

Exercise Evaluation Report

Exercise Whakarauora Tangata

Phase 3 – Wellington District

Location: Wellington

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1. Executive Summary

Exercise Whakarauora Tangata Phase 3 – Wellington was the third of four exercises held in the Whakarauora series. This was a functional, table-top exercise, delivered using dynamic simulation with multiple injects to control the scenario.

The exercise was run on Wednesday 20 March 2024 at Wellington Regional Emergency Management Offices (WREMO) Wellington and was designed to test an inter-agency response to the lifesaving aspects of a Category II Nationally Significant SAR, within a Police District. NZSAR developed and planned the exercise and ran Exercise Control (EXCON). Over 80 people were involved from 23 different agencies.

The scenario for Exercise Whakarauora Tangata Phase 3 centred around a boutique cruise ship foundering immediately north of Kapiti Island. The simulated ship was approximately 350-400ft, with 256 crew and passengers. A mayday was declared and an evacuation of the ship was ordered.

RCCNZ took the initial MAYDAY call, then escalated the situation to a nationally significant SAR fulfilling the CAT II on-water rescue, and the Police tasked with coordinating the land-based rescue and recovery. Functional CIMS team units were established by Police as an Incident Management Team (IMT) at the WREMO ECC and delivered briefings, an Action Plan and Situation Reports over an 8-hour period.

The objectives were designed to test various aspects of the operations including IMT capability, and inter-organisational cooperation, effectiveness and reporting. The general structure and nature of the exercise worked well to test individuals, agencies and broader cross-agency integration.

Participants were highly engaged throughout the day, and the tempo remained high once a 'battle rhythm' had been established. There were key learnings that predominantly self-identified through the hot debrief and cold debrief process. The IMT had clearly identified good opportunities to learn out of this exercise.

Key recommendations from the exercise include: Enhance situational awareness and briefings through the early establishment of an IAP and mission to ensure alignment to the RCCNZ-led response; Plan and rehearse reconciliation processes through more frequent IMTEX opportunities so the Police and support agencies can cross train and maintain relationships; and Ensure all agencies are integrated within and across the IMT for maximum effect.

The outcome of the emergency exercise scenario was successful in line with the stated objectives and identified KPI's.

2. Recommendations

1. Enhance Situational Awareness and Briefings

Establish an IAP early and manage the IMT to maximise situational awareness and alignment to the RCCNZ-led response.

- Project the initial SITREP and IAP provided by RCCNZ to the wider IMT room to allow for early situational awareness across the IMT group.
- Spend time getting the mission accurate at the start of an exercise, as this will guide the entire operation including initial actions. Create space to allow this to occur.
- Ensure the IMT are aware of the areas of responsibility in a Cat II nationally significant SAR, to ensure tasks are allocated in accordance with the Incident Controller's aim and intent, and to test the role and responsibility structure.
- Utilise visual aids such as broad and detailed maps for geographical context are provided to assist in creating a common operating picture for all agencies involved.

2. Plan and Rehearse Reconciliation Processes

Create more frequent IMTEX opportunities so the Police and support agencies can cross train and maintain relationships as a critical component of future exercises.

- Reconciliation processes should be planned and rehearsed as a critical component of future exercises. This complex process requires the support and collaboration of multiple agencies and organisations – such as Customs, MBIE, MFAT, and Health.
- Make use of graphics/visuals for the where/who of passenger reconciliation to allow all support agencies to understand the reconciliation situation.
- Activation of CDEM in support of Police SAR response in this exercise included a focused welfare control centre, a triage Casualty Clearing Point (CCP), and supporting the reconciliation process for rescued people.
- Forecast need and resources for reconciliation, temporary mortuary, behaviour issues with passengers/patients, medical events/accidents, welfare, handovers, additional resources, safety, catering.
- Ensure cross agency authority-powers are understood; e.g. customs exclusion zones.

3. Integration within IMT

Ensure all agencies are integrated within and across the IMT for maximum effect.

- Chief of staff (Response Manager) role was critical to assist the IC enacting the plan.
- IMT achieved effective liaison with RCCNZ early and was provided with a comprehensive briefing, IAP and SITREP.
- Need to socialise what the various liaison officer capabilities are for input.
- All contributors to the SITREP should state whether they can meet the command aim; what they have achieved since the previous SITREP, what they are doing until the next SITREP, what additional resources/support they require to achieve the aim.
- Identify a plan for key timings – initial briefing, IAP, status reports, SITREP, mass rescue/evac plan, shift handover. This will help inform NSS resource requirements should the SAROP extend or become more complex.

3. Introduction

The Wellington District has been identified as an area of concern for a large and/or complex water-based emergency event. Whilst there are a range of assets available across the Wellington region for a water-based rescue, the coastal environment is remote and is a large area. Coordinating all the key agencies to ensure a focused and effective response to an emergency requires practice through exercising.

Exercise Whakarauora Tangata Phase 3 was conducted in the Wellington Police District and was Phase 3 of a four phase exercise series focused on a water-based scenario and response.

The exercise was played out in real-time and allowed for a range of issues to be practiced by participants. Role-players were used during the exercise to simulate non-playing agencies, and there were over 120 'injects' providing challenges to the IMT that replicated realistic situations. Specifics of the scenario and its timeline were held in confidence by the exercise planning team in order to allow participants to enjoy the most realistic experience possible, within the constraints of the exercise. Scenario injects were provided to players to simulate real-life information and their actions to this information.

The primary geographic focus of the scenario was the marine approaches to the Kapiti Coast based on an incident immediately north of Kapiti. The scenario centred around a simulated boutique cruise ship of approximately 350-400ft foundering and sinking on approach, with approximately 250 crew and passengers onboard.

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

4. Background to the Exercise

The intention was to conduct an operational-level functional exercise of the Police-led integrated IMT in order to ensure a CAT II SAROP was identified, responded to effectively, and multiple agencies working together for a common mission.

All agencies, participants, observers and Exercise Control (Excon) staff of Exercise Whakarauora Tangata assembled at the Wellington Regional Emergency Management Office where the IMT was established in a large operating space, with Exercise Control (Excon) staged in a separate space nearby. This was a combined functional and desktop exercise. Players were expected to follow their plans and procedures as they would in a real situation, except where informed otherwise.

The exercise was played in real-time, and the scenario allowed for a range of issues to be practiced by participants.

4.1 Dates, Location, Organising Agency(s)

The emergency exercise was run on Wednesday 20 March 2024 at Wellington Regional Emergency Management Office (WREMO), 2 Turnbull Street, Thorndon, Wellington.

NZSAR developed and planned the exercise and ran EXCON.

Over 80 people were involved from 23 different agencies.

4.2 Participating Organisations

NZ Police, Wellington District

Harbour Master

Wellington Free Ambulance

Te Whata Ora (Health)

New Zealand Customs Service

Ministry of Business, Innovation and Employment (MBIE)

Wellington Regional Emergency Management Office (WREMO)

Ministry for Foreign Affairs and Trade

Ministry of Justice/Coroner

RCCNZ

Support Agencies: Civil Defence, LandSAR, MPI, NZDF, DoC, FENZ, Red Cross, Iwi, Coastguard, Surf Lifesaving, Maritime NZ.

Observing agencies: TAIC, DVI, MBIE.

4.3 Exercise Aim

The purpose of this exercise was to rehearse skills, processes and procedures for the district level Incident Management Team, and to test the efficacy of existing or new plans.

4.4 Exercise Objectives

The overarching objectives for this exercise were:

1. Validate notification/activation procedures of IMT in the context of a SAR incident
2. Clarify roles and responsibilities within and across agencies
3. Practice command and control frameworks
4. Evaluate current and developing plans to identify deficiencies
5. Evaluate capacity to meet SAR/ODESC system obligations
6. Practice and evaluate reconciliation processes.

4.5 Exercise Scenario

On 18 March 2024, Silver Pacific II departed Sydney Australia travelling to NZ carrying 144 passengers and a crew of 112. At 0055 on 20 March 2024, the ship's engineer of the Silver Pacific II notices an issue with the ship's steerage and one of the ship's engines. The captain of the vessel contacted the ship's company (Australia) and advised of the problems onboard the ship. At this stage, the vessel was 20 nm north of Stephen's Island Lighthouse (top of South Island) and 49 nautical miles (nm) northwest Wellington off the Foxton Coastline.

The ship did not declare an emergency. At 0325 whilst repairs are being attempted, a small fire broke out in the engine room and was managed by engineers. The ship's captain elected to steer the vessel closer toward the Wellington coastline to seek shelter from the strong north-westerly winds and sort out the mechanical issues. At 0355 an attempt was made to restart the engines. During the restart procedures a high-pressure oil line split and sprayed the engine room with oil, creating a fire ball explosion and a rapid spread of intense fire throughout the engine room. The explosion resulted in damage to the hull of the vessel. The Chief Engineer ordered all crew out of the engine room. Most escaped, however four crew members remain unaccounted for, and a further two died as a result of their injuries. The fire is unable to be suppressed and starts to spread. The vessel's position at this point was approximately 4 nautical miles northwest of Kapiti Island and 6nm from Wellington coastline – GPS position: 40 0 45' 30 South 174 0 57' 39 East.

At 0405 the ship's Captain makes an initial Maritime Radio notification by declaring a MAYDAY. This MAYDAY message was then relayed to the Police via RCCNZ. The captain advises of his intention to muster the passengers and crew and abandon the vessel via liferafts and a lifeboat. Vessels and personnel in the water were coordinated to head to a casualty clearing point at Beachhead and a Welfare Centre was established at Mana Marina. There were 6 passengers overboard in the scenario and some passengers landing on Kapiti Island. A number of surface vessels were available to assist. There were seven EMS helicopters available in the scenario.

This was a Category II SAROP, led by RCCNZ with Police tasked as On-Scene Command at Beachhead and Mana Marina managing the land-based response and recovery effort.

The situation presented required coordination across SAR coordinating authorities, SAR agencies and supporting organisations; and created a significant strain on the local and national resources. Additionally, the scenario included complexities that created a truly nationally-significant Category-2 incident, requiring national-level coordination and management.

4.6 Exercise Scope

This exercise focused on the following components:

Police-led Integrated IMT support to a nationally significant Category II SAR, including:

- Escalation and establishment of Police-led Integrated IMT;
- Activation, integration and liaison with supporting agencies (e.g. CDEM, Airdesk, Wellington Free Ambulance, NZDF, MFAT, Customs, health-sector, etc);
- IMT support of local SAR coordination; and
- IMT coordination of reconciliation management and welfare activities.

5. Evaluation Methodology

5.1 The agreed outcomes of the evaluation activity

Carry out observation of the IMT and its function in an emergency exercise scenario. Observe actions to develop and enhance functional team methodology within the ECC environment and to practice and refine plan development.

To ensure value is delivered for all personnel involved.

A report to be written outlining observations of the SAREX in relation to the stated objectives and the KPIs.

Recommendations to be made based on those observations.

5.2 Evaluation scope

The evaluation scope was primarily focused on the Police District IMT support to a nationally significant Category II SAROP. This included evaluating:

- Activation of local area Police SAR;
- Escalation and set up of district IMT;
- IMT support and coordination of local SAR and supplementary activities; and
- Management of reconciliation and welfare support, including:
Activation of CDEM in support of Police SAR response; Set up and management of local Welfare centre; Triage and supporting reconciliation of rescued people.

5.3 Aspects of the exercise observed, what was not observed

All aspects of the IMT exercise were observed. The evaluator did not evaluate Ex-con operating in a separate space.

The evaluator was present from the time the exercise commenced till the time it ended and had access to every area appropriate – particularly all briefings and SITREP handover - with a high level of cooperation and consultation around the evaluation.

The Hot Debrief was also attended immediately after the exercise, along with a Cold Debrief occurring the following morning.

Evidence was collected via observations, discussions, photos and notes taken at the time.

5.4 The process followed in preparing and submitting the report

Once the notes, photographs and documents were all collated the evaluator report was completed in draft format and submitted for comments. This was then finalised and submitted.

5.5 Other information

N/A

6. Findings

Comments made in this section are observations made based on the six major objectives, and in relation to the KPI's.

6.1 Validate notification/activation procedures of IMT in the context of a SAR incident

- Cat II operation confirmed with RCCNZ via a detailed briefing, SITREP and IAP. RCCNZ advises they are coordinating the water-based search and rescue part of the operation, with Police as OSC (and managing the land response and recovery effort).
- Incident identified as a nationally significant SAR early stage and escalated accordingly. Responded appropriately to early-stage notification.
- IMT was activated relatively quickly and in place at the WREMO ECC by 0800.
- The initial SITREP and IAP provided by RCCNZ could have been more effectively implemented and projected within the IMT to generate an IAP and IC's intent earlier.
- Mission statement was delayed in projection and did not initially match RCCNZ's intent which may have led to some teams going off track at the start.
- The IAP took 2.5hrs to be projected to the wider IMT room, which was in part delayed due to a desire to work systems and processes out.
- More effective use of visuals such as maps, asset locations and reconciliation tables would have created a more robust situational awareness for all teams earlier.
- Misinformation was generally interrogated well for accuracy and cross referenced via other functions – e.g. planning to intel, or welfare to ops.
- Support agency engagement occurred early in the exercise and was generally well coordinated. Input from some agencies could have been of more benefit at certain stages of the exercise for passenger/crew reconciliation and support – e.g. Customs, MBIE, Health.

6.2 Clarify roles and responsibilities within and across agencies

- IMT achieved effective liaison with RCCNZ early and was provided with a comprehensive briefing, IAP and SITREP.
- Projecting the initial RCCNZ briefing and IAP via a Teams call to the IMT room may have assisted the IMT in creating situation awareness as there was a large amount of information provided which would help guide roles and responsibilities.
- Cross agency authority-powers understanding could have been enhanced earlier for Customs and Police.
- Health and Wellington Free Ambulance coordinated well with RCCNZ and Airdesk. A Common operating system would obviously assist this.
- Verbal communications/liaison were effective and appropriate to CIMS procedures. RCCNZ's IAP and SITREP's need to be sent to 3-4 people (LO's) who monitor comms and channels, so they can disseminate key info.
- Ops/planning/intel need strong links to personnel on the ground – to understand what is happening in the field. Integrate key LO's into the IMT so they help inform and drive action beyond the IMT. Ops and Planning worked a lot alone and in isolation.
- All team members had functional vests which made for a well-coordinated and visually appreciable situation.
- RCCNZ's plan needs to be displayed visually so all IMT functions can reference and refer to this in order to enhance situation awareness throughout the exercise.
- Roles and responsibilities were established early in the Incident Management Team (IMT) with representatives from all key agencies present.
- Scenario, process, and regular update briefings were held to help guide all functions. At the initial 0820 briefing, it was good to see roles laid out with task elements.

6.3 Practice command and control frameworks

- Command and control was well exercised, with the IC and Response Manager keeping briefings regular and low key (cascade effect of calmness). The briefings were led by the IC with detailed overview and coordination by the Response Manager, and with input from all key functional areas.
- Good operating space which allowed for a collaborative interagency environment.
- At a national level for this incident there would be up to 10 LO's from various agencies in the RCCNZ ops room for advice and liaison.
- The IAP, although slightly delayed, was thorough and updated during the exercise. There was significant value of the Chief of Staff and Response Manager to Police IC. Place Liaison Officers together as a sub-function of Operations.
- Need to ensure all terminology and acronyms used are understood by the different agencies operating in the IMT.
- Interagency coordination and communications was very good and well run.
- Chief of staff (Response Manager) role (to IC) was critical to assist the IC have the headspace to enact his plan.
- Customs passenger alert taken seriously and was integrated into other functions' thinking. From a safety function perspective, the first two briefings only discussed police staff being deployed. Make sure all field personnel are included - pilot vessel, surf lifesaving, FENZ and all operational staff.

6.4 Evaluate current and developing plans to identify deficiencies

- Early clarity of RCCNZ's actions (initial SITREP, IAP and regular updates) enabled a targeted IMT IAP to be developed and maintained.
- Using maps early in the briefing (and projecting them to the IMT room) would have been of benefit to gain geographic context.
- RCCNZ IAP was comprehensive with resources, contacts, planning, etc.
- SitRep editing software was very useful and allowed everyone to work on it together. Logs were excellent from all functions and allowed precise backtracking if required.
- Ensure common operating picture and situation awareness – ensure all are aware of current aim and priorities; read back important information, especially figures and coordinates; close the loop on all interactions (internal and external).
- All contributors to the SITREP should state whether they can meet the command aim; what they have achieved since the previous SITREP, what they are doing until the next SITREP, what additional resources/support they require to achieve the aim.
- Record all Teams meetings so incoming teams can gain situation awareness before arriving to assist in expediting integration.
- A Common operating system would assist with interagency coordination. Two detailed SITREP's were delivered throughout the exercise.
- Feedback was that information sharing via visual/display aids could have been more effective – written status reports would have helped. Make use of visuals and maps. Information on whiteboards really helped interagency cooperation and sharing.
- Pictures of the cruise ship and media video reports were useful for conceptual understanding in the IMT.
- Records and information were well collated (much of it on whiteboards) in a concise and logical format such that command/handover can walk in and understand the situation.

6.5 Evaluate capacity to meet SAR/NSS obligations

- RCC is the lead agency in a Cat II rescue, with Police as support. Roles and responsibilities were established early in the IMT and this structure was well maintained (apart from one instance where ops noted they were conducting the land and sea rescue, however this was remedied quickly to indicate supporting RCCNZ).
- Roles were generally well delineated and functions had clear parameters.
- Shift handover briefing highlighted future agency and resource needs. 24-48 hour forward planning was occurring.
- Stick to 'swim lanes' and don't try and manage as a SAR that RCCNZ is managing. Need to understand the powers of partners – e.g. Customs power to create a customs- exclusion-zone if required.
- Need to socialise what the various liaison officer capabilities are for input.
- Get other agencies in the room early – ask them what they can provide – for example Customs have the manifest and can provide this early on.
- PIM function produced good social media messaging and a media release.
- Key PIM messaging focused on: Early/simple public messages, comms out via RCC for the water-based SAROP, and via the Police for passenger/crew reconciliation ashore and DVI. De-conflict who fronts/deals-with the media. As the lead agency, Maritime NZ are responsible for media and comms, and all media/comms should have been vetted/approved by Maritime NZ.
- Wealth of assets available and systems allowed for their effective deployment. Welfare had a thorough and coordinated approach to reconciling passengers/crew.
- Should identify a plan for key timings – initial briefing, IAP, status reports, SITREP, mass rescue/evac plan, shift handover. This will help inform NSS resource requirements should the SAROP extend or become more complex.

6.6 Practice and evaluate reconciliation processes

- The graphic about where/who of passenger reconciliation worked really well for all to see and work off.
- Good that hospitals were aware of the reconciliation process and needing to have customs involved with patient tracking.
- There was no common operating platform that all agencies could access.
- Investigative team and Intelligence function were actively verifying information for accuracy. Reconciliation needed a larger team – 4-6 people at least.
- Health and Welfare could have had more accurate information on passenger status/movements.
- Input from some agencies could have been of great benefit early in the exercise for passenger/crew reconciliation and support. – Customs, MFAT, and shipping agent. Good management of welfare support was observed.
- Activation of CDEM in support of Police SAR response included a focused welfare control centre, a triage Casualty Clearing Point (CCP), and supporting reconciliation process for rescued people.
- Forecast need and resources for reconciliation, temporary mortuary, behaviour issues with passengers/patients, medical events/accidents, welfare, handovers, additional resources, safety, catering. Identify priorities at the shift handover briefing (SITREP) – e.g. 'priority is 52 people outstanding', "what don't we know?"
- Staff coming into new shift is crucial for them to get a thorough handover. Reconciliation numbers were aligned with Excon at Endex.

7. Conclusions

Formulating a clear mission and an IAP early and disseminating amongst and across the IMT helps guide and control the entire operation. The IMT can improve their understanding and effectiveness by liaising more with other teams to appreciate the broader picture and intent. Visual aids (boards, digital screens, whiteboards, maps) also assist in creating situation awareness for all teams and agencies involved. Liaising with support agency teams can assist to appreciate their respective powers and authorities that may be useful for the entire operation.

RCCNZ's IAP should be displayed visually within the IMT after it is delivered to enhance situational awareness and to ensure information accuracy is maintained. Recording these detailed briefings or projecting to the wider IMT room would also aid in clarification of information post the initial briefing call. The use of maps in the early briefings may have also assisted in creating broader situation awareness for all teams and agencies involved. Escalating tasks or requests beyond the IMT helped keep the team focused.

Reminding the IMT of the areas of responsibility in a Cat II nationally-significant SAR will ensure tasks are allocated in accordance with the IC's aim and intent.

Key recommendations from the exercise include: Enhance situational awareness and briefings through the early establishment of an IAP and mission to ensure alignment to the RCCNZ-led response; Plan and rehearse reconciliation processes through more frequent IMTEX opportunities so the Police and support agencies can cross train and maintain relationships; and Ensure all agencies are integrated within and across the IMT for maximum effect.

The general structure and nature of the exercise worked well to test individuals, agencies and broader cross-agency integration.

Participants were highly engaged throughout the day, and the tempo remained high, even though at times mid-exercise it may have appeared relaxed. There were key learnings that predominantly self-identified through the hot debrief and cold debrief process.

The outcome of the emergency exercise scenario was successful in line with the stated objectives and KPI's.

Appendices

Appendix A - Key Performance Indicators (KPI's)

This appendix lists the objectives and sub-objectives and key performance indicators being used for evaluation of the exercise.

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	Key Performance Indicators	Evaluator Comment
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.	KPI 1.1.1 Incident is identified as a nationally significant SAR incident requiring activation of the appropriate corresponding plan and/or agencies.	Identified early and escalated accordingly. Responded appropriately to early stage notification.
		KPI 1.1.2 Lead Coordinating Authority for the response to the nationally significant SAR incident is identified and communicated to all support agencies.	Cat II operation confirmed by RCCNZ to Police as OSC. RCC coordinating the water-based search and rescue part of the operation.
	CO 1.2 - Implement appropriate escalation measures that activate relevant elements of the NSS.	KPI 1.2.1 Appropriate reports are made to alert higher level HQ.	Implemented via the ECC. District Cmdr notified early. RCC advises PNHQ.
		KPI 1.2.3 Key stakeholders are identified and informed of the activation(s).	Multiple agencies involved – comprehensive range of support agencies who were ideal for plan integration. Customs an integral part of the operation.
	CO 1.3 - Develop an effective action plan to manage the response to a Nationally significant SAR incident.	KPI 1.3.1 Planning processes are as established in standard operating procedures and CIMS.	RCC provided a SITREP and IAP in initial briefing. This should have been leveraged early to develop an IMT IAP. Regular SITREP briefings occurred throughout the ex., and once a cadence was found, it worked well.
		KPI 1.3.2 The action plan is phased in accordance with the Nationally Significant SAR plan/policy/framework.	Objectives once developed, were phased to the National Significant SAR framework. Mass Rescue Operations (MRO) Response Plan should have been referenced earlier, however was enacted.
		KPI 1.3.3 Likely threats and associated consequences and risks are embedded in the action plan.	Safety function created a risk assessment. Need to ensure all field personnel are logged in/out in such a complex operation – occurred on prompting.

		KPI 1.3.4 Relevant support agencies are integrated into action planning processes.	Key IMT function roles were filled by Police, with support agencies consulted regarding planning processes. Support agencies were well integrated.
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.		KPI 1.4.1 Liaison arrangements are maintained as required throughout the duration of the response.	Key agencies such as Police and Customs should be aware of respective powers and authorities – such as Customs exclusion zones.
		KPI 1.4.2 Response is managed in accordance with plans and within mandated frameworks.	Response was well managed once key functions found their tempo. The IAP was slow to develop, however once up and referenced the teams were very effective.
		KPI 1.4.3 The systems, processes and resources are appropriate for implementing the action plan, or adjusted to meet the needs of the situation.	Appropriate and dynamically adjusted as required throughout the exercise.
		KPI 1.4.4 IMT delegates tasks to support agencies within legal frameworks and in accordance with RCCNZ requirements.	Good delegation as required to support agencies; Health, Wellington Free Ambulance, Civil Defence, MPI, NZDF, DoC, Iwi, Coastguard, Surf Lifesaving, MoJ.
CO 1.5 – Identify and communicate additional support and/or resources.		KPI 1.5.1 Support and/or resources required from other agencies are identified and needs communicated effectively.	Integration of support agencies within the wider IMT physical space worked very well.
CO 1.6 – Specialist functional groups are activated in support of the response.		KPI 1.6.1 Relevant specialist groups are identified and activated in accordance with standard operating procedures.	Identified and activated. The hospitals were engaged relatively early for logistics. Customs and ships agent was useful for manifest and ship details.
		KPI 1.6.2 Information is shared and utilised across agencies to assist in relationship and resilience building.	Whilst no common platform for sharing exists, Sharepoint and emails were sufficient in this instance. Logs were excellent from all functions and allowed precise backtracking if required.
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	Key Performance Indicators	Evaluator Comment
NO 2.0 - Support a coordinated	CO 2.1 – Coordinate the support of a significant incident or	KPI 2.1.1 Support agencies are coordinated in the identification of a nationally significant SAR incident requiring activation of the appropriate	Occurred early in the exercise, support agencies generally very well coordinated. Some agencies could have been of great benefit early – Customs, MFAT,

interagency response to a significant incident or emerging threat that warrants a NSS activation.	emerging threat	corresponding plans.	shipping agent (e.g. for Manifest).
		KPI 2.1.2 Support agency requirements for the response to a nationally significant SAR incident are identified and communicated to all agencies.	A coordinated comms plan would have aided this. Most agencies identified and advised early. Health and Customs were vital to reconciliation success.
		KPI 2.1.3 Threats and associated risks identified by the support agencies are embedded in the action plan.	Safety risk matrix developed within the function. Safety needs to ensure all field personnel (not just Police) were logged in/out to keep track in a complex operation.
		KPI 2.1.4 Support agencies develop action plans to detail the tasks assigned to them by the Lead Coordinating Authority or IMT.	Each agency had appropriate individual plans to manage their action tasks. Integration across support agencies for key tasks such as reconciliation could have been enhanced.
		KPI 2.1.5 Where appropriate, systems, processes, legal and policy frameworks are used to support the action plan.	Appropriate and dynamically adjusted as required throughout the exercise.
		KPI 2.1.6 As appropriate, site, local, regional and national levels of support requirements are identified and implemented.	This aspect worked well, and escalation occurred for RCCNZ, MFAT, Customs, media, and wider resourcing of Police, Wellington Free Ambulance, Health, etc.
	CO 2.2 - Coordinate the development of an action plan in accordance with standard operating procedures	KPI 2.2.1 Support agencies contribute to the planning processes as established in standard operating procedures and CIMS.	Feedback from both debriefs noted the excellent manner with which teams collaborated to achieve the shared aim. Interoperability was noted as good, however time spent across agencies beyond exercises will further enhance collaborative relationships.
		KPI 2.2.2 Threats and associated risks identified by the support agencies are embedded in the action plan.	Safety risk matrix was developed early. Safety function needs to ensure all field personnel are logged in/out to keep track in such a complex operation.
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	Key Performance Indicators	Evaluator Comment
NO 3.0 - Enable high level all-of-government decision	CO 3.1 Agencies fulfil their roles as expected in the National Security System response	KPI 3.1.1 Appropriate agencies are identified and contribute to the response in accordance with their mandated roles and responsibilities.	RCC lead agency in Cat II rescue, with Police as support. Roles and responsibilities were established early in the IMT.
		KPI 3.1.2. There is a clear delineation in roles and responsibilities and appropriate tasking across	Generally well delineated. 'Sticking to lanes' was reinforced at various times. NEMA CIMS cards can

making through the National Security System.	governance structures	agencies.	always assist with this at the start of an exercise or operation.
		KPI 3.1.3. Future requirements beyond the immediate response, together with associated resource/aligned agency are identified and communicated.	Shift handover was identified early as a requirement. IC briefings highlighted future agency and resource needs. 24-48 hour forward planning was occurring.
	CO 3.2 High quality information is used in decision-making	KPI 3.2.1 Information provided to decision-makers is of high quality and credible.	Early clarity of RCCNZ's actions (initial SITREP, IAP and regular updates) enabled a targeted IMT IAP to eventually be developed and maintained.
		KPI 3.2.2 Information provided to decision-makers is subjected to a robust assessment process.	Any misinformation was interrogated for accuracy. Investigative team was thorough in this process.
	CO 3.3 Key stakeholders are consulted in the decision-making process	KPI 3.3.1 All stakeholders are identified and consulted within a timely manner.	Generally good. Understanding of RCCNZ plan early kept IMT to task for land-based support – getting a copy of RCC's IAP and displaying it early would have been beneficial, or possibly better would have been a Teams call with RCCNZ and the IC projected to the IMT room.
		KPI 3.3.2 Decisions are communicated to key stakeholders in a timely manner in accordance with standard operating procedures.	Some delays from task to action, however SOP's were followed and effective. Support agencies and resources were integrated – especially as the day progressed.
Increase knowledge and understanding of roles and responsibilities within and across SAR agencies and support agencies.			
NEP Objective	Contributing Ex Objective	Key Performance Indicators	Evaluator Comment
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	KPI 5.1.1 Accurate information is communicated within agencies (vertically) in a timely manner in accordance with standard operating procedures.	Verbal communications and liaison were effective and appropriate to SOP's. Reconciliation numbers were aligned with Excon at end ex.
		KPI 5.1.2 Information is communicated between agencies (horizontally) in a timely manner in accordance with existing communications policies, procedures, and MOUs.	Cross agency authority powers could have been enhanced for Customs and Police. Health and Wellington Free Ambulance coordinated with RCC and Airdesk. A Common operating system would obviously assist this.
		KPI 5.1.3 Information is appropriately stored.	SitRep editing software and email communications across the functions worked adequately in the absence of a common information storage tool. Storage of info was in different agencies operating systems.

		KPI 5.1.4 IT systems and processes are capable of sharing information in a timely manner.	As per 5.1.3, sharing across agencies was inhibited.
	CO 5.2 Response documentation is correctly produced	KPI 5.2.1 Incident response documents (Action Plans, Situation Reports) are produced and disseminated accurately and in a timely manner to relevant stakeholders.	The initial mission wasn't quite correct however was corrected in first SITREP. The written IAP aided collective situation awareness, however was also disseminated quite late. Projecting RCC's IAP and plan to the wider room early would have been beneficial.
	CO 5.3 Information is communicated within and across agencies to support reconciliation	KPI 5.3.1 The information needs for reconciliation are identified.	Occurred with Investigations, and was reconciled during briefings, liaising with Customs and informal sub group meetings.
		KPI 5.3.2 Information is obtained from appropriate source(s).	Health and Customs information disseminated quickly. Shipping agent info eventually obtained. Customs alert taken seriously and was integrated into other functions' thinking.
		KPI 5.3.3 Information is verified for accuracy.	Intell team were actively verifying. Health could have had more info on passenger status/movements.
		KPI 5.3.4 Appropriate actions are taken to protect data security, individuals' privacy and confidentiality.	Appropriate.
Increase knowledge and understanding of roles and responsibilities within and across SAR agencies and support agencies.			
NEP Objective	Contributing Ex Objective	Key Performance Indicators	Evaluator Comment
NO 6.0 - Manage and deliver public information management to establish and maintain public assurance and confidence	CO 6.1 Appropriate information processes and tools are used	KPI 6.1.1 Timely, accurate, and clear information is provided to stakeholders and target audiences.	PIM agency roles well understood; RCCNZ – rescue info, Police – land-based info. Communicated well.
		KPI 6.1.2 Messages align with strategic and operational objectives.	Maritime NZ/RCC would be coordinating comms and promulgating. Any media/comms developed within the IMT would be agreed by MNZ before distribution. PIM may not have fully understood this.
		KPI 6.1.3 Proactive messaging across the full range of platforms fills the demand for information and shapes the conversation.	PIM function delivered social media messaging and a media release that was targeted and very situationally appropriate.
	CO 6.2 Coordinated and consistent public	KPI 6.2.1 The PIM function is established and adopts an interagency approach.	Established and responsibility for 'lane' info identified and followed.

in the response	messaging is produced.	KPI 6.2.2 The production and promulgation of public information is coordinated across agencies.	PIM messaging could have been shared across agencies for accuracy checking before dissemination.
	CO 6.3 Messaging aligns with and supports the operational response and key objectives.	KPI 6.3.1 Messages are validated against high level communications objectives and released in an appropriate and timely manner.	Information and channels were effectively managed during the exercise.
	CO 6.4 Timely and accurate information is delivered to those who need it.	KPI 6.4.2 Supporting agencies have a common understanding of the operational picture.	An early IAP and use of visual boards and a map in the IMT would have assisted this. Regular briefings by the Response Manager and IC were effective to build this picture as the exercise progressed.

Appendix B – Functional Teams Debrief Feedback

Sample of Hot Debrief Feedback – Functional Teams

	Things Done Well	Areas For Improvement, or Areas To Develop for the future
Incident Controller	Tempo started to build and went well a few hours in.	Challenge is common share point – interaction. Delay was caused because comms weren't there. Pace at the beginning – didn't go well to start with, but got better as the day went on.
Operations Manager	It got easier as it worked through. The graphic about where/who of passenger reconciliation worked really well for all to see and work off. Staff coming into new shift is crucial for them to get a thorough handover.	Too slow out of the box with the team. Need to know the ground better – Map? Ground briefing.
Chief of Staff	Getting the IC's phone helped to share tasks/load. A lot of info that was churn, and triaging IC's calls.	-
Intelligence	Current SitRep editing software was amazing and allowed everyone to work on it together. Reconciliation worked well and kept on top of it. Team worked really well together.	Dashboard that finally came up on the screen was excellent but way too late. Should have been earlier.
Investigation	-	A bit clunky to start with. This group worked in a silo just getting on with it. Vacuum with welfare team. Started to get double ups with reconciliation. Need to ID vests/etc just for investigations.
Welfare	-	Mass arrivals document was out of date. Reconcile EAC numbers to other functions and support ops. Update data and documents to reflect actual practice.
Logistics	Once they got going, everything began to work well.	Trying to pre-empt but couldn't work out early on who they were arranging everything logistics for. Who was solving the issues – lines of interagency.
Planning	-	No practice with the system. Time consuming using the police system. Mission was too late, and not ideal, so slowed everyone down. Police perceived as experts, but IAP got out way too late as spent too long on trying to work systems and how the processes worked. Need to spend more time on understanding processes for IMT exercises.

PIM	Templates already in place really helped. The screens really helped to understand the wider picture and info.	Would have been good to have an extra person or two – 1 just focused on SM. Should have sorted out media releases and who early.
Safety	Good having familiarity with ops and planning.	-
FENZ	Did not attend.	-
Iwi	Grateful they are on the org chart to start with. Need for extra resource was useful – runner etc.	-
MPI	Great relationship building. Good to see the IMT in operation.	Reach out to MPI as soon as you think they might be needed. Didn't receive a SitRep until 1330, so no formal messaging to base concerns off. Make sure MPI is in the room. Remember the time and place needed to create a quarantine area.
MBIE	Very useful to be co-located with Customs.	Need to be clear with role/responsibilities and why agencies are in the room. Database management – single source of truth very important. Didn't know the shipping agent took over at midday (very important piece of info). Integrate key LO's into the IMT so they help inform and drive action beyond the IMT.
Log Keepers	Managed to get it working eventually.	Didn't know what to do, and where/how to log into. No decision logs kept for the IC.
WREMO	Multi agency working was really good – interoperability. Starting to get into the joint and shared understanding of risk.	Highlight the capability of council and local agencies and groups – understand who is where and how they can help.
RCC	End state was really good. The reconciliation was really good. Outcome on an upwards trajectory.	Detailed IAP brief at 0820, including all actions. Should have been delivered to the entire room to create situational awareness. Ask for the resource – they may be able to provide. RCC is a partner in this – use to request (e.g. video update to the room). Use as a tactical tool.
Response Mgr	Excellent to work with so many agencies and be so involved with a complex IMT situation.	Hadn't really practiced systems with other agencies. Working in silo's a lot. Ops and Planning worked a lot alone and in isolation. Need to practice systems more with those other agencies.
NZ Customs	Happy with how today went. Staff knew where to go. Customs alert taken seriously and was integrated	Took a long time to know what was happening. No updates, more info would be good. Had to be assertive to get customs

	into other functions' thinking.	requests at times. Need to work out how to get customs staff integrated and working well.
District Commander	Remember this is a potential real scenario, and a real situation would be 3x the intensity. Everyone jumped in and got on with it. Leads managed themselves well, and remained composed. Tempo and pace was good. H&S was a priority.	Golden hour of chaos – was chaos, and this is 'normal'. Embrace it and try and get the IMT set, so you can harness and deconflict. Really focus on who the lead agency is (RCC) and what the role of the IMT is to support this. Ops/planning/intel need strong links to boots on the ground – to understand what is happening out there. Use visuals more – org charts. Manifest, where is everyone? SPOT – single point of truth. Manifest – took a number of hours. Set a local controllers intent. Ruthless prioritisation and triage. Be crystal clear on your functions' role – priority, purpose.
NZSAR CEO	Would you be happy that this operation would satisfy you, if this was your loved one. I think you would. Well done all.	-
Ex-Con	A lot more dynamic engagement with ex-con. People thinking outside the box, or very dynamically. There were over 120 injects.	Don't just email asking for everything at once – be explicit about what you're asking for. Manifest was key – it was in the room really early (0815ish). Interrogate the room. Useful to differentiate an urgent request vs just a request (for urgent, make it a phone call).
Op Con	Interagency play and practice is crucial. Thanks to everyone for their involvement and work.	-
Lead planner	Relationships crucial and today built on that. Briefings at the end were really good. – thorough.	Stop, think, orientate, proceed. We got there as the day went on. The day progressed well.
NZDF	Left early.	-
DoC	Good to see Iwi involved as DoC would have involved them early too.	IAP wasn't provided early, so they launched on with operational decisions, and were floundering a bit for clarity before the IAP was confirmed. DoC has resources at Kapiti that could have been useful if they had been advised early. Remember DoC looks after some of NZ's most pristine land and should be included in IMT decision group.
MoJ	Comms were great. Understood what they needed to do.	Intell for where the deceased are located is critical. This was lacking at times. Don't use temporary mortuary. Should have used DVI storage facility.

Surf Lifesaving	The volume was really good – calm, calm talking, enjoyed seeing the IMT environment.	Planning, ops, safety – would have been good if they (surf lifesaving) were asked, as they can provide valuable information.
Coastguard	Also mentioned how calm it was. The rhythm was good.	Introduced himself, and then never got asked/used. Use the experts in the room.
LandSAR	The rhythm was good. They work to an IMT rhythm.	Information around timing and updates need to be provided. IC needs to provide an IMT standup every couple of hours to take everyone on the journey. LandSAR can provide personnel into IMT.
Police Observer	-	Feel free to tell everyone to go for a walk for 30-45 mins. Get the leads together and come up with a plan. Create time, to build a plan and help drive direction and focus.
General	<p>Logs were excellent from all functions and allowed precise backtracking if required. Recovery manager role (to IC) was critical to assist the IC have the headspace to enact his plan.</p> <p>Customs - Interagency coord and comms was very good and well run. Good that hospitals were aware of the reconciliation process and needing to have customs involved with patient tracking. Facility worked really well.</p> <p>Interagency cooperation and integration worked well with facility layout.</p> <p>Coroner declared a 'mass fatality incident'.</p> <p>State of emergency response was discussed – decided it was not necessary.</p> <p>PIM – good SM messaging and media release.</p> <p>Logistics identifies spontaneous volunteers as a potential problem.</p> <p>Two detailed sitreps delivered throughout the exercise.</p>	<p>Need a LO contact group/email – advising them all together.</p> <p>RCC IAP needs to be sent to 3-4 people (LO) who monitor comms and channels, so they can disseminate key info.</p> <p>Took a while before the mass cas process was implemented, big learning was the importance of involvement of customs early, using predictive modelling to work out casualty rates/input to hospital.</p> <p>Briefings – GSMEAC, maps to create situational awareness, how quickly each phase can get overwhelmed without the right taskings/people/resources.</p> <p>PIM – de conflict who fronts the media (pass back to Maritime NZ if possible).</p> <p>At a national level for this incident there would be at least 10-12 LO's from various agencies in the RCC ops room for advice and liaison.</p> <p>At the first 2 IC meetings there was feedback from leads that some people in their functions didn't know what they were doing – opportunity for future development.</p> <p>Handover some key tasks to Chief of Staff – phone calls, emails, 'flood of info'.</p>

Sample of Cold Debrief Feedback – Agencies Involved (including Observers)


Agency	Consolidated Feedback
POLICE	<p>After hours police have an on-call Commissioner who would escalate this incident to the District Commander.</p> <p>Police would need to run RIOD; also need a system that can be shared by other agencies or at least have visibility maintained. This would require duplication of information being entered and require additional personnel.</p> <p>Iwi were not part of the initial IMT – joined about 10am.</p> <p>IMT timings ok – passing of information from here to teams was left with the CIMS leads. Could have ensured they passed better/more info to their team.</p> <p>Value of Chief of Staff and Response Manager to Police IC.</p> <p>Mission was developed too late; also initial mission did not hit the nail and may have led to some teams going off track at the start.</p> <p>Manifest was sent by RCCNZ early in the exercise but was delayed in processing and passing to the IC.</p> <p>Chinese Ambassador POI well dealt with – although Customs was not aware of the Chinese Ambassador.</p> <p>Reconciliation needed a larger team – 4-6 people at least. Police Incident Management Tool was not used.</p> <p>IMT rhythm established from about 11am onwards. Would be pretty pleased if coming into the next shift with what had been achieved.</p> <p>Welfare team tended to operate on their own ‘rules’ and did not follow ExCon injects fully – also pushing response responsibility to ships agent in an unreal way and without Excon players accepting this.</p> <p>Note – RCCNZ can be asked to support with obtaining resources etc.</p>
WREMO	<p>Councils have a 24hr point of contact. They could provide large numbers of people to support the landing/processing points.</p> <p>Get other agencies in the room early – ask them what they can provide – for example Customs have the manifest and can provide this early on.</p> <p>Need to ensure all terminology and acronyms used are understood by the different agencies operating in the IMT, for example: Reconciliation – numbers or names?, CCP (Customs clearing point / Chinese Communist Party?), Cat II, EAC/ IMT, etc.</p>
RESPONSE MANAGER	<p>Better initial briefing to IMT, and advising people they can get up and ask others.</p> <p>Ensure there are processes to share information in the absence of any shared system. Make use of visual displays.</p>
CUSTOMS/MoJ/ CORONER	<p>Information on whiteboards really helped.</p> <p>Place Liaison Officers together as a sub-function of Operations.</p> <p>Customs resourcing is limited - especially outside Wellington. A big ship would be too much.</p> <p>MBIE and MPI would have a bigger interest in this operation.</p> <p>Can see the value of developing a one-pager for Customs district personnel on what they can provide in this type of response.</p> <p>Thrilled to be part of the exercise.</p> <p>Customs boat Hawk was available to transfer people from Picton but wasn't used.</p>
GENERAL	<p>Over 100 emails sent to Excon (way up on other exercises) – just need to improve clarity of requests.</p> <p>For the exercise, provide an initial briefing to all IMT players, including venue and system operating procedures.</p> <p>Articulate the roles and responsibilities of assigned roles – e.g. Chief of Staff.</p> <p>Make use of visuals and maps.</p> <p>Emphasis the value of maintaining all logs – and rationale for all decisions. They will be needed in any enquiry down the track.</p>

Appendix C - Timeline of Exercise Events

Time	Action
0530	Area Commander notified - notional
0730	ExCon Activates
0800	Exercise commences – 0405 Mayday call To Maritime radio: call to RCCNZ
0800	Comms Centre handover brief, PLO briefing to Incident Controller (IC)
0805	IC provides initial brief, indicates IMT lead roles, outlines 5 key activities
0840	RCCNZ briefing and SITREP (including IAP)
0850	Briefing from OSC, CCP requests for support
0900	IMT leads called for a briefing in control room, Chief of Staff appointed
0900	Pax to transit points
0933	Next IC briefing (+@1030, 1130, 1200, 1400) full briefings, intent, initial tasks and scenario provided. Updates from all functional leads.
0955	'MNZ Press Release
1020	News of Chinese Ambassador on the ship
1030	RCC SITREP
1100	Media and interview requests
1215	RCC SITREP
1220	Last of crew abandon ship
1230	MFAT requests assistance
1241	Briefing request for Police commissioner
1350	Iwi requests for information
1415	RCC SITREP, prep for shift handover to incoming IC – full team briefing
1520	Second IMT SITREP
1530	District commander briefing – IC handover (briefed to all in room)
1545	End ex called
1545	Hot Debrief conducted
1630	Hot debrief concludes, end of day
0900 D+1	Following day (Friday) - Cold Debrief

Appendix D – Evidence of IMT in Action

Find text or tools



NEW ZEALAND
**SEARCH
RESCUE**
Rangitoto Whakarewa Airbase

SAR INCIDENT ACTION PLAN (INITIAL)

Initial Response Period

Operation name: Whakarauroa Tangata Date: 20/03/2024		Situation summary: (brief circumstances and action taken) Silver Pacific 2 has lost power on the western side of Kapiti Island. 256 people are evacuating the ship.	
Subject's name: Silver Pacific II Time from: 0800 Time to: 1700		- Reports of injuries and some fatalities. - Beach head landing point at Kapiti boating club. - Casually clearing point set up at Kapiti Airport. - Large number of passengers are being taken by boat to Manā Cruising club.	
Incident Control: A Edge		Liaison: Info: Safety:	
Planning/Intelligence: S Lingard		Goal: Reconciliate all passengers and crew that come ashore from the Silver Pacific II	
Operations: R Rutene		Logistics: R Coffey	
Factors: (that you need to consider when formulating a plan) Number of casualties Weather Transport Beach Head accessibility Unaccounted for passengers Comms Health & Safety Medical resources/paramedics Mortuary requirements Reconciliation process	Priorities	Incident objectives (what you want to achieve during this operational period - make them "SMART objectives") Triage Casualties Injured to Hospital Survivors to Casualty Clearing Point Deal with the deceased Reconciliation	Strategies (methodologies to achieve your objectives) Emergency teams to Beach Head and Secondary landing point Ambulance or helicopter to transport injured Transport providers to take people from Beach head and other arrival points to CCP. Set up temporary Mortuary at Beach Head. Call in Police DVI squad, Army DVI resource Set up reconciliation process at CCP including hospital and mortuary and unaccounted
Resources needs (what you need to do the job) Ambulance, Medical, FENZ Ambulance, Helicopters Buses, transport DVI team, tents, tables, DVI equipment, Army Staffing			
Consider: <input type="checkbox"/> Confinement <input type="checkbox"/> Communications <input type="checkbox"/> Hasty Teams <input type="checkbox"/> Decision Points <input type="checkbox"/> Sign Cutting <input type="checkbox"/> LKP <input type="checkbox"/> 300m Circle <input type="checkbox"/> Attraction <input type="checkbox"/> Investigation <input type="checkbox"/> Linear Features <input type="checkbox"/> Dogs <input type="checkbox"/> NVG <input type="checkbox"/> FLIR <input type="checkbox"/> LPB <input type="checkbox"/> Hot Spots			

SAR Incident Action Plan (Initial) 15 June 2022 Page 1 of 2

IMT IAP.



IMT – Operations/Planning/Intell.



Operations team briefing.



IC addressing the room.

20/03/2024
TOTAL 256 pax

Mission: Reconciliate all passengers + crew that came ashore from the Silver Pacific II

Welfare Manager: Ally
ZIC:
Nora
Jesse

Operation period: 0800-1630
Board updated: 1400
Welfare phone: 021 381 471 = Main Welfare
504 407
ecc.welfare@WREM.NZ

Welfare Objectives
1) Welfare support for survivors
2) Reconciliation

Tasks	Assigned to	Status/Comments
Continue to check in with LWA/WCG		Ongoing
Continue to support ZACs in Kapiti + Porirua		Ongoing
Develop handover for night shift by 1600hrs.		Completed 1520 hrs
Ensure staffing requirements are in place for ZC welfare by 1500hrs.		Completed (2 staff ecc welfare overnight)

Key contacts: Emergency Assistance Centres.
 → Sam Tyler - Porirua - Mana Cruising Club (In control) Rescuing
 . 10 welfare staff @ EAC
 . 10 Volunteers (Red Cross on stand by if needed) - Setup by 1630hrs.

→ Aaron - Kapiti Boat Club - 022 018474
 TSA on site w/ PFA In control @ 0918

Future tasks/outstanding
 - Shipping Manager - handover of welfare tasks

Welfare Manager's Log:
 - WCG Mtg - 9:05 am Scheduled
 - LWN Mtg - 9:45 am Scheduled
 - WCG Mtg - 11:00 am - 1330 hrs - 1630
 - LWM Mtg - 11:30 am - 1300 hrs - 1600
 - WCG Mtg - 1500
 - LWM Mtg - 1530

Rapid Needs Assessment confirmed EAC
 C1115 - Porirua
 Paper based Rapid Needs Ass. confirmed
 @ EAC 1530 - Kapiti:
 - Psychosocial Support (PSS) @ Mana Cruising Club provided by Salvation Army + Red Cross
 - Food truck on site also (Salv Army)

Language Needs/Critical Needs - Can move set up something like 800 ✓
 49110
 - Staff for EAC on Stoney Bay
 - RX DWST 20 pax
 - TSA - 20 pax (can cater + PSPA)
 - RRT - food/catering.
 10) Correct EAC location! Confirmed Nora ✓

Welfare team working board.

Exercise WHAKARAUORA TANGATA 20 MARCH 2024

INCIDENT: CRUISE SHIP SILVER PACIFIC II
 KAPITI COAST 04:05

SHIP PASSENGERS + CREW: Numbers

Total	256
RECONCILED	218
NOT YET RECONCILED	38 (INCL 1A/1B)
Passengers	144
Crew	112

Confirmed Dead/UNCONSCIOUS 11/8

Reported groups (not confirmed)	Confirmed/Status
- 152 people - lifboat - going to shore CC - including 100 boat + 50 deck	✓
- 17 people (inc. 1 dead) on route to Pecten (private boat)	✓
- 18-20 people - on shore near Pecten (exact location unclear)	✓
- 9 people (inc. 2 dead) - motor boat (12x 12)	✓
- 10 people (inc. 5 dead) - Wellington Coast Guard (last report 13:15)	✓
- report 1 person in water - deceased *	✓
- 8 PEOPLE LUNCHED OFF KAPITI ISLAND	✓
- 4 people hospital including 2 deceased	✓
- 1 of house near Papanui beach	✓
- 9 + crew under off ship (5 dead)	✓
- 4 x crew on beach (engine room) likely dead	✓

INTEL, PRIORITIES:
 1. CONFIRM NUMBERS OF PEOPLE
 2. CONFIRM STATUS OF PEOPLE
 3. CONFIRM OF SHIP STATUS

MISSION: "To provide a multi-Agency response to the cruise-ship in order to save lives and account for victims."

KEY THINGS:
 - BEACH HEAD TRANSPORT
 - LOCUSTES SUPPORT
 - WELFARE SUPPORT
 - RECONCILIATION
 - ID DECEASED

*** INTEL GAPS:**
 * lifboats??
 * POB in engine room likely deceased
 * POB ship?? - Evac complete??
 * current state of vessel
 * reasons of incident
 * location of people? - see notes

Wellsby Police Mags Rescue
 operational plan being achieved

TIDES:
 HT 07:46
 LT 13:51
 HT 20:07
 LT 02:18

Small: 19:58

Forecast:
 fine, scattered spray at night winds - clouds sea slight.
 21/3 (Sun)
 fine, mainly 10 knots, sea slight.

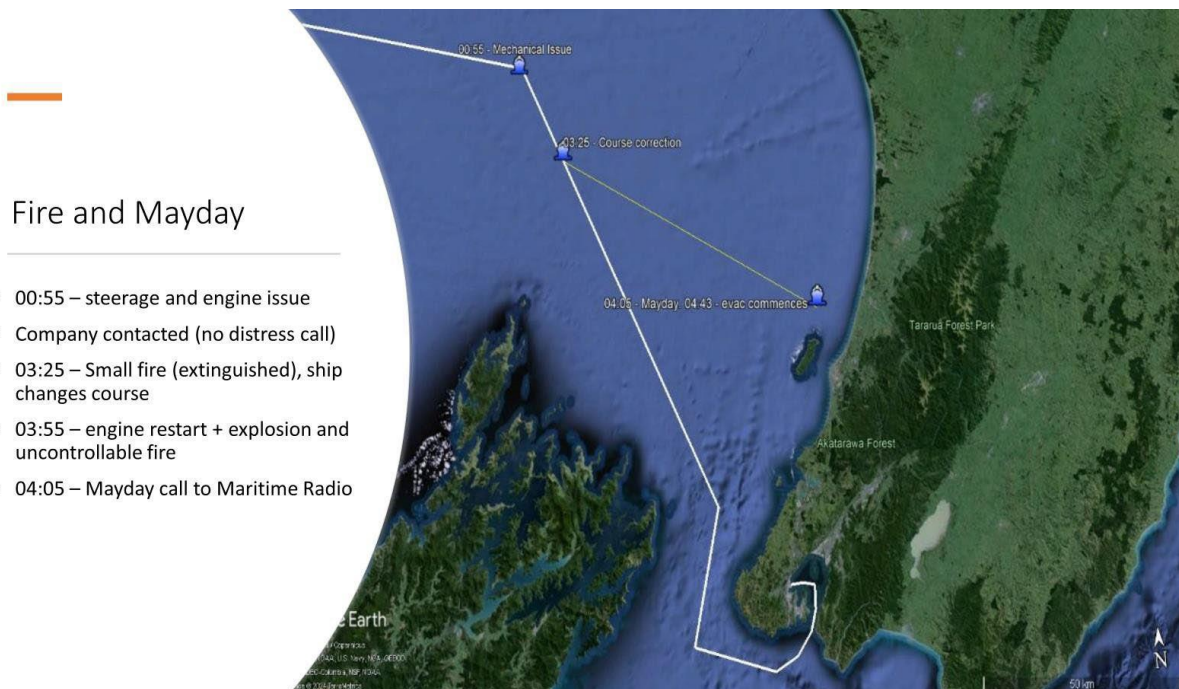
Other notes:
 * LAST POWER
 * FIRE ON BOARD - Confirmed to engine room.
 * VESSEL NOW STATIONARY (NOT DRIFTING).
 1/2 mile north of Kapiti is oil tanks/spill.
 Rolling as at Total 11:10 = 218

Reconciling passengers/victims.

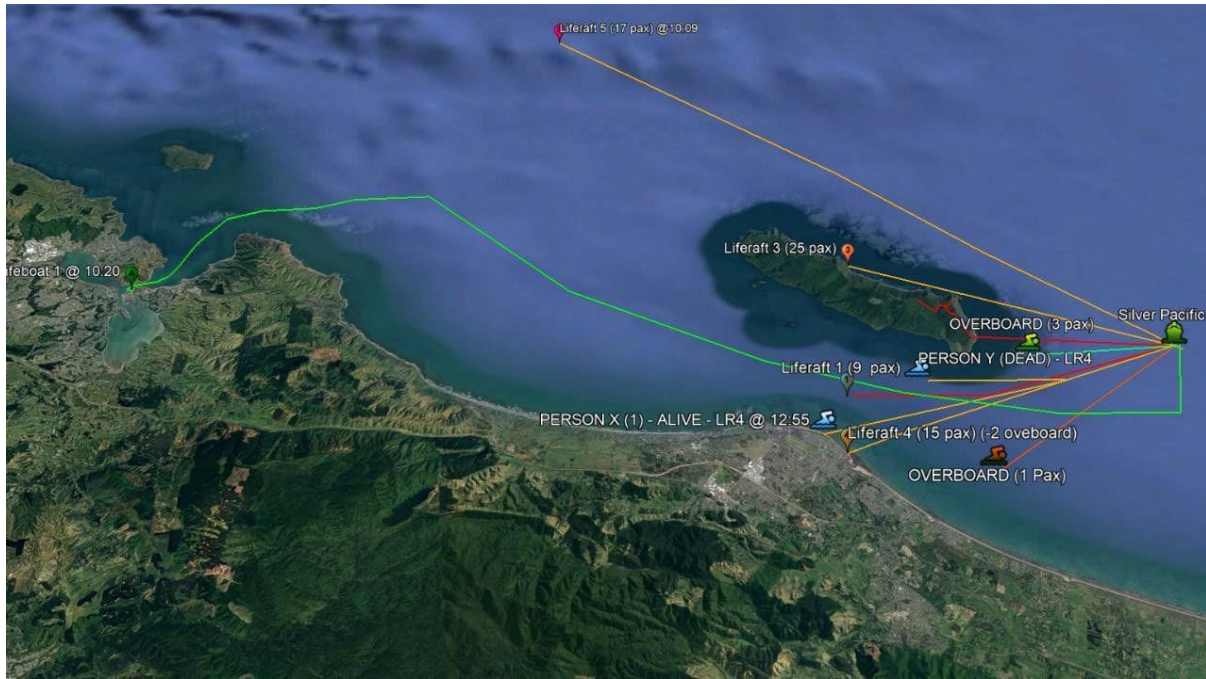
Appendix E – Exercise Incident Location



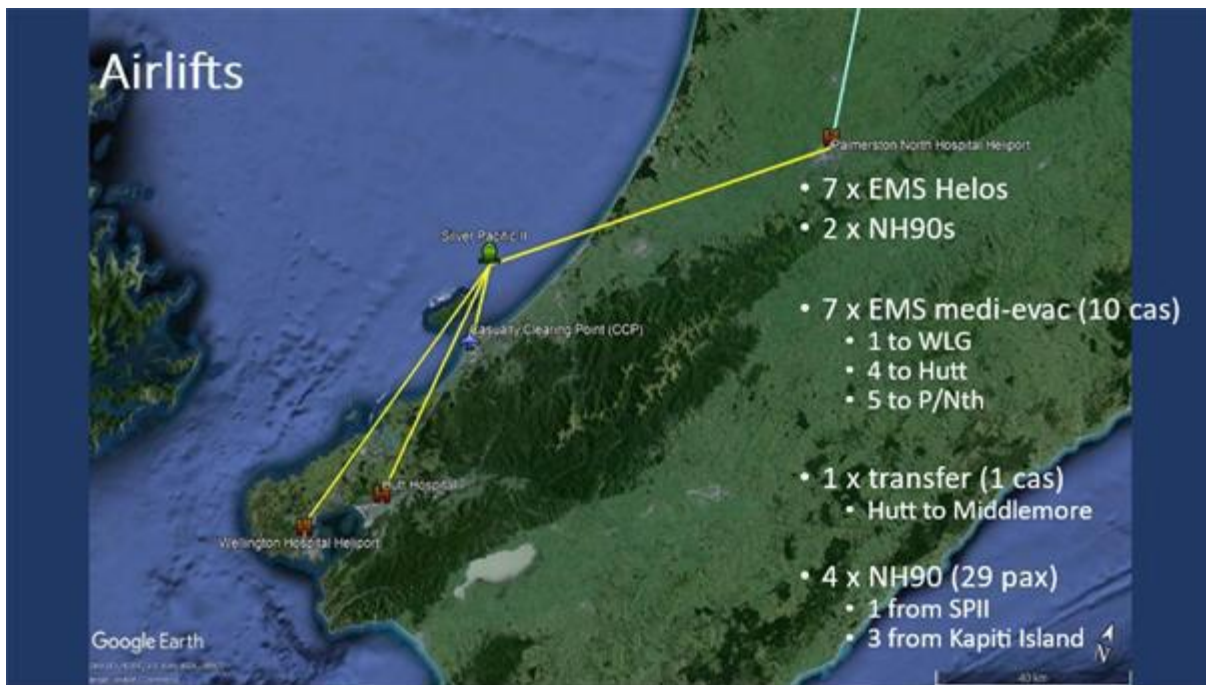
Exercise incident location and surface transport route and timings.



Exercise incident initial timings.



Ship Evacuation and Passenger Journey



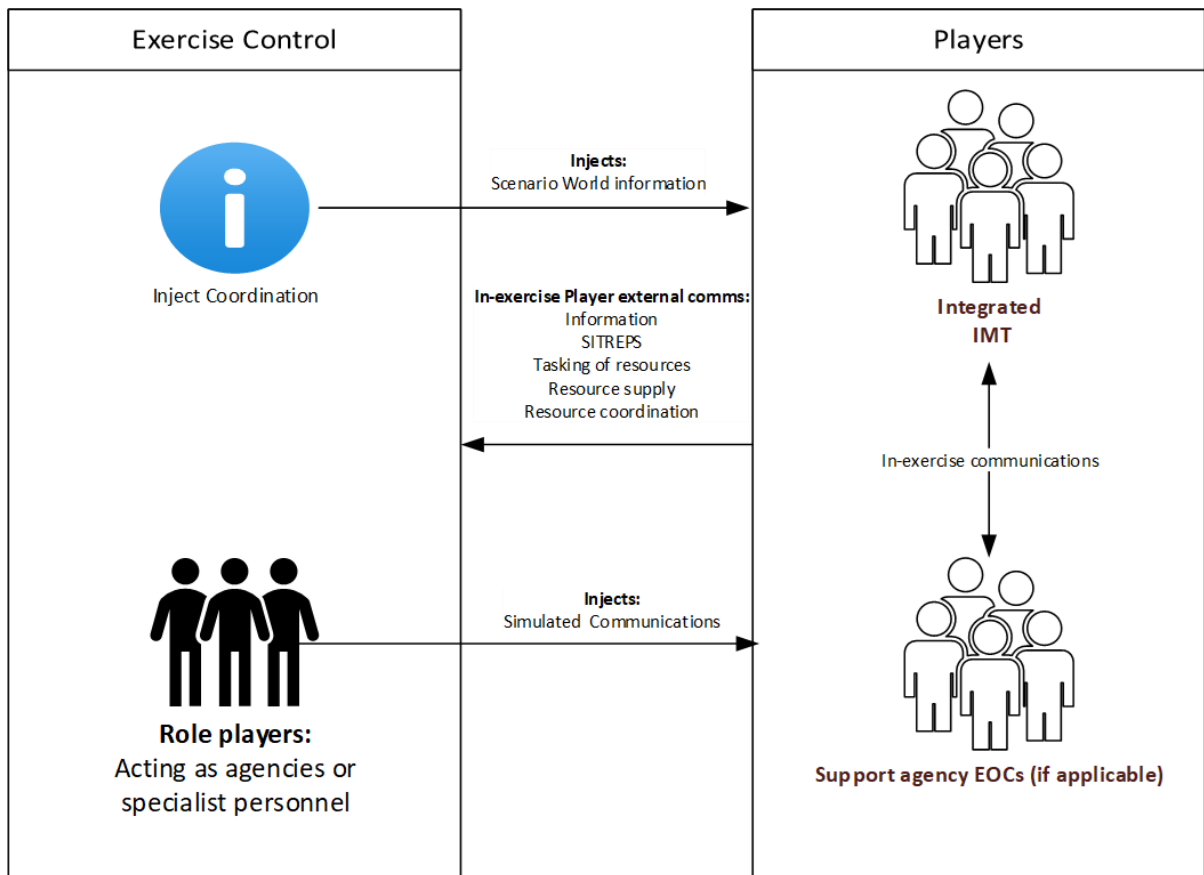
Total Airlifts

Exercise Control

Facilitators - Manage injects - Monitor player progress	Role Players - Role play RCCNZ - Role play Police NHQ - Role play local SAR Coordinator - Roleplay other local agencies	Excon Logistics - Admin - Catering - ICT - Transport management	Evaluators Assess the processes and plans against KPI criteria
--	--	--	--

Excon Structure

Exercise Control



Concept of Excon relationship to Players

Appendix G – Air, Sea and Resource Asset Taskings

Aircraft	Time	Tasking	Time	Tasking	Time	Tasking
ZK-HLF Wgtn	0440	Activated by Air desk. Shift change 0600. Tasked to Kapiti Airport – ETA 0700	0545	Pilot + Medic airborne and en- route.	0615	On scene. Awaiting completion of patient winch by ZK- IPT
	0630	Commencing winch of burns victim from vessel.	0650	Uplifted 1 x Burns victim status 1. Enroute to Lower Hutt hospital. ETA back on scene 0900.	0900	Returning to scene. Commence Search from Titahi Bay up to SPII along Kapiti coastline.
ZK-IPT PNth	0440	Activated by Air desk. Tasked to Kapiti Airport – ETA 0700	0545	Pilot + Medic enroute. Tasked to SPII to recover status 1 burns victims.	0610	Commencing winch of burns victim from vessel.
	0630	Uplifted 1 x Burns victim status 1. Enroute to Lower Hutt hospital. ETA back on scene 0830	0830	Commence search along Kapiti coastline for persons in water or life rafts.	1030	Search completed to Titahi Bay and Mana Island. Commence return journey back toward SPII.
ZK-IIX NPlym	0445	Activated by Air desk. Shift change 0600. Tasked to Kapiti Airport – ETA 0700	0600	Pilot + Medic enroute. Tasked to SPII to recover status 1 burns victims.	0655	On scene. Commencing winch of burns victim from vessel.
	0720	Uplift 1 x Burns victim status 1. Enroute to Lower Hutt hospital. ETA back on scene 0930	0935	Tasked to fly Kapiti Island coastline down to Mana Island.	1100	Search completed to Titahi Bay and Mana Island. Commence return journey back toward SPII.
ZK-IMN Nelson	0445	Activated by Air desk. Shift change 0600. Tasked to Kapiti Airport – ETA 0730	0605	Pilot + Medic enroute. Tasked to SPII to recover status 1 burns victims.	0735	On scene. Will commence winching injured patients from vessel.

	0800	Uplift 1 x Elderly male spinal and cardiac issues - status 1. Enroute to Wellington hospital. ETA back on scene 0935	1000	Returning to scene. Tasked to fly from Mana up western side of Kapiti Island,		
ZK-HEP Taupo	0450	Activated by Air desk. Shift change 0600. Tasked to Kapiti Airport – ETA 0745	0555	Pilot + Medic enroute. Tasked to Kapiti Airport to refuel then commence search around Kapiti island.	0810	Air borne from Kapiti Airport
	0950	Observe three persons in water. Commencing water recovery. Persons flown to Palmerston North Hospital.	1045	Three persons recovered and flown to Palmerston North hospital. ETA back on scene 1200.	1240	Returning to scene. Tasked to fly from SPII along western side of Kapiti Island, west of IMN flight path.
ZK-HJC Gymth	0450	Activated by Air desk. New shift 0600 activated early. Tasked to Kapiti Airport.	0610	Pilot + Medic enroute. Tasked to Kapiti Airport to refuel then uplift burns victim from SPII.	0800	Kapiti Airport available for tasking. Tasked to uplift burns victim from vessel.
	0835	On scene. Will commence winching injured patients from vessel.	0900	Uplift 1 x Burns victim status 1. Enroute to Lower Hutt hospital. ETA back on scene 1100	1110	Landed Kapiti Airport. Available for deployment.

ZK-HKZ Akld	0455	Activated by Air desk. New shift 0600 activated early. Tasked to Kapiti Airport. ETA 0830	0550	Airborne to scene	0820	Landed Kapiti Airport. Available for deployment. Tasked to uplift injured status 2 patients from vessel.
	0905	On scene. Will commence winching injured patients from	0950	Transport 2 x status 2 patients to Palmerston North hospital. Compound	1200	Hutt Hospital – relocate burns patient to Middlemore

		vessel.		leg fracture with complications and head injury / concussion. Arrive: 1015		hospital.
NH90 (1)	0510	Activated by Jt Forces. ETA to scene 0730 .	0720	Landed at Kapiti Airport. Loading dive squad personnel and then deploy to Kapiti Island.	0730	Enroute to Kapiti Island
	0745	Hovering over Kapiti – can see Life raft and 9 persons with raft. Will land and load and fly to Kapiti Airport in first instance.	0900	Transporting to Kapiti Airport.	0925	Have loaded 2 x SAR teams of 4 and returning to Kapiti Island. SAR teams will commence land search.
	0955	LandSAR teams deployed on Kapiti Island. Have wet winch capability to assist recovered western side of island,	1015	Western side of Kapiti Island. Observe recovery of persons from the water.	1200	Tasked to recover 3 deceased from SPII
	1216	On scene commencing winching operation. Deceased to be flown to Kapiti Airport.	1400	Transporting 9 from vessel to Kapiti airport.	1420	Kapiti Airport
	1445	Tasked to Kapiti Island to uplift SAR team (1).	1500	On Kapiti winching SAR team 1 (4 personnel)	1545	Arrive Kapiti Airport.

NH90 (2)	0510	Activated by Jt Forces. ETA to scene 0830 .	0940	NH90 (2) at Kapiti Airport awaiting tasking. Uplift dive squad personnel.	0900	Tasked to uplift Surf rescue swimmers from Kapiti Boating Club and fly to western side Kapiti Island.
	0915	Surf uplifted and enroute to Kapiti. ETA 10 minutes.	0925	Western side of Kapiti deploying surf personnel.	1000	Tasked to Western side Kapiti Island to assist in recovery.
	1200	Assist aerial search of Kapiti Bush	1252	Commence winching 8 located survivors on Kapiti.	1358	Fly to Kapiti Airport. Refuel

	1530	Tasked to Kapiti Island to pick up SAR team 2 (4 personnel) and 3 located passengers.	1545	Uplift personnel (7) and transport to Kapiti Airport	1600	Arrive Kapiti airport.
P8	0510	Activated by Jt Forces. ETA to scene 0815 .	0825	P8 On scene.	0850	Life raft western side of Kapiti identified.

Vessels	Time	Tasking	Time	Tasking	Time	Tasking
Police Launch Lady Liz	0415	Activated by Police Comms	0506	Crew of 4 leaving berth. ETA to scene 0730 .	0730	Monitor recovery from vessel and manage water search?
	0850	Deploy to Western side Kapiti Island.	0912	Off Kapiti. 3 x passengers recovered from water status 2.	1050	Assist in recovery from Western Kapiti – 6 pax recovered.
	1140	Transport rescued to Mana Marina	1245	Mana Marina	1400	Available
Foxton CG Kevin Morris II 7.5m	0430	Activated by Northern CG ops	0500	Skipper + 3 crew ready to launch. Locate and escort lifeboat to Mana Marina.	0558	CG alongside LB1. 132 pax. Escorting to Mana Marina – Mana Boating Club. ETA: 1000
	1020	Arrive Mana Marina	1300	Available		
Kapiti CG Freemasons 8.5m	0435	Activated by Northern CG ops	0538	Skipper + 4 Commence search between Kapiti Island and coastline	0629	LR1 located. 14 of 23 pax taken on board and transported to shore. 30 minutes to load. 30-minute unload. 30 minutes transit time. ETA back to scene 0800 .
	0840	Pax unloaded and back on water	0857	Life Raft observed on shore Northern end of Paraparaumu	1130	Rendezvous with Vessel of Opportunity - Get A

				beach. Being managed by local community. Tasking. Search back to Vessel SPII.		Way and take custody of deceased located in water.
Mana CG Te Awarua	0440	Activated by Northern CG ops	0550	Skipper + 4 Work with Kapiti CG - Track southern end north	0630	Tasked to RV with Kapiti CG and assist in recovery and transport of passengers from LR1. ETA to location 0650.
	0655	Meet with Kapiti CG and take over transfer of pax to Mana CG for transport to Kapiti boating club. ETA back to scene 0830.	0830	Kkapiti beach – unload rescued pax.	0930	Available
Wgtn CG Reremoana 9.15m	0445	Activated by Northern CG ops	0545	Skipper + 4 ETZ to scene 0800	0855	Approaching Kapiti Island from the Southwestern side to assist. ETA to scene 15 mins.
	0930	3 bodies recovered southern end of Kapiti Island. Proceeding to scene location.	1000	Commence receiving victims from Surf.	1140	Total 12 recovered. Steaming to Mana Marina with rescued persons. ETA: 1240
	1255	Arriving Mana Marina.	1345	Available		

Regional Surf	0445	Activated by Northern Surf Ops	0900	Four swimmers uplifted by NH90(2). 4 x personnel on 2 x IRB depart for Kapiti Island. 2 x personnel on Jet ski and sled depart Kapiti Island. ETA for vessels:	0940	On scene supporting person recoveries.
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	1200	Stand down from Western Kapiti Search. Return to Kapiti Boating Club.	1240	Kapiti Boating Club.		

		VESSELS OF OPPORTUNITY				
Southern Secrett III	0512	Maritime Radio Mayday relay. ETA approx. 2.5 hrs - Arrival 0730				
Get-A-Way	0522	Maritime Radio Mayday relay. ETA approx. 1 hr - Arrival 0630	1105	Locate body in water	1130	Deliver body to Kapiti CG.
Tranquil Image II	0525	Maritime Radio Mayday relay. ETA approx. 2 - 3 hrs - Arrival 0800				
Amatal Mariner	1009	Located life raft SW side Kapiti. 18 on board, 1 deceased. Have uplifted and will continue to steam to Picton with them.	1100	Enroute to Picton wharf	1430	Arrive Picton.

SAR Squads	Time	Tasking	Time	Tasking	Time	Tasking
Wgtn Police SAR	0500	Activated by SAR Coordinator. Two teams of four mobilised. Tasked to go to Kapiti Boating Club initially. ETA 0630.	0600	Two teams tasked to Kapiti Airport to assist in coordination with Kapiti staff.		
Manawatu Police SAR	0505	Activated by SAR Coordinator. Two teams of four mobilised. Tasked to go to Kapiti Boating Club initially. ETA 0630.	0730	Commence beach patrols from Foxton to Paekakariki. Combine 4 x 4 and Horowhenua / Manawatu LandSAR teams.	0850	4 x 4 club tasked to uplift passengers from northern end of Paraparaumu beach. 13 persons
Wgtn Police	0530	Activated by RCCNZ.	0730	Kapiti Airport	0720	2 x Personnel

Dive Squad		Requested to be at Kapiti Airport by 0730 .		awaiting NH 90		loaded to NH90(1). 2 x Personnel awaiting second NH 90.
Horowhenua LandSAR	0510	Activated by SAR Coordinator. One team of four mobilised. Tasked to go to Kapiti Boating Club initially. ETA 0630.	0730	Commence beach patrols from Foxton to Paekakariki. Combine 4 x 4 and Horowhenua / Manawatu LandSAR teams.	0850	4 x 4 club tasked to uplift passengers from northern end of Paraparaumu beach. 13 persons
Tararua LandSAR	0515	Activated by SAR Coordinator. One team of four mobilised. Tasked to go to Kapiti Boating Club initially. ETA 0630.				
Kapiti 4 x 4 Club	0530	Activated by SAR Coordinator. Five vehicles mobilised. Tasked to go to Kapiti Boating Club initially to uplift additional resource. ETA 0700.	0730	Commence beach patrols from Foxton to Paekakariki. Combine 4 x 4 and Horowhenua / Manawatu LandSAR teams.	0850	4 x 4 club tasked to uplift passengers from northern end of Paraparaumu beach. 13 persons
	0915	Uplifted pax from beach and deliver to Kapiti Airport.	0940	Off load pax to Kapiti Airport.		

HEALTH ASSETS						
Wellington Free Ambulance	0545	2 x Ambo's: - 1 x Kapiti Boating Club - 1 x Kapiti Airport. ETA to site Support teams activated (T B C)				