifeline utilities have responsibility for planning and coordinating in a way which enables the continuation of these services in an emergency, with assistance from CDEM Groups, MCDEM, and other relevant government agencies and regulatory bodies.²

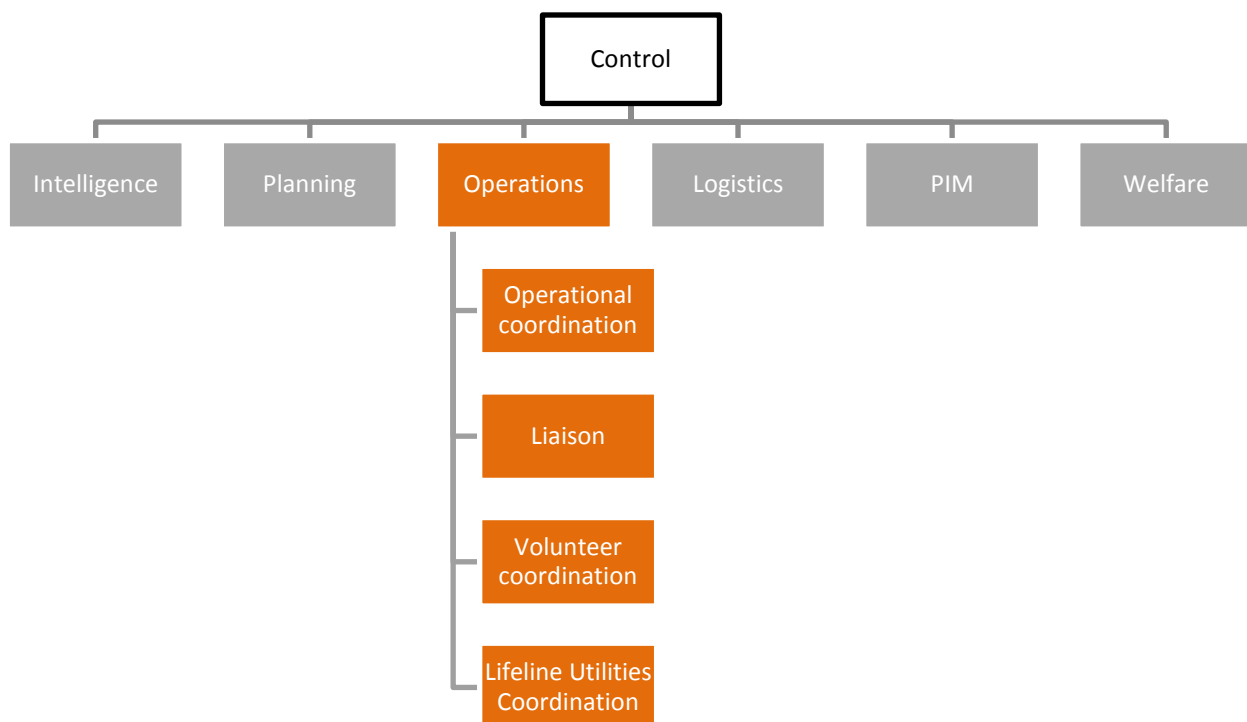
1.2 Purpose

The purpose of this document is to describe the structure, processes and procedures for the Lifeline Utilities Coordination sub-function in the National Crisis Management Centre (NCMC).

1.3 Context

The lifeline utilities coordination sub-function is part of the Operations function. This SOP expands on the lifeline utilities coordination sub-function.

The diagram below highlights where the lifeline utilities coordination sub-function of the Operations function sits within the NCMC's organisational structure.



¹ Clause 58 of the National Civil Defence and Emergency Management Plan 2015.

² Section 13 from The Guide to the National Civil Defence Emergency Management Plan 2015

1.4 Lifeline Utilities Coordination sub-function purpose

The NCMC lifeline utilities coordination sub-function is responsible for ascertaining, monitoring and reporting on the operational status, capacity, and response/recovery support needs of national lifeline utilities.

National lifeline utilities are those that have operational coverage in more than one region, or that affect operational coverage in more than one region.³

1.5 Lifeline Utilities Sectors

Lifeline utilities are identified in Schedule 1 of the Civil Defence Emergency Management Act 2002 and have specific duties as described in section 60 of the Act.

The Lifeline utilities sectors are:

- Energy (including electricity, gas and petroleum);
- Transport (including road, rail, ports, and airports);
- Water (water supply, wastewater, and storm water);
- Telecommunications (telecommunication network operators including broadcast).

The Lifeline Utilities Coordination sub-function may be requested to help coordinate the Fast Moving Consumer Goods (FMCG) and Banking sectors as non-regulated entities.

1.6 Lifeline Utilities Sector Coordinating Entities

A Sector Coordinating Entity (SCE) is an organisation, group or sector representatives, or individuals agreed by a lifeline utility sector to provide a single point of contact to the NCMC.

The purpose of SCEs is to provide for pre-planned sector coordination through a single point of contact for each lifeline sector in the event of an emergency. SCEs may:

- Be established during readiness, and
- Perform an operational role during response and recovery.

National SCEs have been established with the following Lifeline Utilities sectors and sub-sectors:

- Telecommunications;
- Transport;
- Electricity;
- Petroleum; and
- Gas.

SCEs are expected to carry out the following sector coordinating functions during response and recovery:

- Facilitate solutions to issues that are sector specific and do not require government assistance/support;
- Coordinate and provide sector situational information to the NCMC;
- Participate in/contribute to NCMC planning activities as required;
- Distribute situational information from the NCMC to their sector;

³ Section 13.1 of The Guide to the National Civil Defence Emergency Management Plan 2015

- Coordinate requests for assistance with the NCMC or appropriate government body/lead Agency;
- Coordinate with other affected sectors, particularly where dependencies exist; and
- Perform other operational tasks as necessary.

Appendix A has further information on SCEs.

There is no national SCE arrangement for water and wastewater. As the water sector is regionally based, coordination will be through the regional CDEM Group lifeline utilities coordination sub-function.

1.7 CDEM Group Lifeline Utilities Coordinators

It is imperative for the national lifeline utilities coordination sub-function to liaise and coordinate closely with the CDEM Group lifeline utilities coordination sub-functions. This purpose of this engagement includes the following:

- Exchange of information;
- Coordination of tasks, requests and offers of assistance;
- Alignment of action plans for lifeline utilities;
- The CDEM Group Lifeline Utilities coordination sub-function would carry out a similar role to the national level for their region/local area (see below for further information).

1.8 Lifeline Utilities Coordination sub-function responsibilities

The main lifeline utilities coordination sub-function responsibilities are to:

- Establish and maintain contact with national lifeline utilities;
- Establish and maintain links with Sector Coordinating Entities (SCEs), as required;
- Maintain contact with CDEM Group Lifeline Utilities Coordinators;
- Review lifeline utilities status reports and SITREPS;
- Review lifeline utilities EMIS entries and updates;
- Advise the National Controller and Operations Manager of lifeline utilities needs and developments;
- Communicate NCMC priorities and tasks to lifeline utilities;
- Coordinate lifeline utilities support as required;
- Task national lifeline utilities, if required;
- Respond to and coordinate requests for assistance from lifeline utilities;
- Receive offers of assistance from the lifeline utilities;
- Liaise with Operations and Logistics to action support for lifeline utilities;
- Participate in national planning meetings;
- Participate in National Controller's meetings;
- Contribute to NCMC situation reports, media releases and other reports as required;
- Provide coordination for non-Lifeline Utilities if required (such as FMCG and Banking).

1.9 Lifeline Utilities Coordination sub-function personnel

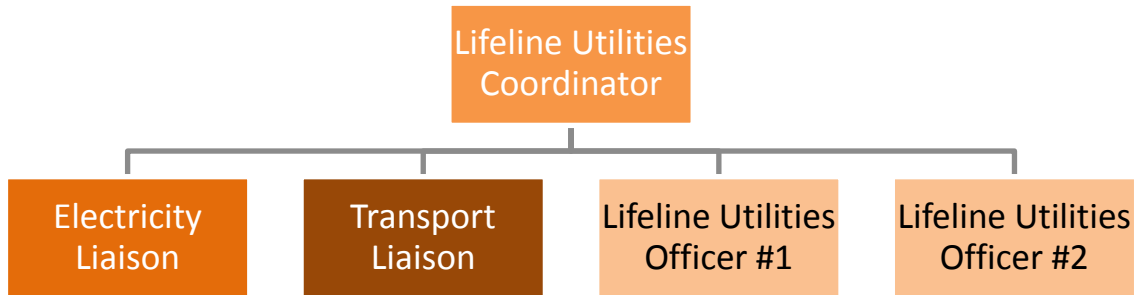
There are three main roles for lifeline utilities coordination that may be required at the NCMC:

- Lifeline Utilities Coordinator (LUC) – trained CDEM personnel who coordinate and liaise with lifeline utilities on behalf of the NCMC (see section 2 Lifeline Utilities Coordinator);
- Lifeline Utilities Officers – trained CDEM personnel who support the LUC role (see section 5 Lifeline Utilities Officers); and

- Lifeline Liaison – trained SCE lifeline utility personnel who liaise with the LUC on behalf of the Electricity and Transport lifeline utilities sectors (see sections 3 and 4).

The SCE liaison roles for the NCMC lifeline utilities coordination are assigned as follows:

- Transpower as electricity SCE liaison; and
- Transport Response Team (TRT) as transport SCE liaison.



Lifeline utilities coordination personnel required in the NCMC will vary depending on the Mode at which the NCMC is activated and the needs determined by the Duty Manager, Operations Manager or the National Controller. In Mode 1, the Duty Team will perform the Operations function. The number of lifeline utilities coordination personnel expected to be required in Mode 2-4 activations is as follows:

Mode	Tasks	Staff required
Mode 2 Activation Tsunami-Distance Source only (enhanced duty Team)	<i>Operations function only</i>	0
Mode 2 Activation	Lifelines monitoring	1 (LUC)
Mode 3 Activation	Lifelines coordination	3-5 (LUC and 2-4 Officers and Liaisons)
Mode 4 Activation	Lifelines coordination	4-5 (LUC and 3-4 Officers and Liaisons)

1.10 Functional relationships

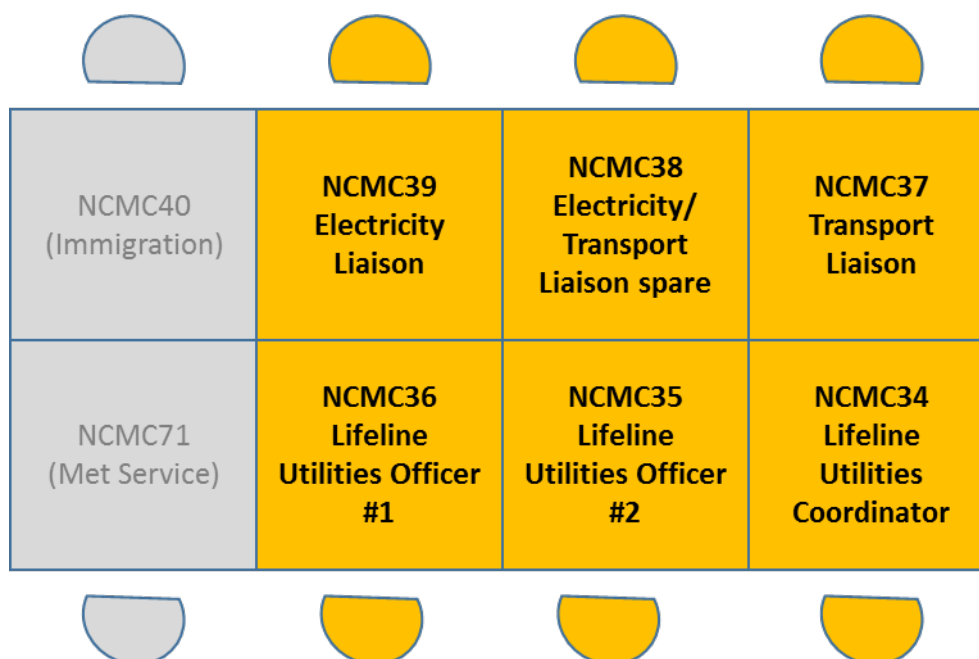
The lifeline utilities coordination sub-function acts in conjunction with many of the other NCMC functions as part of the response. The table below indicates some of the key functional interactions lifeline utilities coordination needs to have in order to fulfil its responsibilities:

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

Function	Interaction
Control	<ul style="list-style-type: none"> • LUC to attend any National Controller's meetings • Advise relevant National Controller's priorities
Operations	<ul style="list-style-type: none"> • Advise lifeline utilities/SCE of any direct task issued by Operations • Pass any requests for assistance from lifelines utilities received in the NCMC
Logistics	<ul style="list-style-type: none"> • Pass offers of assistance made by lifelines utilities to Logistics • Act as the go-between for logistics as required
Planning	<ul style="list-style-type: none"> • LUC to attend planning meetings • Implement lifeline utilities actions from National Action Plan
Intelligence	<ul style="list-style-type: none"> • Provide intelligence analysis as requested or as required • Contribute information to assist in the creation of NCMC SITREPs
Welfare	<ul style="list-style-type: none"> • Inform of lifeline utilities impacts on Welfare function • Ascertain the needs of Welfare for lifeline utilities (such as any civil defence centres that require power, water etc.)
Public Information Management (PIM)	<ul style="list-style-type: none"> • Provide information as requested • Connect PIM with lifeline utilities external communications

1.11 Lifeline Utilities Coordination Desks

The following figure shows the desk layout for the lifeline utilities coordination sub-function in the NCMC.



The table below shows the direct phone numbers, computer numbers for the lifeline utilities coordination personnel in the NCMC:

Lifelines utilities personnel	Computer ID	Direct Dial Number
Lifeline Utility Coordinator	NCMC 34	04 494 6934
Lifeline Utilities Officer #1	NCMC 36	04 494 6985
Lifeline Utilities Officer #2	NCMC 35	04 494 6985
Transport Liaison	NCMC 37	04 494 6937
Electricity Liaison	NCMC 39	04 494 6939
Transport/Electricity spare	NCMC 38	04 494 6937 or 6939

1.12 Phone and Email Guidelines

The lifelines utilities coordination sub-function is the primary contact for CDEM Group LUC's, national lifeline utilities and SCEs. As such, the following guidelines apply:

- The lifeline utilities coordination sub-function must always be staffed when the NCMC is activated at Level 3 or 4. During meals, the LUC, the Liaison and Officers must rotate staff to ensure that at least one person remains at one of the desks.
- Not all callers will be familiar with the acronym 'NCMC'. Always state the name in full when answering the phone, e.g.: "National Crisis Management Centre, lifeline utilities coordination, [your name] speaking".
- When sending e-mails, always use the email addresses for the lifeline utilities coordination sub-function, rather than the NCMC computer address:
 - Lifelines@ncmc.govt.nz
 - transpowerlo@ncmc.govt.nz
 - transportlo@ncmc.govt.nz
- Always use Title Case for e-mail headings; all lower case or upper case looks unprofessional and is harder to read.

1.13 Legal considerations

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

1.14 Reporting

During a response, reports for the lifelines utilities coordination sub-function will include:

- SITREPS using the requirements in **Appendix B**;
- Lifeline disruption analysis as set out in **Appendix C**;
- Status information by lifeline utilities sector as set out in **Appendix D**;
- Shift handover reports as set out in **Appendix E**.
- Verbal briefs at national planning and National Controller's meetings, covering:
 - Extent of affected lifeline utilities, including activation state of CDEM Group LUCs;
 - Assets and areas affected;
 - Recent and/or forecasted hazard impacts and consequences;
 - Major response assets deployed;
 - Projected actions, as per the National Action Plan, for major response assets;
 - Potential issues and opportunities.

2 LIFELINE UTILITIES COORDINATOR

2.1 Purpose

The LUCs main purpose is to:

- Lead the lifeline utilities coordination sub-function in the NCMC;
- Connect the lifeline utilities coordination sub-function in the NCMC with CDEM Group LUCs;
- Provide information and advice to the National Controller or National Recovery Manager on the lifeline utilities consequences of an emergency and response and recovery priorities; and
- Provide information to national lifeline utilities and SCE(s) on NCMC priorities.

2.2 Responsibilities

The LUC is responsible for:

- Ensuring that the lifeline utilities coordination sub-function has adequate personnel.
- Briefing the officer(s) and liaison(s) for the lifeline utilities coordination sub-function.
- Ensuring the responsibilities of the lifeline utilities coordination sub-function are carried out
- Delegating assigned tasks and created sub-tasks.
- Contributing to the development of National Action Plans (NAPs).
- Implementation of the NAP as it relates to lifeline utilities, including minor adaptations as the situation changes.
- Following the direction of the National Controller and the Operations Manager.
- Providing guidance and direction to the lifeline utilities coordination sub-function.
- Analysing the information provided by the lifeline utilities coordination personnel and supplying intelligence to NCMC personnel.
- Providing advice to the National Controller, particularly with regard to regional impacts, response priorities, available resources, strategic goals, tactical objectives and action plans.
- Providing information for media releases, situation reports and central government agencies about the status of lifeline utilities.
- Representing the lifeline utilities coordination sub-function at the national planning and National Controller's meetings or nominating a person on their behalf.
- Liaising with other NCMC functions and sub-functions.
- Preparing handover tasks/notes and conducting shift handovers with lifeline utilities coordination personnel.
- Conducting the lifeline utilities coordination sub-function part of the NCMC shift handover briefing.
- Providing for transition to the recovery phase.
- Continuing lifeline and infrastructure coordination during recovery, with an emphasis on service restoration, as required.
- Identifying and facilitating solutions to any emerging conflicts regarding resource prioritisation and shortfalls.

The checklist to support this role is shown in **Appendix F**.

3 ELECTRICITY LIAISON

3.1 Purpose

The Electricity Liaison's main purpose is to lead the Sector Coordinating Entities (SCE) process for the electricity sector.

The SCE process for Electricity is the responsibility of Transpower New Zealand Limited and the Electricity Liaison personnel is provided from staff at Transpower.

3.2 Responsibilities

The Electricity Liaison is responsible for:

- Communications with the electricity sector (generators, distribution companies and direct customers).
- Maintaining a watching brief on the status of the electricity sector.
- Sharing known status updates.
- Reviewing any SITREPS received from electricity lifeline organisations.
- Filing electricity SITREPS in EMIS.
- Advising the electricity lifeline sector of any relevant priorities the National Controller or Operations Manager has given.
- Coordinating any support between electricity lifeline organisations that may be needed.
- Advising electricity lifeline organisations of any direct task issued by Operations which are able to be completed (may involve EMIS sub-tasks).
- Passing on any requests for assistance from electricity lifelines sector to the LUC.
- Passing on any offers of assistance to Logistics using EMIS.
- Providing intelligence analysis as requested.
- Preparing handover tasks/notes and conducting shift handovers with lifeline utilities coordination personnel.

The checklist to support this role is shown in **Appendix G**.

4 TRANSPORT LIAISON

4.1 Purpose

The Transport Liaison's main purpose is to lead the Sector Coordinating Entities (SCE) process for the transport sector.

The SCE process for Transport is titled 'Transport Response Team (TRT)'. It is the responsibility of the Ministry of Transport and the Transport Liaison is provided from the TRT.

4.2 Responsibilities

The Transport Liaison is responsible for:

- Communications with the transport sector.
- Maintaining a watching brief on the status of the transport sector.
- Sharing known status updates.
- Reviewing any SITREPS received from transport lifeline organisations.
- Filing transport SITREPS in EMIS.
- Advising the transport lifeline sector of any relevant priorities the National Controller or Operations Manager has given.
- Coordinating any support between transport lifeline organisations that may be needed.
- Advising transport lifeline organisations of any direct task issued by Operations which are able to be completed (may involve EMIS sub-tasks).
- Passing on any requests for assistance from transport lifelines sector to the LUC.
- Passing on any offers of assistance to Logistics using EMIS.
- Providing intelligence analysis as requested.
- Preparing handover tasks/notes and conducting shift handovers with lifeline utilities coordination personnel.

The checklist to support this role is shown in **Appendix G**.

5 LIFELINE UTILITIES OFFICERS

5.1 Purpose

The Lifeline Utilities Officer(s) purpose is to liaise with CDEM Group LUC(s) and the following SCE's:

- Gas – via teleconference with the Critical Contingency Operator (CCO).
- Telecommunications – via teleconference.
- Fuel – via teleconference with MBIE.

5.2 Responsibilities*

For liaison with the CDEM Groups, the Lifeline Utilities Officer is responsible for:

- Contacting active CDEM Group LUC(s) and confirming NCMC lifeline utilities coordination sub-function active.
- Sharing known status updates.
- Arranging reporting/update times.
- Determining the need for load sharing/task differentiation to avoid duplication of work.
- Providing intelligence analysis as requested.

For liaison with the SCE(s), the Lifeline Utilities Officer is responsible for:

- Acting as the NCMC chair for the telecommunications SCE on behalf of the LUC and will involving appropriate organisations from the telecommunication sector.
- Contacting the CCO for gas SCE on behalf of the LUC.
- Maintaining a watching brief on the status of the various sectors.
- Sharing known status updates.
- Reviewing any SITREPS received from gas, telecommunications, fuel SCEs.
- Filing SITREPS in EMIS.
- Advising the various lifeline sectors of any relevant priorities the National Controller or Operations Manager has given.
- Coordinating any support between the various lifeline organisations that may be needed.
- Advising the various lifeline organisations of any direct task issued by Operations which are able to be completed (may involve EMIS sub-tasks).
- Passing on any requests for assistance from the various lifelines sector to the LUC.
- Passing on any offers of assistance to Logistics using EMIS.
- Providing intelligence analysis as requested.
- Preparing handover tasks/notes and conducting shift handovers with lifeline utilities coordination personnel.

The checklist to support this role is shown in **Appendix G** (if role being shared with the LUC then the LUC checklist in **Appendix F** may also be relevant).

*** NOTE:** The responsibilities above may be shared between the LUC and the Lifeline Utilities Officer(s) present depending on the situation. Responsibilities are to be determined by the LUC.

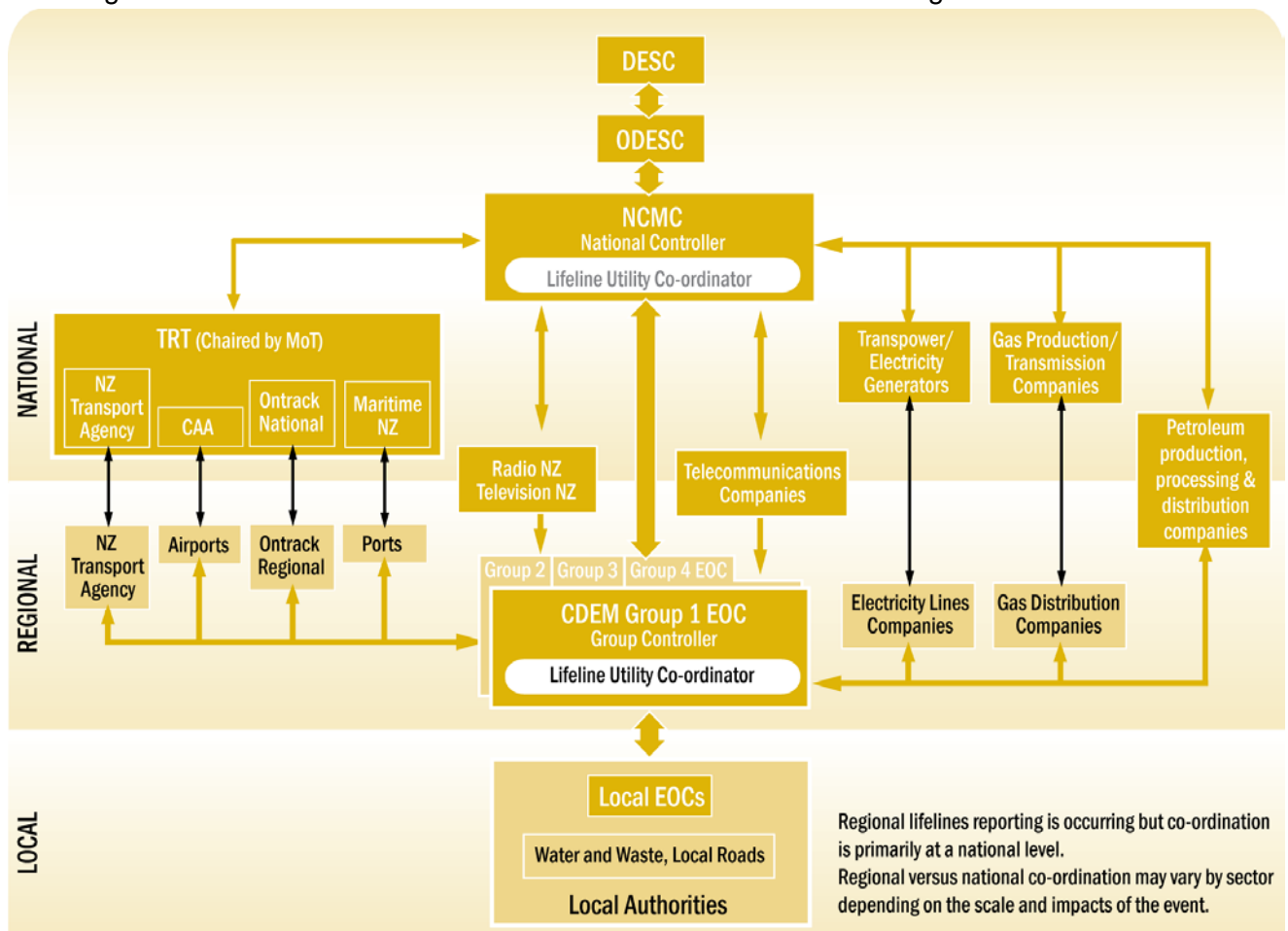
APPENDIX A SECTOR COORDINATING ENTITIES

A.1 Introduction

Pre-established SCE processes are in place for sector coordination during large scale emergencies (typically mode 3 or 4).

A.2 SCE Reporting Process

The diagram below shows the lines of coordination from the NCMC through the SCEs:



A.3 Reporting Lines

Once established for an operation, national SCEs become the primary point of contact for their sector to the NCMC Lifelines Utility Coordinator. Sector related SITREPs, status reports and requests for assistance will all come through each SCE.

A.4 Regular contact

Once SCEs are operational, establish a roster for regular communications:

- Establish schedule for Liaison officers to complete/upload EMIS status updates.
- Arrange regular calls with Liaison Officers or SCE conference calls (as needed)

Note: Refer SCE Processes in lifeline utilities desk file for further details.

A.5 Electricity

Single point of contact through Transpower who will maintain an overview of the entire national electricity sector. Transpower will place an Electricity Liaison within the NCMC lifeline utilities coordination sub-function if required.

See SCE Process Electricity for more information and contact details (at NCMC LUC desk).

A.6 Transport

Single point of contact through the Transport Response Team (TRT) chaired by Ministry of Transport. If required the TRT will activate their own EOC to facilitate contact with the transport sector. At lower modes the TRT will maintain email and phone contact with the transport sector. TRT will place a Transport Liaison lifeline utilities coordination sub-function if required.

See SCE Process Transport for more information and contact details (at NCMC LUC desk).

A.7 Gas

Single point of contact via telephone call with the Gas Critical Contingency Operator (CCO).

See SCE Process Gas for more information and contact details (at NCMC LUC desk).

A.8 Telecommunications

Teleconference bridge call with Telecommunications Emergency Forum (TEF). With the LUC or Lifeline Utilities Officer to chair the call.

See SCE Process Telecommunications for more information and contact details (at NCMC LUC desk).

A.9 Fuel (Petroleum)

Single point of contact via telephone call with MBIE as lead agency for fuel disruption as set out in the Oil Emergency Response Strategy.

See SCE Process Petroleum for more information and contact details (at NCMC LUC desk).

A.10 SCE Process documents

Up to date SCE Process documents for each of the sectors in sections A.5 to A.9 (above) are kept at the LUC desk in the NCMC.

APPENDIX B LIFELINE UTILITIES SITREP REQUIREMENTS

B.1 Transport Infrastructure Summary

Summarise the below points for extent of damage, estimated times of outages, response taken, and Transport Infrastructure needs.

- *Roads closed (State Highways, Main local roads)*
 - The scale and extent of event impact on networks
 - Major disruptions experienced
 - The nature and locations of critical immediate actions
 - Estimated restoration times for known disruptions
 - Priority areas of response actions being undertaken
 - Alternative solutions available to users
 - Precautions and public information to be promulgated
 - Requests for support or specific information.

- *Airport status*
 - The scale and extent of event impact on networks
 - Major disruptions experienced
 - The nature and locations of critical immediate actions
 - Estimated restoration times for known disruptions
 - Priority areas of response actions being undertaken
 - Alternative solutions available to users
 - Precautions and public information to be promulgated
 - Requests for support or specific information.

- *Port status*
 - The scale and extent of event impact on networks
 - Major disruptions experienced
 - The nature and locations of critical immediate actions
 - Estimated restoration times for known disruptions
 - Priority areas of response actions being undertaken
 - Alternative solutions available to users
 - Precautions and public information to be promulgated
 - Requests for support or specific information.

- *Rail status*
 - The scale and extent of event impact on networks
 - Major disruptions experienced
 - The nature and locations of critical immediate actions
 - Estimated restoration times for known disruptions
 - Priority areas of response actions being undertaken
 - Alternative solutions available to users
 - Precautions and public information to be promulgated
 - Requests for support or specific information.

B.2 Lifeline Utilities Summary

Summarise the below points for extent of damage, estimated times of outages, response taken, and Lifeline Utilities needs.

- *Electricity*
 - The scale and extent of event impact on networks
 - Major disruptions experienced
 - The nature and locations of critical immediate actions
 - Estimated restoration times for known disruptions
 - Priority areas of response actions being undertaken
 - Alternative solutions available to users
 - Precautions and public information to be promulgated
 - Requests for support or specific information.

- *Gas*
 - The scale and extent of event impact on networks
 - Major disruptions experienced
 - The nature and locations of critical immediate actions
 - Estimated restoration times for known disruptions
 - Priority areas of response actions being undertaken
 - Alternative solutions available to users
 - Precautions and public information to be promulgated
 - Requests for support or specific information.

- *Petroleum*
 - The scale and extent of event impact on networks
 - Major disruptions experienced
 - The nature and locations of critical immediate actions
 - Estimated restoration times for known disruptions
 - Priority areas of response actions being undertaken
 - Alternative solutions available to users
 - Precautions and public information to be promulgated
 - Requests for support or specific information.

- *Telecommunications*
 - The scale and extent of event impact on networks
 - Major disruptions experienced
 - The nature and locations of critical immediate actions
 - Estimated restoration times for known disruptions
 - Priority areas of response actions being undertaken
 - Alternative solutions available to users
 - Precautions and public information to be promulgated
 - Requests for support or specific information.

- *Water*
 - The scale and extent of event impact on networks
 - Major disruptions experienced
 - The nature and locations of critical immediate actions
 - Estimated restoration times for known disruptions
 - Priority areas of response actions being undertaken
 - Alternative solutions available to users
 - Precautions and public information to be promulgated
 - Requests for support or specific information.

- *Waste water (sewerage)*
 - The scale and extent of event impact on networks
 - Major disruptions experienced
 - The nature and locations of critical immediate actions
 - Estimated restoration times for known disruptions
 - Priority areas of response actions being undertaken
 - Alternative solutions available to users
 - Precautions and public information to be promulgated
 - Requests for support or specific information.

APPENDIX C LIFELINE DISRUPTION ANALYSIS

C.1 Lifeline Reports

Lifeline utilities coordination personnel will log into EMIS to update:

- National Lifelines Impact Assessment (NCCM only).
- Lifelines Utility Status Report (usually CDEM Group).
- Lifeline Status Disruptions list (usually CDEM Group).

Occasionally the LUC and lifeline utility officers may have to add or update this information themselves.

Note: If status updates of lifeline utilities are on the CDEM Group event site, they should be reviewed by NCCM LUC and lifeline utility officers (as an observer in EMIS). Any disruption updates received at the NCCM may need to be copied across to the ECC. Ensure any edits made on a non NCCM event site are approved by the NCCM LUC and the affected CDEM Group LUC.

C.2 Review Information





Information received on the status of lifeline utilities needs to be reviewed for relevance and key issues. The points listed below provide a guide as to the information required:

- The scale and extent of event impact on infrastructure/networks.
- Major service disruption experienced, including location and number of customers affected and critical customers affected.
- The nature and locations of critical immediate actions, such as shut downs.
- Priority areas of response actions being undertaken.
- Estimated restoration times for known disruptions.
- Alternative solutions available to users (where appropriate).
- Precautions and public information to be promulgated.
- Requests for support or specific information.

Note: See Appendix B for more details on what information may be needed for each sector.

C.3 Status Information

Status information for most infrastructure/utilities is identified against a colour code as follows:

Status Level	Description	Colour	Map icon border
Unknown	Current Status Unknown	Grey	
Damage/ Operational Level 1	Fully operational/open	Green	
Damage/ Operational Level 2	Operational, (filled to capacity or otherwise closed)	Blue	
Damage/ Operational Level 3	Operational, (partially damaged or partially incapacitated)	Orange	
Damage/ Operational Level 4	Destroyed / Totally incapacitated	Red	

APPENDIX D STATUS INFORMATION REQUIREMENTS BY SECTOR

The tables below explain the types of information required by sector for lifeline utilities:

Industry	Status	Additional
Electricity	Fully operational Operational – partial (identify capacity) Destroyed - incapacitated	Generators: generation capacity Lines: GXP locations out, number of customers off supply (ICP)
Gas	Fully operational Operational – partial (identify capacity) Destroyed - incapacitated	Area affected, customer numbers, Normal or reduced flow, LinePack remaining
Oil / Petroleum	Fully operational Operational – partial (identify capacity) Destroyed - incapacitated	Location, Type, Qty available (AGO-Diesel, UL91,95, 96,98, JETA-1, AVGAS)
Landline	Fully operational Operational – partial (identify capacity) Destroyed - incapacitated	Network On/Off, coverage loss, customer numbers impacted
Cell phone	Fully operational Operational – partial (identify capacity) Destroyed - incapacitated	Network On/Off, coverage loss, customer numbers impacted, Sites Down
Road – State Highway	As above: Open Caution Closed	Level 1 - Fully usable Level 2 - Limited width Level 3 - Limited load Level 4 - 4WD only Level 5 - Closed (Impact types if appropriate for major disruption e.g. DO dropout) Km impacted (from where to where) Slip/dropout/bridge

Industry	Status	Additional
Road - Local	As above: Open Marginal or 4WD Closed	Km impacted(from where to where) Slip/dropout/bridge Service criticality (A,B,C) A= 400vpd nil detours B= 2-400 plus detours C=<200 and detours
Rail - main trunk	Open Closed	Speed/other restrictions Km impacted(from where to where)
Sea	Fully operational Operational – partial (identify capacity) Destroyed - incapacitated	Ports Open, Restricted Use, Closed
Air	Fully operational Operational – partial (identify capacity) Destroyed - incapacitated	Airport Open, Restricted Use, Closed International / Domestic / Regional
Potable Water	Fully operational Operational – partial (identify capacity) Destroyed - incapacitated	Plant/pipe damage extent, customers affected,
Waste-water	Fully operational Operational – partial (identify capacity) Destroyed - incapacitated	Extent, customer numbers, environmental issues
Storm-water	Fully operational Operational – partial (identify capacity) Destroyed - incapacitated	Area extent, environmental issues
Television	Fully operational Operational – partial (identify capacity) Destroyed - incapacitated	Network On/Off, coverage loss National TV Local TV Community TV Cable/Satellite TV

Radio	Fully operational Operational – partial (identify capacity) Destroyed - incapacitated	Network On/Off, coverage loss National Radio Local Radio
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APPENDIX E SHIFT HANDOVER REPORT

Activation Name:	Outgoing Shift LUC:	Outgoing Shift Date:
Current Activation Level:	Shift Times ___ : ___ to ___ : ___	

Current Lifelines key information: (current event information, liaison with groups / EOCs etc)	Summary of key actions and/or decisions undertaken this shift:	Suggested incoming shift priorities: (directives from National Controller and urgent information requirements)

Information on status or key activities of lifelines companies/sectors	Issues arising and action required:	Non-urgent considerations:

Extra Notes:	Next Situation Report due: ___ : ___ hrs
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APPENDIX F LUC CHECKLIST

The following should be used by the LUC to support them in their role.



LUC Checklist (1/2)

Have you had your duty/previous shift handover?

Name:

Date:

Time:

Operations Manager:

National Controller:

Signature:

First 5 Minutes	✓
Report to Duty Manager/Operations Manager	
Put on allocated jerkin	
Get EMIS message pad	
Get Stationery (pens, highlighters etc)	

First 30 Minutes	✓
Log onto your computer (password is on back of laminated card)	
Check headset and telephone	
Log into EMIS and go to the EMIS homepage and go to the Event site to find information and tasks for the event	
Open up Outlook	
Determine which utilities have been impacted and whether national or regional	
Receive shift handover from outgoing LUC	
Identify any outstanding activation or shift tasks to be completed	
Make yourself known to the National Controller/Response Manager and Operations Manager	
Identify which SCEs and Liaisons will be required to be activated and notify	
Advise impacted CDEM Group LUCs of activation	



LUC Checklist (2/2)

Ongoing Tasks		✓
Notify SCEs/CDEM Group LUCs of formal reports and requests issues by the NCMC		
Oversee Lifeline Utilities Liaisons and Officers		
Provide information about the Lifeline Utilities to the National Controller/Response Manager and Operations Manager as required		
Attend National Controller Meetings		
Attend National Planning meetings		
Carry out National Controller's directives		
Contribute to the Simple Action Plan/National Action Plan		
Manage the implementation of the Simple Action Plan/National Action Plan as it relates to national lifeline utilities		
Know where Sitreps and action plans are and advise Liaisons and Officers		
Liaise with other function manager's as required		
Receive briefings from Liaisons' Officers, SCEs and CDEM Group LUCs		
Welcome new Liaisons to the Lifeline Utilities Coordination sub-function and ensure they receive a health and safety briefing		

Considerations		✓
Have you made yourself known as the LUC to the National Controller/Response Manager and Operations manager?		
Are you and the Liaisons and Officers keeping a shift record for the shift handover?		
Is someone in the sub-function monitoring the messages and tasks being recorded in EMIS to ensure they are being read and actioned?		
Are you regularly		
Are you regularly checking in with SCEs and CDEM Group LUCs?		
Have you got the information you require for the next National Controller's meeting? (tasks and how they're progressing, staff levels, concerns or queries)		
Have you ensured the Lifeline Utilities sub-function is never left unattended?		

**** At the end of your shift, make sure this checklist is filed ****

APPENDIX G LIFELINE LIAISON ROLES CHECKLIST

The following should be used by the Lifeline Liaison roles (electricity, transport and liaison officers) to support them in their role.



Lifeline Liaison/Officer Checklist (1/2)

Have you had your duty/previous shift handover?

Name:

Date:

Time:

Lifeline Utilities Coordinator:

Signature:

First 10 Minutes	✓
Report to the Lifeline Utilities Coordinator (LUC)	
Put on allocated jerkin	
Get EMIS message pad	
Get stationery (pens, highlighters etc)	
Receive health and safety briefing	

First 30 Minutes	✓
Log onto your NCMC computer (password is on back of laminated card)	
Open up Outlook	
Log into EMIS and go to the EMIS homepage and go to the Event site to find information and tasks for the event	
Check telephone (and headset)	
Receive shift handover briefing from outgoing shift/duty team	
Identify any outstanding activation or shift tasks to be completed	
Ensure that your agency has provided the Logistics function with a list of your staff who may be called into the NCMC. (for security access)	



Lifeline Liaison/Officer Checklist (2/2)

Ongoing	✓
Notify your sector/agency of formal reports and requests issued by the NCMC	
Provide information about your sector's/agency's activities relating to the response to the LUC. This can be done via a verbal update or status report (check with the LUC)	
Regularly monitor the Lifelines page (on the event site in EMIS)	
If your desk cannot be staffed throughout your shift, inform the LUC of your whereabouts and contact details	
Maintain a log of decisions and actions for after the event.	
Maintain ongoing contact with your sector/agency/CDEM Groups	
Contribute to the planning process when requested	
Appraise your relief liaison/officer of any actions taken and/or outstanding issues	
When answering emails always use your liaison address rather than the NCMC computer address (lifelines@ncmc.govt.nz/transpowerlo@ncmc.govt.nz/transportlo@ncmc.govt.nz)	
Add appropriate signature for all emails sent	
Answer calls with "National Crisis Management Centre, [your Lifeline liaison], [your name] speaking"	

Considerations	✓
Have you made yourself known as the Liaison/Officer to the LUC?	
Have you received a health and safety briefing? If not, see the LUC	
Do you need to refresh your understanding of NCMC equipment? If so, see the LUC	
Are you keeping a shift record for the shift handover?	
Are you monitoring messages and tasks being recorded in EMIS to ensure they are being read and actioned?	

**** At the end of your shift, make sure this checklist handed to the LUC ****