



# Exercise RAUORA II (Waikato) Post Exercise Report

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# 1 EXECUTIVE SUMMARY

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This was the tenth, and last, 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, a few kilometres east of the Coromandel Peninsular, near the entrance to Whitianga Harbour. 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 Waikato District Police established an EOC at the newly established EOC in Genesis Building, in Hamilton. A Casualty Clearing Point (CCP), and Civil Defence Centre (CDC) were set up in separate rooms in the same building. RCCNZ had a small team in Exercise Control, simulating RCCNZ actions.

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.

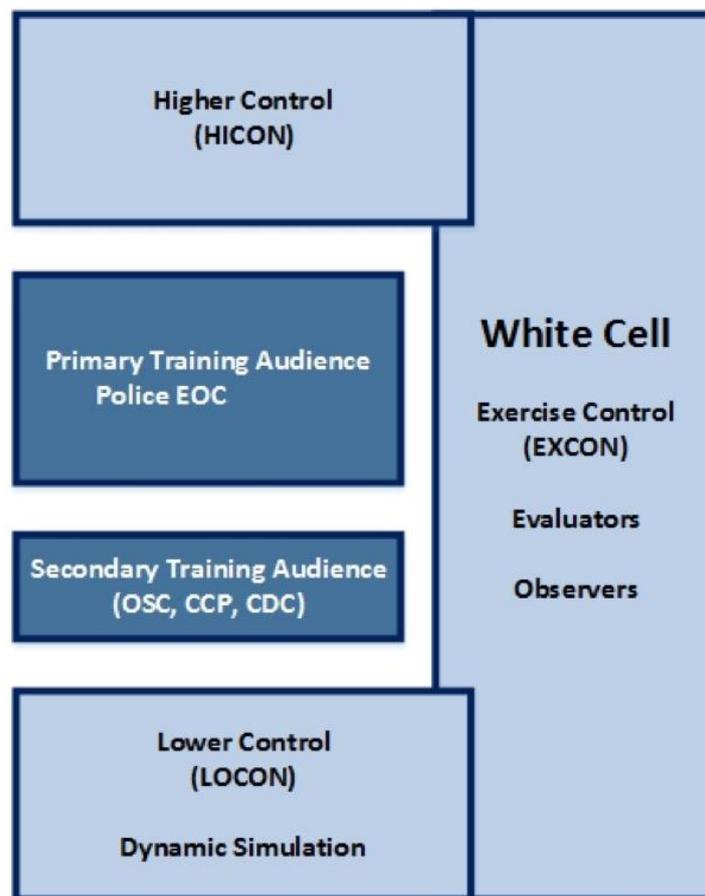
Feedback from the exercise evaluators and participants, have been captured. The summary of the recommendations from the feedback process are:

- ICT systems to store and disseminate critical information need improving
- The current ICT systems need to be updated to capture information which could be required for investigations
- Procedures should be implemented so that all whiteboards are regularly photographed to keep track of information required for investigations
- Consideration should be given to installing Marine Ch 16, Fire and Ambulance Radios in the EOC.
- Use of the shared emergency service liaison channel should also be considered

## 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, near the Waikato Coast. A mayday was declared and an evacuation of the ship was ordered.

The exercise was held on Wednesday, 7 November, 2018. The locations for the exercise were:

- Waikato Region EOC

## 2.2 Exercise Management

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**Exercise Controller:** Rhett Emery, NZSAR

**Dynamic Simulation Manager:** Dave Greenberg, Emergency Preparedness Services

**HICON:** Carl van der Meulen, NZSAR (at Police EOC)

**LOCON:** Steve Ross, NZSAR

**EOC Evaluator:** Marc Paynter (PNHQ)

## 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 80 people from the following agencies (\*) took part in the exercise:

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

## 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 and Conduct

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

- The exercise went well
- New exercises to be planned for Rauora III

### 3.2 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.

### 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 exercise briefing established that 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 and rescue activities after talking to the Police Northern Communications Centre. This occurred prior to exercise start.
1.1.3 The National Security System is activated (notionally)	Achieved	The Northern Communications Centre 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	<p>Police established the lead with the RCCNZ coordinating the search and rescue part of the operation.</p> <p>The command chart on page 23 of the Plan was used to structure the EOC functions. Later it was found that the workload demands on Operations were very high. I recommend that Operations is put back to the normal CIMS alignment rather than having the other functions reporting to it. This also caused confusion with who was responsible for what, such as Welfare seeking approval from Operations to obtain things from Logistics.</p>
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 were identified as Buffalo Beach and the nearby wharf. This location provides easy access to roads and the beach would be quite suitable for life rafts and the wharf quite suitable for life boats. Their proximity and location near the Rauora Mishap in a sheltered bay are also advantageous to rescue. There was a good linkage of the locations to the staffing requirements, including the rapid deployment of all District SAR staff to the CCP.

<p>1.2.4 Civil Defence Centre(s) is notionally established for welfare arrangements</p>	<p>Achieved</p>	<p>Welfare were able to refer to a pre-planned list of potential CDCs. This list contains contacts and key location information for each location. The new Mercury Bay Multi-Sport Park was identified as the CDC. This is a new and very suitable location proximate to the CCP.</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>	<p>Achieved</p>	<p>DVI was identified by the EOC as a required role. There was also very good engagement around which hospitals to send passengers/crew to indicating a good coordination with Health was in place.</p>
<p>1.3.1 An operational level Incident Action Plan is developed by the EOC</p>	<p>Partially Achieved</p>	<p>The Incident Action Plan was developed but lacked its important position as the driver of activities outside the EOC. Distributing electronically outside the EOC to places such as the Police NCCC, Health NEOC, CCP and CDC would ensure that everyone was working to the same mission and critical tasks. An IAP is also very important for shift handovers and informing people outside the EOC exactly what is being done, needs to be done, and will be done.</p> <p>The content developed in the IAP was excellent in that it contained key components of each function's plans.</p> <p>There was no formalised storage location for completed IAPs.</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>Planning was very effective and thought ahead as demonstrated by the establishment of the Cooks Beach CCP with its associated resources being assigned to it. The response was very good and linked very well into the planning. This allowed the operations to continue in a structured way beyond the initial response and was a good example of planning driving the direction of the operation.</p>
<p>1.3.3 Other coordinating centres develop Incident Action Plans as appropriate (RCCNZ, Welfare)</p>	<p>Achieved</p>	<p>Each function completed plans and these were collated with Planning meaning that Planning were able to know exactly what each function was doing, de-conflict demands and align and harmonise the activities of other functions.</p>
<p>1.3.4 Threats and associated risks are embedded in the action plans</p>	<p>Achieved</p>	<p>A Safety Officer was involved in the EOC and was able to give confidence to the Local Controller that the operation was being carried out safely.</p> <p>There was no central system in place to formally record, mitigate and action risks.</p> <p>The health and safety of the workforce was demonstrated by various functions.</p>

<p>1.4.1 The response is managed in accordance with the 'Mass Rescue Operations Response Plan'</p>	<p>Achieved</p>	<p>Immediately the MRO plan was referred to in the exercise. The Command chart from the plan was replicated in EOC and by the establishment of the CCP and CDC.</p> <p>While there was little reference to the Plan during the day, nearly all tasks under the plan had been carried out.</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>All CIMS functions were an excellent demonstration of CIMS in action. The multiagency teams were highly effective and allowed for some good honest discussions and decisions based on all available information.</p>
<p>1.4.3 The systems, processes, and resources are appropriate for implementing the action plan</p>	<p>Partially Achieved</p>	<p>The processes and resources worked well but were somewhat limited to within the EOC, CDC and CCP. CIMS was practiced well also. What was absent was a system for recording and distributing information. Examples include being able to view the last five versions of the IAP, email distribution lists for situations reports, etc.</p>
<p>1.4.4 Situational awareness is gained and maintained</p>	<p>Achieved</p>	<p>The situational awareness was good with very regular phone conversations between the EOC and CDC, CCP. Within the EOC Intelligence staff actively walked to each functional group and engaged with them.</p> <p>Situation reports were produced and handed around the room. The use of RIOD was good but was little more than a log however the information contained in the log contained all critical information. The EOC needs to work out how it feeds the wider demands of the National Security System and agencies outside the EOC, such as Maritime or MFAT.</p> <p>The whiteboards around the EOC, CCP and CDC were well used and provided very good information. A good indicator of situational awareness is if a new shift walked in the room they could look at the walls/screens, read the latest situation report and IAP, and have a very good understanding of what is going on without having to ask many questions. This would be easy in this EOC but much harder for those outside the EOC.</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>The Local Controller delegated responsibility to agencies as required and embedded them into the relevant functions.</p>

1.4.6 Agencies carry out delegated tasks in accordance with SOPs	Achieved	Each agency worked well to execute their procedures.
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### 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	Partially Achieved	No formal plan was developed however there was very good communication across all groups. No distribution lists for circulating information were created.
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 phone calls and briefings. The briefings were short and clear fulfilling the need to communicate key matters without being too long. They were well run.
5.1.3 Accurate information is communicated within and across agencies in a timely manner using established ICT arrangements	Not Achieved	<p>Paper, whiteboards and phone calls were the methods used. While tried and true it does lead to no single point of truth for information. This could be seen as information became blurred and out of date. Police should consider how they can quickly relocate computers into the EOC in an emergency event and give access to RIOD, email, Police servers, I/NetViewer etc.</p> <p>There was no printing ability for agencies without emailing to someone in the EOC who had access to a printer.</p> <p>Users on the WiFi noted that it was not performing well, possibly due to the number of users and amount of data being moved through it.</p> <p>Most functional groups had no electronic records with any structure.</p>
5.2.1 Requests for support are effectively managed	Partially Achieved	The command structure under the Plan (p.23 & 25) putting Operations over the other functions caused some issues. An example of this is where Welfare would seek decisions on Welfare issues from Operations rather than the Local Controller. This is easily solved by putting Operations back into its normal CIMS position.

### 3.2.3 Objective 6: Deliver effective public information

KPI	Achieved ? EOC	Evaluator Comments
6.1.1 Public information / messaging is coordinated and consistent across agencies	Achieved	<p>Media releases were created and approved within the EOC. They were of high quality and avoided ambiguity. Having the PIM people in the EOC made their work easy as they had access to what was happening including sitreps and briefings.</p> <p>The PIM team had a good understanding of their scope what messaging was required at local, national and international levels.</p>
6.1.2 Messages align with and support the operational response	Achieved	The PIM team were very fast to create key talking points to release to the public that included messaging to avoid the CCP areas.

### 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>This exercise was responded to in a truly CIMS way.</p> <p>Hot debriefs were held and there are several aspects that were identified for remedying.</p>

### 3.2.5 Other observations from Exercise Evaluator:

	Topic	Comment
1.	ICT	The lack of structure for the storage and dissemination of information needs fixing. Without situation reports, logs and plans being distributed the only option for groups outside the EOC to communicate is to phone the EOC and request information. Pushing information out can significantly reduce the demand on external parties who would otherwise phone in and pull information from the EOC, to be followed by someone seeking the same information and so on.
2.	Investigations	The lack of ICT and central repository would make an investigation into the response and capture information for the coronial and criminal investigations somewhat difficult. Additionally there was no set process to photograph whiteboards at set times or when changes are made.
3.	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.
4.	Final Comments	The response to the exercise was an excellent example of what CIMS was intended to do. The EOC, CDC, CCP all demonstrated great cohesion across agencies to achieve the mission. I am confident that the mass rescue would have been successful in limiting loss of life and ensuring that people's welfare is maintained. The key successes were the multiagency teams and great internal communication; and also due to the fact that the people involved were highly skilled and motivated throughout the exercise.

### 3.3 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.

22 people (out of approximately 80 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 – 3 people
- CDC – 1 person
- EOC/DCC - 14
- EXCON - 4 people

##### **Q2. Which agency did you represent at the exercise?**

- CDEM – 5 people
- 'Planning' – 1 person
- DHB – 1 Person
- Police – 8 people
- FENZ – 1 person
- RCCNZ – 1 person
- Maritime NZ – 1 Person
- St John – 4 people

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

- 6 “no”
- 7 comments that the goals and objectives were appropriate, good, clear or concise
- Really crucial in view of ship traffic
- I feel everyone worked together well to achieve the objective
- Hands on learning
- To exercise new PIM to be ready for deployment
- The exercise was very successful in building interagency relationships and knowledge
- Not sure if these are been achieved throughout the police districts, especially with ever changing staff

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

- 13 'yes' / 'excellent' / 'very good' (without further comment)
- Yes apart from lack of Technology in order to communicate with all agency staff working on the exercise.
- Yes but room small and did not have suitable table space, a small extra table was located but this station requires some space.
- Yes. Having a relatively confined space with a lot of people and activity helps replicate a real event.
- Yes. It was good to work near to the other groups
- Yes but room small and did not have suitable table space, a small extra table was located but this station requires some space.
- Yes but very crowded and noisy

- I attended as an observer from the GEMO to assess how effective the Coordination Centre performed. Obviously EXCON took up an area but a number of areas of improvement have been identified.
- I felt it was a little small
- Small for amount of people
- Too small, 4 of us in a small room with sometimes up to 2 extra observing, 1 table for first part of exercise

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

- NZDF (facilitator note – NZDF unable to attend on day due operational requirements)
- Council Staff from the "Ground" area of the exercise
- I think it has been mentioned in the past, but it would be useful to have a cruise ship representative involved. This would provide useful knowledge of the EOC and ships master relationship during an MRO
- Greater representation from councils and health
- Could have had Red Cross to help manage all the 'minor' patients while they were 'waiting' for their bus. In real life its a nightmare keeping dozens of often non-speaking people in one place while in waiting mode

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

- Improve technology
- The exercise was well run and delivered by EXCON
- I see the need to have as many authorities involved and having a scenario that allows everyone to participate. But wonder if we should also look at concentrating on some specific areas such as: testing the PIM or as mentioned above, having the cruise line involved including a ship's captain. This may be more RCCNZ related, but it would give everyone an idea of what would happen on board a cruise ship and what their procedures and capabilities are for lifeboats/rafts.
- No, just ensure the learnings are communicated and update the mass rescue guide if necessary
- Move to electronic systems that inform everyone at once. Single point of truth
- Make it more realistic. The number of critically ill patients was unrealistic for this scenario
- More clarity on the scope of the role play vs actual action
- Good briefing to start. Too much information limits the participants from thinking for themselves.
- More ICT capabilities
- More agencies to lead

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

- Yes, a lot – 18 people
- Some – 4 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 people
3. Fair / on right track but needs changes to improve – 3 people
4. Good / minor changes required – 7 people
5. Excellent / very valuable – 12 people

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

- I think a safety officer may need to be in each group to ensure there is a safety focus on our staff and completing risk assessments throughout the actions taken within each group OR Safety Officers are a group of their own that each separate group report to so they can update and critical risks identified during an operation so we can put controls in place to reduce harm/injury to staff.
- Could be beneficial to run this exercise at frontline locations to exercise EOC and frontline responders, border control and welfare services
- To have a running log, and large central map as EXCON had
- Well prepared and run.
- The MRO Plan is very detailed and I wondered how many participants read the plan in detail- other than the function of position they were assigned to. The Welfare function should not sit under Operations - it is a Function by itself and this should be reflected in the plan.
- With police officers continually changing, it is difficult to maintain any continuity with the Rauora exercises
- The realism is very beneficial, especially separating groups which could be done more if space provides
- Great test for venue and good to see other lead agencies use of CIMS.
- Found it very useful
- Not enough clarity at the briefing about resources available for each agency, not real as I already know what resources I have in my district. Too many mixed messages from RCC/ EXCON. Unrealistic scenario with too many critically unwell patients.
- Excellent for relationship building
- A great format for future exercises on other scenarios
- It showed some pitfalls in the new EOC set up which is good so it can be rectified prior to being used for real
- No. but need to have them yearly and with different types of events such as earthquakes, tidal wave etc
- I was impressed by the process and would love to be a part of such an exercise in the future.

## 4 CONCLUSION

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The Rauora II series is now complete.

The Rauora III exercise series will be bespoke for each of the Police Districts, focusing on an MRO event which might occur in that district.

## 5 SUMMARY OF RECOMMENDATIONS

Serial	Area	Recommendation	Responsibility
(WAIKATO 2018) - 1	ICT	The lack of ICT systems which can store and disseminate critical information, such as situation reports, logs and plans, needs addressing.	Waikato Police District
(WAIKATO 2018) - 2	ICT / Investigations	The current ICT systems need to be updated to capture the information that would be required for investigations following an MRO.	Waikato Police District
(WAIKATO 2018) - 3	ICT / Investigations	Procedures should be implemented so that all whiteboards are regularly photographed to keep track of information for investigations.	Waikato Police District
(WAIKATO 2018) - 4	Radio Comms	Consideration should be given to installing Marine Ch 16, Fire and Ambulance Radios in the EOC. Use of the shared emergency service liaison channel should also be considered.	Waikato Police District / Waikato CDEM / Emergency Services

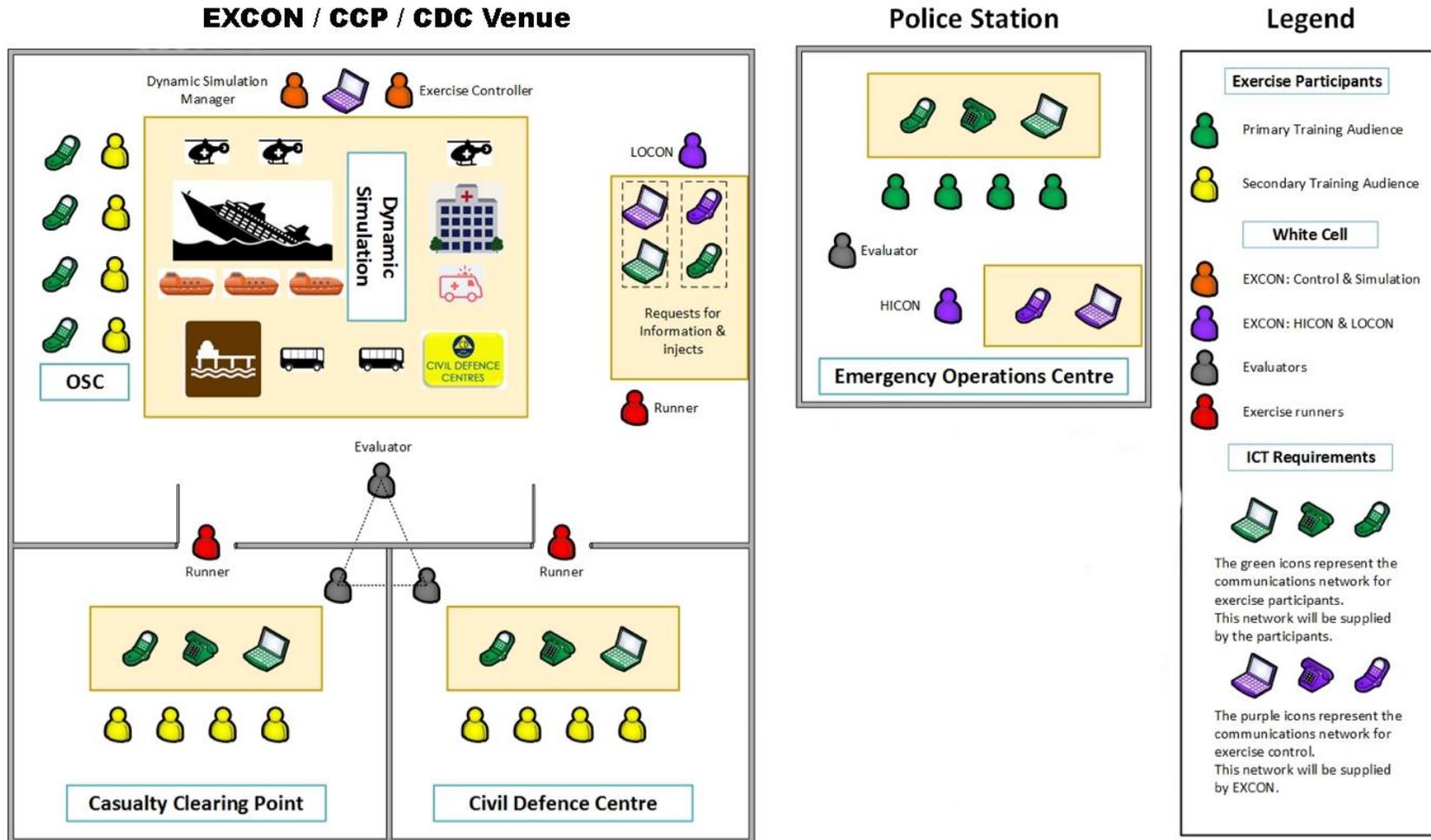
## 6 APPENDIX 1: EXERCISE OBJECTIVES AND KPIS

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	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
<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
<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.