



Exercise RAUORA (Eastern 2015) Post Exercise Report



Contents

1	Executive Summary	3
2	Introduction	4
2.1	Background	4
2.2	Exercise Management.....	4
2.3	Aim, objectives, and key performance indicators	5
2.4	Scope	5
2.5	Participating organisations	6
2.6	Timeline of events	6
3	Evaluation	7
3.1	Exercise Planning.....	7
3.2	Exercise Conduct	7
3.3	Objective 1: Ensuring national consistency in readiness plans.....	8
3.4	Objective 2: Knowledge of the plan for Eastern District	9
3.5	Objective 3: Knowledge of the linkages between agencies	10
3.6	Objective 4: Confirm agency roles and responsibilities in the plan are correct .	10
3.7	Objective 5: Confirm each agency has an understanding of their respective roles and responsibilities in responding to MRO events	10
3.8	Objective 6: Co-ordinating Authorities identify the physical locations for various phases of an MRO	10
4	Other feedback & learning from the day	11
5	Conclusion	14
6	Summary of Recommendations	15
7	Appendix 1: Exercise Objectives and KPIs	16

1 EXECUTIVE SUMMARY

This was the eighth exercise in the RAUORA series.

During the first half of the day each agency was given the opportunity to explain what they could do to assist during an MRO, followed by a brief review of the relevant parts of the RCCNZ plan and the EASTERN District Mass Rescue Plan.

The review generated worthwhile discussion amongst the participants and how their various agencies would work together in a MRO event.

A tabletop exercise was held during the second half of the day.

The scenario was a mayday called from a cruise ship, with about 2100 people on board, after it caught fire off of the Hawkes Bay coast.

After a simulated discussion between Police Comms and RCCNZ it was established that this would be a CAT II SAR. RCCNZ, with a local SAR police officer ran the SAR position of the exercise.

The District Commander established an IMT made up of Police and personnel from other agencies. Other teams were formed for each of the CIMS functions – some functions were lead by someone from police, some lead by someone from another agency.

The day ran well and feedback from the evaluator and exercise participants was mainly positive.

2 INTRODUCTION

The NZSAR Council has directed that a series of exercises be conducted around the country, to ensure the recently developed MRO Strategic Policy and MRO Readiness Plans are fit for purpose.

Exercise RAUORA (EASTERN 2015) was the eighth exercise held as part of this series.

2.1 Background

The exercise was held on 7 October 2015 in the Council Chambers of the Napier City Council Civic Building, 231 Hastings Street, Napier.

40 people, from 17 agencies, attended the exercise.

2.2 Exercise Management

Exercise Governance Group	Duncan Ferner, NZSAR Mike Hill, MNZ Joe Green, PNHQ
Lead agency	NZSAR
Exercise Director	Duncan Ferner, NZSAR
Exercise Coordinator	Carl van der Meulen, NZSAR
Exercise Planning Team	Carl van der Meulen, NZSAR Paul Craven, RCCNZ Dave Greenberg, Emergency Preparedness Services Jo Holden, PNHQ Inspector Mike O’Leary, Eastern District
Other key appointments	Facilitator: Dave Greenberg, Emergency Preparedness Services Evaluator: Brent Crowe, NZ Police

2.3 Aim, objectives, and key performance indicators

Aim

The aim of this exercise is to evaluate the Eastern District MRO Plan.

Objectives

The exercise objectives are based on the national objectives for the exercise series RAUORA:

1. Ensuring the Eastern District MRO Plan is consistent with the national template
2. Knowledge of the Eastern District MRO Plan
3. Knowledge of the linkages between agencies in the Eastern District
4. Confirmation that agency roles and responsibilities in the Eastern District MRO Plan are correct
5. Confirmation that each agency in the Eastern District MRO Plan has an understanding of their respective roles and responsibilities for MRO events
6. Coordinating Authorities identify the physical locations for various phases of an MRO

Key Performance Indicators

The exercise objectives and KPIs are included at Appendix 1.

2.4 Scope

The following activities fall inside the scope of the exercise:

Determining inter-agency coordination responsibilities.

Initial coordination activities.

The search and rescue phase of an MRO event (i.e. rescue, shore-side coordination, reconciliation, welfare arrangements).

The escalation and notification processes for MRO events.

The following activities fall outside the scope of the exercise:

Whole of government response arrangements (DES, ODESC etc.)

Non search and rescue phases of MRO events (i.e. pollution response, mass fatalities, investigation, recovery etc.)

2.5 Participating organisations

The following agencies took part in the exercise:

Coroners Office

Gisborne District Council

Harbourmaster – Gisborne

Harbourmaster - Hawkes Bay

Hawkes Bay Coastguard

Hawkes Bay DHB

Hawkes Bay Regional Council

Ministry of Civil Defence and Emergency Management

Napier City Council

NZ Defence Force

NZ Fire Service

NZ Police Eastern District

NZSAR

Police National Headquarters

RCCNZ

St John Ambulance

Tairāwhiti District Council

2.6 Timeline of events

0900-1200 Plan walk through

1230-1530 Table top exercise

3 EVALUATION

3.1 Exercise Planning

The morning session was well planned and having each agency explain how they could assist an MRO worked well.

The afternoon session was updated with feedback from previous exercises and was designed to be overwhelming and more completely test the response to a MRO.

3.2 Exercise Conduct

The morning session concentrated on going over the Mass Rescue Plan and generated worthwhile discussion amongst the various groups about each other's roles.

There was a range of internal and external agencies participating in the exercise.

The second half of the day consisted of a tabletop exercise where a cruise ship caught fire off of Ocean Beach (Hawkes Bay coast).

The exercise began with a simulated discussion between the facilitator leading a discussion between Police Comms and RCCNZ to determine the SAR category. The decision was made that the incident was a Cat II SAR, meaning that RCCNZ was in charge of SAR.

The District Commander became the Local Controller and formed an IMT, consisting of police and experts from other agencies. Teams were also formed for each of the CIMS functions, with a Manager being appointed for each team.

The RCCNZ SAROs set up in one area of a room and were working with the local SAR police officer who was assigned as On Scene Controller.

Other agencies were consulted or tasked, as required, by RCCNZ, the IMT or the On Scene Controller.

Recommendation: Reinforce that CIMS functional groups should work within the scope of their group and not work outside of their allocated tasks

Recommendation: Need to include "outside agencies" more during the exercise phase.

NB – sections 3.3 through 3.8 are mainly observations and recommendations from the exercise evaluator

Evaluator notes:

There was valuable discussion in morning session between partner agencies.

The exercise ran well and gained momentum as it progressed. Good interaction / communication between all involved with all participants well engaged.

This exercise might be considered an exemplar in terms of response to a mass rescue / transport event. The Local Controller set in place the CIMS structure with MRO functions reporting to the Ops Manager.

3.3 Objective 1: Ensuring national consistency in readiness plans

The Eastern District plan was dated in that it is based on the good practice template supplied to Districts before the revision of CIMS in 2014. This was discussed and amended at the time of the exercise.

Local resources are listed in the plan and were well used. Reference was made to the NZSAR Resource link and will be included in the plan.

In terms of landing sites, welfare centres etc. the plan refers to the CDEM Group and Local planning, providing for great flexibility based on location and scale of event, and the District's geography.

The communication channel and relationship with RCCNZ (as lead agency for the SAROP) was clearly outlined and well actioned during the exercise.

There was good engagement during both parts of the exercise, with Police management making notes and adjustments (i.e. CIMS) as the exercise progressed. There appeared to be good willingness to amend, adapt and grow the District plan.

The Acting District Commander 'walked the floor', keeping the teams focussed on task. Good debrief where good process and lessons learned were captured.

Recommendation: The Acting District Commander "walking the floor", keeping each team focused on task, was a good example of how a Local Controller should engage with their teams and should be encouraged in the MRO template

Recommendation: Police and RCCNZ plans need to be aligned to CIMS 2nd edition

3.4 Objective 2: Knowledge of the plan for Eastern District

The Incident Controller was to have been the District Commander, however this was delegated to the Prevention Manager (due to the DC being sick). This was a “real life” inject which could happen at any time and was well managed.

As Acting District Commander, the Prevention Manager did a very good job leading the team and was ably supported by the Operations Manager. It was good to see a risk/safety manager appointed early.

The District used the CIMS 2nd edition terminology, even though the plan was written using CIMS 1st edition. The District plan was largely set to one side, with the necessary functions referred to; the Acting District Commander had the district plan and CIMS 2nd edition manual open and referred to them both.

The CIMS functional teams included the 17 agencies participating in the exercise. Further agencies such as the cruise companies agent could have had valuable input to the exercise. It was noted that some of the outside agencies had to leave before the completion of the exercise.

A mission statement and command chart were formulated quickly and written up on board.

The Acting District Commander explained the partnering (partner agency) approach – as contributing to reassurance (both public and Government) as to agency’ capability to manage event of this nature.

Action plan using CIMS (GOSA) model was under development. This was to be refined at the wider briefing using the CIMS template.

Teams were mixed and assembled on the basis of skills and knowledge. Functional groups were then called together and briefed each other – as would happen at a handover briefing. It was at this point that exercise objectives were realised and the exercise stopped.

Recommendation: Plan needs to cover the entire district and incidents other than Marine.

Recommendation: Police should use correct CIMS terminology when working with other agencies (participant recommendation)

3.5 Objective 3: Knowledge of the linkages between agencies

17 agencies participated in this exercise. All were deployed in the response in one capacity or another. Their feedback and input was actively sought.

It is suggested that when the revised template is provided at the end of the exercise series that it is fine-tuned in consultation with local supporting agencies.

3.6 Objective 4: Confirm agency roles and responsibilities in the plan are correct

The roles and responsibilities are clearly outlined in CIMS (for control structure) and the District plan (functions such as reconciliation etc.). One suggestion would be to use the plan as intended – a series of task cards that can be handed out, very quickly standing up the response required.

3.7 Objective 5: Confirm each agency has an understanding of their respective roles and responsibilities in responding to MRO events

Good contributions from all leads, especially around local knowledge.

CIMS functions assigned and planning process functioned well.

Noted the involvement of all agencies, contributing in team member roles. In a real situation the Controller would need to consider assigning management roles to partner agencies.

3.8 Objective 6: Co-ordinating Authorities identify the physical locations for various phases of an MRO

Welfare/reconciliation centres are pre planned into the CDEM Group and Local plan.

4 OTHER FEEDBACK & LEARNING FROM THE DAY

The difficulty in keeping contact numbers up to date was discussed. The NZSAR resource database was identified as a place where contact numbers could be stored and updated.

An email was sent to all participants asking for feedback via an online (Survey Monkey) survey. All feedback was to be made anonymous in the final document. Following is a sample of the responses.

Feedback questions asked:

1. Did the structure of the day (plan walk through / tabletop exercise) work?
2. For participants from 'outside agencies' (other than NZ Police) – did you feel it was worthwhile for you to attend?
3. Was the venue suitable for the exercise?
4. On reflection, is there any changes you would like considered for the Police District "Eastern MRO Plan"?
5. How do you feel the exercise scenario part of the day went?
6. As mentioned on the day, we are running these Exercise Rauora days around NZ. Do you have any suggestions on how we can improve the day?
7. Have you any other comments or suggestions you would like to make about the exercise?

16 people completed the online survey and a sample of their responses follow.

Summary of responses:

Q1. Did the structure of the day (plan walk through / tabletop exercise) work?

- 16 - Yes

Q2. For participants from 'outside agencies' (other than NZ Police) – did you feel it was worthwhile for you to attend?

- 12- Yes

Q3. Was the venue suitable for the exercise?

- 15 – Yes 1 - No

Q4. On reflection, is there any changes you would like considered for the Police District “Eastern MRO Plan”?

- Several “No” responses
- Many but will fall on deaf ears. Involve other agencies! use CIMS 2nd edition use correct terminology for multi agencies involve multi agencies in the writing of the plan - NOT when it is too late etc.
- Any changes should be consistent with the nationally supplied template so all Districts are similar.
- Probably a little more on the scenario of RCCNZ as lead agency – Cat II
- An exhaustive list of on water resources and their capabilities to be kept. While I appreciate this will be subject to changes over time, I consider it would still be a worthwhile list to have as an initial guide to what is available.
- Consider Business Continuity needs - both NZP and other agencies.

Q5. As mentioned on the day, we are running these Exercise Rauora days around NZ. Do you have any suggestions on how we can improve the day?

- Several “no” comments
- Very well run
- Move through the morning a lot faster. Still getting caught up in the weeds, generally by outside agencies
- Full day of table top
- Current structure flowed very well and logical
- Make the Police wait until everyone else has eaten lunch, the hungry buggers.
- Suggest standard documentation for identifying passengers and crew, full particulars of person, whether travelling with family or solo, next of kin and contact details, whether any injuries, where directed to, and name and contact number of person taking details (but Police may already have an appropriate form!)

Q6. How do you feel the exercise scenario part of the day went?

- Several responded that it went “good”, “very good” or “excellent”
- I missed this part of day. My colleagues said it was very good
- Very valuable and informative
- The scenario was run well by Dean. Everyone was involved and took part
- Very valuable, exposed our own areas where we are a bit vulnerable
- Immediately demonstrated where areas of confusion and cross over could arise
- Good interaction between Police and other agencies

Q7. Have you any other comments or suggestions you would like to make about the exercise?

- Really enjoyed the day, well done
- It may help to reinforce that you work within the scope of your group. It appeared that some groups were making considerations outside of the allocated task
- Great to see this finally happening and some coordination around roles and responsibilities
- Well run and beneficial across the agencies
- Great to be able to interact with other agencies and see how they function in this type of scenario
- Well done - look forward to more

5 CONCLUSION

The general structure of the day is working well.

Participants are engaged and interested in understanding their roles, and how they fit in with others.

Having each agency detail what they could bring to an MRO was very useful.

Participants from agencies outside the NZ Police found it useful to be invited to, and participate in the day.

The tabletop exercise was better run than previous exercises, with input from those exercises taken into account.

6 SUMMARY OF RECOMMENDATIONS

Serial	Area	Recommendation	Responsibility
(EASTERN 2015) - 1	Objective 1	Acting District Commander “walked the floor” keeping each team focused on task. This was a good example of how a Local Controller should engage with their teams and should be encouraged in the MRO template	PNHQ
(EASTERN 2015) - 2	Objective 1	Police and RCCNZ plans need to be aligned to CIMS 2 nd edition	Police / RCCNZ
(EASTERN 2015) - 3	Objective 2	Plan needs to cover the entire district, and incidents other than Marine	Police District
(EASTERN 2015) - 4	Objective 2	Police should use correct CIMS terminology when working with other agencies (participant recommendation)	Police
(EASTERN 2015) - 5	Exercise Conduct	Reinforce that CIMS functional groups should work within the scope of their group and not work outside of their allocated tasks	Police
(EASTERN 2015) - 6	Exercise Conduct	Need to include “outside agencies” more during the exercise phase	Exercise Planning Team

7 APPENDIX 1: EXERCISE OBJECTIVES AND KPIS

Exercise objectives and KPIs (as at 24 July 2015).

Exercise Objectives	Training Objectives	Key Performance Indicators
1. Ensuring national consistency in readiness plans	1.1 Coordinating Authorities MRO communication SOPs are adequate	1.1.1 The triggers for a Mass Rescue event are identified 1.1.2 Authority that takes the call initiates and informs the other Coordinating Authority 1.1.3 Co-ordination of the MRO is determined 1.1.4 Lead agency activates a co-ordination centre in accordance with SOPs
	1.2 Coordinating Authorities MRO plans are adequate	1.2.1 District Plans are activated in accordance with protocols 1.2.2 Establish communication and POC within the Coordinating Authorities and agree SAR Response
	1.3 Higher level Authorities are informed	1.3.1 Communication is elevated higher as required within the Plans
	1.4 Improvements made to District MRO plans to ensure national consistency	1.4.1 Lessons learned are captured, annotated and disseminated. 1.4.2 Lessons Learned are written into the District MRO Plan and shared nationally 1.4.3 District Plans are analysed against each other to ensure consistency
2. Knowledge of the plan for the Police District	2.1 Appropriate controllers are appointed for each phase of the MRO	2.1.1 Each phase of the MRO is established in accordance with the CIMS structure

Exercise Objectives	Training Objectives	Key Performance Indicators
	2.2 Command and Control is established for all phases of the MRO	2.2.1 EOC is functional and conforms to the District plan
	2.3 Command is established within the ECC and other Coordination Centres for the Response OC	2.3.1 Coordinator is appointed for each phase of the MRO 2.3.2 Structure is considered and followed in accordance with the MRO Plan 2.3.3 Coordinator adheres to the MRO Plan and ensures the same from their staff
3. Knowledge of the linkages between agencies	3.1 Coordinating Authorities have the appropriate links with the other Agencies	3.1.1 The Co-ordinating Authority plans have appropriate links to supporting agencies 3.1.2 Any overlaps in the Plans are identified and managed 3.1.2 Liaison/communication/Sitreps are maintained as required throughout the duration of the response in accordance with the MRO Plan
4. Confirm agency roles and responsibilities in the plan are correct	4.1 Coordinating Authorities roles and responsibilities in the MRO Plans are adequate	4.1.1 Key personnel's roles and responsibilities are adhered to in accordance with the MRO Plans
	4.2 Other agencies roles and responsibilities in the MRO Plans are timely and current	4.2.1 Other Agencies stand up key personnel and link into the MRO Plan as required

Exercise Objectives	Training Objectives	Key Performance Indicators
<p>5. Confirm each agency has an understanding of their respective roles and responsibilities in responding to MRO events</p>	<p>5.1 Coordinating Authorities confirm their respective roles and responsibilities in responding to an MRO event in accordance with their Plans</p>	<p>5.1.1 Key personnel perform their roles and responsibilities within the MRO Plan 5.1.2 The Regional Coordinator considers how the phases of the incident complement each other within MRO Plan 5.1.3 The Coordinator considers how the MRO Plan activates other agencies 5.1.4 Regional Coordinator briefs members of the ECC and receives Sitreps from the other Incident Management teams involved in the response</p>
	<p>5.2 Other agencies confirm their respective roles and responsibilities in responding to an MRO event in accordance with their SOPs</p>	<p>5.2.1 Key personnel perform their roles and responsibilities within the ECC in accordance with their SOPs 5.2.2 Other agency personnel represented at the ECC</p>
<p>6. Co-ordinating Authorities identify the physical locations for various phases of an MRO</p>	<p>6.1 Locations for each phases are identified within the MRO Plans</p>	<p>6.1.1 Key locations are identified (for example ECC base, landing zones/beach heads, welfare centres, triage centres/hospitals)</p>