# Appendix 2C – Master Schedule of Event

Tsunami Functional Exercise

The guide supports the facilitator guide (appendix 2A) and slide deck (appendix 2B).

## Scenario Planning Guide – Tsunami Functional Exercise

|  | **Storyline** |
| --- | --- |
| General idea | **Time 09:30, 3 March**  A series of major undersea earthquakes west of the Tonga Trench, approximately 850 km south of Fiji, has raised the potential for a significant tsunami threat to the entire east coast of Australia. The first earthquake, with a magnitude of 8.9, occurred at approximately 07:34 and was detected by Geoscience Australia. At 07:40, an official tsunamigenic earthquake notification was issued. In the hours immediately following the quake, tsunami waves began impacting Fiji, Tonga, and New Caledonia. Initial reports indicate severe coastal inundation, widespread damage, and a high number of casualties.  News of the earthquake and the potential tsunami threat to Australia quickly reaches local and national media, spreading rapidly through the community. At 07:51, the Joint Australian Tsunami Warning Centre (JATWC) issues a National Tsunami Watch Bulletin. This is followed at 08:21 by a Tsunami Land Threat Warning, indicating major inundation of low-lying coastal areas along the entire east coast of Australia. The warning predicts impact at approximately 14:00 and advises residents in low-lying coastal areas to take shelter on high ground above 10 metres or move at least 1 km inland from the coast.  In response, the NSW State Emergency Service (SES) initiates preparations for a major incident, recalling Incident Management Team (IMT) staff and activating Zone and State Incident Command Centres. By this time, many residents have already begun to self-evacuate in haste, leading to significant congestion on roads and designated evacuation routes as people attempt to move inland. Emergency services are quickly overwhelmed with requests for information and assistance.  Local and Regional Emergency Operations Controllers, acting on advice from the SES, activate local and regional Emergency Operations Centres (EOCs) across the potential impact zones. The EOCs are tasked with managing community impacts and supporting the SES in preparation for the anticipated tsunami impact. At 08:45, the first notifications are sent to LEMC/REMC liaisons, functional area and supporting agency delegates, advising them of official EOC activations across the threat zones.  With the available intelligence, the EOCs must rapidly establish themselves and begin supporting the combat agency IMT through the warning, impact, and very early recovery phases of the emergency. Teams will need to respond dynamically to official updates and adapt to evolving challenges in real time. |
| **Special Idea 1**  Time 09:30, 3 March | At 08:45, a request was issued to LEMC/REMC delegates, functional area delegates, and supporting agency personnel to report to their designated EOC in response to its activation. All members have now assembled. The EOC leadership must ensure the rapid setup of the EOC, provide a comprehensive briefing to all members, and establish initial operational priorities. Effective liaison with the SES IMT, other EOCs, and relevant Emergency Operations Centres must also be established promptly. |
| **Inject 1**  Time - 09:45, 3 March  Insertion: IMT DIC role play | The Deputy Incident Controller (DIC) from the adjoining SES IMT arrives at the EOC to provide a briefing to its members. The DIC is prepared to update the EOC on the current situation, outline the IMT's mission, priorities, and ongoing actions, and detail the anticipated support required from the EOC. |
| **Inject 2**  Time - 10:15, 3 March  Insertion: Call to EOC from DIC | The LEOCON/REOCON receives a phone call from a Deputy Incident Controller to discuss the potential displacement of residents. The SES anticipates that many thousands of residents from the threat zones will be unable to return home today, a situation that could worsen if communities sustain significant damage. SITREPs from crews in coastal areas indicate that open and public spaces farther inland are becoming increasingly crowded. Additionally, major roads leading to logical evacuation congregation areas are heavily congested or blocked, with traffic barely moving out of many coastal towns and villages. This is hindering both the evacuation process and emergency service access. |
| **Inject 3**  Time - 10:35, 3 March  Insertion: Call to EOC from IC | The LEOCON/REOCON receives a phone call from the SES Incident Controller, reporting that the IMT has received multiple 000 calls from nursing homes and disability group homes within the local threat zone, requesting urgent assistance to evacuate elderly, infirm, and disabled occupants. The IMT has exhausted its capacity to respond to these requests, which continue to escalate. The Incident Controller is seeking support and advice from the EOC, specifically from health and ambulance representatives, to address the growing demand for evacuation assistance |
| **Inject 4**  Time - 10:40, 3 March  Insertion: Phone calls to EOC members from agencies | Several EOC representatives receive phone calls from their respective agencies and organisations seeking clarification about conflicting media reports regarding the tsunami impact time. A major local news network is broadcasting that the tsunami will not impact until 4:00 PM today and advising residents that there is no need to evacuate hastily. This has caused confusion and concern within the community and among agencies |
| **Special Idea 2**  Time 11:01, 3 March  Insertion: JATWC update | The JATWC issues updated advice, revising the anticipated tsunami impact time from 14:00 to between 13:00 and 13:30. |
| **Inject 5**  Time - 11:25, 3 March  Insertion: Call to EOC from evacuation centre | Local evacuation centres report via phone that they have reached full capacity, with more people continuing to arrive. Roads leading into these centres are now completely blocked. Many evacuees are unsure where to go, with some arriving with caravans, pets, and livestock. Centre staff on the ground are requesting guidance on what to advise the public and seeking immediate support to manage the growing crowd and logistical challenges |
| **Special Idea 3**  Time - 11:49, 3 March  Insertion: Call to EOC from DIC | Following the updated impact time, the IMT is struggling to allocate sufficient resources to reach remote communities, ensure beaches are cleared, and disseminate warnings effectively. A Deputy Incident Controller (DIC) contacts the LEOCON/REOCON, urgently requesting assistance to bring in additional resources or utilise local capabilities to help spread the warnings the revised impact window |
| **Inject 6**  Time - 12:01, 3 March  Insertion: IM system prompt to Marine Rescue (or other relevant EOC representative) | Reports have been received through Marine Rescue incident management systems that a large cargo ship has lost power approximately 800 meters from shore and is adrift. The ship was attempting to head out to sea ahead of the tsunami, and there are now concerns for the safety of the 20 crew members on board. Notably, there is no record of this incident being reported to the IMT or other agencies yet. |
| **Inject 7**  Time - 12:15, 3 March  Insertion: Prompts to EOC members | EOC members begin experiencing mobile phone outages, likely due to overwhelming strain on the local mobile network. This is soon corroborated by reports from the field and the IMT, indicating similar connectivity issues across major communities in the threat zone. Many calls are failing to connect, and it becomes clear that mobile phones cannot be relied upon as a dependable communication method across the region. Concerns are raised about how this will impact the dissemination of emergency warnings and coordination efforts |
| **Special Idea 4**  Time - 13:15, 3 March  Insertion: SITREP from IMT & media footage insertion | The first reports of tsunami waves impacting the coast reach the EOC. SITREPs from field observations and media footage show waves inundating several hundred meters inland in many low-lying coastal areas. Early footage indicates that numerous coastal communities have been heavily impacted, with widespread damage likely. Reports of widespread power outages are also starting to come in via the IMT and power utility representatives. The IMT advises the EOC that they are already receiving rescue calls for people stranded or reported missing in the floodwaters |
| **Inject 8**  Time - 13:35, 3 March  Insertion: Phone call to EOC from DIC | The IMT relays information to the EOC that a large industrial zone in a major coastal town has been inundated and likely sustained significant damage. Several premises within the zone store or manufacture hazardous materials, including pesticides, commercial quantities of chlorine, and various smaller quantities of mixed hazardous substances. |
| **Inject 9**  Time - 13:50, 3 March  Insertion: Phone call to EOC from IMT | Reports are passed to the EOC from the IMT of multiple casualties self-presenting or being transported to evacuation centres, sporting fields, and refuges outside the inundation zones. Many of these casualties have significant injuries, including fractures, lacerations, and near-drowning cases. First aid providers and emergency services at these sites are overwhelmed by the sheer volume of cases.  Within the EOC, Ambulance representatives advise that they are operating at maximum capacity and struggling to access many locations due to ongoing inundation and challenging conditions. The IMT formally requests assistance from the EOC to support the overwhelmed sites and help coordinate additional resources. |
| **Inject 10**  Time - 14:14, 3 March  Insertion: Phone call to EOC from IMT | The IMT provides intel to the EOC regarding reports of several major and local bridges into coastal communities that have been impacted by the tsunami. The extent of the damage remains unclear due to ongoing inundation, wave activity, and lack of access to the sites. The IMT advises that it is highly probable many bridges are damaged, destroyed, or unsafe for use.  Additionally, the IMT notes that as waves subside over the next 12 to 24 hours and inundation recedes, most local roads will need to be assessed for damage. Extensive work will likely be required to clear debris and ensure roads are safe before crews can re-enter affected areas. |

## Master Schedule of Events

|  |  |  |  |  |  |  |  |  |  |  |  |
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| **EXERCISE [INSERT NAME]** | | | | | | | | | | | |
| **Serial** | **Day** | **Date** | **Time** | **Location** | **Event** | **Live or Notional** | **Desired Outcomes** | **Control Documents** | **Resources** | **Responsible** | **Completed?** |
| **ADMINISTRATION & LOGISTICS** | | | | | | | | | | | |
| [Complete each column with details tailored to your specific exercise and context] | | | | | | | | | | | |
|  |  |  |  |  | Pre-Exercise Briefing - EXCON Roles | Live | All EXCON roles briefed |  | SMEAC | EXCON |  |
|  |  |  |  |  | Exercise Briefing - Participants | Live | All participants briefed |  | SMEAC | EXCON |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
| **EXERCISE PHASE** | | | | | | | | | | | |
| [Complete each column with details tailored to your specific exercise and context] | | | | | | | | | | | |
|  | 1 |  | [09:30] | EOC | Commencement of Exercise - Special Idea 1: EOC opening and briefings | Live | Exercise Start |  |  | Activation |  |
|  | 1 |  | [09:45] | EOC | Inject 1: DIC briefing | Live |  |  |  | Activation |  |
|  | 1 |  | [10:15] | EOC | Inject 2: Resident displacement | Live |  |  |  | Activation |  |
|  | 1 |  | [10:35] | EOC | Inject 3: Nursing & group home evacs | Notional |  |  |  | Activation |  |
|  | 1 |  | [10:40] | EOC | Inject 4: Incorrect media reporting | Notional |  |  |  |  |  |
|  | 1 |  | [11:01] | EOC | Special Idea 2: Warning update | Notional |  | Tsunami Warning |  | Activation |  |
|  | 1 |  | [11:25] | EOC | Inject 5: Evac centres at capacity | Notional |  |  |  | Activation |  |
|  | 1 |  | [11:49] | EOC | Special Idea 3: Warning assistance | Notional |  |  |  | Activation |  |
|  | 1 |  | [12:01] | EOC | Inject 6: Cargo ship adrift | Notional |  |  |  | Activation |  |
|  | 1 |  | [12:15] | EOC | Inject 7: Mobile network outages | Notional |  |  |  | Activation |  |
|  | 1 |  | [13:15] | EOC | Special Idea 4: First tsunami impact | Notional |  |  |  | Activation |  |
|  | 1 |  | [13:35] | EOC | Inject 8: HAZMAT | Notional |  |  |  | Activation |  |
|  | 1 |  | [13:50] | EOC | Inject 9: Mass casualties | Notional |  |  |  | Activation |  |
|  | 1 |  | [14:14] | EOC | Inject 10: Road and bridge damage | Notional |  |  |  | Activation |  |
| **ADMINISTRATION & LOGISTICS** | | | | | | | | | | | |
| [Complete each column with details tailored to your specific exercise and context] | | | | | | | | | | | |
|  | 1 |  |  |  | After Action Reviews | Live | AAR Debrief Form |  | AAR Debrief Forms | Evaluation Coordinator |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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