



Coordinating Instruction

VERSION 1.0

Version Control

Version	Author	Date	Changes
V1.0	Exercise Planning Team	30 June 2023	

Contents

Introduction	5
Purpose of this Coordinating Instruction	5
Background	5
Nationally Significant SAR Exercise	6
Exercise Name	6
Exercise Aim	6
Exercise Scenario	6
Exercise Dates	7
Exercise concept.....	8
Scope and Types	8
Objectives	8
Agency objectives	8
Participation (agencies)	8
Assumptions.....	9
Themes	9
Areas to be Exercised.....	10
Documentation	10
Evaluation and Reporting	11
Evaluator observations.....	11
Participants debriefs	12
Evaluation Report	12
Exercise delivery.....	13
Exercise Formats	13
Exercise Dates and Timings.....	13
Injects.....	13
Inject Delivery	14
Communication	14
Prior to Exercise Dates	14
During Exercise Play.....	14
Responsibilities and Administration.....	15
Exercise Governance and Management.....	15
Exercise Control Arrangements	15
Organisational responsibilities	16
Finance	17
Agency Costs.....	17
Reimbursements.....	17

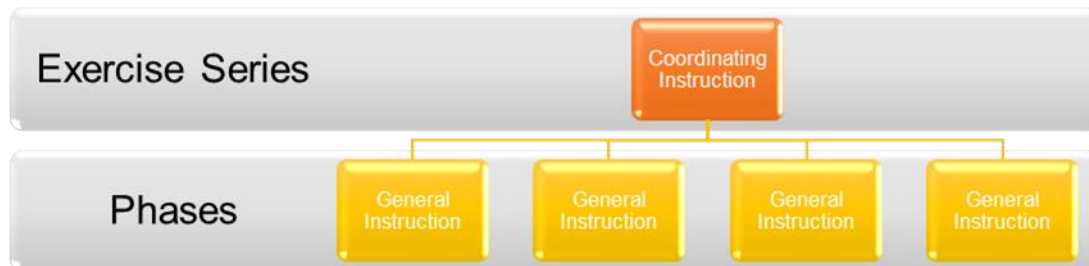
Appendix 1 – Glossary	18
Appendix 2 – Evaluation Criteria	22
Appendix 3 – Key Contacts	24
Exercise Governance	24
Exercise Planning Team.....	24
Appendix 4 – Exercise Framework Summary.....	25
Appendix 5 - Key Milestones.....	26

Introduction

Purpose of this Coordinating Instruction

The Coordinating Instruction presents an overview across the whole of Exercise Whakarauora Tangata, which will be run over several months and phases.

Supplemental general instructions will provide further detail for each phase of the exercise.



Hierarchy of Exercise Instructions

This document is for all people and agencies involved in Exercise Whakarauora Tangata. It provides the basic details of the exercise, including its aim, objectives, scenario overview, timing of phases, the exercise formats used, and the evaluation criteria.

Background

There is a significant risk to the effectiveness of SAR operations if plans are not fit-for-purpose, or if personnel have not practiced their roles. A failed effective response to a nationally significant SAR incident would be catastrophic for those in need of rescue and their whanau and could also pose a significant reputational risk to SAR organisations, the Government of the day, and New Zealand internationally.

The SAR system currently includes a range of individual and collective trainings at varying levels supported by the NZSAR Secretariat. Exercise Whakarauora Tangata will provide the opportunity for New Zealand's SAR system to exercise within the construct of a response to a nationally significant incident.

When a search operation has unusual features of scale, nature, intensity, or possible consequences, it may require a response that is beyond the normal capacity or capability of New Zealand's SAR system. This could be the result of one or more of these attributes or and challenges:

- The event may involve the need for immediate assistance to large numbers of persons in distress beyond the capabilities of the normal SAR authorities, typically referred to as mass rescue operations.
- The search may cover an extensive area.
- The search may run for an extended period of time.
- The search may occur in a remote area of the New Zealand Search and Rescue Region (NZSRR).
- There may be significant public interest in the search and there is the potential for significant damage to New Zealand's reputation if the response is not managed appropriately.

- The event is likely to have wider implications outside SAR, for example, biosecurity, environmental impact, immigration etc, and therefore require support from other agencies.

These are typically relatively low-probability, high-consequence events, which due to their severity or complexity may also require a coordinated government response through activation of New Zealand's National Security System.

The 1968 Wāhine Disaster, the 1979 Erebus crash, and the 1986 sinking of the Mikhail Lermontov would all be considered nationally significant. The January 2023 Kaitaki ferry incident verged on being nationally significant and certainly would have been if it had run aground on Wellington's South Coast.

Nationally Significant SAR Exercise

In recognising the risk associated with a failed response to a nationally significant SAR incident, the NZSAR Council directed the NZSAR Secretariat to scope options for a national exercise. In March 2022, the Council approved a series of phased exercises in the financial years 2022/23 and 2023/24. The exercise series is being developed in collaboration with SAR stakeholders. A Steering Committee made up of key stakeholders has been established to oversee this development.

Exercise Name

'Whakarauora Tangata' is an amalgamation of three words – *whaka*, *rauora* and *tangata*. Whaka gives mana to the word it is combined with, rauora means rescue and tangata means people. Together the name Whakarauora Tangata means 'the rescue of people'.

Exercise Aim

Exercise Whakarauora Tangata aims to ensure SAR and supporting agencies can respond effectively to a nationally significant search and rescue incident.

The purpose of the exercise series is to evaluate and identify opportunities to improve current cross-agency policies, procedures, capabilities, and capacity, to ensure that New Zealand is adequately prepared for a large-scale NatSig SAR event, which would stretch the availability of resources in the conduct of SAR and feature several distinct issues of varying levels of complexity.

Exercise Scenario

The scenario for Exercise Whakarauora Tangata will centre around a boutique cruise ship floundering and possibly sinking on approach to a NZ port. The simulated ship will be approximately 350-400ft, with approximately 250 crew and passengers.

The scenario will require coordination across SAR coordinating authorities, SAR agencies and supporting organisations; and will create a significant strain on the local and national resources. Additionally, the scenario will include complexities that create a truly nationally-significant incident, requiring national-level coordination and management.

Specifics of the scenario and its timeline will be held in confidence by the exercise planning team in order to provide participants with the most realistic experience possible, within the constraints of the exercise. Certain scenario specifics will be changed to suit the location of each exercise phase.

Exercise Dates

Exercise Whakarauora Tangata is planned to run throughout the 2023/24 financial year. The delivery of each exercise phase is staggered throughout the year to allow ongoing exercise planning and refinement, and cater for other exercises and operational events¹.

A high-level diagram of timings is shown in [Appendix 4](#).

The expected dates for exercise delivery are:

Date	Location	Level	Exercise Type	Activity Focus
July 2023 – June 2024	Various - TBA	Level 0	Functional	SAR responder drills
July 2023	Bay of Plenty District	Level 2	Tabletop	Police District IMT
November 2023	Southern District	Level 1	Tabletop	SAR coordinating authorities
November 2023	Southern District	Level 2	Tabletop	Police District IMT
February 2024	Wellington	Level 3	Workshop	Lead Agencies
March 2024	Wellington District	Level 2	Tabletop	Coordinating Authority / Lead Agency / Police District IMT
April 2024	Wellington	Level 4	Orientation	ODESC
April/May 2024	Eastern District	Level 2	Tabletop	Police District IMT

Final dates will be published on the [Exercise Whakarauora Tangata website](#) as they are confirmed.

¹ Such as CDEM and Police exercises, Football World Cup, and the General Election.

Exercise concept

Scope and Types

A nationally significant SAR event would involve a diverse range of management and response activities, across multiple government departments and non-government agencies and sectors, and potentially span multiple or large geographic regions. Tactical, operational, and strategic layers of response management have very different drivers, activities, and operational tempos. Each level has differing requirements and timeframes for intelligence and directions. Often one area will be quiet whilst another will be busy.

Because each area of the operation will have such unique experiences, a single all-encompassing, full-scale exercise would become unwieldy in design, management, and participation. Therefore, Exercise Whakarauora Tangata is to be conducted over separate phases, each focused on different aspects and levels of SAR management.

Each phase will effectively be a stand-alone exercise, using an overarching scenario. This allows agencies to test and drill the diverse elements of SAR management at all levels, making the best use of participants time and skills. This approach will primarily use a combination of *Functional* and *Tabletop* exercise types. The degree of realism will be determined as part of each individual phase, with each likely to include varying levels of stress, complicity, and time pressures.

The phased approach is summarised in the table below in [Appendix 4](#).

Objectives

The overarching objectives for this exercise are:

1. Practise unified control, across all levels, during a coordinated inter-agency response to a nationally significant SAR incident.
2. Assess the effectiveness and suitability of existing SAR frameworks, memoranda of understanding, plans, procedures, systems, and processes.
3. Validate new or developing concepts, plans, procedures, tools, and equipment.
4. Increase knowledge and understanding of roles and responsibilities within and across SAR agencies and support agencies.
5. Assess or identify areas of particular risk or opportunity for the SAR sector in the coordinated response to a NATSIG SAROP.

Exercise evaluation criteria are listed in [Appendix 2](#).

Agency objectives

It is expected that participating agencies will augment the above list by developing their own additional exercise objectives to fit their requirements, based on unique roles and responsibilities.

Participation (agencies)

This is a national level interagency exercise which requires staff from a range of agencies to participate either in full (i.e. all phases of the Exercise) or partially (i.e. a specific phases of the Exercise). As the exercise phases focus on specific levels of response management, it is expected that most individual *players* will only participate in one or two phases.

It is expected that most NZSAR Council agencies will participate in the Exercise, though roles and levels of participation will vary depending on the level and location of the individual phase.

SAR and supporting agencies are invited to confirm their participation in the Exercise, at locations and levels that suit their validation needs. Liaison staff are also requested to perform as points-of-contact between participating agency staff and the exercise planning team.

Agencies may choose to submit names of appropriately competent staff to perform roles in exercise control and evaluation functions, subject to requirements and approval of the Exercise Planning Team.

Specific participating agencies will be listed in the General Instruction for the respective phase.

A limited number of observers can be hosted for each phase and location. Agencies wishing to send observers must provide details to the Exercise Planning Team prior to the exercise phase date.

Assumptions

The following assumptions apply to exercise play:

- The exercise is a no-fault learning environment. Systems and processes will be tested and evaluated, not individuals.
- Exercise players will react to the information and situations as they are presented, in the same manner as if it is a real event. Any adjustments will be managed by Excon.
- Due to the simulated nature of the event, scenario information may not be as detailed or accurate as in an actual event.
- Exercise players are capable of carrying out their roles; or if in a training capacity, they have access to sufficient support to allow them to fulfil their role effectively during the exercise.
- To prevent alarming the public, communication with broadcasters/other media will be simulated.
- Safety is paramount and will override execution of the Exercise. Adherence to all safety protocols is expected.

Themes

The predominant themes for practice and refining in this exercise are at the operational and strategic governance levels. In particular:

- Clarifying roles and responsibilities, during different stages of a large and drawn-out SAR/MRO event, including the hand-over of leadership as the situation changes,
- Testing situations where the national level lead may differ from the tactical operational command.
- Contextualising the SAR response within a wider incident with concurrent risks and potentially conflicting priorities.
- Confirmation of each agency's capacity to meet their obligations in situations where resources are limited
- Improving interagency coordination, communications and cooperation
- Testing the reconciliation process
- Evaluating specific memoranda of understanding, plans and procedures
- Identifying planning deficiencies and identify possible solutions

Areas to be Exercised

Each phase and level will exercise different areas of SAR operations and management.

Level	Areas to be Exercised
0	<ul style="list-style-type: none">• Activation• Specific drills associated with the exercise scenario• Risk assessments• Clarifying roles and responsibilities
1	<ul style="list-style-type: none">• Notification / activation procedures• Clarifying roles and responsibilities• Decision making on operational needs – confirming capacities• Exercising command and control frameworks• Potential change of coordinating authority• Evaluating MOUs, agreements• Evaluating plans - identifying planning deficiencies, incl NatSig SAROP plans• Evaluation of capacity to meet obligations
2	<ul style="list-style-type: none">• Notification / activation procedures• Clarifying roles and responsibilities• Exercising command and control frameworks – CIMS• Evaluating plans - identifying planning deficiencies, incl NatSig SAROP plans• Evaluation of capacity to meet obligations• Exercising reconciliation process
3	<ul style="list-style-type: none">• Clarifying roles and responsibilities• Exercising command and control frameworks – CIMS• Evaluating plans - identifying planning deficiencies, incl NatSig SAROP plans• Evaluation of capacity to meet obligations
4	<ul style="list-style-type: none">• Clarifying roles and responsibilities – expectations• Clarifying information expectations• Confirm communications / information flow• Decision making processes – identifying information needs

Documentation

Website

The [Exercise Whakarauora Tangata](#) page on the NZSAR website will be update with information about the exercise and links to key documents.

Published: 13 March 2023

This Coordinating Instruction

Published: 30 June 2023

General instructions

For this exercise General Instructions will be released for each phase of exercise play, with each general instruction being specific to that phase and its participants. Participants can expect to receive the general instructions approximately 4 weeks prior to the date of the exercise.

General instructions will augment this document by detailing the following elements for the phase:

- Purpose of the phase
- Scope of the phase

- Arrangements for exercise play
- Risk management, safety and security
- Specific exercise control and evaluator appointments
- Evaluation strategy
- Key Performance Indicators (KPIs)
- Methods of communication during exercise play
- Any public information arrangements
- Arrangements for observers/VIPs
- Any relevant phase-specific budget and expenditure arrangements
- Admin and logistics

Evaluation Plan and Evaluation Tools

Evaluation plans will be issued ahead of each phase to provide guidance for evaluators in undertaking assessments and the provision of feedback.

Evaluation tools will be provided for evaluators to record their observations against the prescribed KPIs.

Exercise control and evaluator rules of play template

This document will provide details of roles and responsibilities for the Excon team, and describe how Excon will interact with exercise players, and any contingency actions.

Master Schedule of Events

The Master Schedule of Events details the injects and key moments across the exercise timeline. Distribution will be limited to exercise planning team and control staff only.

Evaluation and Reporting

The Exercise Whakarauora Tangata Planning Team has overall responsibility for exercise evaluation reporting. The exercise will be assessed using the following methodologies:

- Evaluator observations (general and agency specific)
- Participants debriefs (hot and cold)

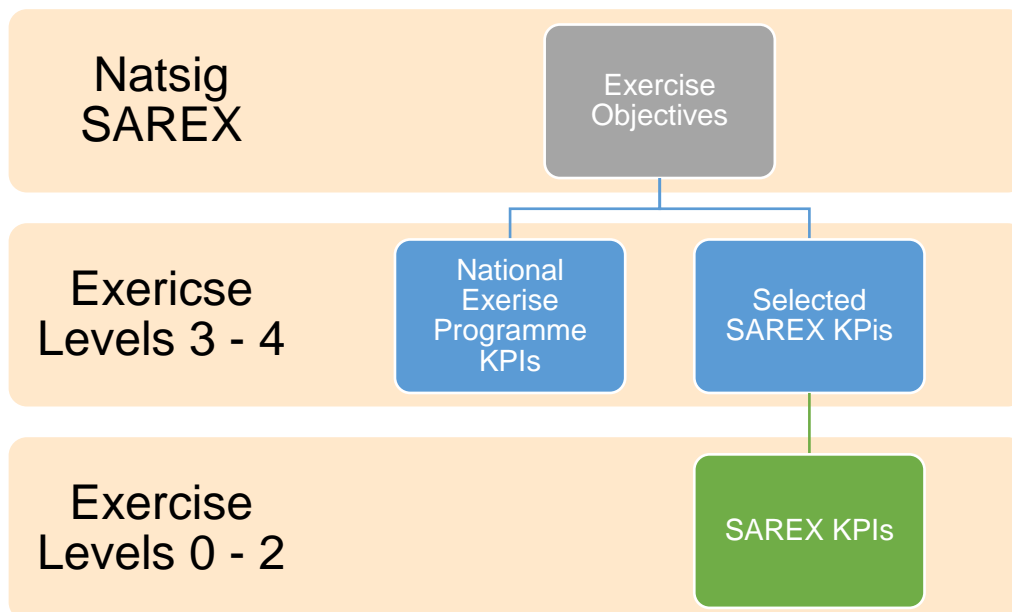
Evaluator observations

The Evaluation Coordinator will manage evaluators for each phase. Evaluators will observe the exercise in progress and will review relevant records and artefacts following the conclusion of exercise play. Assessments regarding the exercise will be made against the set criteria and KPIs.

General

General evaluators will focus on the broad systemic aspects of the SAR exercise; considering the inter-agency operation, coordination and cooperation. The Planning Team will appoint evaluators for each phase, who will focus on assessing NEP and SAR KPIs.

Evaluators must submit their reports to the Evaluation Coordinator no later than 7 days after the conclusion of the exercise phase.



Agency specific (when used)

Agencies may choose to develop *additional* assessment criteria to evaluate specific aspects of their operations (e.g. plans, procedures, and/or systems). These criteria will be assessed by agency evaluators, assigned and deployed at the discretion of individual participating agencies. Agency evaluators must be endorsed by the Exercise Planning Team. During the exercise, agency specific evaluators will report to the Evaluation Coordinator.

Following the exercise, agency evaluators should prepare and submit reports to the appropriate manager in their organisation. A summary of any key observations must be submitted to the Evaluation Coordinator.

Participants debriefs

Hot Debriefs

Immediately following the conclusion of exercise play, participants will be led through a short 'hot debrief'. This provides an opportunity to defuse any exercise tensions on site, and to air any key issues. Assigned Excon staff will facilitate these hot debriefs. Debrief notes will be passed to the Evaluation Coordinator.

Cold Debriefs

Within 2 weeks of the exercise, a 'cold debrief' will be conducted with all participants from the phase. This may be conducted over one or several sessions as required, and will be facilitated by either a member of Excon, or a designated agency staff. Debrief notes should be submitted to the Evaluation Coordinator no more than 7 days after the debrief is conducted.

Evaluation Report

At the conclusion of all phases of Exercise Whakarauora Tangata an overall evaluation report will be produced, including observations, lessons and recommendations.

Exercise delivery

Exercise Formats

The table below shows the type, management level and primary agencies for each level of exercise.

Level	Level 0	Level 1	Level 2	Level 3	Level 4
Management Focus	Tactical	Operational & Tactical	Operational	Operational	Strategic / NSS
Type	Functional	Tabletop	Tabletop	Tabletop (with some functional element)	Orientation
Primary agencies	SLSNZ NZ Coast Guard LandSAR AREC	Coordinating Authorities	NZ Police	Lead agency	ODESC / Watch Group

Functional SAREX will be run in real-time. Participants will be expected to follow their plans and procedures as they would normally. The activities vary by region and agency, but will generally be focused on aspects selected from the general exercise scenario.

Tabletop sessions will be simulations of IMT activities in Coordination Centres and Incident Command Posts. Participants will follow procedures and manage the IMT operations as per real-life.

Orientation and **discussion** exercises will be facilitated as conference workshops. Participants will be expected to be able to discuss their agencies response to certain events and contribute to the discussion regarding the hypotheticals.

Exercise Dates and Timings

Anticipated months of delivery are included in [Appendix 5](#).

Duration and timings for each exercise phase will be confirmed in the general instructions, and published on the [exercise website](#).

Injects

Injects cover all aspects of the Exercise and the ongoing scenario, including such matters as: weather, changes concerning the vessels involved, media enquiries, legal issues, public and community enquiries, and environmental impacts.

Injects are developed during the development process by the Exercise Planning Team. Agencies may provide injects for the exercise to support the objectives of the exercise and for the purpose of testing their own agency processes, providing they do not detract from, or divert, the overall exercise scenario and play. Agency-specific injects will be designed by agency subject matter experts in coordination with the primary exercise planning team.

Scenario injects during the exercise play will be provided by Excon **only** through the respective HICON (central) and LOCON (site/specialist) teams. Injects will be synchronised across sites and will be tightly controlled. Injects will be delivered via different modes, dependant on the exercise type for the phase (see below).

Exercise players can request information or clarification from Excon throughout the scenario. Requests can be via email, phone or to designated contacts. When requesting information from Excon, it should be noted that time delays may occur to simulate the duration of time required to obtain answers or undertake certain actions.

Inject Delivery

Functional Type Injects

For functional and tabletop type phases, injects will generally be sent to specific agencies/players, so as to simulate real-life events and prompt appropriate player reactions (e.g. passing on the information, initiating a procedure, etc). Functional injects may be delivered via:

- Emails;
- Radio/phone calls;
- Simulated systems messages (where agencies have software applications in use);
- Briefings;
- Hand-passed notes;
- MS Teams; and/or
- Some injects will be delivered by Role Players who will act as characters within the scenario (e.g. these may be casualties, phone calls to/from non-playing agencies, or senior agency officers).

Orientation / Discussion Type Injects

Orientation and discussion type phases will typically involve high-level scenario injects delivered via a visual presentation and/or a verbal briefing.

Players may receive a pre-exercise briefing on the scenario and hypothetical situation. Players are expected to have read this briefing ahead of the exercise discussions.

Communication

Prior to Exercise Dates

Ahead of exercise phases, general information and key administrative documents regarding the exercise will be updated on the [Exercise Whakarauora Tangata webpage](#).

Participating agencies should nominate a representative to be a liaison between the agency and the Exercise Planning Team.

See [Appendix 3](#) for details of planning team representatives.

During Exercise Play

The Exercise is closed, so there should be no business-as-usual contact with participants throughout the Exercise.

Participants are to bring and use their own ICT equipment where appropriate, unless otherwise advised.

A participant and role-player contact list will be provided for use during exercise phases.

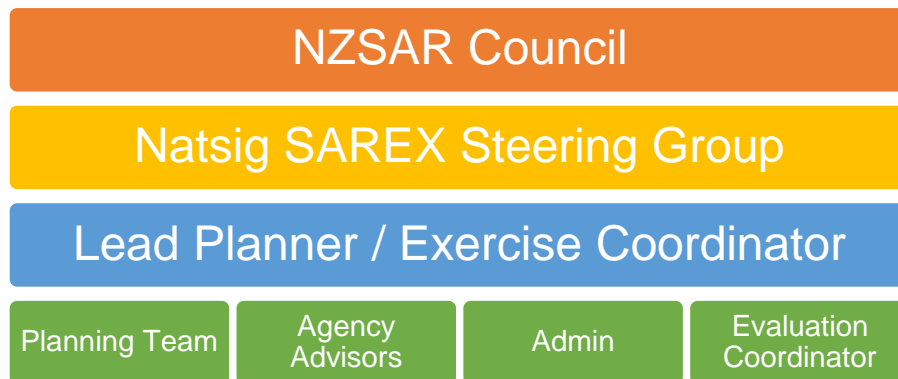
Exercise Control communication devices will be provided by NZSAR Secretariat and AREC.

Specific communications modes, frequencies, numbers and comms-network information for each phase will be detailed in the general instruction.

Responsibilities and Administration

Exercise Governance and Management

A multi-agency steering group provides the governance for the exercise, and reports to the NZSAR Council. The exercise management structure is shown below:



Contact names for these roles are included in [Appendix 3](#).

The Planning Team will:

- a) Develop the Exercise following standard project and exercise management methodologies:
 - o Developing an exercise planning timeline with milestones
 - o Scheduling planning meetings and activities
 - o Management of the allocated budget
- b) Manage risks to the delivery of the exercise project, including specific health and safety risks to participants.
- c) Determine exercise control roles and ensure they are staffed appropriately.
- d) Provide the staffing for *Exercise Control*, facilitating the exercise days.
- e) Determine detailed objectives, tailor the scenario and develop documents used in the simulation, control and evaluation of the exercise.
- f) Design the documentation for all aspects of the Exercise.
- g) Manage and coordinate the invitations to participate in the Exercise.
- h) Establish mechanisms for communicating with the SAR sector, and other interested stakeholders.
- i) Liaison with SAR sector and Government agencies
- j) Engage and collaborate with local iwi and appropriate Māori organisations regarding the scenario development and exercise management.
- k) Provide ongoing reporting to the Exercise Steering Committee.

Most planning will be undertaken in 2022/23 Q3-4 and 2023/24 Q1. This will include the design of the scenario along with the majority of inject material. Whilst the scenario will remain consistent across the phases, each phase will be customised to suit the participants and the exercise type. Outputs/artefacts from each phase will be used to customise content for subsequent phases, effectively linking the exercise sessions.

Exercise Control Arrangements

The Exercise Coordinator has overall command of an exercise day.

The Exercise Coordinator leads the Exercise Control (Excon) team who will undertake specific activities to ensure the successful achievement of the exercise/phase objectives. Excon conducts the exercise, including the delivery of injects and any adjustments required.

The Excon structure is shown below:



Changes to Excon will be made for each phase based on exercise type and complexity. Details will be advised in the general instructions.

Excon staff will be centrally located during the exercise, away from the exercise players. Access to the Excon rooms during the conduct of an exercise will be restricted to Excon staff except for 'NO DUFF' issues.

The Excon team members and evaluators will be assigned leading into each exercise phase.

Agencies are invited to contribute expertise to Excon, particularly where they have participants who will likely require specialist or technical information. If your agency wishes to contribute to Excon please contact the Exercise Planning Team to discuss.

Organisational responsibilities

The NZSAR Secretariat is responsible for:

- Developing and coordinating the Exercise planning and management;
- Liaising with the SAR sector, across AoG, and any regional and non-governmental agencies during the planning phase; and
- Collating the Evaluation Report and producing the Post Exercise Report.

Participating Agencies are responsible for:

- Allocating staff to play in the exercise;
- Nominating staff for roles in Excon, evaluation, or liaison
- Submitting any specific or general injects to the Exercise Planning Team.
- Testing any auxiliary or specific activities, plans or procedures (separate to the core exercise evaluation);
- Developing any agency specific assessment criteria, for the purpose of evaluating their own plans and procedures
- Agencies wishing evaluative non-core activities during the exercise must advise the Exercise Planning Team no later than 2 weeks prior to the exercise date.

Finance

The following aspect of the exercise are covered directly by the NZSAR Secretariat:

- Exercise planning and control personnel
- Travel / accommodation / expenses for exercise planning team, Excon and evaluation personnel
- Meal and refreshments on day of each exercise phase
- Marketing & communications
- Exercise content design
- Exercise management equipment and administration

Agency Costs

Participating agencies are expected to cover the following costs:

- Any costs associated with agency representative participation including meals, travel, accommodation overtime, etc
- Any costs associated with the management of their own assets, including maintenance and repairs.

Reimbursements

Specific planning and budget instructions will be provided directly to those districts undertaking functional SAREX linked to this exercise.

Appendix 1 – Glossary

Terms and abbreviations related to Exercise Whakarauora Tangata. Definitions are drawn from several all-of-government documents²³⁴⁵⁶⁷.

Term	Abbreviation	Definition
Agencies		Government entities (including public service departments, non-public service departments, Crown entities, and Offices of Parliament), non-governmental organisations, local government bodies, emergency services, and lifeline utilities.
Assembly Area		The area, managed by Logistics, where resources are organised and prepared for deployment. It may have facilities for response personnel wellbeing and for equipment maintenance. It is usually set up at an established facility away from an incident
Briefing		An overview of an operation that can be formal and structured or informal. It provides a common operating picture of how an incident is being, or is to be, managed and how resources are to be deployed.
Category I SAROP	Cat I	A SAROP coordinated by the Police at the local level; including land operations, subterranean operations, river, lake and inland waterway operations and close-to-shore marine operations
Category II SAROP	Cat II	A SAROP coordinated by the RCCNZ at the national level; including, operations associated with missing aircraft or aircraft in distress and off-shore marine operations within the New Zealand Search and Rescue Region
Civil Defence Centre	CDC	A facility that is established and managed by CDEM during an emergency to support individuals, families/whānau, and the community. CDCs are open to members of the public, and may be used for any purpose including public information, evacuation, welfare, or recovery, depending on the needs of the community.
Civil Defence Emergency Management	CDEM	The activities that guard against, prevent or overcome any hazard, harm or loss that may be associated with an emergency. The Civil Defence Emergency Management Act 2002 provides a comprehensive definition of civil defence emergency management.
Cold Debrief		Discussion held to review the exercise and its objectives four to six weeks following the exercise. All exercise players should be invited to attend.
Command		Command applies vertically to a team, unit, or organisation. It includes the internal ownership, administrative responsibility and detailed supervision of personnel, tasks and resources. Command cannot be exercised across organisations unless specifically agreed
Context		The setting of an incident, including factors such as physical environment, weather, transport routes, weekend vs. workday and population distribution

² Department of the Prime Minister and Cabinet, *Coordinated Incident Management System (CIMS), Third Edition*, 2019

³ Ministry of Civil Defence & Emergency Management, *CDEM Exercises, Director's Guideline for Civil Defence Emergency Management Groups [DGL 10/19]*, 2019

⁴ Department of the Prime Minister and Cabinet, *National Security System Handbook*, 2016

⁵ National Emergency Management Agency, *The Guide to the National Civil Defence Emergency Management Plan*, 2015

⁶ NZSAR, *NZSAR Coordinating Definitions and Responsibilities*, 2008

⁷ NZSAR, *Operational Framework for the New Zealand Search and Rescue Region Third Edition*, 2021.

Term	Abbreviation	Definition
Control Documents		Exercise tools that create an artificial environment and framework for an incident.
Controller		The person in charge of a response element who directs response activities and fulfils management functions and responsibilities. The person exercising control
Coordinated Incident Management System	CIMS	The primary reference for incident management in New Zealand. The purpose of CIMS is to achieve effective coordinated incident management across responding agencies for all emergencies regardless of hazard, size, and complexity
Coordinating Authorities		Agency or body responsible for the overall conduct of the Search and Rescue Operation. The Coordinating Authority will lead and manage the operation. The New Zealand Police and the Rescue Coordination Centre New Zealand are the recognised Coordinating Authorities in New Zealand.
Coordinating Instruction		High-level document that outlines the aim, objectives, scenario overview, date and time of the exercise, and sets the scene for how the exercise will play out.
Coordination Centre		A Coordination Centre is the location from which a Controller and Incident Management Team manages a response. There are four types of Coordination Centres. <ol style="list-style-type: none"> 1. Incident Control Points (ICPs) - incident level. 2. Emergency Operations Centres (EOCs) - local level. 3. Emergency Coordination Centres (ECCs) - regional level. 4. National Coordination Centres (NCCs) - national level.
Emergency Coordination Centre	ECC	Coordination Centre that operates at the CDEM Group or regional level to coordinate and support one or more activated EOCs.
Emergency Operations Centre	EOC	Coordination Centre that operates at the local level to manage a response
Evaluator		A person assigned to observe and evaluate selected objectives during an exercise.
Exercise		An activity that simulates a situation in order to test procedures and practice participants in defined roles.
Exercise Control Staff	Excon	Exercise control staff means a group or person responsible for the overall conduct of an exercise.
Exercise Coordinator		The person responsible for supervising the speed and flow of an exercise and addressing any issues during the exercise
Exercise Governance Group		Group of senior officials from the agencies taking part in the exercise. This group is responsible for signing off the exercise purpose statement and commits resources to the exercise
Exercise Planning Team		A group of people responsible for all aspects of the exercise, including exercise planning, conduct and evaluation.
General Instruction		A detailed document that outlines the administrative arrangements for an exercise specific to a particular phase of the exercise, or for a specific agency
Hot Debrief		A discussion held immediately after an exercise to capture any initial thoughts or urgent corrective actions.
Incident		An event that needs a response from one or more agencies. It may or may not be an emergency.
Incident Control Point	ICP	Single location where an Incident Controller and members of their Incident Management Team coordinate and manage response operations at an incident level response
Incident Level Response		The first level of official response, carried out by official first responders. Response personnel perform physical actions such as

Term	Abbreviation	Definition
		treating casualties, fighting fires and conducting rescues. Constitutes the large majority of responses.
Incident Management Team	IMT	Personnel that support the Controller. It includes the Controller and the managers of the Planning, Intelligence, Operations, Logistics, PIM and Welfare functions. It could also include a Response Manager, Recovery Manager, Risk and Legal Advisors, and Technical and Science Advisors.
Inject		Information (including directives, instructions, and decisions) provided by exercise control staff to exercise players in order to drive exercise play towards the achievement of objectives
Key Performance Indicator	KPI	Observable evidence used to help define and measure the exercise objectives.
Lead Agency		The agency with the primary mandate for managing the response to an emergency.
Lead Planner		The person responsible for the exercise throughout its entire development process, including management of administration and logistical matters
Local Authority		Local authority means a territorial authority, a regional council, or a unitary authority
Local Level Response		The second level of official response (between incident and regional levels).
Master Schedule Of Events	MSE	A detailed list of events (usually injects) that are scheduled to occur during the exercise
National Coordination Centre	NCC	A national level Coordination Centre that coordinates a national response and provides support to regional level response activities.
National Crisis Management Centre	NCCMC	All-of-government coordination centre used by agencies to monitor, support or manage a response at the national level. It can also be used as a National Coordination Centre.
National Level Response		The fourth and highest level of official response (above regional).
National Security System	NSS	New Zealand's arrangements to coordinate central government functions in response. Described in the National Security System handbook
New Zealand Search and Rescue Region	NZSRR	The area, designated by international agreements, for which New Zealand is responsible for SAR coordination. The NZSRR is an area of over thirty million square kilometres, which contains New Zealand, a number of Pacific Islands, part of the Antarctic Treaty Area. The area of the NZSRR is roughly one twelfth of the world's oceanic surface.
No Duff		A term used to describe any real event that occurs during exercise (e.g. an accident or injury requiring first aid).
Observers		Internal or external agency personnel invited to view the exercise but do not participate.
Officials' Committee For Domestic And External Security Coordination	ODESC	The mechanism at the national governance level for providing strategic direction and for coordinating the all-of-government response. ODESC is a group of chief executives, which is chaired by the Chief Executive of the Department of the Prime Minister and Cabinet.
Operational		The planning and command, control and coordination of actions or campaigns to achieve strategic outcomes. The operational level links strategy to tactics by establishing operational objectives and end states, initiating actions, and applying resources to ensure the success of an operation.

Term	Abbreviation	Definition
Participants		All control staff, players and observers involved in the exercise.
Players		Participants who have to perform their substantive or allocated role by receiving and responding to incoming messages or injects supplied by Excon.
Police Area	Area	Each Police district is divided into areas and has a central station from which subsidiary and suburban stations are managed.
Police District	District	New Zealand Police is divided into 12 districts, 9 in the North Island and 3 in the South. Each district is divided into areas and has a central station from which subsidiary and suburban stations are managed.
Recovery		The co-ordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency
Regional Level Response		The third level of official response (between the local and national levels).
Response		the actions taken immediately before, during or directly after an incident that save or protect lives and property and that bring the consequences to a point of stability
Risk		The likelihood and consequences of a hazard
Role Player		A person who performs as a character or agency representative, to provide dynamic injects or responses to exercise players.
Safe Forward Point		A safe location near the incident used mainly as a meeting place for personnel.
Scenario		Narrative that describes a simulated event that exercise participants need to resolve.
Scope		Scope is the limitations applied to an exercise
Search and Rescue Operation	SAROP	An operation undertaken by a Coordinating Authority to locate and retrieve persons missing or in distress. The intention of the operation is to save lives, prevent or minimise injuries and remove persons from situations of peril by locating the persons, providing for initial medical care or other needs and then delivering them to a place of safety
Staging Area		A designated location where resources are gathered and prepared before being sent to the incident area.
Standard Operating Procedures	SOP	Written practices adopted by an agency. Standard operating procedures describe how actions or functions are performed
Strategic		The macro dimension of emergency management. It can have both a domestic and international focus and relates to the strategic aim or purpose of the government, local government or agency.
Support Agency		Any agency or organisation, other than the lead agency, that has a role or responsibilities during a response
Tactical		Involves task-specific planning and actions to achieve a strategy. The tactical level is where the operation or campaign is executed.
Umpire		A person who monitors the flow of an exercise (Excon role)
Unified Control		An application of command and control used to bring control of an incident to one combined decision-making body when two or more agencies assume joint lead of a response.

Appendix 2 – Evaluation Criteria

This appendix lists the objectives and sub-objectives for evaluation across the exercise series.

The Exercise will be evaluated against the overarching council defined objectives outlined previously aligned with relevant NEP objectives and contributing exercise objective as outlined below. Specific KPIs will be provided in general instructions and evaluator guides.

<ul style="list-style-type: none"> • Practise unified control, across all levels, during a coordinated inter-agency response to a nationally significant SAR incident • Assess or identify areas of particular risk or opportunity for the SAR sector in the coordinated response to a NATSIG SAROP 	
NEP Objective	Contributing Ex Objective
NO 1.0 - Lead a coordinated interagency response to a significant incident or emerging threat that warrants a NSS activation.	CO 1.1 – Identify nationally significant incident or emerging threat.
	CO 1.2 - Implement appropriate escalate measures that activate relevant elements of the NSS.
	CO 1.3 - Develop an effective action plan to manage the response to a Nationally significant SAR incident.
	CO 1.4 - Coordinate the interagency response to the nationally significant SAR incident in accordance with the agency emergency plans, the action plan, CIMS, and legal/policy frameworks.
	CO 1.5 – Identify and communicate additional support and/or resource requirements.
	CO 1.6 – Specialist functional groups are activated in support of the response.
	CO 1.7 - Strengthen personal and interagency collaborative relationships.
<ul style="list-style-type: none"> • Assess the effectiveness and suitability of existing SAR frameworks, memoranda of understanding, plans, procedures, systems, and processes. • Increase knowledge and understanding of roles and responsibilities within and across SAR agencies and support agencies. 	
NEP Objective	Contributing Ex Objective
NO 2.0 - Support a coordinated interagency response to a significant incident or emerging threat that warrants a NSS activation.	CO 2.1 - Support the identification of a significant incident or emerging threat
	CO 2.2 - Support the development of an action plan in accordance with standard operating procedures
	CO 2.3 - Support the interagency response to the nationally significant SAR incident in accordance with the agency emergency plans, the action plan, CIMS, and legal/policy frameworks.

	CO 2.4 Support coordination centres in accordance with standard operating procedures.
	CO 2.5 Strengthen personal and interagency collaborative relationships
<ul style="list-style-type: none"> • Test new or developing concepts, plans, procedures, tools, and equipment • Assess or identify areas of particular risk or opportunity for the SAR sector in the coordinated response to a NATSIG SAROP 	
NEP Objective	Contributing Ex Objective
NO 3.0 - Enable high level all-of-government decision making through the National Security System.	CO 3.1 Agencies fulfil their roles as expected in the National Security System response governance structures
	CO 3.2 High quality information is used in decision-making
	CO 3.3 Key stakeholders are consulted in the decision-making process.
<ul style="list-style-type: none"> • Increase knowledge and understanding of roles and responsibilities within and across SAR agencies and support agencies. 	
NEP Objective	Contributing Ex Objective
NO 5.0 - Situational awareness is established and maintained during the exercise	CO 5.1 Incident information is effectively managed and communicated by all agencies involved in the response
	CO 5.2 Response documentation is correctly produced
	CO 5.3 Information is communicated within and across agencies to support reconciliation
<ul style="list-style-type: none"> • Increase knowledge and understanding of roles and responsibilities within and across SAR agencies and support agencies. 	
NEP Objective	Contributing Ex Objective
NO 6.0 - Manage and deliver public information management to establish and maintain public assurance and confidence in the response	CO 6.1 Appropriate information processes and tools are used.
	CO 6.2 Coordinated and consistent public messaging is produced.
	CO 6.3 Messaging aligns and with supports the operational response and key objectives.
	CO 6.4 Timely and accurate information is delivered to those who need it.

Appendix 3 – Key Contacts










Exercise Governance

Role	Names
Project Sponsors	<ul style="list-style-type: none"> • NZSAR Council
Steering Committee	<ul style="list-style-type: none"> • Andy Greig, NZSAR (Chair) • Matt Wheble, NZSAR • Mike Hill, CAA • John Dyer, NZSAR (Exercise Coordinator) • Rob Hewitt, NZSAR • Carl Van der Meulen, MOT • Lucas Vetter, MOT • Craig Rendel, NZ Police • Justin Allan, RCCNZ • Richie Appleton, NZDF • Des Irving, FENZ • Ian Duncan, FENZ

Exercise Planning Team

Role	Names
Lead Planner	<ul style="list-style-type: none"> • John Dyer, NZSAR (Contractor)
Planners	<ul style="list-style-type: none"> • Win Van Der Veld, NZSAR (Contractor) • Mark Constable, NZSAR (Contractor)
Agency Advisors	<ul style="list-style-type: none"> • Lyle Patterson, MNZ / RCCNZ • Craig Rendel, Police • Alan Mundy, SLSNZ • Rob McCaw, Coastguard NZ • Tony Wells, LandSAR • John Murphy, AREC
Evaluation Coordinator	<ul style="list-style-type: none"> • TBC

Appendix 4 – Exercise Framework Summary

Level	Agencies	Response Focus	Type	Timeline				Areas to be Exercised
				2023/24 Q1	2023/24 Q2	2023/24 Q3	2023/24 Q4	
0	NZ Police SLSNZ NZ Coast Guard LandSAR AREC	Tactical	Functional	District SAREXs - Technical / Practical Field Training				<ul style="list-style-type: none"> • Activation • Specific drills associated with the Ex Scenario • Risk assessments • Clarifying roles and responsibilities
1	RCCNZ NZ Police	Operational/ Tactical	Tabletop		 Coord Auth	 Coord Auth Hi-Con		<ul style="list-style-type: none"> • Notification / activation procedures • Clarifying roles and responsibilities • Decision making on operational needs – confirming capacities • Exercising command and control frameworks • Potential change of coordinating authority • Evaluating MOUs, agreements • Evaluating plans - identifying planning deficiencies, incl NatSig SAROP plans • Evaluation of capacity to meet obligations
2	NZ Police Support Agencies	Operational/ Tactical	Tabletop with link to functional SAREX	 IMT 26/7/23	 IMT 29/11/23	 IMT Mar/24	 IMT May/24	<ul style="list-style-type: none"> • Notification / activation procedures • Clarifying roles and responsibilities • Exercising command and control frameworks – CIMS • Evaluating plans - identifying planning deficiencies, incl NatSig SAROP plans • Evaluation of capacity to meet obligations • Exercising reconciliation process
3	Lead Agency	Operational	Tabletop/ Orientation/ workshop		 Lead Agency Wksp	 Lead Agency Hi-Con/Sim		<ul style="list-style-type: none"> • Clarifying roles and responsibilities • Exercising command and control frameworks – CIMS • Evaluating plans - identifying planning deficiencies, incl NatSig SAROP plans • Evaluation of capacity to meet obligations
4	ODESC/Watch Group	Strategic/ NSS	Orientation				 ODESC Apr/24	<ul style="list-style-type: none"> • Clarifying roles and responsibilities - expectations • Confirm communications / information flow • Decision making processes – identifying information needs
Deconfliction Requirements				Phase 1 Phase 2 Phase 3 Phase 4				
				AF8 / Football WC: Jul – Aug 23 / Elections: Sep – Nov 23				AF8 runs over same period but is planned as a series of separate exercises

Appendix 5 - Key Milestones

Estimated Date	Phase	Activity / Milestone
May 2023		Exercise High Level Design
June 2023		Detailed Scenario Planning & SME consultation
June 2023		Exercise Coordinating Instructions Published
July 2023	Phase 1	General Instructions Published
July 2023	Phase 1	Inject development and Control Documents
July 2023	Phase 1	Exercise – Bay of Plenty District
June- August 2023		Level 0 activities determined
July 2023 – June 2024		Level 0 SAREX conducted (Dates TBA)
October 2023	Phase 2	General Instructions Published
November 2023	Phase 2	Exercise – Southern District
December 2023	Phase 3	General Instructions Published
February 2024	Phase 3	Lead Agency Workshop
March 2024	Phase 3	Exercise – Wellington District
March 2024	Phase 4	General Instructions Published
April 2024	Phase 4	ODESC Orientation Exercise
May 2024	Phase 4	Exercise – Eastern District TBC
June 2024		Final Exercise Report