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| **EXERCISE TANGAROA**  Aim, Objectives and Key Performance Indicators | | |
| **AIM**  To test New Zealand’s arrangements for preparing for, responding to, and recovering from a national tsunami impact. | | |
| **OBJECTIVES** | |  |
| **National Objectives** | **Training Objectives** | **Key Performance Indicators** |
| **NO 1.0** Lead a coordinated interagency response. | **TO 1.1** Identify threat of major incident. | **KPI 1.1.1** Incident identified as a major incident requiring the activation of the National Security System. |
| **KPI 1.1.2** Incident identified as a threat according to the MCDEM thresholds. |
| **KPI 1.1.3** Incident identified as a threat according to CDEM Group and local authority thresholds. |
| **TO 1.2** Processes for considering and declaring a state of emergency are followed at all levels. | **KPI 1.2.1** Identify criteria for making a declaration and apply this criteria to the decision making process. |
| **KPI 1.2.2** If making a declaration, the correct process is followed (gazetting, current forms, etc.). |
| **TO 1.3** Activate coordination centres at all required levels in accordance with standard operating procedures. | **KPI 1.3.1** Lead agency activates a coordination centre in accordance with standard operating procedures. |
| **KPI 1.3.2** Key stakeholders are identified and informed of the activation(s). |
| **KPI 1.3.3** Liaison arrangements are activated in accordance with standard operating procedures. |
| **KPI 1.3.4** Welfare arrangements are activated in accordance with standard operating procedures. |
| **KPI 1.3.5** Lifelines arrangements are activated in accordance with standard operating procedures. |
| **TO 1.4** Develop an effective action plan in accordance with standard operating procedures. | **KPI 1.4.1** Planning processes are followed by the lead agency as established in standard operating procedures. |
| **KPI 1.4.2** The systems, processes and resources are appropriate for developing the action plan. |
| **KPI 1.4.3** Options, analysis of threats and associated risks is embedded in the development of the action plan. |
| **TO 1.5** Coordinate a tsunami response in accordance with the lead agency’s emergency plan, the action plan, CIMS, and legal/policy frameworks. | **KPI 1.5.1** Liaison arrangements are established and maintained as required throughout the duration of the response. |
| **KPI 1.5.2** Response is managed in accordance with plans and within mandated frameworks. |
| **KPI 1.5.3** Lead agency is able to delegate tasks to support agencies within legal frameworks. |
| **KPI 1.5.4** Agencies confirm their ability to carry out the delegated tasks in a timely manner in accordance with standard operating procedures. |
| **KPI 1.5.5** As appropriate, implement site, local, regional and national levels of coordination. |
| **TO 1.6** Lead coordination centres in accordance with standard operating procedures. | **KPI 1.6.1** Lead agency manages an interagency coordination centre. |
| **KPI 1.6.2** Lead agency is able to sustain an operational response for the length of time required. |
| **KPI 1.6.3** Lead agency can demonstrate there is a process in place to be able to return to business as usual following a response to a major incident. |

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| **NO 2.0** Support a coordinated interagency response. | **TO 2.1** Support identification of threat of major incident. | **KPI 2.1.1** Agency supports the identification of a threat as a major incident requiring the activation of the National Security System |
| **TO 2.2** Activate coordination centres at all required levels in accordance with standard operating procedures. | **KPI 2.2.1** Support agency activates a coordination centre, where required, in accordance with standard operating procedures. |
| **KPI 2.2.2** Lead agency and otherkey stakeholders are identified and informed of the activation(s). |
| **KPI 2.2.3** Liaison arrangements are activated in accordance with standard operating procedures. |
| **KPI 2.2.4** Welfare arrangements are activated in accordance with standard operating procedures. |
| **KPI 2.2.5** Lifelines arrangements are activated in accordance with standard operating procedures. |
| **TO 2.3** Support the development of an action plan in accordance with standard operating procedures. | **KPI 2.3.1** Support agency contributes to the lead agencyplanning processes as established in standard operating procedures. |
| **KPI 2.3.2** Threats and associated risks identified by the support agency are considered in the development of the action plan. |
| **KPI 2.3.3** Support agency develops a task plan to detail the tasks assigned to it by the lead agency. |
| **TO 2.4** Support a tsunami response in accordance with the lead agency’s emergency plan, the action plan, CIMS, and legal/policy frameworks. | **KPI 2.4.1** Liaison arrangements are maintained as required throughout the duration of the response. |
| **KPI 2.4.2** Response is supported in accordance with plans and within mandated frameworks. |
| **KPI 2.4.3** The systems, processes and resources are appropriate for implementing the action plan. |
| **KPI 2.4.4** Agencies confirm their ability to carry out the delegated tasks in a timely manner in accordance with standard operating procedures. |
| **KPI 2.4.5** As appropriate, implement site, local, regional and national levels of support. |
| **TO 2.5** Support coordination centres in accordance with standard operating procedures. | **KPI 2.5.1** Support agencies are able to support the inter-agency coordination centre as required by the lead agency. |
| **KPI 2.5.2** Support agencies are able to sustain an operational response for the length of time required. |
| **KPI 2.5.3** Support agencies can demonstrate there is a process in place to be able to return to business as usual following a response to a major incident. |
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| **NO 3.0** Conduct effective high level All of Government decision making. | **TO 3.1** National Security System activated and effective within acceptable period of time. | **KPI 3.1.1** NSC, ODESC and Watch Groups (National Security System) established as appropriate in a timely manner in accordance with standard operating procedures. |
| **KPI 3.1.2** Relevant National Security System groups provide strategic direction to relevant agencies, allowing comprehensive operational planning as required. |
| **KPI 3.1.3** Decisions are communicated to key stakeholders in a timely manner in accordance with standard operating procedures. |
| **KPI 3.1.4** Relevant National Security System groups monitor and evaluate decisions throughout the incident. |
| **TO 3.2** Effective communication with key stakeholders. | **KPI 3.2.1** Coordination of domestic and international stakeholders as appropriate in accordance with standard operating procedures. |
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| **NO 4.0** Initiate the transition of response to recovery including planning and arrangements. | **TO 4.1** Effective integration of response and recovery planning. | **KPI 4.1.1** Demonstrate that consideration of early recovery is incorporated into response planning. |
| **KPI 4.1.2** Planning documents demonstrate an awareness of likely medium and long term impacts of response actions and decisions. |
| **TO 4.2** Consider appropriate recovery arrangements. | **KPI 4.2.1** Establish recovery arrangements thatdemonstrate an understanding of current frameworks and processes. |
| **KPI 4.2.2** Conduct a transition from response to recovery in accordance with established recovery arrangements. |
| **KPI 4.2.3** The systems, processes and resources are appropriate for developing the recovery arrangements. |
| **KPI 4.2.4** Options analysis of threats and associated risks is embedded in the development of the recovery arrangements. |
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| **NO 5.0** Effectively manage information horizontally and vertically. | **TO 5.1** Incident information is effectively managed and communicated by all agencies involved in the response. | **KPI 5.1.1** A strategic communication plan is developed. |
| **KPI 5.1.2** A strategic communication plan is implemented. |
| **KPI 5.1.3** Accurate information is communicated internally in a timely manner in accordance with standard operating procedures. |
| **KPI 5.1.4** Information is communicated across appropriate internal and external stakeholders in a timely manner to create a common operating picture. |
| **KPI 5.1.5** Information is appropriately stored in accordance with standard operating procedures. |
| **KPI 5.1.6** Each agency has the appropriate equipment and resources to share and manage information effectively. |
| **KPI 5.1.7** Lifeline utilities make contact with CDEM and provide status reports and establish an appropriate line of contact. |
| **TO 5.2** Support requirements are effectively communicated. | **KPI 5.2.1** Domestic support requests are effectively managed in accordance with standard operating procedures. |
| **KPI 5.2.2** International support requests are effectively managed in accordance with standard operating procedures. |
| **TO 5.3** Situation reports effectively fused from various sources and promulgated in a timely manner to relevant stakeholders. | **KPI 5.3.1** Situation reports accurately disseminated to key stakeholders in accordance with standard operating procedures. |
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| **NO 6.0** Deliver effective public information management. | **TO 6.1** Public communications reinforce confidence in the response and provide appropriate levels of public assurance. | **KPI 6.1.1** Provide timely, accurate, and clear information to those who need it in accordance with standard operating procedures. |
| **KPI 6.1.2** Messages align with and support the operational response and government priorities. |
| **KPI 6.1.3** Proactive messaging across the full range of platforms meets the demand for accurate information. |
| **KPI 6.1.4** Public information/messaging is coordinated and consistent across agencies. |
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| **NO 7.0** Implement business continuity arrangements. | **TO 7.1** Agency is able to continue to effectively meet essential business as usual outputs. | **KPI 7.1.1** Essential and non-essential business outputs are identified. |
| **KPI 7.1.2** Agency has, or is able to acquire from other agencies, the capacity needed to meet essential business requirements whilst simultaneously meeting response requirements. |
| **KPI 7.1.3** Each agency’s business activities are adjusted and communicated in accordance with business continuity plans. |
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| **NO 8.0** Integrate lessons identified from previous events and exercises in order to engender a culture of continuous improvement. | **TO 8.1** Evaluation and post activity reporting of the inter agency outcomes is undertaken. | **KPI 8.1.1** Evaluation is coordinated by the lead agency against relevant national objectives. |
| **KPI 8.1.2** Supporting agencies provide relevant information to the post activity reporting. |
| **TO 8.2** Continuous improvement processes are implemented. | **KPI 8.2.1** Inter agency capability building Information is collected and shared with relevant agencies by the lead agency to allow continuous improvement across government. |
| **KPI 8.2.2** During the development of inter-agency exercises, previous lessons identified are integrated by the lead agency. |
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| **NO 9.0** Further develop collaborative relationships, to enhance interagency knowledge and understanding; creating capability and resilience. | **TO 9.1** Agencies share information to engender an all hazards, all of government approach to response management. | **KPI 9.1.1** Information is shared and utilised across agencies to assist in relationship and resilience building. |
| **KPI 9.1.2** Best practices are discussed and shared across agencies. |