



Exercise RAUORA (Tasman 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 TASMAN District	8
3.5	Objective 3: Knowledge of the linkages between agencies	8
3.6	Objective 4: Confirm agency roles and responsibilities in the plan are correct....	8
3.7	Objective 5: Confirm each agency has an understanding of their respective roles and responsibilities in responding to MRO events.....	9
3.8	Objective 6: Co-ordinating Authorities identify the physical locations for various phases of an MRO.....	9
4	Other feedback & learning from the day	10
5	Conclusion	12
6	Summary of Recommendations	13
7	Appendix 1: Exercise Objectives and KPIs	14

1 EXECUTIVE SUMMARY

This was the fifth exercise in the RAUORA series.

During the first half of the day the entire group reviewed relevant parts of the RCCNZ plan and the TASMAN 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 2800 people on board, after it caught fire at the Northern entrance to Tory Channel.

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 portion of the exercise.

The District Commander established an IMT made up of Police and personnel from other agencies. A separate group was not formed for each CIMS function.

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 (TASMAN 2015) was the fifth exercise held as part of this series.

2.1 Background

The exercise was held on 13 August 2015 at the Seminar Centre, Braemar Campus, Nelson Hospital.

53 people, from 21 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 Tim Crawford, TASMAN District
Other key appointments	Facilitator: Dave Greenberg, Emergency Preparedness Services Evaluator: Joe Green, NZ Police

2.3 Aim, objectives, and key performance indicators

Aim

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

Objectives

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

1. Ensuring the TASMAN District MRO Plan is consistent with the national template
2. Knowledge of the TASMAN District MRO Plan
3. Knowledge of the linkages between agencies in the TASMAN District
4. Confirmation that agency roles and responsibilities in the TASMAN District MRO Plan are correct
5. Confirmation that each agency in the TASMAN 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 2.

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:

Ambulance (St John)

Civil Defence & Emergency Management (local and group)

Harbourmaster (Marlborough and Tasman)

Interislander

Local Fisherman from Picton area

Nelson/Marlborough District Health Board

Maritime NZ (Maritime Incident Response Team)

Ministry of Primary Industries

Nelson Airport

New Zealand Coastguard (Central Region and Local units)

New Zealand Customs

New Zealand Defence Force

New Zealand Fire Service

NZSAR

Port Nelson

Police National Headquarters

Police Tasman District

RCCNZ

LandSAR

Strait Shipping

Surf Life Saving

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.

The afternoon session (table top scenario) 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 wide range of internal and external agencies participating in the exercise.

The second half of the day consisted of a table top exercise where a cruise ship caught fire at the Northern entrance to Tory Channel in the Marlborough Sounds.

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. The IMT was moved to a separate meeting room. Not all CIMS functions were established, but Welfare and Health did form groups in the main room.

The RCCNZ SAROs set up in the main 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.

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

3.3 Objective 1: Ensuring national consistency in readiness plans

The Tasman District plan is notably very complete, and it is based on the good practice template previously supplied to Districts. I noted the resource list, photographs and plans with options. Even were these options not available or possible on the day they provide clear direction to the Controller as to site requirements.

Recommendation: Police IMT need to ensure there is a liaison appointed alongside the SAR coordinator acting as RCCNZ On Scene Coordinator so that the IMT is aware of SAR operations. RCCNZ also needs to ensure that Police have a liaison in RCCNZ Operations room.

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

3.4 Objective 2: Knowledge of the plan for TASMAN District

The plan was implemented, with the welfare/reconciliation centre function assigned in a timely manner.

It is noted that this is a multi District plan (includes Tasman and Wellington). Control planning factored this

RCCNZ managed their functions allowing for exercise vagaries.

The control team included ambulance, fire, coast guard and RNZAF – a good multi agency mix that enabled the range of skills to be called upon.

Recommendation: District plan very focused on Marine incident in Marlborough. Needs to cover the entire district, and incidents other than Marine

3.5 Objective 3: Knowledge of the linkages between agencies

21 agencies participated in this exercise.

It was readily apparent that the District plan had been prepared with multi agency and SME input.

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

The roles and responsibilities are clearly outlined in the plan. 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.

The EOC team did drift toward the SAR function, however they self corrected.

The partnerships between agencies were very evident during the exercise.

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

Phasing was evident and the hand over from 'rescue' to 'welfare' discussed. It is noted that the district is adding a statement into the plan to assist this decision. This assists respective and appropriate asset deployment.

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

This plan is an exemplar in terms of landing sites, incident control points and welfare/reconciliation centres being pre planned.

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.

Feedback questions asked:

1. Did the structure of the day (plan walk through / tabletop exercise) work?
2. How do you feel the exercise scenario part of the day went?
3. For participants from 'outside agencies' (other than NZ Police) – did you feel it was worthwhile for you to attend?
4. Was the venue suitable for the exercise?
5. On reflection, is there any changes you would like considered for the Police District "TASMAN MRO Plan"?
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?

17 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?

- 17 Yes

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

- 13 - Yes

Q3. Was the venue suitable for the exercise?

- 17 - Yes

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

- Several “no” responses
- As a Kaikoura representative I feel there is work to be completed between Cape Campbell and Kaikoura as well as South to the next region. It is clear that an incident in this geographic location would be a very difficult prospect. The linkages between Tasman and Canterbury Regions are paramount. I understand a SAREX is planned for March 2016 which may clear a path forward
- “On right track”
- Review and update on a regular basis – resources need to be made available for this
- More attention to managing the initial response phase
- Insurance and loading capacities on vessels needs to be considered
- Add contact details for cruise ship and commercial aircraft operators operating in the area
- There were some suggestions re SAR operations but they have not been included since SAR was specifically excluded from the testing (as per the Exercise Instruction).

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?

- “It’s about right as it is”
- More structure for “outside agencies” to participate in the exercise
- Ensure there are maps / charts available for those not familiar with the area
- Do not underestimate local knowledge

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

- “Better than expected”
- It went well and I think it opened some eyes
- Not well - we became "surplus to requirements" due to lack of leadership regarding management of the Initial phase. An opportunity lost for Coastguard.
- Great scenario
- Lacked CIMS structure

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

- A good day
- It was very useful hearing what assets and capabilities other agencies have
- It is important to run these types of exercises on a regular basis
- Great job. Well written plan that now needs to be further developed and tested over time with some more exercises.

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.

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.

The District Commander using police and people from other agencies, to establish all of the CIMS functions, worked well.

6 SUMMARY OF RECOMMENDATIONS

Serial	Area	Recommendation	Responsibility
(TASMAN 2015) - 1	Objective 1	Police IMT need to ensure there is a liaison appointed alongside the SAR coordinator acting as RCCNZ On Scene Coordinator so that the IMT is aware of SAR operations. RCCNZ also needs to ensure that Police have a liaison in RCCNZ Operations room.	Police / RCCNZ
(TASMAN 2015) - 2	Objective 1	Police and RCCNZ plans need to be aligned to CIMS 2 nd edition	Police / RCCNZ
(TASMAN 2015) - 3	Objective 2	District plan very focused on Marine incident in Marlborough. Needs to cover the entire district, and incidents other than Marine	Police District
(TASMAN 2015) - 4	Exercise Planning	More structure required for “outside agencies” during the exercise phase	Exercise Planning Team
(TASMAN 2015) – 5	Exercise Planning	Some outside agencies felt “surplus to requirements” during exercise. Felt they could have been better used by Police IMT team	Exercise Facilitator

7 APPENDIX 1: EXERCISE OBJECTIVES AND KPIS

Exercise objectives and KPIs (as at 10 May 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 TASMAN 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>