

# 13. Lifeline utilities

**Summary** Lifeline utilities are entities that provide infrastructure services to the community such as water, wastewater, transport, energy, and telecommunications. Lifeline utilities have responsibilities 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.

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## 13.1 Introduction

Part 5 Roles and responsibilities Lifeline utilities	
	<p><b>57 Introduction</b></p> <p>(1) <i>Lifeline utilities, as described in the Act, provide essential and enabling infrastructure and services that support commercial and domestic activity.</i></p> <p>(2) <i>Lifeline utilities deliver services (for example, water supply, wastewater and stormwater collection, electricity, gas, and petroleum distribution, telecommunications, broadcasting, and transportation networks, including roads, railways, airports, and ports).</i></p> <p>(3) <i>Lifeline utilities have duties under section 60 of the Act.</i></p>
<b>National lifeline utilities</b>	<p><b>Note – Plan clause 57(1)</b></p> <p>National lifeline utilities are those that have operational coverage in more than region, or that affect operational coverage in more than one region.</p>
<b>Lifeline utilities sectors</b>	<p>The lifeline utilities sectors are:</p> <ul style="list-style-type: none"> <li>◆ energy (including electricity, gas, and petroleum)</li> <li>◆ transport (including road, rail, ports, and airports)</li> <li>◆ water, and</li> <li>◆ telecommunications (including broadcasting).</li> </ul> <p>These sectors are described in detail in the MCDEM publication <i>Lifeline Utilities and Civil Defence Emergency Management Groups [DGL 16/14]</i>, available at <a href="http://www.civildefence.govt.nz">www.civildefence.govt.nz</a> (search for 'Lifeline Utilities and Civil Defence Emergency Management Groups').</p>
<b>Sector Coordinating Entities (SCEs)</b>	<p>Under the <i>National Civil Defence Emergency Management Plan 2015</i> (Clause 2((1)), Sector Coordinating Entities (SCEs) means-</p> <p><i>"a sector co-ordinating entity that is an organisation, a group of sector representatives, or an individual agreed by a utility sector to provide a single point of contact to the NCMC, or an ECC".</i></p> <p>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 a major emergency. SCEs may:</p> <ul style="list-style-type: none"> <li>◆ be established during readiness, and</li> <li>◆ perform an operational role during response and recovery.</li> </ul> <p>SCEs have been established in many lifeline utility sectors as a means of national coordination, although some SCEs have been developed at a regional level to meet a similar need.</p> <p>See section 7, Clusters for more information.</p>
<b>Lifeline utilities coordination</b>	<p>Lifeline utilities coordination is a function carried out during the response and recovery of an emergency under the Coordinated Incident Management System (CIMS) Operations function. It is usually performed in Emergency Coordination Centres (ECCs), and at the National Crisis Management Centre (NCMC).</p> <p>Coordination of lifeline utilities involves gathering and dissemination of information to and from lifeline utilities (impact reports, response priorities, situation reports, hazard information etc.), maintaining an overview of the lifeline utility situation and providing information and advice to the Controller to provide a safe and effective response.</p> <p>Lifeline utilities coordination roles and arrangements are established and developed during readiness, and are activated in response and recovery.</p>

## Lifeline utilities coordination personnel

There are three main roles specific to lifeline utilities coordination at a response coordination centre:

1. Lifeline Utilities Coordinator: responsible for coordinating and liaising with lifeline utilities on behalf of the Controller or Recovery Manager during response and recovery of an emergency.
2. Lifeline Utilities Officers: provide support to the Lifeline Utilities Coordinator role.
3. Lifeline Liaisons: Trained lifeline utility personnel who liaise with the Lifeline Utilities Coordinator on behalf of their organisation. Lifeline Liaisons are sometimes present in the response coordination centre during a large scale emergency.

### 13.1.1 Legislative requirements for all lifeline utilities

Under section 60 of the *CDEM Act 2002*, every lifeline utility identified in Schedule 1 *must*—

- (a) ensure that it is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency
- (b) make available to the Director of CDEM in writing, on request, its plan for functioning during and after an emergency
- (c) participate in the development of the National CDEM Strategy and civil defence emergency management plans
- (d) provide, free of charge, any technical advice to any CDEM Group or the Director of CDEM that may be reasonably required by that CDEM Group or the Director, and
- (e) ensure that any information that is disclosed to the lifeline utility is used by the lifeline utility, or disclosed to another person, only for the purposes of the CDEM Act.

Section 83 of the *CDEM Act 2002* further limits the disclosure of information that is required to be provided under the Act.

## 13.2 Objective

### 58 Objective

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

#### Service restoration

Service levels to aim for during and after an emergency need to be identified prior to an emergency through business continuity planning. They should include service delivery expectations and capacity for the consequences of a range of disruptions

Utility service restoration priorities are to be determined by individual utilities as part of response and recovery, noting the variables such as event type and impacts. Wherever possible, as part of restoration of service.

Service restoration priorities are to be determined as part of response and recovery. Actual priorities will depend on the nature and impact of the event, and whether or not other functional contingencies are in place. Priorities are subject to CDEM requirements communicated by the Controller or LUC. The following list (which is not in priority order) should be taken into account by individual utilities:

- ◆ critical health and disability services (e.g. District Health Boards (DHBs), Public Health Units (PHUs) and land and air ambulance services) emergency management (e.g. New Zealand Police, New Zealand Fire Service, Emergency Operations Centres (EOCs))
- ◆ lifelines infrastructure (e.g. energy, communications, water and transport)
- ◆ vulnerable sectors (e.g. immobile or vulnerable groups of people such as in rest homes or prisons)
- ◆ isolated communities
- ◆ key areas (e.g. central business districts)
- ◆ commercial producers (e.g. manufacturing facilities and dairy factories), and
- ◆ residential zones.

## 13.3 Principles

### 59 Principles

*The principles underlying the role of lifeline utilities are to—*

- (a) identify and understand the full range of hazards and risks and implement reduction strategies; and*
- (b) prioritise the continuity of operations and supply of services in accordance with response priorities set by the Local Controller, Group Controller, or National Controller (even though this may be at a reduced level); and*
- (c) plan co-operatively with local authorities, CDEM Groups, emergency services, and other lifeline utilities; and*
- (d) establish emergency procedures for communication with government agencies, CDEM Groups, emergency services, and other lifeline utilities; and*
- (e) identify examples of best practice, and share and apply them where appropriate; and*
- (f) facilitate solutions to issues that are sector specific and do not require government assistance and support; and*
- (g) develop common and effective approaches to the 4 Rs; and*
- (h) co-ordinate with other lifeline utilities to promote service restoration following an emergency; and*
- (i) provide information on the status of networks to the EOC, ECC, and NCMC as appropriate.*

## 13.4 Reduction and readiness

Lifeline utilities are primarily responsible for the reduction of outage risks, for example, by the location and installation of assets consistent with local hazard conditions. Lifeline utilities are also primarily responsible for preparing readiness arrangements for emergency responses when outages occur.

The *National CDEM Plan 2015* describes the reduction and readiness responsibilities of:

- ♦ all lifeline utilities (including national lifeline utilities), and
- ♦ MCDEM and CDEM Groups.

### 13.4.1 All lifeline utilities

#### 60 Role of lifeline utilities during reduction and readiness

*(1) To help fulfil their duties under section 60 of the Act, all lifeline utilities are to—*

- (a) develop business continuity plans to—*
  - (i) identify critical assets and business processes, assess their vulnerabilities, and undertake appropriate actions to reduce the risks they face; and*
  - (ii) outline response and recovery arrangements, including appropriate contracting arrangements with key suppliers; and*
- (b) focus on both reduction and readiness, including planning co-operatively with—*
  - (i) other lifeline utilities (whether or not in the same sector), especially those on which they are dependent; and*
  - (ii) relevant government agencies; and*
  - (iii) CDEM Groups; and*
- (c) regularly test and exercise their response arrangements and participate in the National CDEM Exercise Programme.*

#### Responsibilities of National lifeline utilities

*(2) National lifeline utilities are to—*

- (a) work with the MCDEM to prearrange a means of national level sector co-ordination that best suits their sector (this usually entails establishing a single entity that takes responsibility for managing sector readiness, response, and recovery information, which in turn promotes co-ordinated activity); and*
- (b) participate in testing of sector co-ordination entity arrangements.*

## Risk management and Business Continuity Management (BCM)

All lifeline utilities should engage in risk management and Business Continuity Management (BCM), and are required to develop business continuity plans.

Risk management includes the identification, analysis and evaluation of likelihood and consequences including hazard analysis, asset vulnerability and potential mitigation measures.

Business continuity management addresses the capability of the organisation to continue the delivery of products or services at acceptable pre-defined levels following a disruptive incident. Business Continuity Management is described in more detail in section 19.2.

Treatment of risk is a critical component of risk management and is based on risk assessment results. Risk treatment options include:

- ♦ treating the risk through a risk reduction (mitigation) measure such as physically strengthening assets, or changing businesses practices
- ♦ eliminating the risk by stopping the activity or function that leads to the risk
- ♦ transferring the risk, for example through insurance or hedging, and
- ♦ managing it through business continuity planning.

Ongoing risk management frequently identifies risk treatment that must be incorporated into business as usual processes. Each lifeline utilities risk management framework should outline how risk is integrated into regular activities.

More information on risk management and Business Continuity Management with regard to lifeline utilities and CDEM is provided in the MCDEM publication *Lifeline Utilities and CDEM: Director's Guidelines for Lifeline Utilities and Civil Defence Emergency Management Groups [DGL 16/14]* ([www.civildefence.govt.nz](http://www.civildefence.govt.nz) – search for 'Lifeline Utilities and Civil Defence Emergency Management Groups').

## Working in partnership

All lifeline utilities are to work collaboratively with other lifeline utilities and CDEM organisations to optimise integrated, joint planning opportunities and create an easier flow of information during an emergency through existing relationships. Examples of working together include:

- ♦ contributing to the region's CDEM Group Plan
- ♦ providing technical advice during the review of the *National CDEM Plan 2015* or *National CDEM Strategy*
- ♦ establishing operational links locally
- ♦ participating in regional Lifelines Groups (see Section 7, Clusters for more information on Lifelines Groups), and
- ♦ participating in national and/or regional sector groups.

## Exercises

Planning is only one part of being prepared. Exercising and testing plans is equally important to ensure plans are comprehensive and effective. Lifeline utilities should develop their own internal exercises and participate in CDEM-led exercises, as per the National Exercise Programme (see Section 21, Exercising and testing) at a local, regional, and national level where appropriate.

A debrief should always be held following an exercise between the organiser and participants to identify strengths and weaknesses in plans and develop corrective actions to address these.

## Capability Assessment Tool

MCDEM has developed a Capability Assessment Tool (available at [www.civildefence.govt.nz](http://www.civildefence.govt.nz)) for lifeline utilities involved in CDEM to assess their capability to manage emergencies and assess organisational resilience. The tool is non-mandatory and is a set of nationally-consistent performance indicators and measures. Its structure is based on the *National CDEM Strategy*, and essentially covers the '4Rs' of emergency management (as well as issues of governance, management, administration, and organisational resilience).

Key Performance Indicators for emergency management capability are:

- ◆ Emergency management planning is collaborative and coordinated with CDEM agencies.
- ◆ Emergency management planning is collaborative and coordinated with other lifeline utilities.
- ◆ Capability to respond to emergencies is developed and maintained.
- ◆ Response procedures are predetermined, documented, and tested.
- ◆ Recovery policies are planned and implemented.

Key Performance Indicators for organisational resilience are:

- ◆ Risk management is comprehensive and integrated throughout the organisation.
- ◆ Business continuity management has a formalised programme with high-level commitment.
- ◆ Critical business functions and processes, and potential impacts on them are defined.
- ◆ Business continuity strategies and arrangements are developed and implemented.
- ◆ Leadership and culture are enabling of a forward-looking, agile organisation.
- ◆ Effective relationships, partnerships and networks are developed.
- ◆ Adaptive capability is fostered through active learning and capability development.

### 13.4.2 Sector Coordinating Entities

Generally, SCE readiness activities are limited to activities that establish emergency communication protocols within a sector, and are a means of involving agencies with a response role. Some SCEs undertake readiness activities beyond this, such as facilitating sector emergency exercises and contingency planning.

Readiness arrangements differ from sector to sector, reflecting different sector structures and regulation. SCEs and some examples of sector-specific readiness arrangements are included below.

#### Tele-communications

The Telecommunications Emergency Forum includes all of the major fixed line and mobile network operators.

#### Electricity

Transpower, as the operator of the national grid maintain SCE responsibilities for the electricity sector including coordinating information from lines companies (for further information see the *Lifeline Utilities and CDEM: Director's Guideline for Lifeline Utilities and CDEM Groups [DGL 16/14]*).

#### Petroleum fuel

SCE arrangements are detailed in the *National CDEM Fuel Plan [SP 03/12]* (available at [www.civildefence.govt.nz](http://www.civildefence.govt.nz)) which has been supplemented by a number of regional fuel plans. Also see the Ministry for Business, Innovation and Employment's *Oil Emergency Response Strategy*, which aims to minimise the effects of a major petroleum supply disruption on New Zealand (available at [www.mbie.govt.nz](http://www.mbie.govt.nz)).

#### Gas

The gas sector has standing arrangements that include the gas sector critical contingency operator and LPG distributors.

#### Transport

The Transport Emergency Management Coordination Group (TEMCG), chaired by the Ministry of Transport, leads development of emergency arrangements for the transport sector including road, rail, sea and air. The Transport Response Team (TRT) is a subset of this broader group with a focus on response. MCDEM will continue to work with TEMCG and TRT on contingency planning to promote objectives (see 13.2) and actions (see 13.4.1).

**Water and wastewater** There is no national SCE arrangement for water and wastewater. Clarification of regional sector arrangements is the mutual responsibility of water utilities and CDEM organisations.

**Supporting documents** Further information on risk reduction and readiness activities relevant to all lifeline utility sectors is in *Lifeline Utilities and CDEM: Director's Guidelines for Lifeline Utilities and Civil Defence Emergency Management Groups [DGL 16/14]*.

### 13.4.3 MCDEM and CDEM Groups

**Nominate and train LUC's** (3) *The MCDEM is responsible for nominating and training National Lifeline Utility Co-ordinators to perform co-ordination functions during readiness, response, and recovery.*  
(4) *CDEM Groups are responsible for nominating and training CDEM Group Lifeline Utility Co-ordinators to perform co-ordination functions during readiness, response, and recovery, including establishing relationships and sector planning arrangements during reduction and readiness.*

The roles and responsibilities for Lifeline Utilities Coordinator's (established by MCDEM and CDEM Groups) during readiness are set out in 13.4.4.

**Capability development** MCDEM and CDEM Groups roles and responsibilities for capability development are set out in Section 20, Capability development.

**Planning arrangements** MCDEM and CDEM Groups engage with lifeline utilities sectors, responsible government agencies, and regulatory bodies to assist the development of planning arrangements so that social and economic impacts of significant outages are lessened. The focus is on:

- ◆ meeting emergency needs by quick restoration of networks, or through alternative temporary arrangements
- ◆ activating Sector Coordinating Entities to facilitate coordination across sectors and with central and local government
- ◆ keeping central Government and CDEM Groups informed, and
- ◆ keeping stakeholders and consumers informed.

MCDEM also encourages lifeline utilities to support contingency planning by commercial and other consumers.

**Exercising and testing** MCDEM and CDEM Groups roles and responsibilities for exercising and testing are set out in Section 21, Exercising and testing.

### 13.4.4 Lifeline Utility Coordinators

**Expectations of LUC's during risk reduction and readiness** During readiness National and CDEM Group Lifeline Utilities Coordinators are expected to provide the following functions:

- ◆ support risk reduction and readiness initiatives and activities
- ◆ participate in capability development
- ◆ participate in exercises
- ◆ establish relationships and contacts with lifeline utilities, sector coordinating entities and other CDEM personnel
- ◆ establish lifeline utility sector planning arrangements, and
- ◆ establish coordination centre access.

## 13.5 Response and recovery

First and foremost, lifeline utilities are required to manage their own response by following their internal incident management, emergency management, and/or business continuity plans with the aim of achieving or maintaining their pre-determined service levels.

Lifeline utilities, as a priority, must then make contact with CDEM to provide status reports and establish the appropriate continued line of contact (personnel, email addresses, and contact numbers).

The *National CDEM Plan 2015* describes the response and recovery responsibilities of:

- ◆ all lifeline utilities (including national and regional lifeline utilities)
- ◆ MCDEM and CDEM Groups, and
- ◆ Lifeline Utility Coordinators.

### 13.5.1 All lifeline utilities

#### 61 Role of lifeline utilities during response and recovery

- (1) *To help fulfil their duties under section 60 of the Act, all lifeline utilities are to—*
  - (a) *activate business continuity, response, and recovery plans; and*
  - (b) *establish contact through the Lifeline Utility Co-ordinator with the relevant EOC or ECC, or the NCMC, and provide information on the status of their networks and estimated repair times; and*
  - (c) *operate within established CDEM co-ordination mechanisms.*

#### National and regional lifeline utilities

- (2) *National lifeline utilities are to co-ordinate at the national level using established sector co-ordination entities.*
- (3) *Lifeline utilities are to co-ordinate at a regional level using established sector co-ordination entities.*

#### Expectations of lifeline utilities during response

During emergencies, all lifeline utilities are expected to:

- ◆ establish contact with and provide information on the status of their network to coordination centres as agreed pre-event. Lifeline utilities are expected to be able to provide information, including, where possible:
  - the scale and extent of event impact on networks
  - major disruptions experienced, including location and number of users affected
  - 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 (where appropriate)
  - precautions, and public information to be promulgated
  - requests for support or specific information, and
- ◆ receive CDEM Group reports; action as appropriate – including requests for prioritisation of services to support the response effort.

#### Expectations of lifeline utilities during recovery

During recovery lifeline utilities should communicate restoration and recovery plans and priorities through Lifeline Utility Coordinators to CDEM Group and/or Local Recovery Offices.

Lifeline utilities are expected to implement recovery strategies and decisions with regard to CDEM Group recovery plans.

### 13.5.2 Sector Coordinating Entities

Sector coordination is typically required during large scale emergencies where multiple lifeline utility providers are affected. This is undertaken using pre-established SCEs, especially during national emergencies.

#### Requirements of SCEs in response

In response, SCE Chairs liaise with the NCMC to establish a roster for regular communications, which involves:

- ♦ establishing set written Situation Report schedule, both into and out of the NCMC
- ♦ arranging regular calls/meetings of SCE Chair(s) and the NCMC Lifeline Utilities Coordinator, and
- ♦ arranging to participate in conference calls as required.

SCEs forward the communications roster and relevant information to the relevant sector players for their information and action.

#### How SCEs operate during an emergency

SCEs perform the following functions in an emergency:

- ♦ facilitate solutions to issues that are sector specific and do not require Government assistance/support
- ♦ coordinate and provide sector situational information to the NCMC, as applicable to the emergency
- ♦ participate/contribute to NCMC planning activities as required
- ♦ distribute situational information from the NCMC (to their sector)
- ♦ coordinate requests for assistance with the NCMC or appropriate Government body/Lead Agency
- ♦ coordinate with other affected sectors, particularly where dependencies exist, and
- ♦ other operational tasks as necessary.

The scale, impact, and speed of on-set of an emergency will determine the need for sector coordination. However, it is most likely that SCEs will be activated in large scale events (NCMC Modes 3 and 4) where multiple providers from one or more sectors are affected.

In response, the chairs of SCEs become the primary point of contact for their sector to the NCMC Lifeline Utility Coordinator.

### 13.5.3 MCDEM and CDEM Groups

#### MCDEM and CDEM Groups

- (4) *The MCDEM has responsibility for co-ordinating across sectors at the national level, utilising the National Lifeline Utilities Co-ordinator to perform this function.*
- (5) *CDEM Groups are to utilise their CDEM Group Lifeline Utilities Co-ordinators to co-ordinate lifeline utilities at the local and regional level.*

The roles and responsibilities for Lifeline Utilities Coordinator's (established by MCDEM and CDEM Groups) during response and recovery are set out in 13.5.4.

### 13.5.4 Lifeline Utility Coordinators

#### Lifeline Utility Coordinators

- (6) *Each Lifeline Utilities Co-ordinator, at the CDEM Group and national levels, is to—*
  - (a) *lead the lifeline utility co-ordination operations in their ECC or recovery office and the NCMC or its recovery office; and*
  - (b) *link the lifeline utility co-ordination function at any ECC or its recovery office and the NCMC or its recovery office; and*
  - (c) *provide information and advice to the National Controller or the CDEM Group Controller, or the National Recovery Manager or the CDEM Group Recovery Manager, on the consequences of an emergency and response and recovery priorities; and*
  - (d) *provide information to lifeline utilities or sector co-ordination entities on CDEM priorities.*

### Expectations of LUC's during response

During response National and CDEM Group Lifeline Utilities Coordinators are expected to provide the following functions:

- ◆ establish and maintain contact with lifeline utilities
- ◆ gather and monitor lifeline utility status and impact information
- ◆ advise lifeline utilities of the emergency situation, response and restoration priorities and tasks
- ◆ facilitate impact assessment and information collection, and provide this to the Controller and lifeline utilities
- ◆ analyse the information provided by lifeline utilities and supply intelligence to ECC/NCMC personnel
- ◆ provide advice to the Controller, particularly with regard to regional impacts, response priorities, available resources, strategic goals, tactical objectives and action plans
- ◆ provide information for media releases, situation reports and central government reports about the status of lifeline utilities
- ◆ coordinate requests for resources from lifeline utilities, keep them informed of CDEM priorities, emerging issues and interdependence issues, and
- ◆ provide for transition to the recovery phase.

### Expectations of LUC's during recovery

A Lifeline Utilities Coordinator may be engaged to continue lifeline and infrastructure coordination during recovery, with an emphasis on service restoration.

During recovery National and CDEM Group Lifeline Utilities Coordinators may work with the National Recovery Manager or the CDEM Group Recovery Manager to:

- ◆ establish the infrastructure recovery task group and any required sub-groups depending on the event, for example, road access restoration
- ◆ consolidate recovery cost and time information from individual lifeline utilities
- ◆ identify and facilitate solutions to any emerging conflicts regarding resource prioritisation and shortfalls, and
- ◆ establish and maintain contact information with lifeline utility organisations and other national organisations appropriate to the event.

## 13.6 Linkages, information flows, and lines of communication

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The NCMC, ECC, or EOC will establish the required reporting timeframes and mechanisms for ongoing communication during a response.

### Information flows

Information flows between local, regional, and national lifeline utilities and coordinating agencies are shown in **Figures 13.1 to 13.4**. These diagrams:

- ◆ apply to responses where CDEM is the lead agency
- ◆ show linkages and inter-relationships between key lifeline utility organisations and their respective sector coordination groups
- ◆ highlight where the primary coordination of response occurs, and
- ◆ are sequenced to reflect the broad progression of an emergency, from business as usual arrangements to an emergency of national significance affecting multiple CDEM Groups.

**Note:** The diagrams do not show all lifeline utility organisations who may be involved in a response. Local and regional organisations are shown generically.

**Two way communication**

The lines between individual organisations and coordinating groups represent lines of connection for communication purposes. Information flows via these lines of communication are two-way in nature:

- ◆ upward (or inward) to the coordinating agencies at each level; for example, impact and status reports, and requests for information or assistance, and
- ◆ downward (or outward) from the coordinating agencies; for example, reports on the overall event status; Controllers' taskings or requests, including specific response priorities where they differ from general expectations.

As well as the upward/downward communication shown in the diagrams, it is expected that a multitude of 'horizontal' communications will take place directly between individual organisations. Horizontal communication is encouraged between all agencies and organisations contributing to a response.

**Key utility players and business as usual arrangements**

Figure 13.1 represents 'business as usual' for lifeline utility organisations/groupings shown in black, with emergency coordinating entities, EOCs, and other relevant agencies indicated in grey.

The information flow lines shown are only those where there is a day-to-day operational interaction or a standing response forum; hence not all boxes are vertically linked.

The diagram depicts the organisations within the telecommunications and petroleum sectors as having nationally oriented response structures. This is in contrast with electricity and gas sectors and the transport sector where New Zealand Transport Agency and OnTrack have regional structures.

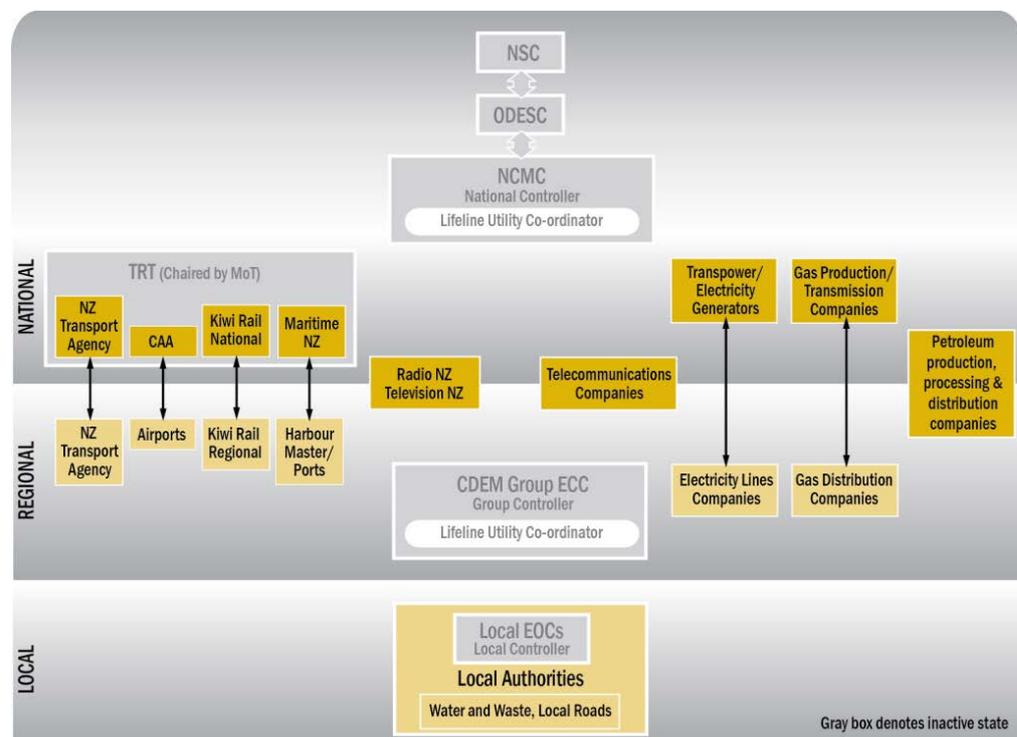


Figure 13.1: Key lifeline utility players and business as usual arrangements.

**Note:** This figure does not reflect the unitary model where water, waste and local roads are managed at the CDEM Group ECC level.

**An emergency impacting one CDEM Group**

Figure 13.2 represents a situation where an emergency (for example a storm which causes flooding and associated damage) affects one region only, with more than one territorial authority being affected.

The focus of coordination is the ECC, and all lifeline utilities are expected to communicate into the ECC once activated, depending on the circumstances of the event. ECC Lifeline Utility Coordinators will coordinate the interface with lifeline utility organisations.

The NCMC will also be actively monitoring the situation in the affected region, including the lifeline utility impacts. The CDEM Group Lifeline Utilities Coordinator or the NCMC Lifelines Utility Coordinator may facilitate communication across and between key sectors.

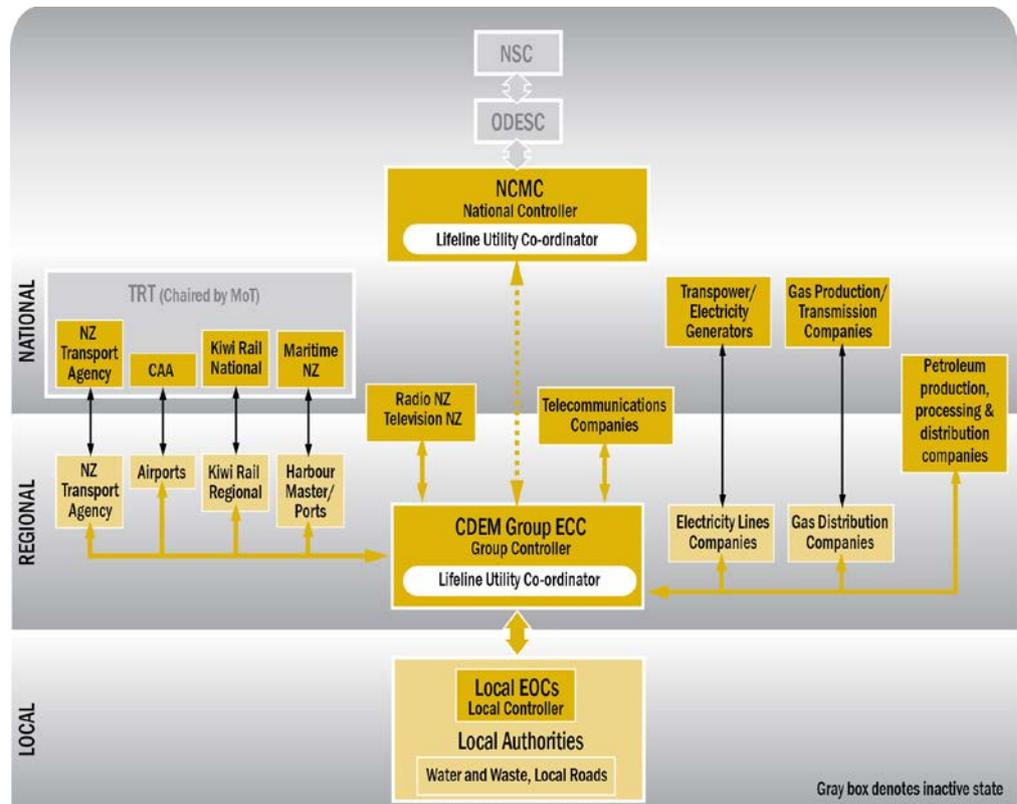


Figure 13.2: An emergency impacting one CDEM Group only.

**Note:** For emergencies that occur within the boundaries of a single territorial authority area, lifeline utilities are to contact the EOC and participate in response and recovery as detailed in this section. This figure does not reflect the unitary model where water, waste and local roads are managed at the CDEM Group ECC level.

**An emergency affecting more than one CDEM Group**

Figure 13.3 represents a situation where an emergency impacts on several regions. The focus of coordination remains the ECC in each region. All affected national lifeline utilities are expected to communicate into the ECCs of the affected regions once activated, with a copy of all information going to the NCMC Lifeline Utilities Coordinator (via the respective SCEs where activated).

The dotted lines indicate that national lifelines sector reporting is occurring but coordination is primarily occurring at a regional level.

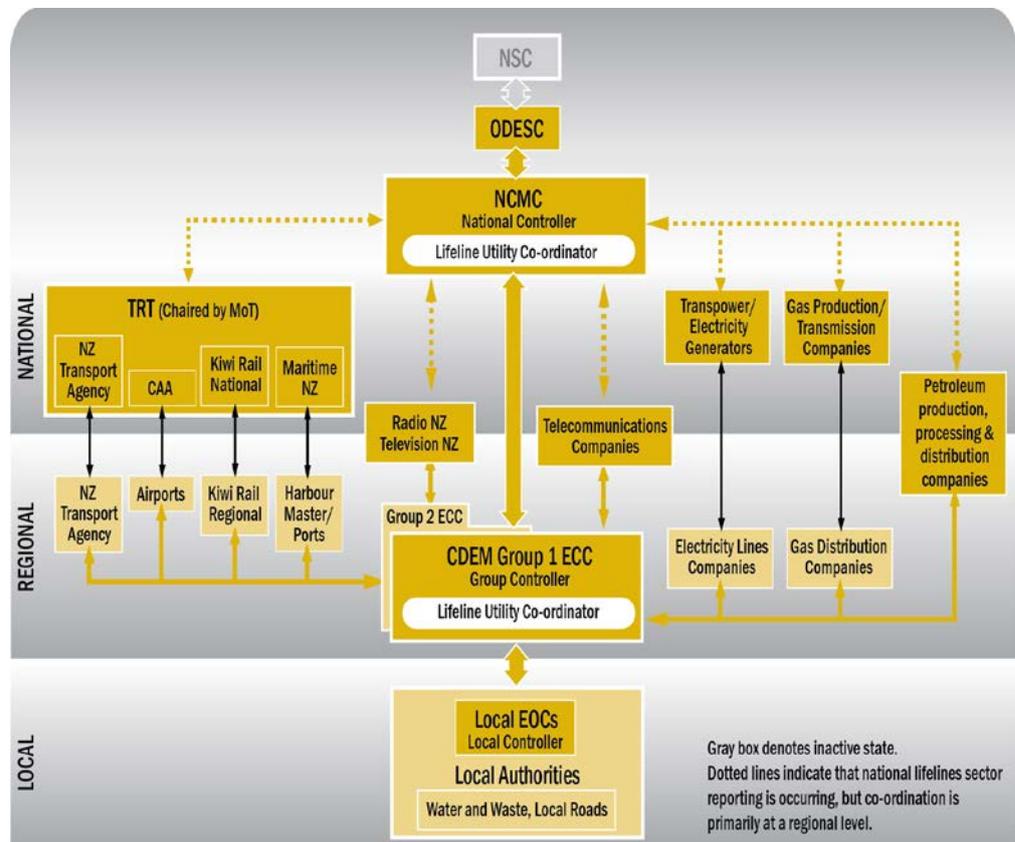


Figure 13.3: An emergency affecting more than one CDEM Group.

Note: This figure does not reflect the unitary model where water, waste and local roads are managed at the CDEM Group ECC level.

**An emergency of national significance affecting multiple CDEM Groups**

Figure 13.4 represents a situation where the NCMC is operating at Mode 4 (Manage). A state of national emergency has been declared or significant coordination and control by central government (via the relevant CDEM Groups) is required.

Affected and/or supporting national lifeline utilities are expected to communicate with the NCMC Lifeline Utilities Coordinator (via the respective SCE) on strategic planning and recovery issues; however regional level response coordination continues through the ECC in each region.

The NCMC will coordinate requests for assistance from, and logistics support to, the sectors (both within and across). The NCMC is also responsible for disseminating information regarding national lifeline utilities to all ECCs.

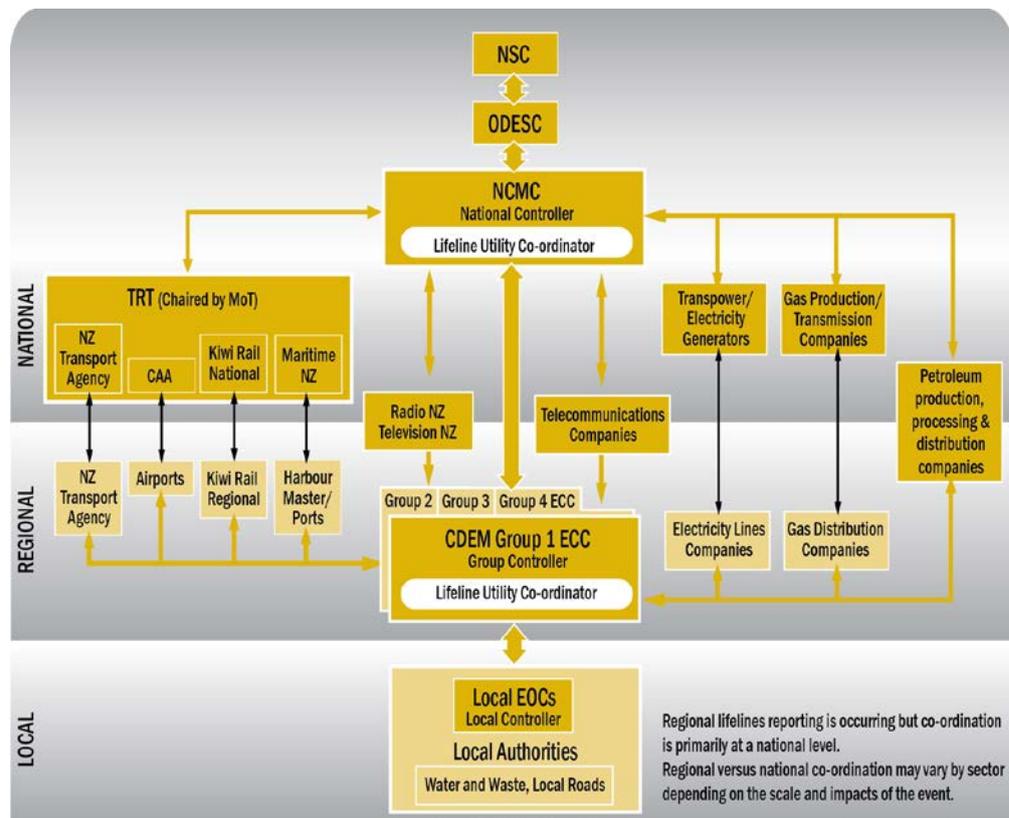


Figure 13.4: An emergency of national significance affecting multiple CDEM Groups.

Note: This figure does not reflect the unitary model where water, waste and local roads are managed at the CDEM Group ECC level.

## 13.7 References and links

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### Other sections of the Guide

- ◆ Section 5, Ministry of Civil Defence & Emergency Management (MCDEM)
- ◆ Section 6, Civil Defence Emergency Management Groups (CDEM Groups)
- ◆ Section 7, Clusters
- ◆ Section 9, New Zealand Police
- ◆ Section 10, Fire services
- ◆ Section 11, Health and disability services
- ◆ Section 14, Welfare services
- ◆ Section 17, Reduction
- ◆ Section 18, Readiness
- ◆ Section 19, Planning
- ◆ Section 20, Capability development
- ◆ Section 21, Exercising and testing
- ◆ Section 24, Response
- ◆ Section 25, National warnings and advisories
- ◆ Section 26, National Crisis Management Centre
- ◆ Section 27, Emergency information management
- ◆ Section 29, Logistics
- ◆ Section 32, Recovery

### Other documents

- ◆ Ministry of Civil Defence & Emergency Management (2014) *Lifeline Utilities and CDEM: Director's Guideline for Lifeline Utilities and Civil Defence Emergency Management Groups [DGL 16/14]*; ISBN 978-0-478-36808-6 ([www.civildefence.govt.nz](http://www.civildefence.govt.nz) – search for 'Lifeline Utilities and Civil Defence Emergency Management Groups')
- ◆ Ministry of Civil Defence & Emergency Management (2006) *Organisational Debriefing Information for the CDEM Sector [IS 06/15]*; ISBN 0-478-25467-6 ([www.civildefence.govt.nz](http://www.civildefence.govt.nz) – search for 'organisational debriefing')
- ◆ Ministry of Civil Defence & Emergency Management (2009) *CDEM Exercises: Director's Guideline for Civil Defence Emergency Management Groups [DGL 10/09]*; ISBN 978-0-478-25490-7 ([www.civildefence.govt.nz](http://www.civildefence.govt.nz) – search for 'CDEM exercises')
- ◆ Ministry of Civil Defence & Emergency Management (2012) *National Civil Defence Emergency Management Fuel Plan [SP 03/12]*; ISBN 978-0-478-35561-1 ([www.civildefence.govt.nz](http://www.civildefence.govt.nz) – search for 'fuel plan')
- ◆ ISO22301 Societal Security – Business Continuity Management Systems – Requirements
- ◆ ISO 22301:2012 Societal security – Business continuity management systems – Requirements
- ◆ ISO 22313:2012 Societal security – Business continuity management systems – Guidance
- ◆ ISO 31000:2009 Risk management – Principles and guidelines
- ◆ Protective Security Requirements – Section GOV10.

