

SAREX SOUTH CANTERBURY MOANA 2011

INTRODUCTION

Coastguard Southern Region has 12 Wet Units and 3 Air Units and a total of 365 professional volunteers. In the South Canterbury / Timaru area there is currently x 1 Wet Unit who are also supported by a CAP Unit stationed at Christchurch Airport.

Coastguard has in place a robust training program which covers an array of topics which need to be practiced to identify if there are any gaps and encourage best practices and define roles.

Periodically Coastguard and other SAR agencies participate in exercises that consider or simulate a real life situation. The aims of these exercises are to improve operational readiness and identify any gaps or weaknesses in all SAR participating agencies. They also clarify roles, demonstrate agency capabilities and provide a sound training platform.

NEEDS ASSESSMENT

Risk / Hazards:

- Various recreational / commercial boating and Marine activities in the area which is becoming more and more popular.
- Local environment ie. Sea / lake and weather conditions.
- Geography of the area with few areas to hide from unpredictable change in weather conditions.

Functions to be exercised:

- Multi-agency and inter-group coordination.
- Search and Rescue Incident Management.
- Applying 'CIMS for SAR' at a moderate level within a scenario based environment.
- Local SAR Agencies and their resources.

Current Priorities:

- Practice new resources and skills obtained.
- Interoperability between SAR Agencies.

EXERCISE NAME

Exercises will be called the same name but will be area specific and date specific using the name of 'MOANA' which is the Maori name for Ocean, Sea or Lake and is also a base for one of the Coastguard Southern Region Units Eg.

'SOUTH CANTERBURY MOANA 2011' for a Full scale SAREX in the South Canterbury area in the calendar year of 2011

PURPOSE STATEMENT

Exercise Aim: to test how multiple search and rescue agencies' can work together effectively. How their SOP's mesh and identify any changes needed to improve the efficiency and effectiveness of the local response.

Scenario: Marine incident around the South Canterbury area.

Date: Sunday AM – PM 8th May 2011 (approx timings 1000 – 1600 hrs)

Location: Timaru South Island New Zealand.

Response Lead Agency: New Zealand Police

Exercise Writing Lead Agency: Coastguard Southern Region

SAR Participating Agencies:

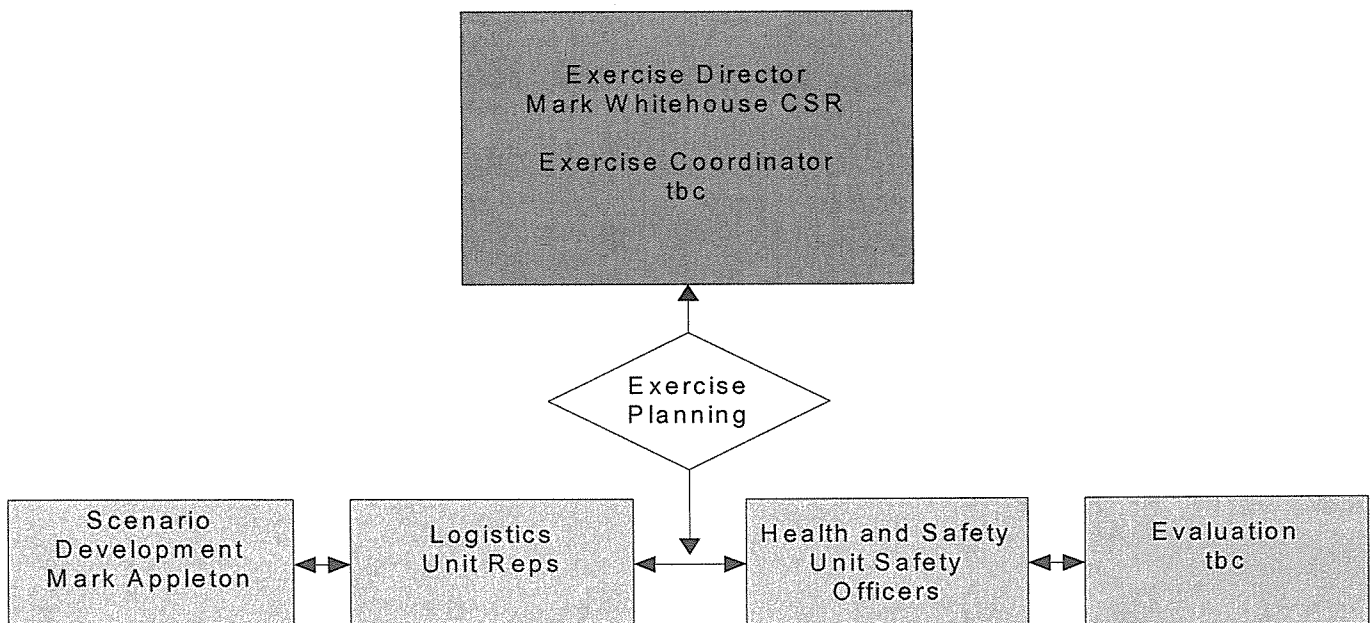
New Zealand Police
Coastguard Southern Region
Coastguard South Canterbury
Coastguard Canterbury Air Patrol tbc
Local LandSAR tbc

Exercise Participations:

Various Targets and Personnel

Budget Provider: NZ SAR secretariat (admin and planning) / Local Units to pay for own Operations

Planning Structure



EXERCISE INSTRUCTIONS

SITUATION

On Sunday 8th May 2011 South Canterbury area Marine Unit and Land Units will participate in a full scale Search and Rescue Exercise involving members of various search and rescue units in the area namely:

New Zealand Police
Coastguard Southern Region
Coastguard South Canterbury
Coastguard Canterbury Air Patrol tbc
Land SAR tbc

MISSION

To test how multiple search and rescue agencies' can work together effectively. How their SOP's mesh and identify any changes needed to improve the efficiency and effectiveness of the local response.

EXECUTION

GENERAL OUTLINE

The exercise will be conducted in 3 phases:

- **Phase 1 Briefing:** An Exercise briefing will be held at the exercise venue prior to all participants actively involving them on the Exercise. All participants will need to sign a form provided by the resource unit saying that they have received a full exercise brief from the Exercise Director. The Exercise brief will familiarize participants with the rules etc for the exercise and to provide them with sufficient information with which to successfully participate in the exercise. Once the briefings have finished they can participate on the exercise.
- **Phase 2 Exercise:** The Exercise will start immediately after the exercise briefing and will start in a Reflex Action stage known as the Initial Response Period. The Initial Response period would not normally involve the establishment of a full Incident Management Team (IMT), this will allow real time tasking and realistic scenario role play to happen.
- The operation will evolve and the Incident Controller may decide to set up a full Incident Management Team (IMT) on the lines of the CIMS structure at the Incident Control Point (ICP). (for full diagrams of command and control structures for all participants see Command and signals). At this stage it is likely that other Agencies could be tasked to help out with the Incident.
- **Phase 3 Debrief:** This will be a full Hot debrief on the days activities and will be carried out on completion of the exercise. The aim of the debrief is to identify what went well and what did not go well and to work out 'best practice guidelines. Asking and getting feedback from participants on:
 - The situation as it unfolded
 - What went well? i.e. cause and effect
 - What did not go well? i.e. lessons learnt
 - If you could do it again what if anything would you change?

Participants are encouraged to be open and honest during debrief and to relay constructive criticism if deserved

CONDUCT OF EXERCISE

The exercise will be conducted as follows:

- The exercise will be coordinated by an Exercise Coordination team lead by the Exercise Director namely Mark Whitehouse Ops Manager Coastguard Southern Region
- The Exercise Coordination team will be facilitate the various scenario's and will be responsible for:
 - Initiating the Exercise
 - Coordinating the role players
 - Monitoring performance and providing guidance and or tuition on operational matters when required using a 'Time-out' facility
- The Incident Control point (ICP) will be set up at the discretion of the Incident Controller and will be resourced by exercising participations including charts, dividers etc and documentation – **please come prepared.**
- The formation of the Incident Management Teams (IMT's) will occur as and when required.
- All SAR resources will need to be briefed prior to deployment and checked in and out through the Resource unit, this will either be a written or verbal brief
- All scenarios will require some degree of investigation and intelligence analysis which would need to be documented to formulate an Incident Action Plan (IAP). Role playing witnesses and other SAR personnel will be available to be spoken to or interviewed to gain information either via comms or personally. The scenarios have been designed to represent reality as much as possible so all participants need to be aware that they may in fact be talking to real people.
- Witness interviews can be conducted by way of either cell phone, landline or face to face after arranging a convenient time – it is expected that all information gathered will be recorded in either statement or jobsheet format or at the very least documented in a note book – **so come prepared** – complete, accurate and reliable information is required.
- SAR Agencies can be communicated with using VHF radios, personally or by telephone – radio call signs and frequencies using a working channel of channel tbc throughout the exercise.
- Please note all comms need to be prefixed with **SAREX SAREX**. The Exercise Director will inform RCCNZ Wellington Ops room on **04 577 8030** at the start and finish of the exercise. The Exercise director will inform Police Comms.
- The exercise will be conducted using CIMS with all members of the IMT having assigned roles and responsibilities – vests will be worn to identify the functional unit to which they belong.
- It is expected that members of the IMT will perform only those tasks required of their assigned role under CIMS but may be rotated under the advice from the Exercise Director. During the exercise the Director will be monitoring this aspect of the exercise
- This in some cases could be a learning exercise, so all personnel are encouraged to seek clarification of actions taken from the Director where required or to utilise the 'Time-Out' facility where a wider group or team discussion is required. This will fill the learning gap or realign the team's efforts with search management best practice.

SAFETY BRIEF

- The emphasis during the entire Exercise is **SAFETY FIRST**
- At no time should anyone take any unnecessary risks that could endanger any Exercise participants or cause damage to any vessel or equipment. Any accidents that do occur need to report to Exercise control as soon as possible.
- Any safety issues arising during the SAREX will be managed according to the respective Units Health and Safety plan.
- All Coastguard Units and any other Agency or Group participating in the Exercise are directly responsible for their own personnel.
- All Radio traffic will be prefixed with '**SAREX SAREX**' and in the event of a real time emergency the Prefix '**NO DUFF NO DUFF**' is to be used.
- All normal Radio channels will be monitored and marine channel tba will be used for all SAREX communications.
- An ALL STATIONS call prior to the SAREX commencing will be made to advise other Mariners of the exercise and again on completion of the exercise by Exercise Control.
- Communication between Exercise Coordination will be via cellphone.
- All participants of the exercise are to be fully prepared for the exercise and dress accordingly. Each person needs to wear their Lifejacket when on or near water and to have a form of communication that will work during the SAREX.
- Standard Operating Procedures must be followed at all times.
- Each Participant needs to complete a contact form to acknowledge they have received this brief and to put their contact details down. Participants need to sign in and out if leaving the exercise.

Exercise Control number is Mark Whitehouse [REDACTED]

EXERCISE OBJECTIVES

The operational objectives are:

Objectives for SAREX

There are the three main objectives for the exercise:

- To enhance multi-agency and inter-group coordination between the Police, Coastguard, and Land SAR and their support agencies and personnel within the area in the event of a Marine Search and Rescue incident.
- To provide all participants the opportunity to refresh and practice their search and rescue incident management knowledge and skills during a full scale operational exercise. Identifying gaps in training and knowledge, procedures and areas that need further development.
- To ensure value is delivered for all personnel involved.

The key point indicators for the exercise will be:

Key Performance Indicators

Objective no 1		To enhance multi-agency and inter-group coordination between the Police, Coastguard, Marine Search and Rescue Units ,Land SAR and their support agencies and personnel in the event of a Marine Search and Rescue incident.											
KPI Description	Evaluation Criteria	Evaluation Grade 1 = poor / 10 = excellent										Comments	
		1	2	3	4	5	6	7	8	9	10		
Call out procedures	Was it appropriate? Who activated it?										x		Activated by Mike Wingfield to Tony ? at Coastguard boat shed
Resources	Were the correct resources used in a timely manner and in the correct order?										x		Coastguard boat was launched immediately and a fixed wing aircraft from ChCh deployed. LandSAR teams were used for shoreline search. Use of static observers from prominent points on the shoreline could have been considered
	Were resources tracked?								x				Regular updates of location were reported back to ICP but I didn't see any map or display showing this information

Objective no 2		To provide all participants the opportunity to refresh and practice their search and rescue incident management knowledge and skills during a full scale operational exercise previously learnt during Coastguard training, CIMS courses, Marine SAR Controller courses and through own experiences. Identifying gaps and areas that need further development.											
KPI Description	Evaluation Criteria	Evaluation Grade 1 = poor / 10 = excellent										Comments	
		1	2	3	4	5	6	7	8	9	10		
Information gathering	What notification was received and by who? And how was it acted upon? Was this correct?										x		Activated by Mike Wingfield with a telephone call to Tony ? at Coastguard boat shed. As all the other Coastguard members were already at the boat shed at this time the callout procedure was not realistic. Tony immediately launched the boat and crew.
	Was the correct information received?									x			The information was deliberately vague to allow the planned timeline of the search to run its course but it was enough determine the urgency and to get the boat on the water with an initial task.
	Was contact maintained with informant? How?												The set up of the exercise did not allow this to happen. Given this, I felt that the planners could

															have been more forceful to encourage the Police to be more proactive with regard to seeking other sources of information.	
	Was the information analysis done correctly?													x	Analysis was done but it was verbal and not recorded. This should be done to allow reevaluation later in the search and for any inquiry that may result in the future. I didn't see any sectorising other than into water, air and land. I felt that if a more formal scenario analysis had been done using POA's, POD's etc then more precise sectorising the search area could have been useful.	
	Was the information disseminated correctly														x	What little information that was available was passed on to the searchers.
	Was the information confirmed by independent means?															The set up of the exercise did not allow this to happen.

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Incident Management Team setup	Was the IMT established in a timely manner to reflect a real time scenario?										x		An IMT was established but there were times when additional staff could have been useful as runners for messages and also for someone to maintain a current status map. I saw a T card folder in the ICP but it wasn't used. It would have also been useful if all the documentation, once actioned, had been stored in a single ring binder with appropriate partitions for messages, copies of log and IAP, missing person info, weather forecasts, tide info, task sheets, safety plan, etc. This is a task generally performed by the Logistics Manager on LandSAR ops.	
	Was CIMS used?										x		Yes, but some of the IMT need to be more conversant with the concept and the individual roles within the structure. There was some uncertainty about where to draw the line between ops and planning.	
	Did IMT members know their roles and responsibilities?					x							See above	
	How did the transition from Reflex tasking to full formal search planning go (OG – Full IMT)											x		Good. More advanced planning commenced immediately the ICP was established. There was time lost in tasking the LandSAR teams and they could have been deployed earlier.
	Was the room laid out correct for the IMT to work properly?						x							The Planning and Ops functions were set up in different rooms. This has advantages and disadvantages. It allows planning to be carried out without disruption from the noise of an Ops room but there need to be systems in place to ensure the information flow is maintained. This worked reasonably well, with any changes and updates being advised to the Planning Manager. The planning room was a little cramped and additional whiteboards could have

																			been useful for general notes and mapping etc. Ops room radios were located near a doorway and there was some congestion due to the foot traffic from room to room.
SAR Plan	Was the Incident Action Plan (IAP) appropriate to the scenario?																		The plan was appropriate to the scenario but was not documented.
	Were SMART Objectives set with Strategies?	x																	Objectives were set but I don't think any consideration was given to the SMART concept.
	Was the IAP checked?																		The exercise never got to the stage of producing a comprehensive formal IAP, either for the current operational period, or the next.
	Did the plan work?																	x	Yes. The missing person was located as a result of the resources being deployed to the appropriate area following updated information, and analysis of that information by the Marine Advisers and other experienced personnel in the planning team.
	Did everyone including the Operational Units on the ground / water know the IAP?																		Not sure but I suspect they were given the basic information and updates, but not the full content of the IAP.

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Incident Controller	How did the Incident Controller perform?								x			Overall the IC performed well.
	Did he/she have control of the incident?											Yes
	Was Safety Management considered?											Safety was covered at the initial briefing although I am not sure if it was stressed elsewhere during the course of the exercise.
	Did the Controller hold regular meetings?								x			Yes. An initial briefing and then 2? additional meetings during the course of the exercise. Content though focused more on what was currently happening rather than what was likely to be happening in future. There should have been some tasks identified and allocated and a timeline set which set out the completion of the various inputs to the IAP for the next operational period.
	How well were the Media managed?					x						Media were not present to my knowledge, although information was released to the public asking for sightings, info etc.
	Did the Incident Controller ensure the Incident Action plan was developed?				x							Yes, but he produced it himself without any input from others in the IMT and marine advisers present. I did not sight the document so I cannot comment on its content and relevance.
	Did the IC conduct a proper handover to incoming IC?											The exercise didn't progress to that stage.
Logistics	How did the Logistic team perform?											For the sake of an exercise like this there is not a lot of demand for the Logistics section. This would have been different if the exercise had progressed to the IMT shift changeover where there would have been a requirement for the section to source additional resources.

																					I am also unsure if there was more than one person in the Logistics Section.
	Did the Logs Manager participate in prepping the IAP?	x																			No. He wasn't given the opportunity, as mentioned earlier.
	Was a Comms plan prepared?																				Verbally yes, but I didn't see anything on paper (should have been in the IAP)
	Did the Logs Manager conduct a proper handover to incoming Logs Manager?																				Exercise didn't progress to this stage.
Operations	How did the Operations team perform?																				Overall they performed well, as the information dictated response with the outcome of locating the missing person within an appropriate timeframe.
	How did the Sector supervisors work?																				Not sure if there was a sector supervisor appointed for the LandSAR teams but having said that the span of control was such that this probably wasn't necessary. Had the operation escalated it may have been necessary to appoint someone to this role. Sector supervisors were appointed for the sea and air sectors and this worked well.
	Did Section Supervisors work together?																				Yes. They were collocated in the same room and worked well together.

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Operations	How well were Tactics developed to support the IAP?								x			Tactics were basic but were appropriate to the scenario. Consideration could have been given to land based static observation teams and thermal imaging from an aerial platform
	Did the Ops Manager and Sector Supervisors conduct a proper handover incoming personnel?											The exercise didn't progress to this stage.
Planning and Intel	How did the Planning team perform, did they assess the 'what ifs'?								x			Planning team performed well and discussed the 'what ifs' but a more formal scenario analysis could have been beneficial.
	Planning teams reviewed other avenues and possible scenarios							x				As above. As the information released to the exercise was vague it would have been difficult to explore other avenues.
	Did the Planning team plan forward for the next Operational period?	x										No
	Did the Intelligence team properly complete an analysis and disrupted the Intelligence?							x				What little intelligence that was released for the exercise was analysed through discussions within the PI team but they could have benefited from a more formal analysis process.
	Was a Scenario Analysis completed?				x							Not formally, only through informal discussions and comments from the marine advisers.
	How well did the team complete a lost person profile and behavior analysis?											Not enough information was made available to carry this out effectively
	How well did the Management Support unit perform could things have been done better?								x			A little slow to get under way although I don't think this was their fault, and there was still a backlog of information to be inputted at the end of the exercise. This unit needs to be in right at the start of any op and adequately staffed or they will be playing catch up for some time. This is not desirable as they

																		should be able to run reports etc as requested and to do this the info needs to be fully current.
	Did the Manager and other managers in Planning and Intel conduct a proper handover?																	The exercise never progressed to this stage.

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Logging of actions taken in ICP	Were actions logged using a simple system?									x		Management Support had commenced an electronic log towards the end of the exercise but it wasn't very comprehensive or complete at the end of the exercise. I believe each manager also maintained their own log in notebooks.
	How was the passage or flow of information?										x	Paper based and runners used to distribute info/messages
Radio Procedure	Was the correct radio procedure used?										x	I heard very little radio traffic while in the Ops room but what I did hear was ok.
	Was correct Radio security observed?										x	As far as I am aware (see above)
Communication and information	How good was communications during the Exercise?										x	Information seemed to flow well although VHF comms was lost with the aircraft during the exercise. The fallback was to cellphone which was adequate.
	How good was communication between members of the IMT?										x	Good
	Was the comms room manned to the correct level?											x
Documentation	Was all documentation kept in good order, adequate and legible?		x									No. It was still lying about on tables or in the process of being entered into computer at the conclusion of the exercise. On LandSAR ops the logistics manager collects all documentation in a single ring binder with appropriate divisions within it for the various documents – task sheets, maps, missing person info, urgency assessment forms, scenario analysis forms, messages, weather forecasts, IAP's, safety plan, etc. While most of this information was still to

												be inputted at the end of the exercise I don't believe that any process was implemented to see that this was done once processed.
	Did all managers keep a log of actions and decisions?										x	Yes, as far as I was aware.
	Was all tasking's written and collated with appropriate sign offs?										x	They were all written on the appropriate forms but I am not sure if they were signed off prior to actioning.
	At the end of the exercise collect all documentation as if they were going to go to a Corners court! Are they adequate?					x						Probably not

Objective no 3		To ensure value is delivered for all personnel involved.												
KPI Description	Evaluation Criteria	Evaluation Grade 1 = poor / 10 = excellent										Comments		
		1	2	3	4	5	6	7	8	9	10			
Personnel involvement	Did participants get value from the exercise?											x		I did not speak to the field teams but I believe those within the ICP all benefitted from the experience
	Did participants know what was going on?												x	Yes, as far as I was aware.
Risk Management	Was risk management considered?												x	Yes, with a reference in the exercise instructions and later at the initial briefing for the participants. In fact it was stressed at the initial briefing.
	Were the correct decisions made?												x	Yes, but consideration could have been given to other search methods. This would have fallen out of a more formal planning process and scenario analysis.
Resources	Were resources crewed correctly												x	Outside of my field of expertise but I believe this to be so.
	Were resources and personnel tracked correctly?				x									I didn't see any display showing resources. I did notice a T Card folder in the ops room but this wasn't used, perhaps due to an understaffing of the Ops section. This is a very efficient and simple means of tracking resources as long as it is kept current. It really needs someone working on it full time though and floating between the sections to keep abreast of developments.
	Was succession planning done?	x												No
Briefing crew and resources	Were Resources briefed												x	Yes
	Was the briefing comprehensive enough?												x	Yes, given that there was very little information available.
	Were resources de-briefed?													Not that I was aware of. I suspect not, but the exercise timing wasn't sufficiently long to get to this stage.
Planning Meetings	We're planning meetings conducted?											x		The planning team worked together from the same room throughout the exercise, although

																<p>they were not focusing on the bigger picture and planning ahead as much as they could have done. This was, I believe, in part due to the lack of understanding of the planning role. They were crossing over into the Ops function at times.</p>
	<p>During the meetings was the Incident Action Plan reviewed and new objectives set for the next operational period?</p>														<p>No. No planning was done for the next operational period but as mentioned above the exercise timing wasn't sufficiently long to get to this stage.</p>	

ADMINISTRATION AND LOGISTICS

MEALS

To be sorted by Logistic section if required. A BBQ will be held on completion of the exercise

All other logistics will be provided by participating Units as per SOPS

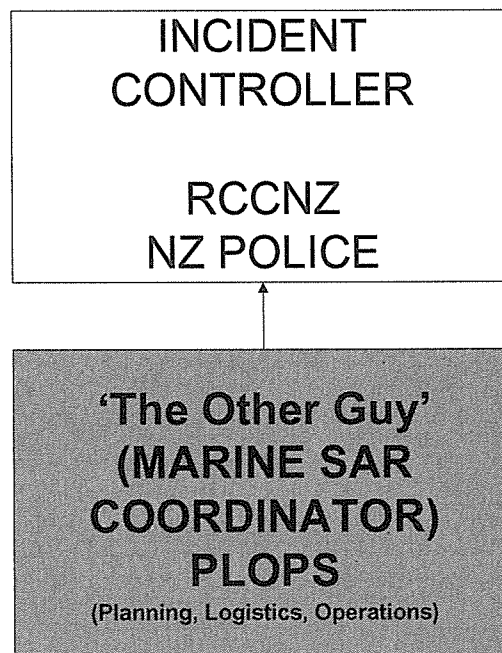
COMMAND AND COMMUNICATION

THE EXERCISE WILL BE COORDINATED BY

MARK WHITEHOUSE
MARK APPLETON

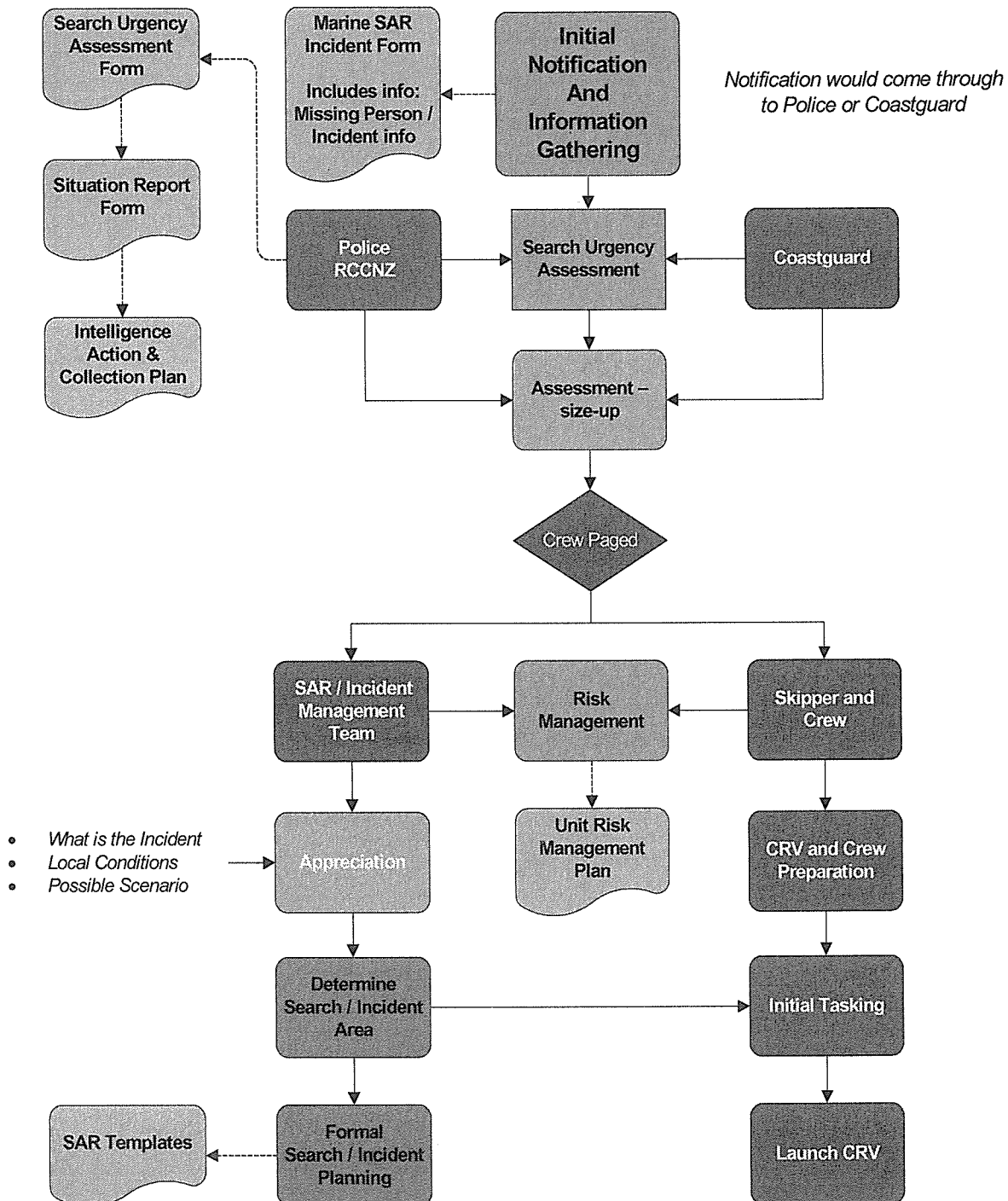
EXERCISE ORGANIZATION

REFLEX TASKING FOR THE INITIAL OPERATIONAL PERIOD



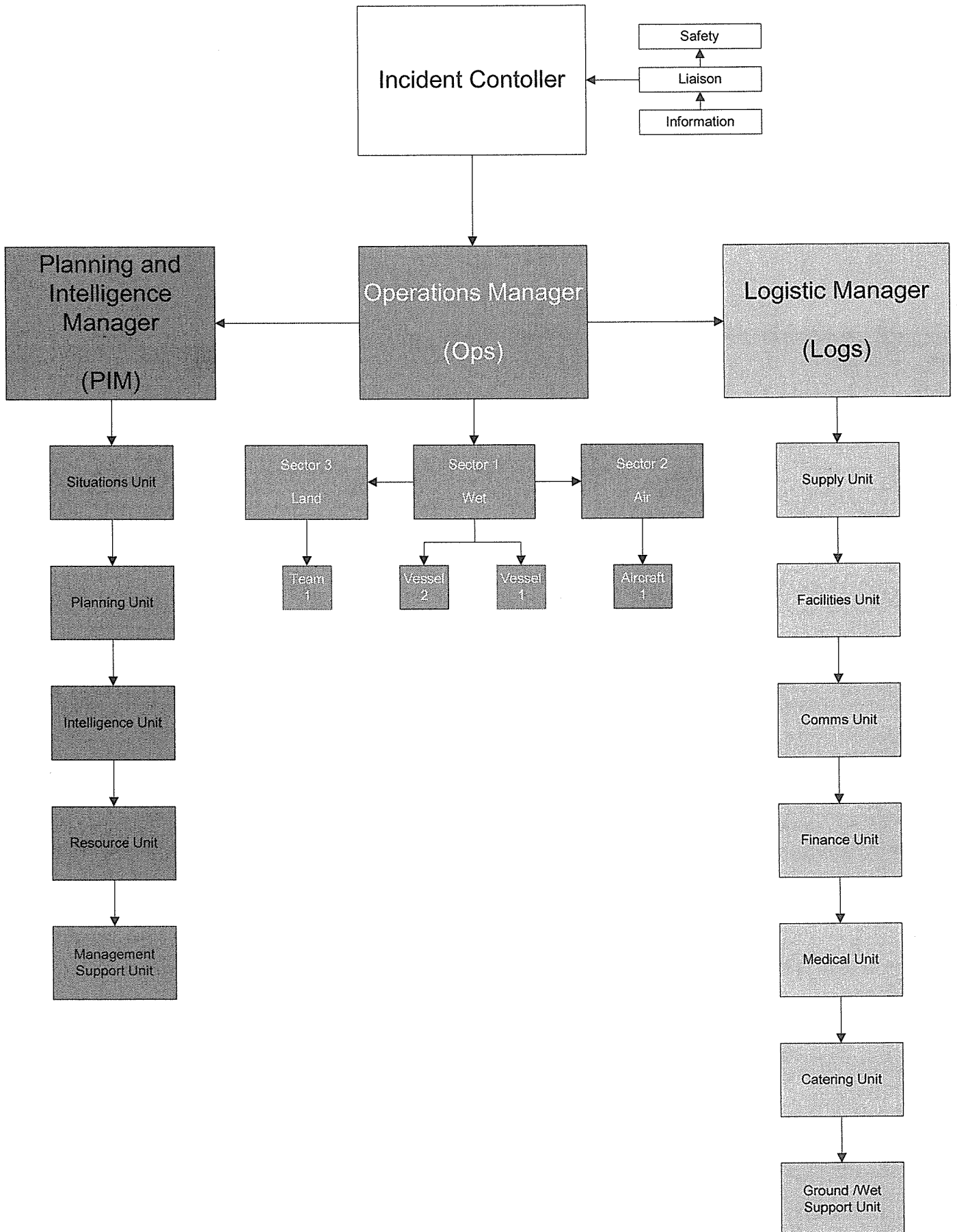
No two incidents are ever the same and this suggested process represents a generic approach which may have to be modified to suit the complexity, scale and urgency of the particular situation

Incident Management Cat 1 or Cat 2 Initial Response Flow Diagram



FIRST RESPONSE PERIOD (FULL INCIDENT MANAGEMENT TEAM)

*****NOTE 'THE OTHER GUY' FROM REFLEX TASKING NO LONGER EXISTS*****



EXERCISE CONTROL COMMUNICATION

Name	Contact details
Mark Whitehouse	Work phone: [REDACTED] Mobile: [REDACTED]
Mark Appleton	Mobile: [REDACTED]
Mike Wingfield NZ Police	Mobile: [REDACTED]

Mark Whitehouse
Exercise Director

June 8, 2011

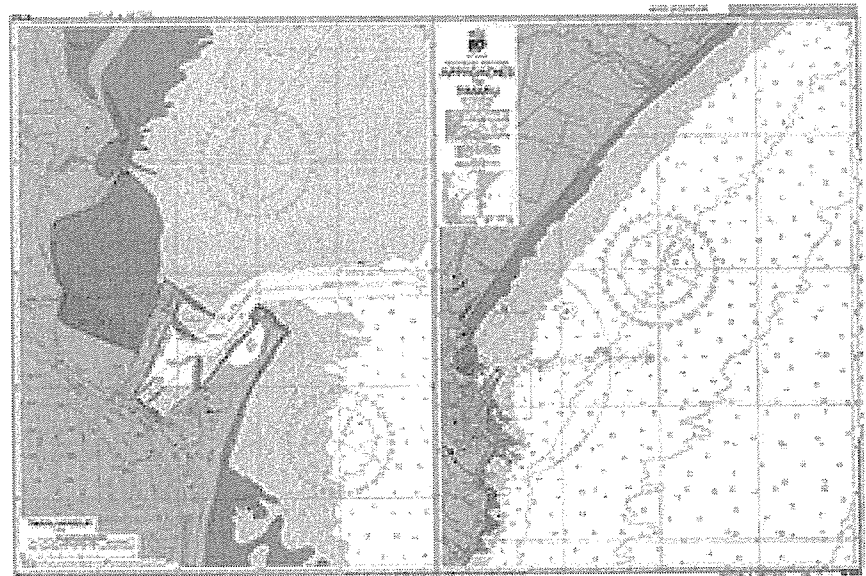
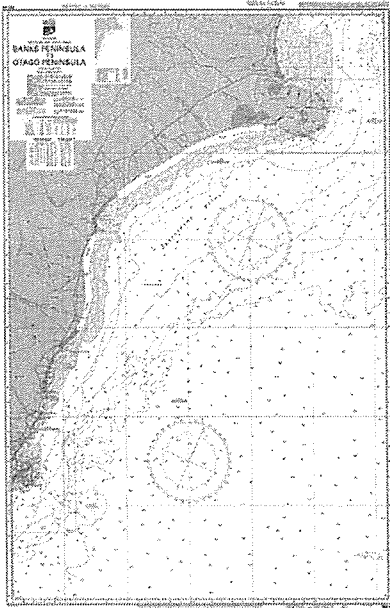
EXERCISE BRIEF TO ALL PARTICIPANTS

EXERCISE LOCATION

South Canterbury / Timaru area

Using Charts

NZ64 and 6422



WEATHER

As per the days of the exercise

REMAINDER OF BRIEF AS PER EXERCISE INSTRUCTIONS

- Situation
- Mission
- Execution
- Conduct of Exercise
- Safety Brief

Outline Programme		
Date / Timings	Event	REMARKS
Sunday 8 th May Approx 1000hrs	Exercise starts	Timaru area
Sunday 8 th May Approx 1600hrs	Exercise Finishes	De-Brief and BBQ location tbc

END OF EXERCISE REPORT

<p>Introduction (your location etc)</p>	<p>I was present at the Coastguard boat shed when the alert was received by Tony ? from Mike Wingfield of Timaru Police. The normal initial callout procedure was not able to be followed due to the fact that all Coastguard rescue boat personnel were already at the site waiting for the activation. Initial tasking of the crew was done by Tony. Initial information was sparse but sufficient to get the boat and crew out and searching.</p> <p>Following this activation I (and all others present who would have roles within the ICP) adjourned to the Port Company offices to set up an Incident Control Point.</p> <p>I remained there until the conclusion of the exercise at approximately 1400 hrs.</p>
<p>Exercise Overview (what part of the exercise did you observe?)</p>	<p>I was able to observe the initial activation and launching of the rescue boat and most of the activities within the ICP, although I did spend more time in the Planning Intelligence room than observing the Operations activities.</p> <p>The functions of Planning/Intelligence and Operations were conducted in separate rooms.</p> <p>The Logistics Section consisted of a single person, constable ? Dave Hinde.</p>
<p>Analysis on how the Exercise went (subjective opinion of how Units and groups performed)</p>	<p>The rescue boat crew appeared to be a mix of some members with experience and others of lesser experience, an excellent mix for the purpose of an exercise.</p> <p>The Planning/Intelligence section worked well together but were confusing the roles of P/I and Ops and spent considerable time on what should have been Operations responsibilities.</p> <p>Operations was set up in the main office and was somewhat cluttered with furniture. The communications operators were working in a doorway which caused some congestion at times.</p> <p>Management support was slow to get underway and were still playing catchup at the end of the exercise, with much documentation still to be entered in the electronic system. I am not sure but I think they were late arriving at the ICP. I do not know the reason for this. I do not know if any use was made of this system, eg referencing logs, messages, maps, etc. but the exercise time frame was quite short and didn't reach a point where reference to previous actions was necessary.</p> <p>There seemed to be excellent communication between the radio operators coordinating the air and sea activities. Having a backup option within the comms plan allowed communication to continue with the aircraft when VHF comms was lost with them.</p> <p>LandSAR were present and ready for tasking well before this actually happened. The first team could have been deployed during the initial reflex tasking period. When calling in resources some consideration should be given to time frames. There is nothing more frustrating than being ready to go and having to wait for long periods of time for tasking.</p> <p>Overall the exercise was successful as the correct decisions were made from the intelligence provided to the IMT with a positive end result.</p>
<p>Observations, conclusions and Recommendations</p>	<p>The transition from reflex tasking to more coordinated response was relatively seamless with the aircraft and rescue boat given initial tasks which allowed breather time for the IMT to formally establish the ICP and make more detailed plans and taskings ready for those resources once their initial taskings were complete.</p> <p>The confusion of roles within the IMT is most likely attributable to a poor knowledge of CIMS. This is understandable given the PI Manager has never performed the role before and the Marine Advisers were 'old school' and appeared</p>

to have a reluctance to take on the new CIMS concepts, and perhaps were not even aware of the changes.

There is also a responsibility here for higher level management to ensure that those participating in SAR operations, whether they be land, sea or air, keep up with the latest systems and procedures.

The IAP was prepared independently by the IC without any input from any of the others present, missing out on the advantage of their experience. I did not see the IAP so cannot comment on its adequacy.

There was little forward planning done with regard to preparing an IAP for the next operational period, and setting a timeline to achieve this. This should have been driven by the IC.

More pressuring of Police to conduct follow up investigations behind the scenes should have been applied. *Do not ever accept at face value the claim that no further information is available.*

I observed many actioned messages and other documents lying about on tables. On LandSAR operations the Logistics Manager usually collects up all the documentation and files into a single central repository, usually a ring binder with appropriate divisions. This is important for future reference of past actions etc.

A formal search urgency assessment and scenario analysis and accompanying documentation should have been carried out to assist in forward search planning and also for future reference if required at a debrief or coronial enquiry. It is important to be able to produce documentation to support any actions taken during an operation.

I was not aware of anyone asking for, or checking, a weather forecast, although this may have occurred without my knowledge. This must be a critical factor in any planning process for a marine operation.

There could have been more information displayed where it was available to others within the IMT. Such things as a map showing areas searched, resource locations, info known about the missing party and their intentions. These are all useful for briefings for search parties and visiting officials etc. and for general reference by staff within the ICP. Also signage identifying location of ICP functions ie Ops, P/I, Logs, Mgt Support etc.

Whiteboards are also useful aids for planning and setting out and identifying resources for the next operational period.

The IMT meetings were more updates on the current state of play rather than forward planning opportunities. The timeframe of the exercise made it difficult to get to the stage of preparing and completing an IAP for the next operational period but it should have at least been initiated.

The Logistics Manager appeared to have no 'fixed abode'. This would have had the disadvantage, had the exercise progressed through into the next operational period, of making it more difficult for anyone wanting to contact him.

T Cards are a simple way of displaying the state of play and tracking resources and although a T Card folder was pinned on the wall in the Ops room it wasn't used. This system also has the advantage of not requiring electricity to operate and as such can be used almost anywhere. It does however, to be effective and current, require regular maintenance and it is necessary to appoint someone to this role. It could be combined with other tasks though within the P/I function under the Resources section.

I don't know if it was used or whether the boat and aircraft are fitted with transmitters but Track Plus is an excellent tool to enable live tracking of boats and aircraft from the ICP. I assume Coastguard has this capability but I didn't see it

	<p>being used.</p> <p>A positive factor was the set up of a flow chart displaying the IMT roles and who was appointed to them. This was set up adjacent to the Ops room. While only the key roles were filled, that is probably all that was required in this case as there were only 4 different resources in the field to be managed.</p> <p>Having said all this the exercise was effective in achieving its objective of finding the missing party, and all participants worked well together to this goal.</p>
<p>Possible corrective actions</p>	<p>For all the comments made above, it should be relatively simple to address most of them.</p> <p>Training in incident management to CIMS 4 level would go a long way to informing all those necessary of the current accepted practices.</p> <p>For those wanting to be involved at the senior IMT level (IC, P/I, Ops and Logistics Managers) there are many new search planning procedures being taught on the Managing LandSAR Operations courses delivered by SARINZ personnel. Much of this could easily be adapted to the marine SAR environment, and I suggest the Exercise Director discuss the options with Pete Corbett from SARINZ.</p> <p>Greater display of information around the ICP and better documentation and management of the various streams of that documentation should be considered.</p> <p>IMT meetings should be more than catch ups. They should have a key focus on future planning and working to timelines. These meetings should also include input from all the experts with regard to forward planning and the content of the IAP's. Templates are available.</p>