Purpose

This document should be read in conjunction with the Security Risk Assessment and the associated accommodation plan relating to Cohort Management. The purpose of this plan is too safely and securely separate the transferee and refugee cohorts so that they are accommodated in separate compounds.

MRPC State (Correct as at 13 March 2016)

Compound	Total Numbers Pre Move	Required to move	Staying	Total Numbers Post Move
Mike	293	162 Refugees	131 Non Refugees	246 Non Refugees
Oscar	227	112 Non Refugees	115 Refugees	277 Refugees
Foxtrot	165	92 Refugees	75 Non Refugees	155 Non Refugees
Delta	218	80 Non Refugees	138 Refugees	229 Refugees
Total	903	446	459	903

Proposed Concept

This conceptual plan defines the process to relocate approximately 450 residents, non-refugees and refugees into dedicated compounds based on their Refugee Status Determination (RSD) Status. The intent is to maintain four compounds, two which will house refugees and Positive Initial Assessment (PIA)'s, those being Delta and Oscar, and two which will house non-refugees and transferees, those being Mike and Foxtrot.

The creation of an East and West Compound where the amalgamation of the two similar cohort compounds occur is not addressed in this plan.

The concept is based on a small team approach where dedicated teams will assist the residents to relocate from their current compound to their new compound. The resource planning and sequencing approach has been designed around moving six people in a block. A moving team will assist the six residents to relocate. A noncompliance team will also be allocated to each compound to negotiate with any non-compliant residents and coordinate with the police should the negotiation efforts fail. The process is as follows.

Compliant Residents

The moving team will undertake the following broad tasks:

- Collect, face to photo check, escort and assist the six residents to their new accommodation.
- Assist with any excess luggage.
- Liaise on arrival with the new Compound Sierra and the Welfare Services compound Team Leader to ensure incoming allocations are correct.
- A cleaner will clean the accommodation as it is vacated and new accommodation space if required.

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- The team will assist the residents with settling in, brief them on the compound features and ensure they are familiar with the emergency evacuation points.

At the conclusion of the escort and settling process, the team would collect the next group from that compound and escort them to their new compound.

Non Compliance Residents

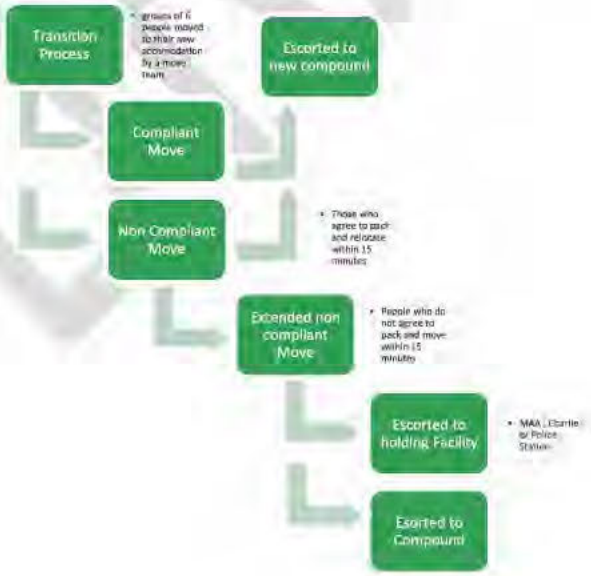
Where one of the residents being moved is non-compliant, the other participants are moved in line with the schedule.

The non-compliant resident is engaged by a negotiator and compound cultural representatives; if they become compliant they will be escorted by an Safety and Security Advisor (SSA) and one Client Service Officer (CSO) to their new compound. The following process will be used for continued noncompliance:

- If after 15 Minutes a transferee is still non-compliant police will direct them to pack and move, if they fail to comply the police will remove them either to their new compound (peaceful), to the MAA (resist), police station (violent).
- Those who fail to pack and move to their new compound that are escorted to the MAA or the Police station will forfeit any property that they have not packed (this needs to be part of the messaging). Property would be packed by ERT under CCTV coverage and secured.
- Where there is multiple noncompliance, compliant transferee's in the group ready to relocate will be moved, same approach as the non-compliant process detailed above.
- Where all residents are noncompliance, police will remove them either to their new compound (peaceful), to the MAA (resist), police station (violent).

Noncompliance by residents who are remaining in their original compound will be managed Business as Usual (BAU). Where the level of noncompliance becomes a threat to the security and safety of the centre the police can restrain transferees and relocate them as deemed appropriate.

The following diagram shows the movement flow;



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All opportunity based moves will be taken, where appropriate anyone who is returning from the SAA, MAA or POM will be returned to a compound that aligns with their RSD status.
Out of session Preventative and Placement Meetings (PPM) will be convened to ensure issues of concern are addressed. Subject Matter Expert (SME) recommendations for moves must be aligned to the RSD Status compound allocation.

Voluntary moves will be coordinated as soon as possible to reduce the numbers who will need to be relocated as part of this operation.

It is likely there will be a number of noncompliance issues and incidents at the commencement of the program which will have the potential to slow down the scheduled transition; however should the operation run smoothly the move could be completed on time or possibly sooner where total compliance is achieved.

The Movement Team consists of the following elements which will support each group to relocate and settle in the new accommodation space:

Movement Team	Numbers Required
Accommodation Coordinator	1
Cultural Support	1
Security SSA	1
Security CSO	2
Cleaner	1
Total	**6**

The movement cycle repeats across the four compounds for an eight hour period, 8am to 12 midday and 1pm to 5pm; allowing for normal meal services and other BAU functions to continue (unless the move is a one day operation).

Analysis of the MRPC numbers indicate that the following moves will need to take place, these numbers are correct as at 13 March 2016. Those currently in the Managed Accommodation Area (MAA) or the Supported Accommodation Area (SAA) are represented in the following table as residing in their allocated compound:

Compound	Total Numbers Pre Move	Required to move	Staying	Total Numbers Post Move
Mike	293	162	131	246
Oscar	227	112	115	277
Foxtrot	165	92	75	155
Delta	218	80	138	229
Total	903	446	459	903

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The numbers support the rational to move those in Mike to Oscar and those in Delta to Foxtrot and vice versa.

PNG ICSA Messaging

The messaging element of this transition is a paramount mitigation to potential problems. A detailed messaging plan will need to be developed to support this operation.

Messaging should commence at the earliest possible time, this will allow atmospherics to be monitored and give all stakeholders the opportunity to engage with key groups and individuals to reinforce the PNG ICSA messaging.

Messaging should include an incentive component to provide sufficient inducement for a peaceful move.

The moving part of this operation cannot begin until the messaging has been fully rolled out as detailed in this plan as this is a major risk control.

Resource Surge

To maintain as close to BAU service as possible, mange the transition and provide contingency for a major disturbance or significant protest action the following surge capabilities should be available for the elements as defined in the table on the following page.

To manage and coordinate this operation a core workforce will be required, these are additional staff.

Core Work force	Numbers
Project Manager	1
Project Support	2
Security Coordinator	1
ERT	8
Cultural Support WS	16
Negotiator	2
Behaviour Management	2
Interpreter	24
Police	21
Driver	1

A small project consisting of the Project manager, project Support and the Security coordinator will be responsible for:

- Developing the detailed Accommodation Plan
- working with PNG ICSA and ABF to develop the Messaging Plan
- Designing the movement schedule
- Designing the detailed tasking and Action Plan, the SRA and other factors will inform this plan
- Developing the Security Operations Plan
- Conducting PPM as required to support those who are required to move

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Key Dates	23 March messaging commences 23 March, detailed planning continues 31 March Transition Commences **31 March Cohort Transition Target Completion**	23 March messaging commences 23 March, detailed planning continues 30 March Transition Commences **31 March Cohort Transition Target Completion**	23 March messaging commences 23 March, detailed planning continues 31 March Transition Commences 2 **April Cohort Transition Target Completion**	23 March messaging commences 23 March, detailed planning continues 31 March Transition Commences 3 **April Cohort Transition Target Completion**
Cohort Management Transition	7 day Prep and Messaging 1 Day Operation	6 Days Prep and Messaging 2 Day Operation	7 Days Prep and Messaging 3 Day Operation	7 Days Prep and Messaging 4 Day Operation
People Moved per day	450	225	150	113
Resources				
Teams Required	19	10	7	5
Project Manager	1	1	1	1
Project Support	3	3	3	3
Security Coordinator	1	1	1	1
Security SSA	19	10	7	5
Security ERT	8	8	8	8
Negotiator	2	2	2	2
Cultural Advisor (WS)	35	26	23	21
Behaviour Management	2	2	2	2
Accommodation Coordinator (CM)	19	10	7	5
Total BRS Surge	**90**	**63**	**54**	**48**
Security CSO	38	20	14	10
Cleaners S&S	19	10	7	5
Police	21	21	21	21
Interpreter	24	24	24	24

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The teams required are determined by the number of days it will take to move the volume of people requiring relocation. Careful planning has gone into the resource plan. The plan does have elements of flexibility which can change the resourcing, the hours in a day allocated to the operation, the Movement Team composition or the estimated time allocated to each move.

The amount of teams used directly correlates to how quickly the move can be executed safely, additional teams enables more residents to be moved concurrently.

There are other limiting factors which also determine the amount or residents who can be moved concurrently as detailed:

- The physical layout of the pathway which connects the compounds limits the amount of residents that can be moved through these pathways concurrently. It also increases the planning complexities ensuring that congestions in the pathways is not caused by residents moving and trying to pass each other in the pathway.
- The amount of non-compliant residents will also affect the rate at which the plan can be executed.

Importantly, the above resource plan is designed around moving six residents at a time, the time to undertake each move is two hours and the Move Team will consist of six people. Further the noncompliance team will consist of one negotiator and one cultural advisor and each compound would have a team allocated.

The resources required for a 1 and 2 day operation are unlikely to be available given the specialist nature of the Cultural Advisors. The Cultural Advisors are a key component of the risk mitigation strategy. These resources will also be a key element of the messaging and support services leading up to the commencement of the operation.

Police are a cornerstone of this operation, a police contingent allocated to each compound, with a support element that transfer non-compliant people to the MAA will be an absolute necessity. It has been assessed that 21 police will be required to support this operation. Initially five per compound with one providing the transfer capability, allocations will need to be flexible depending on the demand. Police presence in the compounds will be determined by the success or otherwise of the messaging program.

Risks and Challenges

Risk Description	Current Risk Rating	Target Risk (3 Day)
Infrastructure	EXTREME	HIGH
Assault	HIGH	MEDIUM
Protest	EXTREME	HIGH
Contraband	HIGH	MEDIUM
Hostage	HIGH	MEDIUM
Riot	EXTREME	HIGH
Fire	HIGH	HIGH
Operation	EXTREME	MEDIUM
Mass Non-Compliance	HIGH	MEDIUM
Legislation	HIGH	MEDIUM
Welfare	HIGH	HIGH
Refugees & Transferees	HIGH	MEDIUM
Police	EXTREME	HIGH
Surge Capability	EXTREME	MEDIUM

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Commentary on specific risks can be found next to each risk in the respective comments on each Security Risk Assessment (SRA).

Similar risks are applicable across the time frame options identified in the resource plan. The two defining factors are the time and complexity of delivering the outcome in a safe and secure manner and resourcing to a level to undertake the required tasks. The more moving parts the more likely that there will be issues which are difficult to resolve in a shorter time frame. Any noncompliance will create stoppages in the flow that will impact on the time frame. Having 19 movement teams operating across the centre adds a level of complication to the scheduling of the teams which is likely to be counter to the intent, that being a safe and secure move of 450 people.

The more time allocated to the move, the more flexibility the plan has, noncompliance is likely to be an issue day one, but once that is under control, the move timeframe per group is likely to reduce, the level of noncompliance is likely to reduce and these two factors are likely to make back any lost time in the early period.

Without any power to forcible remove transferees a pre-emptive extraction as mitigation against an escalation in tension is not possible unless it is undertaken by the Police. It is assessed this action would create a circumstance where that pre-emptively action would escalate the tensions. It is more likely to create a circumstance that would be counter to the intent to maintain good order. It is envisaged many of the people who are likely to be problematic will remain in their respective compound due to their RSD status. The community leaders are people who need to be fully engaged to assist with the transition. Where any transferee becomes a risk to the safety and security of the centre the police can use force to relocate them.

BRS staff including Wilson Security have no "Use of Force" powers, so should a resident refuse to move police intervention will be required. BRS have no power to pre-emptively extract transferees who may be influential or pose a threat to the successful execution of this plan.

For this operation to be successful close liaison with the RPNGC needs to be effective. The operation needs to be a PNG ICSA led operation supported by a strong police presence who is assisted by BRS and Wilson security.

The time frame to effectively message the residents of the centre to assist with an orderly transition is an important factor.

It is assessed as likely that a large number of transferees will refuse to relocate, noting that many have lived in the same space since their arrival. Transferees have developed a connection to that space, their friends and the surroundings. Many have created gardens and cultivated the plants to a mature state. This is why it is critical that the department agree to providing incentive through provision of IAP points for cooperation or something of equal significants.

The capacity of the MAA may be exceeded if the police remove transferees who are non-compliant. Where the capacity is exceeded and for transferees who may be arrested by the police, arrangements need to be in place for the custodial transfer from the MRPC to police custody.

Mike residents frequently change rooms and are likely to attempt to reallocate themselves into vacant rooms during the transition period.

Maintaining the BAU services through a one day transition will not be possible, the Programs and Activities are designed around a compound service delivery model. A longer transition period will enable BAU in many areas.

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The MAA can hold 36 people (one to a room) and 72 (two to a room). In the event that the numbers required to be housed exceed 72, Charlie compound could also be configured to house up to 50 and could be used for the less troublesome noncompliant residents. Those arrested by the Police will need to be transported to the Police Station at the command of the RPNGC who will accept custodial responsibility when they depart from the MRPC.

Programs and Activities

Programs and activities are designed in a way that allows Refugees, Non Refugees and Transferees to determine their own level of participation, caters for the diverse needs of transferees and incorporates the feedback from the transferees in the development and design of programs. During times of uncertainty, having the ability to adapt the program to suit the needs of the transferees is imperative to provide support, stability and consistency.

Recreational will remain business as usual, until the relocation of transferees commences. Throughout the relocation process, there will be an increased presence of recreational activities and staff, with the support of case management and COPP teams. Dependant on dates/days, compounds will have increased access to excursions, inclusive of Off Base Excursions, as well as internal activities. The compounds affected by the relocations will have an increased access to passive and internal activities. (EPF Required)

Religious and Cultural

Where possible, religious and cultural celebrations will progress business as usual, however the religious and cultural team will be accessible to transferees in a supportive role. Ad hoc programs can be delivered, such as prayers and cultural news. The significant religious and cultural events affected during this time include:

- 20th March – Norooz (Persian New Year) – In compound
- 23rd March – Pakistan Resolution Day – Charlie compound
- 24th March – Holi festival – Charlie Compound
- 25th March – Good Friday – RPC2
- 26th March – Bangladesh Independence Day – Charlie Compound
- 27th March – Easter Sunday – RPC2 & Naval Base Church
- 30th March – Birth of Sayeda Fatima Zahra – Charlie Compound

Alternate locations for these events include, but not limited to, RPC2, Recreation Space of Foxtrot, Bravo Compound, Blue Building and in-compound spaces.

For the duration of the relocation operation programs and activities will run on an impromptu fluid schedule developed 3-7 days in advance based on time frames.

Post-Relocation

At the completion of the relocation operation, Programs and Activities will return to business as usual structure as soon as possible. This includes equal opportunities for all compounds to access educational, recreational and cultural programs. The COPP 8 week program will recommence operations as expected BAU.

Effect on IAP Points

Due to the relocation operation, transferees who are not required to relocate will also be disrupted through intermittent and unstable access to point earning activities, therefore affecting

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their weekly canteen purchases. It is proposed that those not moving who are compliant throughout the move operation be granted a 50 point allowance for the week they are affected by relocations. This is inclusive of transferees subject to comparable measures.

It is further proposed that an incentive element be included for those residents who move compliantly. Those who relocate without incident would be allocated a weekly total of 50 points. Those who are non-compliant and who require police intervention will receive no points.

Case Management

Case management is an important support service for the messaging and direct transferee engagement. In the lead up to and during the move the Case management team would cease IMP engagements and focus on the messaging effort and supporting all transferees, including those that are not required to relocate. (EPF Required)

Recommendation:

The three day move operation is the recommended approach, it allows for some flexibility in managing the transition. In terms of numbers of people required to undertake the work, it is a surge that is possible, the coordination is less complex and the flash points that drive tension will be reduced. The compressed timeframe for the one and two day option requires additional resources and the coordination of many teams moving large amounts of people will inevitably create a range of possible flash points given the limited space in the pathway connecting the compounds

The plan will also allow for a quicker execution if the resident are compliant and cooperate throughout the moves, it will essentially make the moves quicker therefore reducing the overall time frame

The flexibility in this plan in terms of maintaining the 31 March 16 deadline relies on the planning and messaging element. Messaging and working with PNG ICSA in the delivery of that messaging is a major component to this operation, the earlier that can commence the better.

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