

Exercise RAUORA II (Canterbury) Post Exercise Report

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1 EXECUTIVE SUMMARY

This was the ninth 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.

This was the first exercise which was using the newly developed Mass Rescue Plan.

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, about 12 kilometres east of the Canterbury Coast. A mayday was declared and an evacuation of the ship was ordered.

The exercise began when a 'Breaking News' video was played to all participants, simulating a reporter on the cruise ship advising that there was a problem onboard. This was followed by a simulated phone call between Police Communications and the Rescue Coordination Centre NZ (RCCNZ). This phone call established that it was agreed that this was a Mass Rescue Operation (MRO) and that it would be a CAT II Search and Rescue.

The Canterbury District Police established an EOC at the newly established EOC in the Justice Precinct. A Casualty Clearing Point (CCP), and Civil Defence Centre (CDC) were set up in separate rooms on the mezzanine level, above the EOC, in the Justice Precinct. RCCNZ set up their own IMT in Avalon.

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.

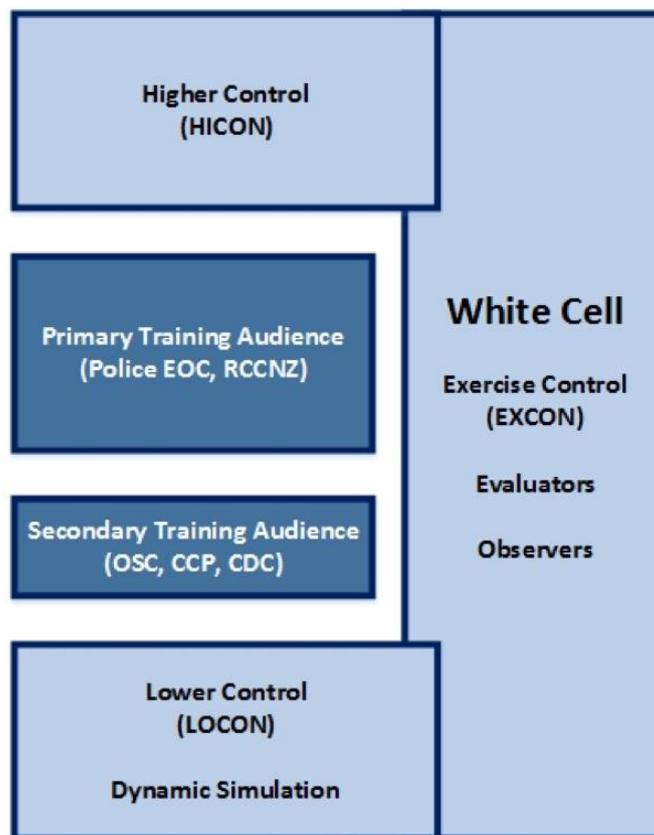
Feedback from the exercise evaluators and participants, have been captured. The summary of the recommendations from the feedback process are:

- Police Network and WiFi in the EOC is required (urgently).
- A short refresher on CIMS 2nd edition for staff would be useful. Additional jerkins for each function, so all team members can wear them, would also be useful.
- The CARD or RIOD system must be able to be displayed on the screen as is this is critical to situational awareness.
- Managers of each function should leave their phone with their teams or use Phone-Plus Single Number Reach to set up their teams to receive calls
- If SARNET is preferred tool for tracking information (instead of RIOD) it is important that a team of RIOD trained people are tasked with copying information into RIOD from SARNET, or train everyone in SARNET

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

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

The exercise was held on Tuesday, 16 October, 2018. The locations for the exercise were:

- Canterbury Justice Precinct
- RCCNZ Avalon

2.2 Exercise Management

Exercise Controller:	Carl van der Meulen, NZSAR
Dynamic Simulation Manager:	Dave Greenberg, Emergency Preparedness Services
HICON:	Duncan Ferner, NZSAR (at Police EOC)
LOCON:	Steve Ross, NZSAR
EOC Evaluator:	Marc Paynter (PNHQ)
RCC Evaluator:	Paul Craven (RCCNZ)

2.3 Aim, objectives, and key performance indicators

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

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

Approximately 70 people from the following agencies (*) took part in the exercise:

- Canterbury Civil Defence Emergency Management Group
- Christchurch City Council (CDEM and other areas)
- Canterbury District Health Board
- Environment Canterbury
- Fire Emergency NZ
- Garden City Helicopters
- Maritime NZ
- NZ Coastguard
- NZ Defence Force
- NZ Police Canterbury District
- NZSAR
- Police National Headquarters
- RCCNZ
- Surf Life Saving
- St John Ambulance
- *Apologies if we have missed any agencies off the list

2.6 Timeline of events

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

3 EVALUATION

3.1 Exercise Planning and Conduct

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

- The new videos and recordings, to start, and during the exercise, worked well
- No further changes were required for the next exercise

3.2 Exercise Evaluation Against Objectives / KPI's

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.

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

KPI	Achieved?	Evaluator Comments
1.1.1 Coordinating authorities identify incident as a mass rescue event and activate the 'Mass Rescue Operations Response Plan'	Achieved	The plan was activated to ensure that if the ship began evacuating that there would be a coordinated response in place to support that evacuation.
1.1.2 Coordinating authorities determine if the incident is a Category 1 or Category 2 SAR	Achieved	The decision to have a Category 2 response was made prior to the exercise commencement and additionally the decision to task RCC with coordinating the water based activities was also made prior.
1.1.3 The National Security System is activated (notionally)	Achieved	The EOC notified the NCCC to enable this to occur.
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 RCCNZ coordinating the water based search and rescue part of the operation A command chart was produced prior to the exercise and this should appear in the plan to enable quick population of roles should an MRO occur.
1.2.2 RCCNZ escalates to an MRO response as per SOPs	Achieved	This was completed early and the EOC established.
1.2.3 Casualty Clearing Point(s) (landing zones) are identified	Achieved	Landing zones were established at Waimari Beach and later Lyttleton. The locations were communicated quickly across the EOC to provide good awareness. The Lyttleton addition came from the Harbourmaster and the good communication allowed the CCP at this second location to be set up quickly.
1.2.4 Civil Defence Centre(s) is notionally established for welfare arrangements	Achieved	There was one CDC established at Cowles Stadium initially. A good location that meets the needs of a CDC and has been 'battle proven' as it was used during the Christchurch Earthquake as a Welfare Centre. As the capacity of Cowles Stadium was being reached Horncastle Arena was being prepared to take the overflow. This is a good example of cross function communication that was seen during the exercise.

<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>	<p>Achieved</p>	<p>There was good discussion on Health’s capability to manage injured people. This would lead to Health activating a national coordination of resources and it aligning with the national support to the response through the NCMC.</p> <p>DVI and an associated mortuary were identified by the planning team. The capacity of the Christchurch Hospital Mortuary was well understood by the responders and a refrigerated container was quickly requested for positioning at Waimari Beach. Technically the identification of mortuary locations sits with Justice as the provider of Coronial Services, however during an emergency operation it is unlikely that Justice would be able to make this happen expediently.</p>
<p>1.3.1 An operational level Incident Action Plan is developed by the EOC</p>	<p>Achieved</p>	<p>The Incident Action Plan set initial activities in motion. Further plans took some time to develop and only had a small impact on operations.</p> <p>The IAP on a whiteboard in the EOC allows easy reference but the IAP needs to be visible to Operations at all times to guide their thinking and actions. Using the technology and having the IAP display on a screen(s) would be a better method. The IAP was uploaded to SARNET to ensure visibility by all functional groups with SARNET access.</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 reliance on the Plan during the exercise varied. Some people correctly worked through their responsibilities checking that each had been accomplished. Others didn’t look at the plan at all. This did not affect the response due to the knowledgeable and skilled responders, however should people less familiar with the area (e.g. staff from outside the current IMT, NCCC or RCCNZ) it would be useful to refer to the plan to inform them of the activities to be undertaken.</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. RCCNZ lacked written plans due to staffing constraints on the day.</p>
<p>1.3.4 Threats and associated risks are embedded in the action plans</p>	<p>Achieved</p>	<p>At the commencement of the operation a Safety Officer was assigned and tasked with oversight to ensure the safety of all people involved in the operation. Due to the functions of the RCCNZ covering the most risky aspects of the operation and the fine weather, there was not too much work for Safety to do, however the Safety Officer demonstrated good linkages with the various functions by regularly being involved in their decisions and actions</p>

<p>1.4.1 The response is managed in accordance with the 'Mass Rescue Operations Response Plan'</p>	<p>Partially Achieved</p>	<p>Few people referenced the plan to guide their decisions therefore the plan was not as effective to guide staff as to how to respond to an emergency.</p>
<p>1.4.2 Liaison arrangements are maintained as required and in accordance with the 'Mass Rescue Operations Response Plan'</p>	<p>Achieved</p>	<p>Liaison was embedded in Functions rather than as Liaison Officers standing alone. This seemed to work reasonably well although in a real emergency the demands on these people by their own agencies may make that more difficult.</p>
<p>1.4.3 The systems, processes, and resources are appropriate for implementing the action plan</p>	<p>Partially Achieved</p>	<p>There was little reference to the plan throughout the day and more reliance on individuals in the room. Therefore processes were not established according to the plan, but rather formed on an adhoc basis.</p> <p>The reconciliation of passengers would use a Christchurch City Council system that was not available on the day, therefore not tested.</p>
<p>1.4.4 Situational awareness is gained and maintained</p>	<p>Not Achieved</p>	<p>RIOD is currently the software that Police use for emergency management. SARNET was the primary software used for the response during the exercise. This meant that RIOD was populated secondary to SARNET and the RCCNZ and NCCC were unable to maintain situational awareness.</p> <p>There was communication between the RCCNZ and the EOC with phone calls made each hour. Feedback from the RCCNZ was that they felt they had little situational awareness.</p> <p>Situation reports were generated and contained information that was important and relevant to parties both inside and outside the EOC. The lack of a distribution list meant that the situation reports never left the EOC.</p> <p>The display of SARNET on the main screen was useful for people within the EOC to see what was happening.</p>
<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)</p>	<p>Achieved</p>	<p>Agencies carried out their activities in accordance with their SOPs.</p>
<p>1.4.6 Agencies carry out delegated tasks in accordance with SOPs</p>	<p>Achieved</p>	<p>Tasks were passed to agencies and SARNET was used as the central tasking and recording system. Police need to consider the use of SARNET as a system to manage emergencies versus RIOD and allocate training on either or both systems.</p>

3.2.2 Objective 5: Effectively manage information horizontally and vertically

KPI	Achieved ?	Evaluator Comments
5.1.1 A communications plan is developed and implemented	Achieved	The organisation chart and list of Function Managers was delivered to all and uploaded to SARNET, the initial GSMEAC Briefing was held prior to the exercise starting and outlined the Communications Plan to the functional leads.
5.1.2 Provision of timely, accurate, and clear information to those who need it	Partially Achieved	<p>The notifications list in the plan is thorough and was well used by the Local Controller to ensure all that needed to know of the MRO were advised.</p> <p>During the exercise the communication and situational awareness was provided primarily by people finding and extracting information from people rather than relying on the MOC to push information out.</p> <p>While this worked as people knew who to call, their tasks would have been easier if they could photograph material that is on the walls and email on situation reports, intelligence reports, and key points from briefings. This most likely occurred due to lack of computer resources in the EOC but it is an important function to ensure that everyone knows what is happening. Active updates and scheduled situation reports can significantly reduce demands for information from outside EOC.</p>
5.1.3 Accurate information is communicated within and across agencies in a timely manner using established ICT arrangements	Not Achieved	Staff who normally work with access to a computer were placed in the EOC without that key piece of equipment. This stopped many, but not all, people being able to do their jobs effectively as they lacked access to news, weather, email, phone directories, I/NET Viewer, RIOD, SARNET, etc.
5.2.1 Requests for support are effectively managed	Achieved	Requests for assistance flowed well through primarily verbal channels.

3.2.3 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	<p>Key talking points were prepared and released.</p> <p>The Local Controller was consulted and briefed on key public messages. The PIM team were forward thinking and clearly grasped the situation and key public messages that had to be communicated.</p>

		<p>There was good awareness of the centralised PIM function in the NCCC</p> <p>There was good consideration of the use of Facebook and Twitter to get messages out.</p>
6.1.2 Messages align with and support the operational response	Achieved	The messages aligned well with the operation and contained good messages related to public safety and what first responders were doing. An example of this was a very good link between the CCP and PIM to have the public please stay away from Waimari Beach to effectively allow emergency vehicles access.

3.2.4 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	<p>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.</p> <p>Hot debriefs were held and there are several aspects that were identified that worked very well and some for remedying.</p>

3.2.5 Other observations from Exercise Evaluator:

	Topic	Comment
1.	Computers	<p>The lack of a Police network, primarily Police WiFi in the EOC was alarming. Police WiFi will allow phones to work on facetime and Police laptops and tablets to work in the EOC without reliance on the Vodafone 3G network. During a power failure or line fault, such as after an earthquake, the Vodafone repeater may go offline and the EOC will struggle to function.</p> <p>Staff reported their computers dropping off the cellular network and being slow to load showed that even during a non-emergency situation they struggled to remain connected.</p> <p>Installation of Police WiFi in the EOC is critical for the EOC to function correctly in an emergency and this must be addressed with urgency.</p>
2.	CIMS	<p>There was a good use of CIMS 2nd edition although references to CIMS 1st edition were heard through the day. A short refresher on CIMS 2nd edition for staff would be useful. The use of the jerkins and appropriate labels/colours was good to see and more jerkins to issue to all team members under each function is recommended.</p>
3.	Situational Awareness	<p>The situational awareness within the EOC was good. Outside the room was poor. As over 99.9% of all events Police attend being worked through the CARD or RIOD system, being able to display this on a screen is critical to situational awareness. Without Police networked computers this can't happen. I suggest that with better use of technology this would improve (refer to point 1.)</p>
4.	Phones	<p>The manager of each Function (Operations, Planning, Intelligence etc..) was the contact point for their team. This meant that if the manager was busy, the phone went unanswered. To resolve this managers should leave their phone with their teams or use Phone-Plus Single Number Reach to set up their teams to receive calls. For example, set one number for Logistics and let Phone-Plus ring all logistics team member phones when the Logistics number is called.</p>
5.	Investigation	<p>A cruise ship fire resulting in death and injury does not go uninvestigated. It was good to see the use of notebooks to record information by most people in the EOC recognising that their work will be reviewed to ensure that the lessons are learnt and that there are no major failings of the system.</p>
6.	RIOD vs SARNET	<p>RIOD was underutilised during the exercise. This is primarily due to point 1. SARNET was used primarily but it is not a standardised system that is trained and used across Police. Not using RIOD will increase the demand for information by people outside the EOC. Should SARNET be the tool that Canterbury wish to continue to use then it is important that a team of RIOD trained people are tasked with copying information into RIOD from SARNET, or train everyone in SARNET who may need to use it. As RIOD is a police only system and is not fit for purpose during a multi agency event.</p>
7.	Final Comments	<p>The good leadership and teamwork demonstrated during the exercise are key to being able to solve complex problems such as this exercise presented. The way the operation was approached is transferable to any major incident which shows the dynamic skills of the responding IMT. With some changes recommended in the evaluation, primarily around getting the new EOC to function at it full potential</p>

		by building the technology means that there is the opportunity to fully utilise the skills of the IMT and EOC staff without contraining them by the technology.
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3.3 Participant feedback

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.

13 people (out of approximately 60 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?

- CCP – 0
- CDC – 2 people
- EOC/DCC - 7 people
- EXCON - 3 person
- RCCNZ – 1 person

Q2. Which agency did you represent at the exercise?

- CDEM – 3 people
- Christchurch City Council – 1 Person
- NZ Coastguard – 1 person
- NZSAR – 1 Person
- Police – 4 people
- RCCNZ – 1 person
- St John – 2 people

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

- 4 comments that the goals and objectives were appropriate, good, clear or concise
- No good to tease out the response phases across agencies
- I thought it was one of the better exercises conducted
- No

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

- 11 Yes (including Exceptional / Superb / Outstanding)
- 1 Yes, but would have been nice to have coffee in the room
- For what we had expected prior to the exercise based on the information we were given yes, but not for processing real-time data.

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

- MSD – emergency funds
- MNZ Ed and Comms

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

- More specific in objectives and goals prior to exercise on specific components such as a CDC.
- Felt like a lot was happening in a short space of time; a lot happening @ centre table with function-managers and less involvement with the whole EOC - feels like the discussion could be more open?
- Police and National should develop a greater understanding of CCC and CDEM expertise and responsibilities
- Perhaps ask agencies for input into the development of the exercise....what is and isn't possible.
- IT systems compatible across the emergency services
- Be really clear about what is being exercised and what isn't
- Please place Health and ambulance side by side physically
- More of those videos and pictures. they helped set the scene well
- Separate the CDC and CCP rooms

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

- Yes, a lot – 5 people
- Some – 7 people
- Not at all – 1 person

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 people
3. Fair / on right track but needs changes to improve – 3 people
4. Good / minor changes required – 6 people
5. Excellent / very valuable –4 people

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

- It was very good to take part of this exercise. Within the Welfare Function and the CDC we had very constructive discussions that helped to improve the understanding of how each agency works and how CCC CDEM can support Police in a Mass rescue exercise.
- An excellent opportunity for me (Christchurch City Council) to observe and learn how a different type of Emergency response is coordinated. Great for building relationships as well.
- Yes more , more, more to develop cohesive practices between agencies
- For us in the CDC the objectives were not clear. We would have needed significant information/ planning and resources to what the exercise required.
- A thank you to the organisers well done!!!
- Was great to see the EOC being used. It was really difficult to separate RCC, out of scope and exercise components at times - always a challenge but did make things hard at times
- Well organised exercise. Great to work with all the other agencies. Thanks for plenty of good food
- Well organised exercise
- Great networking opportunity, good to discuss the issues relevant
- Very well organised I was impressed

4 CONCLUSION

The general structure of the exercise day is working well.

The addition of new pictures and videos added to the exercise.

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

Participants are generally finding the exercise day worthwhile.

5 SUMMARY OF RECOMMENDATIONS

Serial	Area	Recommendation	Responsibility
(CANTERBURY 2018) - 1	ICT (Computers)	Police Network and WiFi in the EOC is required (urgently).	Canterbury Police District
(CANTERBURY 2018) - 2	CIMS	A short refresher on CIMS 2 nd edition for staff would be useful. Additional jerkins for each function, so all team members can wear them, would also be useful.	Canterbury Police District
(CANTERBURY 2018) - 3	Situational Awareness	The CARD or RIOD system must be able to be displayed on the screen as is this is critical to situational awareness.	Canterbury Police District
(CANTERBURY 2018) - 4	Phones	Managers of each function should leave their phone with their teams or use Phone-Plus Single Number Reach to set up their teams to receive calls.	Canterbury Police District
(CANTERBURY 2018) - 5	RIOD / SARNET	If SARNET is preferred tool for tracking information (instead of RIOD) it is important that a team of RIOD trained people are tasked with copying information into RIOD from SARNET, or train everyone in SARNET	Canterbury Police District

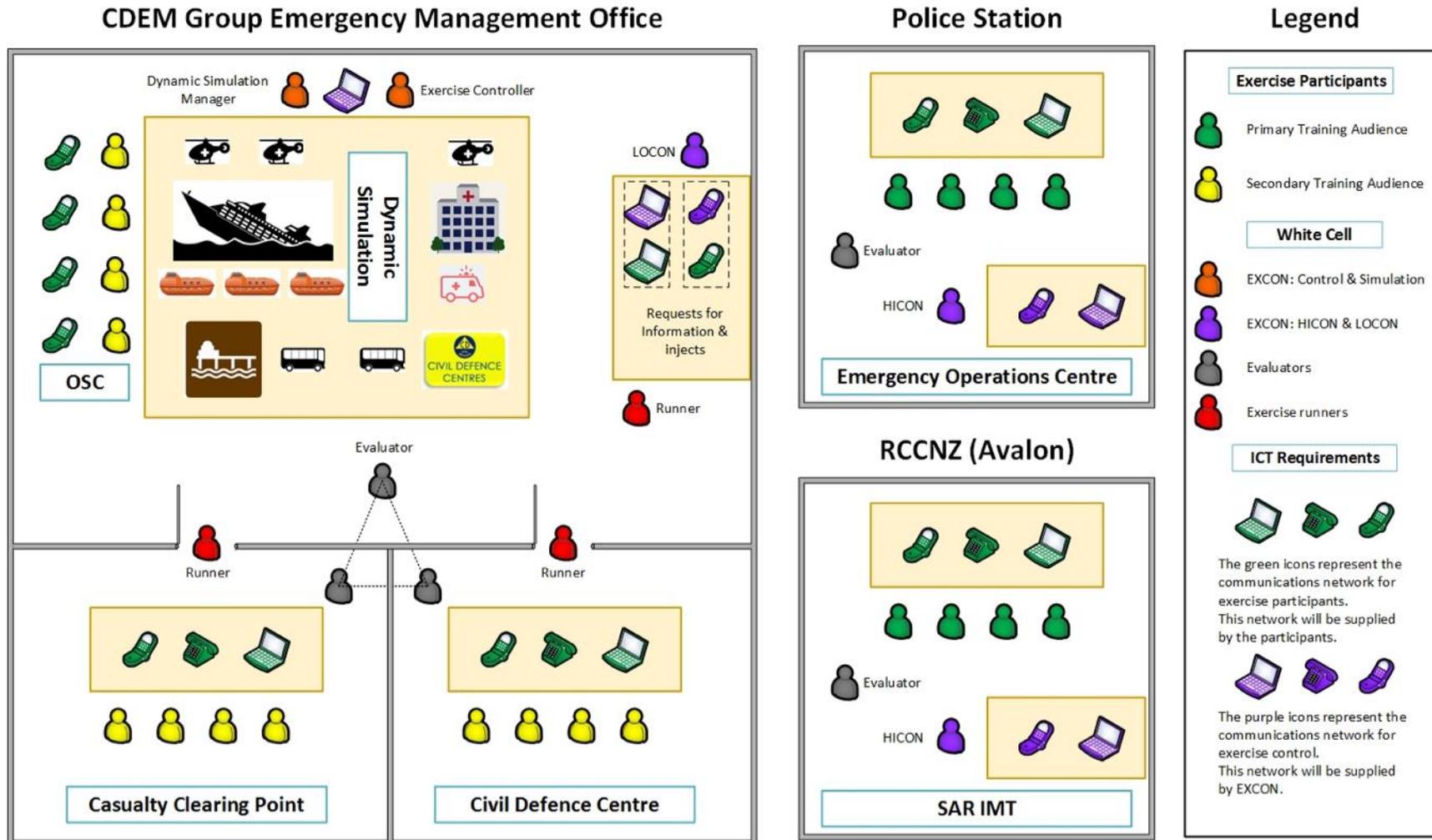
6 APPENDIX 1: EXERCISE OBJECTIVES AND KPIS

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

NEP Objective	Exercise Objectives	Training Objectives	Key Performance Indicators
NO #5	5.0 Effectively manage information horizontally and vertically	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
NO #6	6.0 Deliver effective public information management	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
NO #9	9.0 Further develop collaborative relationships, to enhance interagency knowledge and understanding; creating capability and resilience	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.