

## 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><b>NO 1.0</b> Lead a coordinated interagency response to a significant incident or emerging threat that warrants a NSS activation.</p> <p><b>Note:</b> This objective is only applicable to the Lead Agency (or Unified Control) for this exercise.</p>	<p><b>SO 1.1</b> Identify significant incident or emerging threat.</p>	<p><b>KPI 1.1.1</b> Incident identified as a significant incident or emerging threat requiring activation of the National Security System.</p>
		<p><b>KPI 1.1.2</b> Lead agency understands the activation criteria and coordinates with DPMC to activate the National Security System.</p>
	<p><b>SO 1.2</b> Activate coordination centres at all required levels in accordance with standard operating procedures.</p>	<p><b>KPI 1.2.1</b> Lead agency activates coordination centres in accordance with standard operating procedures.</p>
		<p><b>KPI 1.2.2</b> Lead agency staff assigned to work in the response have a level of competency appropriate to their role.</p>
		<p><b>KPI 1.2.3</b> Lead agency has identified support and/or resources required from other agencies and communicated needs effectively.</p>
		<p><b>KPI 1.2.4</b> Key stakeholders are identified and informed of the activation(s).</p>
		<p><b>KPI 1.2.5</b> Liaison arrangements are activated in accordance with standard operating procedures.</p>
		<p><b>KPI 1.2.6</b> 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><b>SO 1.3</b> Develop an effective action plan in accordance with standard operating procedures.</p>	<p><b>KPI 1.3.1</b> Planning processes are followed by the lead agency as established in standard operating procedures and CIMS 2.</p>
		<p><b>KPI 1.3.2</b> National outcomes/goals are identified and incorporated in guidance and planning.</p>

		<p><b>KPI 1.3.3</b> The systems, processes and resources are appropriate for developing the action plan, in accordance with National Security System objectives.</p>
		<p><b>KPI 1.3.4</b> Likely threats and associated consequences and risks are embedded in the action plan.</p>
		<p><b>KPI 1.3.5</b> Legal and policy frameworks are taken in to account and appropriately used to support the action plan.</p>
		<p><b>KPI 1.3.6</b> Relevant support agencies are integrated into action planning processes.</p>
	<p><b>SO 1.4</b> 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><b>KPI 1.4.1</b> Liaison arrangements are maintained as required throughout the duration of the response.</p>
		<p><b>KPI 1.4.2</b> Response is managed in accordance with plans and within mandated frameworks.</p>
		<p><b>KPI 1.4.3</b> The systems, processes and resources are appropriate for implementing the action plan, or adjusted to meet the needs of the situation.</p>
		<p><b>KPI 1.4.4</b> Lead agency delegates tasks to support agencies within legal frameworks.</p>
		<p><b>KPI 1.4.5</b> As appropriate, implement site, local, regional and national levels of coordination.</p>
	<p><b>SO 1.5</b> Operate coordination centres in accordance with standard operating procedures at all required levels in accordance with standard operating procedures..</p>	<p><b>KPI 1.5.1</b> Lead agency manages interagency coordination centres.</p>
		<p><b>KPI 1.5.2</b> Lead agency can sustain an operational response for the length of time required.</p>
	<p><b>SO 1.6</b> Additional support and/or resource requirements are effectively identified and communicated.</p>	<p><b>KPI 1.6.1</b> International or domestic support requests are effectively managed.</p>
		<p><b>KPI 1.6.2</b> Lead agency consults with others and identifies relevant specialist groups, such as GLN, SAC, EAG, JIG etc (to include NGOs as relevant).</p>
		<p><b>KPI 1.6.3</b> Lead agency activates the specialist groups in accordance with the NSS Handbook.</p>

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

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

		<b>KPI 3.1.4</b> Relevant National Security System groups provide strategic direction to relevant agencies, allowing comprehensive operational planning as required.
		<b>KPI 3.1.5</b> Relevant National Security System groups monitor and evaluate decisions throughout the incident.
		<b>KPI 3.1.6</b> Agencies keep Ministers informed through their own agency processes or as agreed by ODESC.
	<b>SO 3.2</b> High quality information is used in decision-making	<b>KPI 3.2.1</b> Information provided to decision-makers is of high quality and credible.
		<b>KPI 3.2.2</b> Information provided to decision-makers is subjected to a robust assessment process.
<b>SO 3.3</b> Consult key stakeholders in the decision-making process.	<b>KPI 3.3.1</b> All domestic and international stakeholders are identified and consulted with in a timely manner.	
	<b>KPI 3.3.2</b> Decisions are communicated to key stakeholders in a timely manner in accordance with standard operating procedures.	
<b>NO 4.0</b> Integrate recovery planning and arrangements into the response.	<b>SO 4.1</b> Develop and implement a recovery plan.	<b>KPI 4.1.1</b> Identify and establish recovery arrangements. This is to include designation of the lead agency for recovery.
		<b>KPI 4.1.2</b> Agency staff assigned to work in recovery have a level of competency appropriate to their role.
		<b>KPI 4.1.3</b> Conduct interagency recovery planning in accordance with strategic direction and identified recovery arrangements.
		<b>KPI 4.1.4</b> Develop a recovery plan that reflects current response operations and future planning.
	<b>SO 4.2</b> Integrate recovery planning into response planning.	<b>KPI 4.2.1</b> Lead agency (for response) coordinates early recovery planning into response planning.
<b>KPI 4.2.2</b> Identify transition from response to recovery, and incorporate this into response planning.		
<b>NO 5.0</b> Situational awareness is established and	<b>SO 5.1</b> Incident information is effectively managed and communicated by all	<b>KPI 5.1.1</b> 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.	<b>KPI 5.1.2</b> Information is communicated between agencies (horizontally) in a timely manner in accordance with existing communications policies, procedures, and MOUs.	
		<b>KPI 5.1.3</b> Information is appropriately stored.	
		<b>KPI 5.1.4</b> IT systems and processes should be capable of sharing information in a timely manner.	
		<b>KPI 5.1.5</b> All agencies have the appropriate equipment and resources to manage information effectively.	
	<b>SO 5.2</b> Response documentation is correctly produced.	<b>KPI 5.2.1</b> Incident response documents (Action Plans, Situation Reports) are produced and disseminated accurately and in a timely manner to relevant stakeholders.	
	<b>SO 5.3</b> Secure communications and intelligence products are correctly deployed and produced (when required) in accordance with protective security requirements.	<b>KPI 5.3.1</b> Agencies demonstrate understanding of protective security requirements.	
		<b>KPI 5.3.2</b> Appropriate agencies have the equipment, resources, and procedures to manage classified information effectively.	
		<b>KPI 5.3.2</b> When required, secure communications are deployed and effectively established within a multi-agency domain.	
<b>KPI 5.3.3</b> Intelligence products are accurately disseminated to key stakeholders over a correctly classified medium.			
<b>NO 6.0</b> Manage and deliver public information management to establish and maintain public assurance and confidence in the response.	<b>SO 6.1</b> Appropriate information processes and tools are used.	<b>KPI 6.1.1</b> A strategic communications plan is developed and implemented.	
		<b>KPI 6.1.2</b> Provide timely, accurate, and clear information to stakeholders and target audiences.	
		<b>KPI 6.1.3</b> Messages align with strategic and operational objectives.	
		<b>KPI 6.1.4</b> Proactive messaging using all available communication platforms.	
	<b>SO 6.2</b> Produce coordinated and consistent public messaging.	<b>KPI 6.2.1</b> Coordinate an inter-agency PIM function.	
	<b>KPI 6.2.2</b> Coordinate the production and promulgation of public information.		
<b>NO 7.0</b> The critical functions of	<b>SO 7.1</b> Response agencies can maintain their identified	<b>KPI 7.1.1</b> 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.	<b>KPI 7.1.2</b> Each agency has identified and prioritised its critical functions, and has appropriate arrangements in place to ensure their continuity.
		<b>KPI 7.1.3</b> Each agency has exercised its continuity arrangements (plans, key people) in relation to the exercise scenario and deem these are fit for purpose.
	<b>SO 7.2</b> Agencies can contribute to the response to a significant incident while maintaining core business responsibilities.	<b>KPI 7.2.1</b> 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
<b>KPI 7.2.2</b> Each agency understands (and plans in accordance with) its place within a system-wide prioritisation of critical government functions.		
<b>NO 8.0</b> Integrate previous lessons identified from interagency activities to engender a culture of continuous improvement.  <b>Note:</b> This applies to the exercise process	<b>SO 8.1</b> Evidence that continuous improvement processes are implemented.	<b>KPI 8.1.1</b> 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.
		<b>KPI 8.1.2</b> Best practices are identified, reviewed, and shared between agencies.
		<b>KPI 8.1.3</b> Agencies document how they are incorporating previous lessons identified into exercise planning.
	<b>SO 8.2</b> Participating agencies commit to evaluation, and post-exercise reporting	<b>KPI 8.2.1</b> Lead agency coordinates evaluation against relevant National Objectives.
		<b>KPI 8.2.2</b> Supporting agencies conduct and record internal debriefs that feed into the lead agency's post-exercise report.
		<b>KPI 8.2.3</b> Post-exercise reports, with lessons identified for inter agency capability building, are stored in a central location by a central agency.
	<b>SO 8.3</b> Participating agencies commit to improvement and corrective actions.	<b>KPI 8.3.1</b> Post-exercise reports are shared with other agencies to inform future exercise planning and ensure that lessons identified are reflected in agencies' planning processes.
		<b>KPI 8.3.2</b> Corrective actions, identified in post-exercise reports, are implemented by the appropriate agency and in collaboration with other agencies where necessary.

