



# Exercise RAUORA II (Tasman) Post Exercise Report

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# 1 EXECUTIVE SUMMARY

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This was the fifth exercise held in the RAUORA II series. The Rauora II Exercise Series is a 'walk' level, table-top, exercise, delivered using dynamic simulation to control the scenario.

The exercise is designed to test an inter-agency response to the lifesaving aspects of a Mass Rescue Operation, within a Police District. It is a learning activity designed to educate agencies on the assembly of appropriate management groups, the application and management of available information, the allocation of scarce resources, and decision making on response actions.

The scenario involved a cruise ship with approximately 3,000 people on board which reported a fire on board, in Admiralty Bay, near French Pass. A mayday was declared and an evacuation of the ship was ordered.

The exercise began when all participants were advised that a Mayday had been declared and that it had already been recognised as a Mass Rescue Operation (MRO). Police Communications and the Rescue Coordination Centre NZ (RCCNZ) had already agreed that it would be a CAT II Search and Rescue.

The Tasman District Police established an EOC at the District Police HQ. A Casualty Clearing Point (CCP), and Civil Defence Centre (CDC) were set up in separate rooms within the Nelson Marlborough Institute Technology (NMIT), a venue near the District HQ. Due to operational restraints, RCCNZ did not set up their own IMT in Avalon (Wellington); instead two RCCNZ representatives simulated the part of RCCNZ from NMIT.

The exercise ran from approximately 1000h to 1400h, and upon completion hot debriefs were held in each area, followed by a group debrief for all participants.

Feedback from the exercise evaluators and participants, have been captured. The summary of the recommendations from the feedback process are:

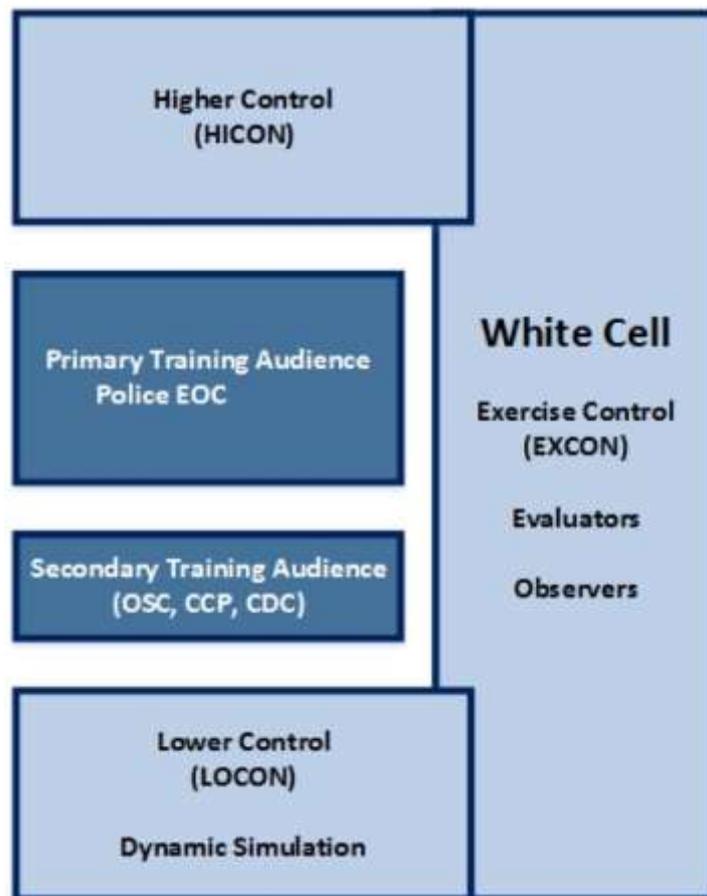
- A command chart template should be included in the MRO plan.
- Woodbourne Airport should appear in the MRO plan if it is a pre-determined CDC.
- Different locations for the DVI/Mortuary and CDC should be considered.
- An IAP template, and a system to record and track the tasks from it, should be included in the MRO plan.
- A risk mitigation plan should be put into place. A system should be put into place to formally record, mitigate and action risks.
- Identification of the links between RCCNZ / EOC and RCCNZ / OSC should be in the MRO plan
- The liaison arrangements (such as assigning Fire to Operations, not Logistics, when there is a fire on the ship) should be described in the plan.
- Establishing principles for use of some assets, such as winch capable helicopters, could help alleviate conflict during an operation.
- Jerkins worn in the EOC need to be updated to reflect CIMS 2<sup>nd</sup> edition.
- The plan and terms used in the exercise on many occasions did not reflect the appropriate CIMS 2<sup>nd</sup> edition terminology.
- The ability to monitor marine, fire and ambulance channels from the EOC could help with situational awareness

## 2 INTRODUCTION

The Rauora II Exercise Series is a ‘walk’ level exercise delivered as a table-top exercise by using a dynamic simulation to control the scenario. The exercise is designed to test an inter-agency response to the lifesaving aspects of a Mass Rescue Operation, within a Police District. It is a learning activity designed to educate agencies on the assembly of appropriate management groups, the application and management of available information, the allocation of scarce resources, and decision making on response actions.

The Exercise Controller was responsible for the overall conduct and control of the exercise.

The exercise was coordinated via an Exercise Control cell (EXCON) utilising a Higher Exercise Control (HICON) and a Lower Exercise Control (LOCON), as illustrated in the diagram below.



Detail of the exercise arrangements for participants, and control arrangements for the white cell members, can be found at Appendix 2.

## 2.1 Background

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The scenario for the exercise involved a cruise ship with approximately 3,000 people on board which reported a fire on board, in Admiralty Bay. A mayday was declared and an evacuation of the ship was ordered.

The exercise was held on Wednesday, 1 November 2017. The locations for the exercise were:

- Police Tasman District Headquarters, 188 Bridge Street, Nelson
- Nelson Marlborough Institute Technology (NMIT) – Building T, 71 Nile Street, Level 3, Nelson

## 2.2 Exercise Management

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<b>Exercise Controller:</b>	Duncan Ferner, NZSAR
<b>Dynamic Simulation Manager:</b>	Dave Greenberg, Emergency Preparedness Services
<b>HICON:</b>	Carl van der Meulen, NZSAR; Nic Brown (PNHQ) (at Police EOC)
<b>LOCON:</b>	Rhett Emery, NZSAR
<b>EOC Evaluator:</b>	Marc Paynter (PNHQ)
<b>OSC/CCP/CDC Evaluator:</b>	Kevin Banaghan (RCCNZ)

## 2.3 Aim, objectives, and key performance indicators

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**Aim:** To test arrangements for responding to mass rescue incidents within the Police District.

**Objectives:** The exercise objectives are taken from NEP National Objectives (NO) 1, 5, 6, 9, modified to be relevant for mass rescue operations:

1. Lead a coordinated interagency response to a mass rescue incident
5. Effectively manage information horizontally and vertically
6. Deliver effective public information management
9. Further develop collaborative relationships, to enhance interagency knowledge and understanding; creating capability and resilience

**KPIs:** A table of the exercise objectives, training objectives, and KPIs can be found in Appendix 1.

## 2.4 Scope

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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

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Approximately 50 people from the following agencies took part in the exercise:

Maritime NZ

Tasman Regional Council

NZ Coastguard

NZ Defence Force

NZ Fire Service

NZ Police Tasman District

NZSAR

Nelson City Council

Police National Headquarters

RCCNZ

St John Ambulance

## 2.6 Timeline of events

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0930-1000	Exercise brief
1000-1400	Table top exercise
1400-1415	Hot debrief in each group
1430-1500	Group hot debrief

## 3 EVALUATION

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### 3.1 Exercise Planning

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A review was held by the exercise planning team following the Exercise and the following points were raised:

- Starting the exercise for all the participants, at the end of the briefing, worked well.
- The Master Events List worked well
- Position descriptions and org chart in EXCON worked well

### 3.2 Exercise Conduct

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A review was held by the exercise planning team following the Exercise and the following points were raised:

- This exercise flowed better than any of the others to date
- EXCON room was a bit small
- Having EXCON located across hall from CCP was not ideal

### 3.3 Exercise Evaluation Against Objectives / KPI's

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The exercise evaluators in the EOC and RCCNZ evaluated their part of the exercise against the KPI list.

Each KPI can be:

- Achieved
- Partially Achieved
- Not Achieved

Evaluator comments are also summarised. Comments specific to EOC or RCCNZ are indicated

### 3.3.1 Objective 1: Lead a coordinated interagency response to a mass rescue incident

KPI	Achieved? EOC	Evaluator Comments
1.1.1 Coordinating authorities identify incident as a mass rescue event and activate the 'Mass Rescue Operations Response Plan'	Achieved	The exercise briefing established this was a mass rescue event.
1.1.2 Coordinating authorities determine if the incident is a Category 1 or Category 2 SAR	Achieved	The exercise had predetermined that the RCC would become the coordinator of the on-water search activities after talking to the Police Northern Communications Centre. This occurred without consultation with the Local Controller.
1.1.3 The National Security System is activated (notionally)	Achieved	The EOC notified the NCCC to enable this to occur and the establishment of the RIOD site meant that information by the NCCC to feed the NSS was in place.
1.2.1 The lead agency activates a coordination centre at the EOC level to take operational level lead of the mass rescue response	Achieved	Police established the lead with the RCC coordinating the search and rescue part of the operation. A command chart was quickly produced and responsibilities identified, although the command chart was incomplete as it missed capability that sat outside the EOC, with the exception of CDEM that was identified by that acronym only rather than a person. Where the RCCNZ linked into the EOC would be useful to include on the command chart. No time/date/shift/location was recorded on the command chart. Care needs to be taken in relation to terminology used and that it aligns to CIMS 2 <sup>nd</sup> Edition. A command chart template in the MRO Plan would be useful.
1.2.2 RCCNZ escalates to an MRO response as per SOPs	Achieved	This was completed by EXCON early and the EOC established.
1.2.3 Casualty Clearing Point(s) (landing zones) are identified	Achieved	Landing sites identified in the plan were used.
1.2.4 Civil Defence Centre(s) is notionally established for welfare arrangements	Achieved	The Woodbourne Airbase was identified as the CDC, however this location is identified in the Tasman District MRO Plan as a suitable ICP (refer page 64). This would lead to a conflict of resources if needed for both. If this is an agreed predetermined location, then it should appear in the plan.
1.2.5 Other coordination centres as required (e.g. DVI, Health) are identified by the EOC (and will be role played by EXCON once notionally activated)	Achieved	DVI and an associated mortuary was identified by the planning team. This is at the Woodbourne Airbase. Having the CDC and the mortuary at the same location may be operationally convenient but may have implications for the morale of survivors knowing that 'over there in those refrigerated containers' are their friends and family.

<p>1.3.1 An operational level Incident Action Plan is developed by the EOC</p>	<p>Achieved</p>	<p>The Incident Action Plan was quickly developed. It contained all key information. There was some very good thinking used by the planning team to steer the operation forward. Some issues raised to the Local Controller for a decision could have been resolved more promptly to allow planning to continue. Should the Local Controller find the workload too high to have time to consider decisions the planning team should be given clear direction on what they may or may not do without authority from the local controller i.e. clear roles and responsibilities and the associated freedom of action. It would also be useful to provide an IAP template in the MRO plan, as well as a system to record and track tasks arising from it. This could be as simple as a excel spreadsheet recording the tasks.</p>
<p>1.3.2 Planning processes are followed by the lead agency as established in SOPs and the 'Mass Rescue Operations Response Plan'</p>	<p>Achieved</p>	<p>The planning team showed good structured process thinking and considered all the factors and courses open to them. It was very good to see the wide range of options being thought through as the appreciation developed. The responses identified were sound and had been well considered. All means of rescue and transport were established (air/sea/land) and the use of large volume assets reflected this thinking e.g. the use of the Interisland Ferry Kaiarahi, the AirNZ. A320 and buses.</p>
<p>1.3.3 Other coordinating centres develop Incident Action Plans as appropriate (RCCNZ, Welfare)</p>	<p>Achieved</p>	<p>The Welfare plan was completed. The RCC plan was carried out by RCCNZ members in EXCON.</p>
<p>1.3.4 Threats and associated risks are embedded in the action plans</p>	<p>Not Achieved</p>	<p>There was no formal risk mitigation plan in place. What would happen if the ocean swell increased, how would controls be put on responding vessels?  There was no systems in place to formally record, mitigate and action risks.</p>
<p>1.4.1 The response is managed in accordance with the 'Mass Rescue Operations Response Plan'</p>	<p>Partially Achieved</p>	<p>The glaring gap in the plan is the requirement for Operations to link with the RCC. The position description in the MRO Plan should be updated to include the requirement that Operations liaise routinely and regularly with the RCC as the RCC coordinated the on water search and rescue phase of the operation.</p>
<p>1.4.2 Liaison arrangements are maintained as required and in accordance with the 'Mass Rescue Operations Response Plan'</p>	<p>Partially Achieved</p>	<p>A point where the plan would have resolved an issue was the discussion between the Local Controller and Operations over the NOTAM. This responsibility is clearly defined in the plan assigned under the Incident Controller; Search and Rescue who may delegate that to the RCCNZ or Air Directing Officer. Potentially if the plan is not followed two NOTAMs would be put in place that are very likely to conflict with each other. Also the duplication of effort is inefficient.  The Fire representative was tasked to Logistics. The ship was on fire and assigning the Fire resource to logistics rather than an expert on fire has risks.  With the exception above, the liaison was very well completed and there was certainly harmony across all teams allowing for some good honest discussions and decisions based on all available information.</p>

		There was very good knowledge by the Investigation team on the requirement to consider all the various investigations that would occur e.g. TAIC, coronial, criminal and the response itself. This included the requirement to preserve evidence.
1.4.3 The systems, processes, and resources are appropriate for implementing the action plan	Partially Achieved	<p>The processes and systems worked well and were light due to the exercise conditions. This is expected, however there was good consideration of what would be achieved in a real situation such as more detail intelligence reports and there was good thought on these matters by the team.</p> <p>There was a blurring of CIMS terminology and the transition to CIMS 2<sup>nd</sup> edition has not been completely made. e.g. jerkins are out of date, planning/intelligence are still combined in the Plan and references like 'the local incident controller' were used.</p>
1.4.4 Situational awareness is gained and maintained	Achieved	<p>The situational awareness was excellent. The use of RIOD was the best we had seen so far in the Rauora II series. The initiative to build situations reports out of the RIOD information and putting into a Word document then distributing by email was smart. Physical copies of sitreps were handed out also meaning that all people were well informed without having to pull information out of systems.</p> <p>Briefings were held at approximately hourly. A set schedule of briefing times would be more helpful e.g. on the hour, every hour and they should follow a set format so people are prepared knowing what they will be asked to report on.</p> <p>An open wi-fi had been established for other agencies to use and the Police-only RIOD system recorded the log and it was displayed on the DCC screens for easy access and viewing by everyone.</p>
1.4.5 Lead agency delegates tasks to support agencies in accordance with established plans (some support agencies will be role played by EXCON)	Achieved	The Local Controller delegated responsibility to agencies as required i.e. RCCNZ, Ambulance and Civil Defence. This was done early and ensured that there was lack of overlap between the CDC, CCP, RCCNZ and EOC.
1.4.6 Agencies carry out delegated tasks in accordance with SOPs	Achieved	Each agency worked well to execute their plans.

### 3.3.2 Objective 5: Effectively manage information horizontally and vertically

KPI	Achieved? EOC	Evaluator Comments
5.1.1 A communications plan is developed and implemented	Partially Achieved	No formal plan was developed however there was good communication across the various agencies, primarily due to the high performance of the people working on the RIOD log and Sitreps.

		The conduit to gain information from NZDF JFHQ for example was less clear.
5.1.2 Provision of timely, accurate, and clear information to those who need it	Achieved	During the exercise the communication was very good and situational awareness was provided primarily through the log and situation reports. It was good to have the open phones to the important briefings. Active updates and scheduled situation reports can significantly reduce demands for information resulting in a less busy EOC.
5.1.3 Accurate information is communicated within and across agencies in a timely manner using established ICT arrangements	Achieved	All agencies were able to access their own systems due to the Wifi at the EOC and agency standalone systems. Communications is a common problem in exercises and real operations. Having the log on the large screen was very useful to the exercise participants.
5.2.1 Requests for support are effectively managed	Partially Achieved	The exercise gave a conflict over demand for helicopters by two groups. The CCP for medivac and RCC for water rescue. This was elevated quickly to the EOC but a decision took around 30 minutes. This can be challenging for those at work on the ground. Establishing principles within the plan could reduce this conflict e.g. all winch capable helos for rescue, all non winch for medivac and logistics as the third priority on the list. However the EOC must remain capable of making quick decisions in emergencies as no decision can have a more adverse consequence than a good decision that delivers 80% of the benefit of the perfect decision.

### 3.3.3 Objective 6: Deliver effective public information information

KPI	Achieved? EOC	Evaluator Comments
6.1.1 Public information / messaging is coordinated and consistent across agencies	Achieved	Press releases were created and approved within the EOC. They were of high quality and avoided ambiguity.
6.1.2 Messages align with and support the operational response	Partially Achieved	See above. There could have been messages produced to tell people to avoid the use of a road, or to keep out of an area; however with one person responsible for PIM on the exercise this was not achievable. In reality the NCCC PIM team would have arrived and worked with the local PIM on the response.

**3.3.4 Objective 9: Further develop collaborative relationships, to enhance interagency knowledge and understanding; creating capability and resilience**

KPI	Achieved? EOC	Evaluator Comments
9.1.1 Insights from the MRO exercise are shared with all relevant agencies	Achieved	The inclusion of agencies who would respond to the emergency is one critical aspect of the exercise that will enable the team to work cohesively if such a mass rescue operation occurs.  Hot debriefs were held and there are several aspects that were identified for remedying.

Other observations from Exercise Evaluator:

	Topic	Comment
2	Jerkins and roles	Members of the team in the EOC wore jerkins to identify their roles. It is recommended that jerkins be purchased to match the current CIMS 2 <sup>nd</sup> edition and their associated colours. The role should also be displayed on the front (not just the back) and a clear plastic slot in the front to allow a name tag to be inserted would be useful so that you have a name for the person you are speaking to.
3.	Communications	Liaison Officers were able to access their own computer systems thanks to either access to the cellular network or the open wireless internet access at the Police station. This was excellent to see and with situation reports, maps, plans etc. being electronic this is critical. The ability to print would also be useful.
4.	Terminology	The plan and terms used in the exercise on many occasions did not reflect the appropriate CIMS 2 <sup>nd</sup> edition terminology. Several of these I have noted in the Plan for review.
5.	Reconciliation	The use of EMIS to record the passengers worked very well. A process was set up that was efficient and effective. This is the best display of this process we have seen yet in a Rauora II exercise and has solved the challenge of recording people.
6.	Risk	There was no formal way for activities to be considered against risk and controls put in place to mitigate that risk, and then be approved by the Local Controller. Any MRO event will lead to risks that need to be mitigated e.g risk – waves, small vessels may overturn; mitigation – only vessels 6m + should be used to travel to the cruise ship to assist with rescue.
7.	Radio Comms	There was a lack of radio communications available for monitoring. Being able to monitor Marine Channel 16, Police radio and air radio would assist with situational awareness. Consideration could also be given to Fire and Ambulance radios in the EOC also. Consideration of using the shared emergency channels installed on Emergency Services VHF radios should be made. Installation and testing of other emergency channels may also be considered, prior to emergencies developing.
8	Final Comments	I am confident that the response to the mass rescue of the people aboard the cruise ship would have been successful in limiting loss of life and ensuring that people's welfare is maintained after rescue. There was a very high level of skill and experience across all teams however it remains important to refer to and be guided by the MRO plan. The purpose of the plan is to establish a structure and series of tasks to be performed and all parties in the EOC could have made their jobs simpler by closer alignment with the plan. Overall the team worked cohesively and would have achieved their objectives, well done. The key area for improvement is for staff to update themselves on CIMS 2 <sup>nd</sup> edition that was released in 2014, and to take the time to read and make themselves familiar with the MRO plan.

## 3.4 Participant feedback

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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.

12 people (out of approximately 50 participants) completed the online survey and a sample of their responses follow.

### Questions asked and summary of responses:

Q1. Which part of the exercise did you participate in?

- EOC/DCC - 9 people
- EXCON/RCCNZ -2 people
- CCP – 0 people
- CDC – 1 people

Q2. Which agency did you represent at the exercise?

- CDEM – 5 people
- Police – 6 people
- RCCNZ – 1 person

Q3. Do you have any comments on the goals and/or objectives of the exercise?

- Several comments that the goals and objectives were good, clear and/or concise
- I thought these were appropriate. I think the scope needs to extend to more intensive testing of the Welfare aspects, which are complex and I think in the MRO Plan
- To test our registration process and working as a support, not lead agency in an event
- Very pleased and excited to see this type of forward thinking.
- No - other than noting that the goal of saving lives was at risk of being forgotten at times!

Q4. Was your venue suitable for your part of the exercise?

- DCC – one yes and several 'no' with comments about it being cramped and lacking equipment.

This comment summed up most of the thoughts: The DCC had limitations - absence of basic resources like whiteboards for planning or displaying maps. We were advised there was a wifi connection but none of the outside agencies could access it.

- CCP/CDC/EXCON – various comments all complimentary of venue

Q5. Are there any other agencies that you feel should have been included in your part of the exercise? If yes, which agencies?

- Red Cross / Salvation Army
- Nelson Harbourmaster

Q6. Do you have any suggestions on how we can improve the conduct of the exercise?

- Have in a larger room so inf doesn't have to be duplicated
- No, overall good exercise with a number of learnings/improvements coming from it
- It was great to see the Welfare component being exercised in our region on this scenario for the first time. This aspect is however not yet adequately covered by the exercise or by the MRO Plan. Too

much is assumed to be ok, when in fact it is unknown and certainly untested. One solution could be to break this part of the Plan off for further development (with associated exercise).

- Paper exercises often struggle with lack of realism and people not taking it seriously enough. This exercise good but always room to improve around that aspect.
- A clearer idea of the structure and roles could help.

Q7. Did the exercise practice, teach or reinforce your understanding of responding to a mass rescue operation?

- Yes, a lot – 7 people
- Some – 5 people

Q8. Please give an overall assessment of the exercise (on a scale of 1 to 5)

1. Very poor / waste of time - 0 people
2. Poor / significant problems with the exercise – 0 person
3. Fair / on right track but needs changes to improve – 2 people
4. Good / minor changes required – 4 people
5. Excellent / very valuable – 6 people

Q9. Do you have any other comments about the exercise?

- It did what exercises should do in highlighting the gaps. But at the same time it enhances multi agency relationships
- Please ensure that the MRO Plan ('Initial Notifications' section) is updated so that CDEM is called out at the same time as other responding agencies. This simple step will help to mobilise resources (many of whom are volunteers) much more quickly and will help mitigate subsequent log jams in processing. (2) This was a professionally produced and managed exercise, clearly those running it have developed a good format for this scenario. Having so many agencies involved under Police leadership was particularly good to see.
- I was surprised there was no Nelson or Tasman Harbour Master. And the Police SAR squad should all be involved. Those that did attend will pass on lessons. Good job.
- Well organised and co-ordinated by NZSAR. We all have BAU roles, and he took a lot of the extra work away, bringing it all together.
- The exercise would've been more useful if the decision hadn't been made to 'fix' the French Pass Road - the real world road conditions are what we will be faced with in much of the Marlborough Sounds in such an emergency. Also, those of us in the welfare team should have taken control of our team at a much earlier stage: we ended up having discussions about all manner of issues unrelated to welfare!
- It would have been good to have received more detail on the rescued people to be able practice entering the details into EMIS system.
- Good ex, good to get partner agencies together

## 4 CONCLUSION

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The general structure of the exercise day is working well. Changing the start of the exercise, where the decision was already made that it was a Mass Rescue, and it would be a Category II SAR, helped the initial flow of the exercise.

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

Participants are generally finding the exercise day worthwhile.

CIMS 2<sup>nd</sup> Edition is critical to response should be incorporated in the MRO plan, and people using it.

## 5 SUMMARY OF RECOMMENDATIONS

Serial	Area	Recommendation	Responsibility
(TASMAN 2017) - 1	Objective 1	A command chart template should be included in the MRO plan. The command chart needs to include : capability outside of the EOC, RCCNZ links to the EOC, dates/times/shifts that the command chart is current for.	Tasman District Police
(TASMAN 2017) - 2	Objective 1	Woodbourne Airport should appear in the MRO plan if it is a pre-determined CDC. The airport is already identified as an ICP in the plan, which can lead to a conflict of resources.	Tasman District Police
(TASMAN 2017) - 3	Objective 1	Different locations for the DVI/Mortuary and CDC should be considered. Woodbourne Airport was used as the location for the DVI/Mortuary teams as well as the CDC. This was operationally convenient but could have implications for the survivors and their families.	Tasman District Police
(TASMAN 2017) - 4	Objective 1	An IAP template, and a system to record and track the tasks from it, should be included in the MRO plan.	Tasman District Police
(TASMAN 2017) - 5	Objective 1	A risk mitigation plan should be put into place. A system should be put into place to formally record, mitigate and action risks.	Tasman District Police
(TASMAN 2017) - 6	Objective 1	Identification of the links between RCCNZ / EOC and RCCNZ / OSC should be in the MRO plan	Tasman District Police
(TASMAN 2017) - 7	Objective 1	The liaison arrangements (such as assigning Fire to Operations, not Logistics, when there is a fire on the ship) should be described in the plan.	Tasman District Police
(TASMAN 2017) - 8	Objective 5	Establishing principles for use of some assets, such as winch capable helicopters, could help alleviate conflict during an operation.	Tasman District Police

Serial	Area	Recommendation	Responsibility
(TASMAN 2017) - 9	Other – CIMS 2 <sup>nd</sup> edition	Jerkins worn in the EOC need to be updated to reflect CIMS 2 <sup>nd</sup> edition. The role should also be displayed on the front (not just the back) and a clear plastic slot in the front to allow a name tag to be inserted would be useful so that you have a name for the person you are speaking to.	Tasman District Police
(TASMAN 2017) -10	Terminology	The plan and terms used in the exercise on many occasions did not reflect the appropriate CIMS 2 <sup>nd</sup> edition terminology. Several of these I have noted in the Plan for review.	Tasman District Police
(TASMAN 2017) - 11	Other – Radio Comms	The ability to monitor marine, fire and ambulance channels from the EOC could help with situational awareness	Tasman District Police

## 6 APPENDIX 1: EXERCISE OBJECTIVES AND KPIS

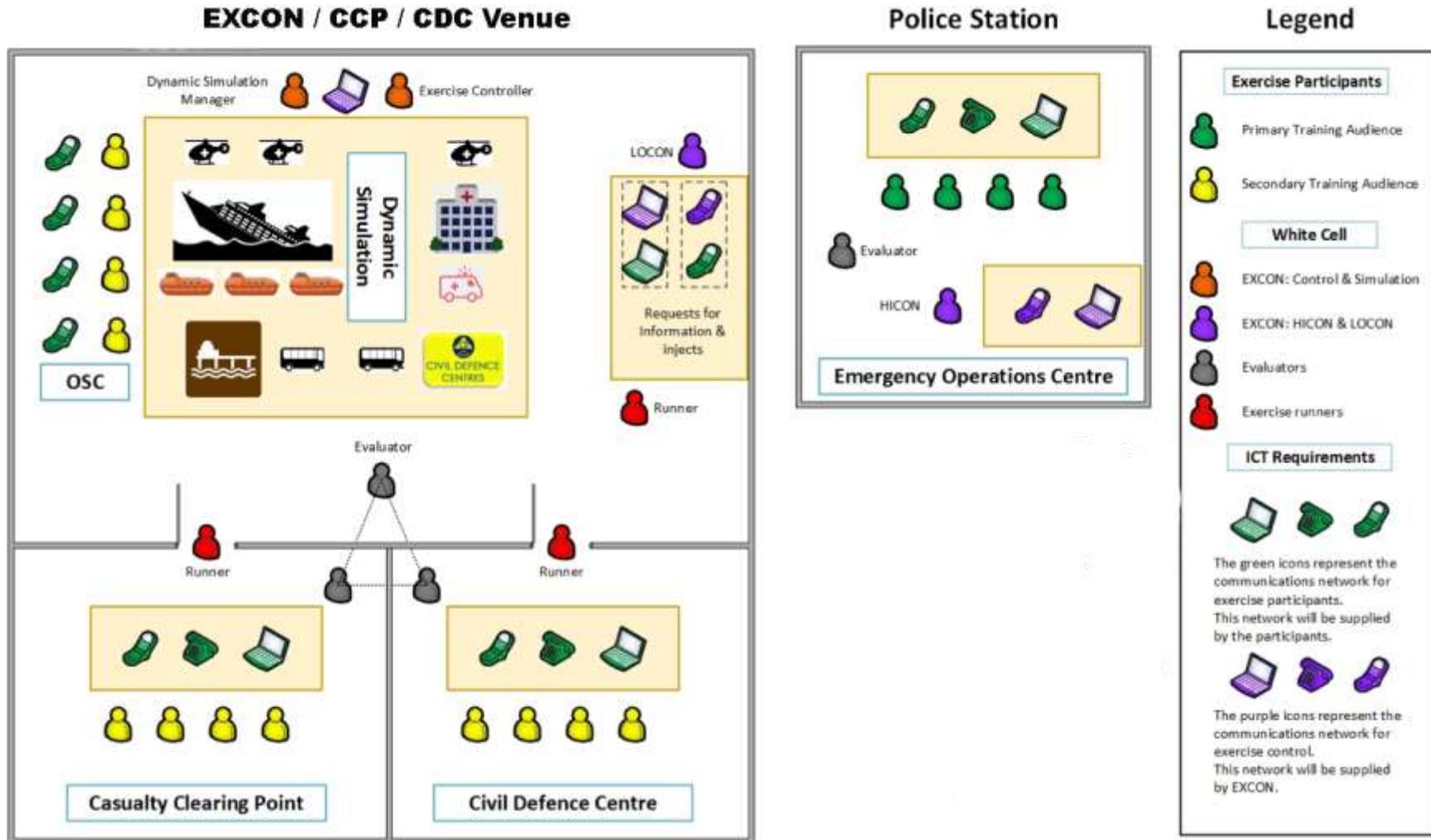
The exercise series objectives and KPIS are based on those developed for the interagency National Exercise Programme (NEP).

NEP Objective	Exercise Objectives	Training Objectives	Key Performance Indicators
<b>NO #1</b>	<b>1.0 Lead a coordinated interagency response to a mass rescue incident</b>	1.1 Identify threat of a mass rescue incident	<p>1.1.1 Coordinating authorities identify incident as a mass rescue event and activate the 'Mass Rescue Operations Response Plan'</p> <p>1.1.2 Coordinating authorities determine if the incident is a Category 1 or Category 2 SAR</p> <p>1.1.3 The National Security System is activated (notionally)</p>
		1.2 Recognise what coordination centres would require to be activated to respond to a mass rescue incident	<p>1.2.1 The lead agency activates a coordination centre at the EOC level to take operational level lead of the mass rescue response</p> <p>1.2.2 RCCNZ escalates to an MRO response as per SOPs</p> <p>1.2.3 Casualty Clearing Point(s) (landing zones) are identified</p> <p>1.2.4 Civil Defence Centre(s) is notionally established for welfare arrangements</p> <p>1.2.5 Other coordination centres as required (e.g. DVI, Health) are identified by the EOC (and will be role played by EXCON once notionally activated)</p>
		1.3 Develop an effective action plan	<p>1.3.1 An operational level Incident Action Plan is developed by the EOC</p> <p>1.3.2 Planning processes are followed by the lead agency as established in SOPs and the 'Mass Rescue Operations Response Plan'</p> <p>1.3.3 Other coordinating centres develop Incident Action Plans as appropriate (RCCNZ, Welfare)</p> <p>1.3.4 Threats and associated risks are embedded in the action plans</p>

NEP Objective	Exercise Objectives	Training Objectives	Key Performance Indicators
		1.4 Coordinate the response to a mass rescue incident in accordance with the MRO Response Plan and CIMS	1.4.1 The response is managed in accordance with the 'Mass Rescue Operations Response Plan' 1.4.2 Liaison arrangements are maintained as required and in accordance with the 'Mass Rescue Operations Response Plan' 1.4.3 The systems, processes, and resources are appropriate for implementing the action plan 1.4.4 Situational awareness is gained and maintained 1.4.5 Lead agency delegates tasks to support agencies in accordance with established plans (some support agencies will be role played by EXCON) 1.4.6 Agencies carry out delegated tasks in accordance with SOPs
<b>NO #5</b>	<b>5.0 Effectively manage information horizontally and vertically</b>	5.1 Incident information is effectively managed and communicated by all agencies involved	5.1.1 A communications plan is developed and implemented 5.1.2 Provision of timely, accurate, and clear information to those who need it 5.1.3 Accurate information is communicated within and across agencies in a timely manner using established ICT arrangements
		5.2 Support requirements are effectively communicated	5.2.1 Requests for support are effectively managed
<b>NO #6</b>	<b>6.0 Deliver effective public information management</b>	6.1 Public communications reinforce confidence in the response and provide appropriate levels of public assurance	6.1.1 Public information / messaging is coordinated and consistent across agencies 6.1.2 Messages align with and support the operational response

NEP Objective	Exercise Objectives	Training Objectives	Key Performance Indicators
<b>NO #9</b>	<b>9.0 Further develop collaborative relationships, to enhance interagency knowledge and understanding; creating capability and resilience</b>	9.1 Agencies share information to engender an all hazards approach to incident management	9.1.1 Insights from the MRO exercise are shared with all relevant agencies

## 7 APPENDIX 2: EXERCISE ARRANGEMENTS



This diagram illustrates the arrangements for the exercise. The only exercise participants who have a view of the dynamic simulation are the members of the OSC.