

NATIONAL EXERCISE PROGRAMME

Aim, Objectives, and Key Performance Indicators

<u>AIM</u>		
To prepare New Zealand's National Security System (NSS) to be able to conduct an effective response incorporating recovery planning to a significant incident or emerging threat on and offshore		
OBJECTIVES		
National Objectives	Sub-Objectives	Key Performance Indicators
<p>NO 1.0 Lead a coordinated interagency response to a significant incident or emerging threat that warrants a NSS activation.</p> <p>Note: This objective is only applicable to the Lead Agency (or Unified Control) for this exercise.</p>	<p>SO 1.1 Identify significant incident or emerging threat.</p>	<p>KPI 1.1.1 Incident identified as a significant incident or emerging threat requiring activation of the National Security System.</p>
		<p>KPI 1.1.2 Lead agency understands the activation criteria and coordinates with DPMC to activate the National Security System.</p>
	<p>SO 1.2 Activate coordination centres at all required levels in accordance with standard operating procedures.</p>	<p>KPI 1.2.1 Lead agency activates coordination centres in accordance with standard operating procedures.</p>
		<p>KPI 1.2.2 Lead agency staff assigned to work in the response have a level of competency appropriate to their role.</p>
		<p>KPI 1.2.3 Lead agency has identified support and/or resources required from other agencies and communicated needs effectively.</p>
		<p>KPI 1.2.4 Key stakeholders are identified and informed of the activation(s).</p>
		<p>KPI 1.2.5 Liaison arrangements are activated in accordance with standard operating procedures.</p>
		<p>KPI 1.2.6 Lead agency ensures the response includes consideration of, and planning for, capability that would be needed to respond to a simultaneous or subsequent event.</p>
	<p>SO 1.3 Develop an effective action plan in accordance with standard operating procedures.</p>	<p>KPI 1.3.1 Planning processes are followed by the lead agency as established in standard operating procedures and CIMS 2.</p>
		<p>KPI 1.3.2 National outcomes/goals are identified and incorporated in guidance and planning.</p>

		<p>KPI 1.3.3 The systems, processes and resources are appropriate for developing the action plan, in accordance with National Security System objectives.</p>
		<p>KPI 1.3.4 Likely threats and associated consequences and risks are embedded in the action plan.</p>
		<p>KPI 1.3.5 Legal and policy frameworks are taken in to account and appropriately used to support the action plan.</p>
		<p>KPI 1.3.6 Relevant support agencies are integrated into action planning processes.</p>
	<p>SO 1.4 Coordinate the interagency response to the significant incident or emerging threat in accordance with the lead agency's emergency plan, the action plan, CIMS 2, and legal/policy frameworks.</p>	<p>KPI 1.4.1 Liaison arrangements are maintained as required throughout the duration of the response.</p>
		<p>KPI 1.4.2 Response is managed in accordance with plans and within mandated frameworks.</p>
		<p>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.</p>
		<p>KPI 1.4.4 Lead agency delegates tasks to support agencies within legal frameworks.</p>
		<p>KPI 1.4.5 As appropriate, implement site, local, regional and national levels of coordination.</p>
	<p>SO 1.5 Operate coordination centres in accordance with standard operating procedures at all required levels in accordance with standard operating procedures..</p>	<p>KPI 1.5.1 Lead agency manages interagency coordination centres.</p>
		<p>KPI 1.5.2 Lead agency can sustain an operational response for the length of time required.</p>
	<p>SO 1.6 Additional support and/or resource requirements are effectively identified and communicated.</p>	<p>KPI 1.6.1 International or domestic support requests are effectively managed.</p>
		<p>KPI 1.6.2 Lead agency consults with others and identifies relevant specialist groups, such as GLN, SAC, EAG, JIG etc (to include NGOs as relevant).</p>
		<p>KPI 1.6.3 Lead agency activates the specialist groups in accordance with the NSS Handbook.</p>

	SO 1.7 Coordinate with overseas agencies where necessary.	KPI 1.7.1 Lead agency identifies relevant overseas agencies that can assist with the response; in consultation with support agencies.
		KPI 1.7.2 Overseas agencies are invited to assist with the response via the correct mechanisms.
	SO 1.8 Direction is taken from National Security System decision-makers.	KPI 1.8.1 National Security Systems decisions are factored into planning and implemented.
SO 1.9 Strengthen personal and interagency collaborative relationships.	KPI 1.9.1 Lead agency personnel work in a collaborative manner with colleagues from other agencies.	
	KPI 1.9.2 Information is shared and utilised across agencies to assist in relationship and resilience building.	
NO 2.0 Support a coordinated interagency response to a significant incident or emerging threat that warrants a NSS activation. Note: This objective is only applicable to the Support Agencies for this exercise.	SO 2.1 Support the identification of a significant incident or emerging threat.	KPI 2.1.1 Support agencies assist in the identification of a significant incident or emerging threat requiring the activation of the National Security System.
		KPI 2.1.2 Support agencies identify additional risks from within their spheres of expertise.
	SO 2.2 Activate coordination centres at all required levels in accordance with standard operating procedures.	KPI 2.2.1 Support agencies activate coordination centres, where required, in accordance with standard operating procedures.
		KPI 2.2.2 Lead agency and other key stakeholders are informed of the activation(s).
		KPI 2.2.3 Liaison arrangements are activated in accordance with standard operating procedures.
		KPI 2.2.4 Support agencies ensure their response includes consideration of, and planning for, capability that would be needed to respond to a simultaneous or subsequent event.
	SO 2.3 Support the development of an action plan in accordance with standard operating procedures.	KPI 2.3.1 Support agencies contribute to the lead agency planning processes as established in standard operating procedures and CIMS 2.
		KPI 2.3.2 Threats and associated risks identified by the support agencies are embedded in the action plan.
KPI 2.3.3 Support agencies develop action plans to detail the tasks assigned to them by the lead agency.		

		KPI 2.3.4 Where appropriate, legal and policy frameworks are used to support the action plan.
	SO 2.4 Support the interagency response to the significant incident or emerging threat in accordance with the lead agency's emergency plan, the action plan, CIMS, and legal/policy frameworks.	KPI 2.4.1 Support agency staff assigned to work in the response have a level of competency appropriate to their role. KPI 2.4.2 Liaison arrangements are maintained as required throughout the duration of the response. KPI 2.4.3 Response is supported in accordance with plans and within mandated frameworks. KPI 2.4.4 The systems, processes, and resources are appropriate for implementing the action plan. KPI 2.4.5 Support agencies carry out the delegated tasks in a timely manner in accordance with standard operating procedures. KPI 2.4.6 As appropriate, implement site, local, regional and national levels of support.
	SO 2.5 Support coordination centres in accordance with standard operating procedures.	KPI 2.5.1 Support agencies can support the inter-agency coordination centre as required by the lead agency. KPI 2.5.2 Support agencies can sustain an operational response for the length of time required. KPI 2.5.3 Support agencies can reconstitute following a response to a major security incident.
	SO 2.6 Strengthen personal and interagency collaborative relationships.	KPI 2.6.1 Support agency personnel work in a collaborative manner with colleagues from other agencies.
NO 3.0 Enable high level all-of-government decision making through the National Security System.	SO 3.1 Agencies fulfil their roles as expected in the National Security System response governance structures.	KPI 3.1.1 NSC, ODESC, and Watch Groups (National Security System) are established according to the scale of the response in a timely manner in accordance with the NSS Handbook. KPI 3.1.2 All relevant agencies support ODESC and Watch Groups with appropriate staff empowered to make decisions for their agencies.. KPI 3.1.3 Participants in NSS meetings are knowledgeable about their agencies' roles and responsibilities and contribute to the meetings accordingly.

		KPI 3.1.4 Relevant National Security System groups provide strategic direction to relevant agencies, allowing comprehensive operational planning as required.
		KPI 3.1.5 Relevant National Security System groups monitor and evaluate decisions throughout the incident.
		KPI 3.1.6 Agencies keep Ministers informed through their own agency processes or as agreed by ODESC.
	SO 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.
		KPI 3.2.2 Information provided to decision-makers is subjected to a robust assessment process.
SO 3.3 Consult key stakeholders in the decision-making process.	KPI 3.3.1 All domestic and international stakeholders are identified and consulted with in a timely manner.	
	KPI 3.3.2 Decisions are communicated to key stakeholders in a timely manner in accordance with standard operating procedures.	
NO 4.0 Integrate recovery planning and arrangements into the response.	SO 4.1 Develop and implement a recovery plan.	KPI 4.1.1 Identify and establish recovery arrangements. This is to include designation of the lead agency for recovery.
		KPI 4.1.2 Agency staff assigned to work in recovery have a level of competency appropriate to their role.
		KPI 4.1.3 Conduct interagency recovery planning in accordance with strategic direction and identified recovery arrangements.
		KPI 4.1.4 Develop a recovery plan that reflects current response operations and future planning.
	SO 4.2 Integrate recovery planning into response planning.	KPI 4.2.1 Lead agency (for response) coordinates early recovery planning into response planning.
KPI 4.2.2 Identify transition from response to recovery, and incorporate this into response planning.		
NO 5.0 Situational awareness is established and	SO 5.1 Incident information is effectively managed and communicated by all	KPI 5.1.1 Accurate information is communicated within agencies (vertically) in a timely manner in accordance with standard operating procedures.

maintained during the exercise.	agencies involved in the response.	KPI 5.1.2 Information is communicated between agencies (horizontally) in a timely manner in accordance with existing communications policies, procedures, and MOUs.	
		KPI 5.1.3 Information is appropriately stored.	
		KPI 5.1.4 IT systems and processes should be capable of sharing information in a timely manner.	
		KPI 5.1.5 All agencies have the appropriate equipment and resources to manage information effectively.	
	SO 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.	
	SO 5.3 Secure communications and intelligence products are correctly deployed and produced (when required) in accordance with protective security requirements.	KPI 5.3.1 Agencies demonstrate understanding of protective security requirements.	
		KPI 5.3.2 Appropriate agencies have the equipment, resources, and procedures to manage classified information effectively.	
		KPI 5.3.2 When required, secure communications are deployed and effectively established within a multi-agency domain.	
KPI 5.3.3 Intelligence products are accurately disseminated to key stakeholders over a correctly classified medium.			
NO 6.0 Manage and deliver public information management to establish and maintain public assurance and confidence in the response.	SO 6.1 Appropriate information processes and tools are used.	KPI 6.1.1 A strategic communications plan is developed and implemented.	
		KPI 6.1.2 Provide timely, accurate, and clear information to stakeholders and target audiences.	
		KPI 6.1.3 Messages align with strategic and operational objectives.	
		KPI 6.1.4 Proactive messaging using all available communication platforms.	
	SO 6.2 Produce coordinated and consistent public messaging.	KPI 6.2.1 Coordinate an inter-agency PIM function.	
	KPI 6.2.2 Coordinate the production and promulgation of public information.		
NO 7.0 The critical functions of	SO 7.1 Response agencies can maintain their identified	KPI 7.1.1 Each agency can demonstrate it has robust Business Continuity Frameworks in place.	

government continue to be delivered during a significant incident.	critical functions during a significant incident.	KPI 7.1.2 Each agency has identified and prioritised its critical functions, and has appropriate arrangements in place to ensure their continuity.
		KPI 7.1.3 Each agency has exercised its continuity arrangements (plans, key people) in relation to the exercise scenario and deem these are fit for purpose.
	SO 7.2 Agencies can contribute to the response to a significant incident while maintaining core business responsibilities.	KPI 7.2.1 Each agency's business continuity planning includes maintaining capability to respond, and to fulfil agency responsibilities to lead or support an All-of-Government response to a significant incident or emerging threat
KPI 7.2.2 Each agency understands (and plans in accordance with) its place within a system-wide prioritisation of critical government functions.		
NO 8.0 Integrate previous lessons identified from interagency activities to engender a culture of continuous improvement. Note: This applies to the exercise process	SO 8.1 Evidence that continuous improvement processes are implemented.	KPI 8.1.1 During the development of interagency exercises, opportunities are included to test and validate proposed remedies for gaps and lessons identified in previous exercises or activities.
		KPI 8.1.2 Best practices are identified, reviewed, and shared between agencies.
		KPI 8.1.3 Agencies document how they are incorporating previous lessons identified into exercise planning.
	SO 8.2 Participating agencies commit to evaluation, and post-exercise reporting	KPI 8.2.1 Lead agency coordinates evaluation against relevant National Objectives.
		KPI 8.2.2 Supporting agencies conduct and record internal debriefs that feed into the lead agency's post-exercise report.
		KPI 8.2.3 Post-exercise reports, with lessons identified for inter agency capability building, are stored in a central location by a central agency.
	SO 8.3 Participating agencies commit to improvement and corrective actions.	KPI 8.3.1 Post-exercise reports are shared with other agencies to inform future exercise planning and ensure that lessons identified are reflected in agencies' planning processes.
		KPI 8.3.2 Corrective actions, identified in post-exercise reports, are implemented by the appropriate agency and in collaboration with other agencies where necessary.

