

Exercise Tangaroa Communications Plan

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Section 1 Introduction

1.1 Introduction

This media and communications plan explains the national arrangements that will be used by the Ministry of Civil Defence & Emergency Management (MCDEM) during Exercise Tangaroa. It is not an exercise directive to other agencies but they are welcome to adapt this plan to suit their own level of participation.

The term “public information management” (PIM) is used in the CDEM sector to refer to media, website and other communications activities during an emergency.

This plan should be read in conjunction with the *Exercise Co-ordinating Instruction*, which provides detailed instructions for how the exercise will be carried out.

1.2 Audience (for this plan)

This plan is for the following Exercise Tangaroa governance bodies:

- Governance Group
- Steering Group
- Planning Group
- Exercise Writers/Planning Teams

1.3 National CDEM and Inter-Agency (AOG) Exercise Programmes

The National CDEM Exercise Programme was established in 2006 to provide a formal framework to exercising in New Zealand.

The programme is owned collectively by the 16 CDEM Groups and managed through a representative governance group. The Ministry of Civil Defence & Emergency Management (MCDEM) is the overall National Exercise Programme sponsor.

The programme recognises that exercising needs to occur at all levels of the CDEM structure. A four-tier approach to exercising has been adopted. Each tier is expected to be based on and informed by a consistent regime of planning, observation, evaluation, feedback, and continuous improvements.

The National CDEM Exercise Programme comprises a 10-year schedule of CDEM exercises based on a four-tier approach (refer to Table 1).

Table 1: The National CDEM Exercise Programme tier structure

Tier	Description
1	Local exercise (individual organisation)
2	Group exercise (within a CDEM Group)
3	Inter-Group exercise (across CDEM Groups, may include MCDEM)
4	National exercise (New Zealand or part thereof, including central government)

In addition, Exercise Tangaroa is the first full-scale exercise to be held as part of the Interagency (All-of-Government) National Exercise Programme. The Interagency National Exercise Programme was established in 2013 and is chaired by the Department of the Prime Minister and Cabinet. It was established to provide better coordination across government and to help ensure that New Zealand is prepared to effectively respond to national security (all hazard) events. The Interagency NEP builds capability through a coordinated series of interagency exercises and these are measured against a set of national objectives.

Exercise Tangaroa will test tsunami responses at all levels of the CDEM structure and responses at a Government level.

1.4 Background

Exercise Tangaroa 2016 is based on a regional source tsunami that impacts the New Zealand coastline and builds on Exercise Tangaroa 2010.

The original Exercise Tangaroa (2010) was based on a distant source tsunami originating from South America, and focused on the lead-up to a tsunami arrival. The 2016 exercise will test response to a regional source tsunami generated less than three hours travel time to the nearest New Zealand coastline.

The exercise will also serve as a preliminary test for post-impact recovery plans. Since 2010, amendments have been made to the national welfare and recovery arrangements and CDEM Groups have continued to develop their capabilities.¹ Exercise Tangaroa 2016 will be the first test of national recovery arrangements.

The exercise will be led by the Ministry of Civil Defence & Emergency Management (MCDEM) and supported by all 16 CDEM Groups, central government agencies, emergency services, lifeline utilities, and other agencies and organisations as appropriate.

1.5 Exercise Tangaroa 2016

Exercise Tangaroa 2016 aims to test New Zealand's arrangements for preparing for, responding to, and recovering from a national tsunami impact.

As the first full-scale exercise to be held as part of the Interagency National Exercise Programme, Exercise Tangaroa 2016 represents the 'first step' in assessing and planning for one of New Zealand's largest life safety risks in terms of expected casualties and damage to infrastructure.² The exercise aims to address and evaluate the current state of national responses when faced with a large-scale and time critical event.

Any gaps identified during the exercise will assist in the creation of a more-informed forward plan for future CDEM and Government work programmes and will assist in shaping future exercises.

The nine overall exercise objectives set out the key areas the exercise will focus on:

1. Lead a coordinated interagency response
2. Support a coordinated interagency response

¹ See Guide to the National Civil Defence Emergency Management Plan 2015 which can be found [here](#).

² For more information regarding the risks posed by regionally sourced tsunamis to New Zealand see the 2013 Review of Tsunami Hazards in New Zealand [here](#).

3. Conduct effective high level All of Government decision making
4. Initiate the transition of response to recovery
5. Effectively manage information horizontally and vertically
6. Deliver effective public information management
7. Implement business continuity arrangements
8. Integrate lessons identified from previous events and exercises in order to engender a culture of continuous improvement
9. Further develop collaborative relationships, to enhance interagency knowledge; creating capability and resilience.

See Appendix 2 Objectives and Key Performance Indicators for more detail.

Section 2 Overview

2.1 Introduction

The exercise is being conducted at a time of increased public and media scrutiny of civil defence arrangements and heightened awareness of the dangers posed by natural disasters.

Much of this interest can be traced to coverage of the Christchurch Earthquake in February 2011, the Japan Tsunami in March 2011, and a number of smaller, weather related events across the country during the period 2012 to 2015.

Exercise Tangaroa provides an opportunity for agencies at all levels of government to work together to test their response to a regional source tsunami that would affect much of New Zealand's coastline.

It is also an opportunity to build awareness with exercise participants of the risk from natural hazards that New Zealand faces, and confidence in the ability of local and central agencies to respond to, and recover from a major disaster.

2.2 Purpose of this plan

This plan informs exercise writers and planners about the public information and public education elements of Exercise Tangaroa and the process for communicating about the Exercise. Further regional and local arrangements will be covered in general instructions at CDEM Group and Local Authority levels. It provides:

- an overview of Exercise Tangaroa and its objectives and key performance indicators.
- an overview of the planned public education activities at the national level, which can be leveraged at the local level
- an overview of the public information management function of the exercise
- an overview of arrangements for communicating about the exercise.

2.3 Strategy

2.3.1 Public Information

It is recommended that CDEM Groups test their PIM staff and arrangements in Exercise Tangaroa. The Ministry of Civil Defence & Emergency Management (MCDEM's) Public Information Management (PIM) response will be, as close as possible, to a full simulation in real time.

Public information management elements of the exercise will include:

- initial response by the MCDEM Duty PIM and the Duty Webmaster
- deployment of cross-government communications staff to PIM roles in the National Crisis Management Centre (NCMC)
- activation and involvement of PIM functions by participating groups/regions
- simulation of the roles PIM staff would carry out during a response to a tsunami warning at NCMC, ECC and EOC level
- activation and involvement of participating supporting agencies PIM staff

- injects including; simulated media and social media elements, reporting and monitoring requirements, teleconferences between participating locations/agencies.
- some PIM observers

Whilst the exercise may involve real media participants (such as journalism students and Radio NZ reporters), in-exercise operations will not be publicly reported in the media.

2.3.2 Public Education

MCDEM and participating CDEM Groups can leverage the Exercise to showcase tsunami work/preparations, promote public education work and messages and increase public awareness.

MCDEM will be providing a range of resources through <http://www.civildefence.govt.nz/cdem-sector/exercises/exercisetangaroa2016/> that participating groups can adapt and use as they see fit.

MCDEM will be sharing tsunami related messages and resources through its' website and social media channels in the run up to, and following on from the exercise.

2.3.3 Communicating about the exercise

Communications about the Exercise should be in line with the objectives and key messaging within this plan

2.4 Communications Objectives

Exercise Tangaroa communication objectives can be grouped into three areas as follows:

2.4.1 Public information

- encourage buy-in and understanding of participating agencies
- enhance communications between all the government agencies and other organisations that would be involved in responding to a national disaster
- provide participants with required resources and information.

2.4.2 Public education

- highlight tsunami hazard information and preparedness messages
- work with CDEM Groups to understand and leverage any planned public-facing activities.

2.4.3 Communicating about the exercise

- raise awareness of MCDEM's and the wider CDEM Sectors' role and responsibilities
- build understanding of the exercise purpose and benefits (preparedness and capability building) and wider CDEM and Inter Agency National Exercise Programmes
- encourage all-of-government coordination and capability building
- mitigate potential confusion between 'exercise' and 'reality'
- heighten national confidence in the country's ability to respond effectively to a major disaster.

Section 3 Audiences

3.1 Stakeholders

Stakeholders, or groups with an interest in the exercise, are:

- The Minister of Civil Defence and central Government, to be confident that its officials and agencies can carry out their functions during a national disaster, contributing to effective response and recovery
- agencies involved, so that they understand their role in the exercise, contribute to the exercise objectives and fill their own agency objectives for the event
- CDEM sector overall, including agencies not involved, has an interest in all major exercises and can learn from them
- media, to better understand the public information role it can play in the response to a disaster
- general public, to improve awareness of what to do in the event of a tsunami and the role(s) of CDEM groups and related agencies.

3.2 Exercise participants

This exercise involves the direct participation of local and national agencies, along with inputs from other organisations.

3.3 Target Audience

The target audience is wide and covers the following groups:

Audience	Applicable Exercise Element	Interest in the exercise	Applicable communication objective(s)
Participants	<ul style="list-style-type: none"> • PIM, Public education 	<ul style="list-style-type: none"> • Building capability and capacity for CDEM work • Testing current processes and capabilities • Building networks and facilitating information sharing 	<ul style="list-style-type: none"> • Ensure buy-in and successful participation in exercise. • Participants are fully informed and supported at all phases

Audience	Applicable Exercise Element	Interest in the exercise	Applicable communication objective(s)
CDEM Sector	<ul style="list-style-type: none"> PIM, Public education, Communicating about the exercise 	<ul style="list-style-type: none"> Sharing information and lessons learnt Building best practice Testing processes/ procedures 	<ul style="list-style-type: none"> Build understanding of exercise purpose and benefits and of wider CDEM and Interagency Exercise Programmes Encourage AOG coordination and capability building
Wider Government	<ul style="list-style-type: none"> PIM, Communicating about the exercise 	<ul style="list-style-type: none"> Awareness and understanding of CDEM processes and activities for agencies with CDEM responsibilities/ likely to be called on to support major emergencies 	<ul style="list-style-type: none"> Encourage AOG coordination and capability building Showcase effective management of a simulated disaster, building confidence in the CDEM sector
Minister	<ul style="list-style-type: none"> PIM, Public education, Communicating about the exercise 	<ul style="list-style-type: none"> Overall responsibility for CDEM Ability to share successes/work underway 	<ul style="list-style-type: none"> Raise awareness of MCDEM and the CDEM Sector's role and work Showcase effective management of a simulated disaster, building confidence in the CDEM sector
Public	<ul style="list-style-type: none"> Public education, Communicating about the exercise 	<ul style="list-style-type: none"> Public education/awareness of what to do in a tsunami Understanding and awareness of the CDEM sector and disaster preparedness work 	<ul style="list-style-type: none"> Raise awareness of what to do in a tsunami, and how the CDEM sector operates Showcase effective management of a simulated disaster, building confidence in the CDEM sector Mitigate potential confusion between 'exercise' and 'reality'

Section 4 Public information management

4.1 PIM overview

This document provides an overview only. Participating agencies must decide what the extent of their PIM involvement will be and, if participating, identify who will be responsible for their PIM role. A 'PIM Coordinating Instruction' for participating agencies will be issued closer to the time which will provide further detail on how PIM functions can be engaged during the Exercise. If agencies wish to fully exercise their PIM function they must complete and submit the form at Appendix 3 in order to receive the PIM Coordinating Instruction.

The exercise scenario has been developed by the Exercise Planning Team. Details, other than the date and that it will be a regional source tsunami originating from the Kermadec Trench, will not be released to exercise participants before 31 August 2016. Instead, participants will receive information piece by piece over the course of the exercise dates. This will simulate the likely flow and limits of information that would occur in such an event.

The Exercise Planning Team will create and disseminate a Participant and Venue List. The aim of this list is to confirm which agencies are participating and to provide contact details where these may be different to normal emergency arrangements (ie. Where emergency operating centres are not being activated).

The Exercise Planning Team will develop a website and several social media accounts that will be used to simulate media and social media interest and activity at NCMC, ECC and EOC levels during the exercise. This web address and social media accounts will be made available to registered PIM exercise participants and will be clearly labelled exercise only. Registered PIM participants will also be issued exercise specific social media accounts to allow them to participate effectively.

During the exercise, the role of "media" will be played both by actual reporters from some of MCDEM's MOU partners, such as Radio NZ, and by a group of students from Journalism Schools.

These participants will simulate the interest we would expect from national and international media in a real event. They will be phoning the NCMC, participating ECCs and EOCs for updates and interviews, door-stepping the NCMC and publishing stories/updates on an exercise webpage. Any decisions about the frequency of releases or who issues them (in the case of clusters) are up to the participating agencies. Agencies issuing their own media releases will be issued with an email address that can be accessed by the exercise control "media players", and which may in turn generate calls to the agency PIM from that "media pool".

Media players will evaluate all interactions with agencies and feedback will be provided to those agencies after the exercise.

Agencies participating in the exercise are expected to simulate communications in the same manner as they would in real emergencies, following processes as outlined in the PIM Coordinating Instruction. Agencies will collaborate as required to ensure consistent messages and a 'common operating picture' is communicated.

MCDEM will use its real 24/7 media duty number, 04 494 6951, as its contact number. This will initially be answered by the Duty PIM and then, after NCMC is activated, by PIM staff in NCMC. The email contact will be the NCMC PIM shared mailbox: pim@ncmc.govt.nz.

4.1.1 National level activities

At the national level, NCMC PIM staff will use their SOP to respond to the information they receive during the exercise. The tasks they will carry out will include, but are not limited to:

- Duty staff issuing an initial exercise memorandum of understanding (MOU) request to broadcast media
- Duty PIM making the initial exercise website update
- Duty Webmaster monitoring news sites and making subsequent exercise updates
- MCDEM Communications Manager deploying PIM staff to the NCMC
- MCDEM Communications Manager overseeing the PIM aspects of the response
- NCMC PIM staff making subsequent exercise website updates
- NCMC PIM staff issuing exercise media releases
- NCMC PIM staff issuing subsequent exercise MOU requests
- NCMC PIM staff responding to exercise media queries (some real media are likely to be involved and journalism students working as exercise media will be telephoning, doing face-to-face interviews, visiting the website etc.)
- NCMC PIM staff supporting MCDEM staff who will give interviews to real and exercise print, radio and TV media
- NCMC PIM staff working with communications staff in other agencies playing in the exercise.
- NCMC PIM reporting to and working with other NCMC functions and participating agencies
- NCMC PIM providing information as required for the purposes of informing the Minister's Office.

The Exercise Planning Team will develop templates for MOU requests and media releases and media distribution lists to be used during the exercise

MCDEM will work with national media organisations to determine their level of participation and to establish what procedures will be used for contact within the exercise including testing MOU arrangements. The level of participation of each media organisation will be subject to agreement with MCDEM. This will range from receiving “exercise only” information to test their own work systems to reporters making calls clearly identified as “within exercise” to gather news that will not be published or broadcast.

4.1.2 CDEM Group activities

At the regional and local levels, PIM staff should respond to the information and tasks received during the exercise. This may include, but is not limited to:

- drafting website updates
- using exercise social media accounts to make social media updates and responding to social media queries
- monitoring and reporting on news sites/social media and simulated media interest
- deploying staff to their Emergency Coordination Centre (ECC) or Emergency Operations Centre (EOC)
- issuing exercise media releases
- responding to exercise media queries (some real media may be involved and journalism students working as exercise media may be telephoning, doing face-to-face interviews, visiting the website etc.)
- briefing spokespeople

- working with communications staff in other agencies playing in the exercise.
- collating and providing timely and accurate information to NCMC and other agencies as required.

Participating agencies that wish to exercise their PIM function should complete and submit the form at Appendix 3. Please note that this will mean a commitment from participating PIMs to be available throughout day one of the exercise.

4.2 Spokespeople

4.2.1 National

Within the exercise, spokespeople will be as stated in MCDEM Standard Operating Procedures (SOP) and decided by the National Controller. Initially, before the NCMC is activated, these could be the Duty Manager and the Duty PIM. After the NCMC is activated these could be a PIM staff member as decided by the National Controller or, if delegated, the Response Manager.

4.2.2 CDEM Group

CDEM Groups and other participating agencies should appoint their own spokespeople as per their own arrangements.

4.3 Background

The response section of the *Guide to the National Civil Defence Emergency Management* provides useful background. It gives an overview of response and includes information about the National Warning System (NWS), the NCMC and public information management.

The response principles state that: “agencies should respond to an emergency by activating their own plans and co-ordinating with the lead agency.”

The Guide also states that MCDEM is responsible for the national warning system and is the lead agency in the event of a warning of distant or regional source tsunamis.

The [Public Information Management Director's Guideline](#) also provides useful information on how public information works in the civil defence emergency management context.

4.3.1 MCDEM/NCMC PIM roles and responsibilities

Organisation	Responsible	Role	Possible messages
MCDEM	Duty/NCMC PIM staff	<ul style="list-style-type: none"> • Warnings and advisories will be issued via the national warning system • Issuing and terminating MOU statements • Developing messages and issuing media releases • Ensure clear and consistent messages are being issued across all channels and agencies • Arranging media interviews, 'prepping' spokesperson • Updating exercise website • Liaison with other national agencies and Minister's office as appropriate • Advice and information to and from CDEM groups • Monitoring media and social media • Updating social media and responding to social media queries • responding to media queries 	<p>National CDEM advice and summaries about what is happening, what is being done and what to do:</p> <ul style="list-style-type: none"> • warning or advisory of threat • impacts across the country • what coastal communities can do • planning and preparedness • response

4.3.2 Other agencies potential PIM roles and responsibilities

Organisation	Responsible	Role	Possible messages
Other national agencies	Communications Managers	<ul style="list-style-type: none"> • Liaison with MCDEM / NCMC • Advice and information to and from regional or local offices • Issuing media releases • Prepare website updates • Monitoring and engaging with simulated social media 	<p>In relation to their responsibility, national advice and summaries about what is happening, what is being done and what to do:</p> <ul style="list-style-type: none"> • advice specific to their service • planning and preparedness • response



CDEM Groups	PIM Managers	<ul style="list-style-type: none"> • Co-ordinate public communication by CDEM sector organisations within the Group • Advice and information to and from MCDEM / NCMC • Advice and information to and from organisations within the Group • Issuing media releases • Arranging media interviews, 'prepping' spokespeople • Ensure clear and consistent messages are being issued across all channels and agencies • Prepare website updates • Monitoring and engaging with simulated social media • responding to media queries 	<ul style="list-style-type: none"> • Provide information about regional resources and activity e.g.: <ul style="list-style-type: none"> - regional transport routes - harbour - welfare centre locations - evacuation - possible inundation etc. • Regional advice and summaries about what is happening, what is being done and what to do: <ul style="list-style-type: none"> - planning and preparedness - response
Local authorities	PIM Managers	<ul style="list-style-type: none"> • Co-ordinate communication by local organisations • Advice and information to and from group 	<ul style="list-style-type: none"> • Specific local messages, e.g.: <ul style="list-style-type: none"> - welfare centre locations - evacuation - possible inundation etc. • Local examples to illustrate national key messages: <ul style="list-style-type: none"> - planning and preparedness - response

Section 5 Public Education

MCDEM and participating CDEM Groups can leverage the exercise to showcase tsunami work/preparations, promote public education work and messages and increase public awareness. Participating agencies are encouraged to share any materials they already have including evacuation plans, tsunami safe-zone maps and general preparedness messaging.

Public education activities around the exercise must be done in a way that does not confuse or panic the public resulting in confusion between Exercise scenarios and reality.

MCDEM will provide a range of resources through <http://www.civildefence.govt.nz/cdem-sector/exercises/exercisetangaroa2016/> that participating agencies can adapt and use as they see fit. These will be modelled on a scaled down version of 'the 2016 FEMA exercise Cascadia Rising' For examples see <https://www.fema.gov/cascadia-rising-2016> .

MCDEM will be sharing tsunami related messages and resources through its website and social media channels in the run up to, and following on from the exercise.

All messaging must be in line with the "Working from the Same Page Consistent Messages" document <http://www.civildefence.govt.nz/cdem-sector/consistent-messages-for-cdem/> . In addition messaging based on the below could be included:

- Only tsunami messages issued by MCDEM represent the official warning status for New Zealand, not those issued by the Pacific Tsunami Warning Centre (PTWC).
A tsunami generated in conjunction with a nearby large earthquake or undersea landslide may not provide sufficient time to implement official warning procedures. Persons in coastal areas who:
 - Experience strong earthquakes (hard to stand up)
 - Experience weak earthquakes lasting for a minute or more
 - Observe strange sea behaviour such as the sea level suddenly rising and falling, or hear the sea making loud and unusual noises or roaring like a jet engineshould not wait for an official warning. Instead, let the natural signs be the warning. They must take immediate action to evacuate to predetermined evacuation zones, or in the absence of predetermined evacuation zones, go to high ground or go inland.
- Upon notification of a tsunami warning or potential threat, people in affected coastal areas should:
 - Stay out of the water (sea, rivers and estuaries, including boating activities)
 - Stay off beaches and shore areas
 - Do not go sightseeing
 - Share this information with family, neighbours and friends
 - Listen to the radio and/or TV for updates
 - Follow instructions of local civil defence authorities
 - If a land threat is forecasted for your area, take appropriate evasive action (see 'Marine and Land Threat' below)
 - **Areas under 'Marine and Beach Threat':** Expect unusually strong currents and unpredictable water flows near the shore. This means a threat to beach, harbour, estuary and small boat activities. The severity of currents and changing water flows will vary within a particular coastal area and over the period this warning is in effect.
 - **Areas under 'Marine and Land Threat':** In addition to the threat described above, expect a threat of coastal inundation to land areas near the shore.

Section 6 Communicating about the exercise

The Director of Civil Defence Emergency Management is MCDEM's spokesperson about the exercise.

It is recommended that all participating agencies nominate a spokesperson from their own organisation. All media interactions should be in line with the messaging below.

Please advise the exercise coordinators (cdemexercises@dpmc.govt.nz) and MCDEM Communications Manager (MCDEM.Communications@dpmc.govt.nz) about interviews/articles/media interest about the exercise

6.1 Key messages

During the exercise, messages should be consistent with those included in "Working from the Same Page Consistent Messages" <http://www.civildefence.govt.nz/cdem-sector/consistent-messages-for-cdem/>.

Exercise specific key messages are below :

- The Ministry of Civil Defence and Emergency Management is leading Exercise Tangaroa, a simulated tsunami exercise which will be held over three days (31 August, 14 and 28 September 2016).
- Tsunami pose a real risk in the Pacific and New Zealand is not immune. Large tsunamis occurred in New Zealand within written history but have resulted in few deaths and modest damage. However, Maori tradition records several large tsunami killing many people within the last 1,000 years.
- A tsunami warning requires a simultaneous national, regional and local response. That is why a response at all levels of government is being exercised.
- Exercise Tangaroa will test New Zealand's arrangements for preparing for, responding to, and recovering from a national tsunami impact.
- The exercise will involve a full-scale activation of New Zealand's Civil Defence and Emergency Management capabilities including the national response arrangements.
- Representatives from all CDEM groups and agencies with Civil Defence Emergency Management responsibilities nationwide will take part.
- This is a learning exercise that is expected to identify areas of strength and reveal opportunities for improvement.
- The exercise is part of ongoing work to formulate a government response to major disasters and to educate the public about preparing for and coping with such disasters.
- The exercise will concentrate on agency response functions and will not involve the public outside of the simulation. However, some local authorities may choose to extend their involvement to include testing public warning and evacuation procedures.

Section 7 Key contacts

Information about the exercise can be drawn from this plan and the *Exercise Co-ordinating Instruction*. To find out more visit <http://www.civildefence.govt.nz/cdem-sector/exercises/exercisetangaroa2016/> or subscribe to the Exercise Tangaroa newsletter (via the website).

Should questions arise, please direct them to the Exercise Coordinators:

CDEMexercises@dpmc.govt.nz

or

Jo Guard

Exercise Coordinator/Director

Ministry of Civil Defence & Emergency Management

Direct Dial: +64 4 817 8582 ext. 8582

Jo.Guard@dpmc.govt.nz

Level 17, Bowen House, Parliament Buildings PO Box 5010, Wellington 6145

Sara Mitchell (nee Leighton)

Exercise Coordinator

Ministry of Civil Defence & Emergency Management

Direct Dial: +64 4 817 8582 ext. 8588

Sara.Mitchell@dpmc.govt.nz

Level 17, Bowen House, Parliament Buildings PO Box 5010, Wellington 6145

Further detail about the exercise, including exercise documentation can be found on the MCDEM website: www.civildefence.govt.nz/cdem-sector/exercises/exercisetangaroa2016/

Section 8 Related documents

8.1 Introduction

It is recommended that exercise writers and planners, in addition to public information staff take into account the following documents or websites:

8.1.1 Exercise Tangaroa planning documents

- [Exercise Tangaroa 2016 Warning Order](#)
- [Exercise Coordinating Instruction](#)
- [Evaluation Plan](#)
- Exercise Control and Evaluator Rules of Play (*to be developed*)
- Evaluation form(s) (*to be developed*)

8.1.2 Exercise Tangaroa website and newsletters

- [Exercise Tangaroa 2016 webpage](#) (*including regular Exercise Tangaroa e-newsletters*)

8.1.3 Tsunami context

- [National Tsunami Advisory and Warning Plan](#)
- [Review of Tsunami Hazard in New Zealand](#)

8.1.4 Exercise Programmes

- [National CDEM Exercise Programme](#)
- [National Interagency Exercise Programme](#)

8.1.5 Exercise Writing Guidance

- [CDEM Exercises guideline](#)

8.1.6 Emergency Management Director's Guidelines

- [Public Information Management](#)
- [Response Planning in CDEM](#)
- [Welfare Services in an Emergency](#)
- [Response Management](#)
- [Lifeline Utilities and CDEM Groups](#)

Further Director's Guidelines are available on the [MCDEM website](#).

8.1.7 Other

- Own agency plans and SOPs

Appendix 1 Communications risks/issues and mitigation

Due to the scope of Exercise Tangaroa, communication risks have been registered and mitigation strategies sought.

Key Risks	Mitigation Strategy	Likelihood and impact after Mitigation
Participants do not receive the necessary information to take part effectively in the exercise, or they do not understand their role.	Regular newsletters with the wider participants and regular planning meetings with key agencies, and exercise co-ordination to follow up distribution of instructions.	Likelihood: Unlikely Impact: Moderate <i>Medium</i>
An agency that should have been a participant was not included in the exercise.	This highlights the benefits of conducting exercises. One of the aims of an exercise is to identify issues that had not been thought of, and to plan for those in case of a real event.	Likelihood: Unlikely Impact: Minor <i>Low</i>
Lack of coordination amongst participants may result in no or contradictory public information being disseminated.	The Exercise Planning Team will provide direction for public information through this plan and other communication as appropriate. Members of the each of the planning/steering and Governance Group teams are responsible for advising their sectors.	Likelihood: Unlikely Impact: Minor <i>Low</i>
Confusion among audiences or perception of lack of control of the situation caused by there being no clear spokesperson with an overview of the whole exercise.	The Director of Civil Defence Emergency Management is the national spokesperson. Exercise Tangaroa Coordinators are the contact people for the exercise enquiries.	Likelihood: Possible Impact: Moderate <i>High</i>
Media/public confuse communications activities around the exercise with a real event.	All Exercise communications are clearly marked "Exercise Only"; any interaction with the media clearly differentiates between exercise simulation and exercise progress.	Likelihood: Unlikely Impact: Major <i>Medium</i>

Key Risks	Mitigation Strategy	Likelihood and impact after Mitigation
<p>The final exercise report reveals there are gaps in the national, regional and local response – media pick up on this and report that we are not prepared for such an event.</p>	<p>One of the aims of an exercise is to identify issues that had not been thought of, and to plan for those in case of a real event.</p>	<p>Likelihood: Possible Impact: Moderate <i>Medium</i></p>
<p>Not all identified audiences receiving information about the exercise.</p>	<p>Provide information via many channels in order to cover as many audience groups as possible.</p>	<p>Likelihood: Unlikely Impact: Minor <i>Low</i></p>
<p>Public or media apathy (ie. There is no interest in the coverage).</p>	<p>The real benefit of this exercise is to test the agencies involved and not to obtain media headlines.</p>	<p>Likelihood: Unlikely Impact: Minor <i>Low</i></p>

Appendix 2: Objectives and Key Performance Indicators

There are nine overall exercise objectives.

Exercise Objectives	Sub-objectives	Key Performance Indicators	
1.0 Lead a coordinated interagency response.	1.1 Identify threat of major incident.	1.1.1 Incident identified as a major incident requiring the activation of the National Security System	
		1.1.2 Incident identified as a threat according to the MCDEM thresholds	
		1.1.3 Incident identified as a threat according to CDEM Group and local authority thresholds	
	1.2 Processes for considering and declaring states of emergency are followed at all levels.	1.2.1 Identify criteria for making a declaration and apply this criteria to the decision making process	1.2.2 If making a declaration, the correct process is followed (gazetting, current forms, etc.)
			1.3 Activate coordination centres at all required levels in accordance with standard operating procedures.
	1.3.2 Key stakeholders are identified and informed of the activation(s).		
	1.3.3 Liaison arrangements are activated in accordance with standard operating procedures.		
	1.3.4 Welfare arrangements are activated in accordance with standard operating procedures.		
	1.3.5 Lifelines arrangements are activated in accordance with standard operating procedures.		
	1.4 Develop an effective action plan in accordance with standard operating procedures.	1.4.1 Planning processes are followed by the lead agency as established in standard operating procedures.	1.4.2 The systems, processes and resources are appropriate for developing the action plan.

		1.4.3 Options, analysis of threats and associated risks are embedded in the development of the action plan.
	1.5 Coordinate a tsunami response in accordance with the lead agency's emergency plan, the action plan, CIMS, and legal/policy frameworks.	1.5.1 Liaison arrangements are established and maintained as required throughout the duration of the response.
		1.5.2 Response is managed in accordance with plans and within mandated frameworks.
		1.5.3 The systems, processes and resources are appropriate for implementing the action plan.
		1.5.4 Lead agency is able to delegate tasks to support agencies within legal frameworks.
		1.5.5 Agencies confirm their ability to carry out the delegated tasks in a timely manner in accordance with standard operating procedures.
		1.5.6 As appropriate, implement site, local, regional and national levels of coordination.
		1.5.7 Establish welfare arrangements that demonstrate an understanding of current frameworks and processes.
	1.6 Lead coordination centres in accordance with standard operating procedures.	1.6.1 Lead agency manages an interagency coordination centre.
		1.6.2 Lead agency is able to sustain an operational response for the length of time required.
		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.
2.0 Support a coordinated interagency response.	2.1 Support identification of threat of major incident.	2.1.1 Agency supports the identification of a threat as a major incident requiring the activation of the National Security System

	<p>2.2 Activate coordination centres at all required levels in accordance with standard operating procedures.</p>	<p>2.2.1 Support agency activates a coordination centre, where required, in accordance with standard operating procedures.</p>
		<p>2.2.2 Lead agency and other key stakeholders are identified and informed of the activation(s).</p>
		<p>2.2.3 Liaison arrangements are activated in accordance with standard operating procedures.</p>
		<p>2.2.4 Welfare arrangements are activated in accordance with standard operating procedures.</p>
		<p>2.2.5 Lifelines arrangements are activated in accordance with standard operating procedures.</p>
	<p>2.3 Support the development of an action plan in accordance with standard operating procedures.</p>	<p>2.3.1 Support agency contributes to the lead agency planning processes as established in standard operating procedures.</p>
		<p>2.3.2 Threats and associated risks identified by the support agency are considered in the development of the action plan.</p>
		<p>2.3.3 Support agency develops a task plan to detail the tasks assigned to it by the lead agency.</p>
	<p>2.4 Support a tsunami response in accordance with the lead agency's emergency plan, the action plan, CIMS, and legal/policy frameworks.</p>	<p>2.4.1 Liaison arrangements are maintained as required throughout the duration of the response.</p>
		<p>2.4.2 Response is supported in accordance with plans and within mandated frameworks.</p>
		<p>2.4.3 The systems, processes and resources are appropriate for implementing the action plan.</p>
		<p>2.4.4 Agencies confirm their ability to carry out the delegated tasks in a timely manner in accordance with standard operating procedures.</p>

		<p>2.4.5 As appropriate, implement site, local, regional and national levels of support.</p>
		<p>2.4.6 Establish welfare arrangements that demonstrate an understanding of current frameworks and processes</p>
	<p>2.5 Support coordination centres in accordance with standard operating procedures.</p>	<p>2.5.1 Support agencies are able to support the inter-agency coordination centre as required by the lead agency.</p>
		<p>2.5.2 Support agencies are able to sustain an operational response for the length of time required.</p>
		<p>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.</p>
<p>3.0 Conduct effective high level All of Government decision making.</p>	<p>3.1 National Security System activated and effective within acceptable period of time.</p>	<p>3.1.1 NSC, ODESC and Watch Groups (National Security System) established as appropriate in a timely manner in accordance with standard operating procedures.</p>
		<p>3.1.2 Relevant National Security System Groups provide strategic direction to relevant agencies, allowing comprehensive operational planning as required.</p>
		<p>3.1.3 Decisions are communicated to key stakeholders in a timely manner in accordance with standard operating procedures.</p>
		<p>3.1.4 Relevant National Security System groups monitor and evaluate decisions throughout the incident.</p>
	<p>3.2 Effective communication with key stakeholders</p>	<p>3.2.1 Coordination of domestic and international stakeholders as appropriate in accordance with standard operating procedures.</p>
<p>4.0 Initiate the transition of response to recovery</p>	<p>4.1 Effective integration of response and recovery planning</p>	<p>4.1.1 Demonstrate that consideration of early recovery is incorporated into response planning</p>

including planning and arrangements.		4.1.2 Planning documents demonstrate an awareness of likely medium and long term impacts of response actions and decisions
	4.2 Develop an appropriate recovery plan	4.2.1 Establish recovery arrangements that demonstrate an understanding of current frameworks and processes
		4.2.2 Conduct a transition from response to recovery in accordance with established recovery arrangements.
		4.2.3 The systems, processes and resources are appropriate for developing the recovery plan.
		4.2.4 Options analysis of threats and associated risks is embedded in the development of the recovery plan.
		4.2.5 Lifeline utilities communicate restoration and recovery plans and priorities.
5.0 Effectively manage information horizontally and vertically	5.1 Incident information is effectively managed and communicated by all agencies involved in the response.	5.1.1 A strategic communication plan is developed.
		5.1.2 A strategic communication plan is implemented.
		5.1.3 Accurate information is communicated internally in a timely manner in accordance with standard operating procedures.
		5.1.4 Information is communicated across appropriate internal and external stakeholders in a timely manner to create a common operating picture.
		5.1.5 Information is appropriately stored in accordance with standard operating procedures.

		<p>5.1.6 Each agency has the appropriate equipment and resources to share and manage information effectively.</p>
		<p>5.1.7 Lifeline utilities make contact with CDEM and provide status reports and establish an appropriate line of contact.</p>
	<p>5.2 Support requirements are effectively communicated.</p>	<p>5.2.1 Domestic support requests are effectively managed in accordance with standard operating procedures.</p>
		<p>5.2.2 International support requests are effectively managed in accordance with standard operating procedures.</p>
	<p>5.3 Situation reports effectively fused from various sources and promulgated in a timely manner to relevant stakeholders.</p>	<p>5.3.1 Situation reports accurately disseminated to key stakeholders in accordance with standard operating procedures.</p>
<p>6.0 Deliver effective public information management</p>	<p>6.1 Public communications reinforce confidence in the response and provide appropriate levels of public assurance</p>	<p>6.1.1 Provide timely, accurate, and clear information to those who need it in accordance with standard operating procedures.</p>
		<p>6.1.2 Messages align with and support the operational response and government priorities.</p>
		<p>6.1.3 Proactive messaging across the full range of platforms meets the demand for accurate information.</p>
		<p>6.1.4 Public information/messaging is coordinated and consistent across agencies.</p>
<p>7.0 Implement business continuity arrangements.</p>	<p>7.1 Agency is able to continue to effectively meet essential business as usual outputs.</p>	<p>7.1.1 Essential and non-essential business outputs are identified.</p>
		<p>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.</p>

		7.1.3 Each agency's business activities are adjusted and communicated in accordance with business continuity plans.
8.0 Integrate lessons identified from previous events and exercises in order to engender a culture of continuous improvement.	8.1 Evaluation and post activity reporting of the inter agency outcomes is undertaken.	8.1.1 Evaluation is coordinated by the lead agency against relevant national objectives.
		8.1.2 Supporting agencies provide relevant information to the post activity reporting.
	8.2 Continuous improvement processes are implemented.	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.
		8.2.2 During the development of inter-agency exercises, previous lessons identified are integrated by the lead agency.
	8.2.3 Best practices are discussed and shared across agencies.	
9.0 Further develop collaborative relationships, to enhance interagency knowledge; creating capability and resilience.	9.1 Agencies share information to engender an all hazards, all of government approach to response management.	9.1.1 Information is shared and utilised across agencies to assist in relationship and resilience building
		9.1.2 Best practices are discussed and shared across agencies.

Appendix 3: PIM registration form

The PIM Planning Team needs to know the level of commitment your agency is giving to the PIM element of Exercise Tangaroa 2016.

This will help to ensure that the PIM elements of the exercise are effectively planned and executed. The PIM planning team also needs to know who to contact at each agency to ensure that PIM information goes to the right person/people.

This form must be returned to Libby Clifford at the Ministry of Civil Defence & Emergency Management no later than 30 July 2016 to confirm your agency's PIM participation in Exercise Tangaroa 2016: Send to: Libby.Clifford@dpmc.govt.nz

Agency name:	
PIM Point of Contact: This person will be the point of contact in your agency/organisation for PIM exercise correspondence, e.g. for the PIM Coordinating Instruction	Name Position Phone Mobile Email
Number of staff participating in PIM roles	
Level at which staff will be participating (see below)	

Confirming your agency PIM participation level Please highlight the option you wish to choose.

Category	Summary	Detail	Activities
Full	Agency commits to participating in all PIM exercise activities.	Your agency will have at least 1 PIM staff member available in your emergency operations centre/operations centre/a suitable workspace throughout day 1 (core hours are 9am-5pm).. This staff member(s) will receive instructions and injects from exercise control (EXCON) and participate in all activities listed in the column to the right as required for the duration of day 1. Required equipment/training This staff member will need to be available for up to 4 hours of familiarisation pre-exercise and up to 4 hours of de-brief post-exercise. A computer with internet and email access, phone, basic understanding of PIM function, and basic understanding of social media (more will be provided during the familiarisation).	Facebook –posting and responding to posts (Exercise specific account will be provided by MCDEM) Twitter – tweeting and responding to tweets (Exercise specific account will be provided by MCDEM) Website –creating updates (Exercise specific updates will be drafted and sent to NCMC PIM but not published) Phone (receiving faux media calls) Monitoring – (only requirements are access to the internet) Reporting to MCDEM – (only requirements are access to the internet/phone) Drafting key messages Briefing spokespeople Media releases – writing and sending (to EXCON)
Partial	Agency participates in specific parts of the PIM exercise activities.	Your agency will have at least 1 PIM staff member and a suitable workspace available for part or all of day 1 (core hours are 9am-5pm). This staff member(s) will receive instructions and injects from exercise control (EXCON) and participate in the chosen activities listed in the column to the left as required for the section of day 1 for which they are available. Required equipment/training: This staff member will need to be available for up to 4 hours of familiarisation pre-exercise and up to 4 hours of de-brief post-exercise.	PLEASE DELETE ACTIVITIES THAT YOU DO NOT WISH TO PARTICIPATE IN Facebook –posting and responding to posts (Exercise specific account will be provided by MCDEM) Twitter – tweeting and responding to tweets (Exercise specific account will be provided by MCDEM) Website –creating updates (Exercise specific updates will be drafted and sent to NCMC PIM but not published) Phone (receiving faux media calls) Monitoring – (only requirements are access to the internet)

Category	Summary	Detail	Activities
		<p>Computer with internet and email access, phone, basic understanding of PIM function, and basic understanding of social media (more will be provided during the familiarisation).</p>	<p>Reporting to MCDEM – (only requirements are access to the internet/phone) Drafting key messages Briefing spokespeople Media releases – writing and sending (to EXCON)</p> <p>PARTICIPATING TIMES: please indicate what times throughout the day your staff member will be participating.</p>
Participant at the NCMC	<p>Agencies can choose to provide staff to be players/participants to fill roles as part of the PIM function in the NCMC</p>	<p>Staff member(s) will be onsite in the NCMC for the full day of August 31st. 1 (core hours are 9am-5pm).</p> <p>They will work as part of the PIM team at the NCMC, receiving instructions and injects from exercise control (EXCON) and participate in all activities as required for the duration of day 1.</p> <p>Required equipment/training: This staff member will need to be available for up to 4 hours of familiarisation pre-exercise and up to 4 hours of de-brief post-exercise.</p>	<p>Where possible, participants will be allocated to roles that fit their skill set (media, social media, web, strategic etc. Details will be confirmed closer to the time.</p>
Observer	<p>Agency staff receive injects and remotely observe other PIM elements (ie social media activity, news releases that are posted) of the PIM function but do not participate</p>	<p>Your agency will provide the contact details for staff wishing to observe who will be provided with logons and injects as required and may choose to run your own parallel activities but will not be able to participate in any activities.</p> <p>Required equipment/training: Computer with internet and email access.</p>	
Not engaged	<p>Agency not involved in exercise play.</p>	<p>Note: No communication or contact is made with your agency during the exercise.</p>	

<p>What is / are the main PIM elements your agency wants to test in Exercise Tangaroa 2016?</p>	<p><i>Provide a brief description of what your agency wants to get out of this exercise</i></p>
<p>If required, please provide any further explanation about your expected participation.</p>	