



# New Zealand Search and Rescue

## Minutes of Meeting

**New Zealand Search and Rescue Council  
Tuesday 4 March 2014, 1.00pm  
Boardroom, Ministry of Transport  
Level 6, 89 The Terrace, Wellington**

### **Attendees:**

Martin Matthews – MoT (Chair)  
Graeme Harris – CAA  
Commissioner Peter Marshall – NZ Police  
Air Commodore Tony Davies – NZDF  
Keith Manch – MNZ  
Richard Davies – DOC

### **Present:**

Duncan Ferner – NZSAR  
Phil Burgess – NZSAR  
Carl van der Meulen – NZSAR  
Superintendent Barry Taylor – NZ Police  
Inspector Joe Green – NZ Police  
S/Sgt Bruce Johnston – NZ Police

### **1. Welcome**

Martin Matthews (Chair) welcomed Commissioner Peter Marshall to his last NZSAR Council meeting and opened the meeting.

### **2. Apologies**

Mike Edington - DOC

### **3. Minutes from previous meeting**

Minutes from the Council meeting held on 21 November 2013 were accepted as a true and accurate record and **approved** by the Council.

### **4. Matters Arising from previous meeting**

#### *Item 9: Section 9(1) funding proposal*

- The Secretariat and RCCNZ have worked with the Ministry of Transport to prepare a business case for the Ministers of Transport and Finance, to be endorsed by the Council today.

#### *Item 12: Meetings for 2014*

- The Secretariat has liaised with support staff of Council members to set NZSAR Council meeting dates for 2014.

*Item 13: Emergency CE's forum*

- The Chair sent a letter to DPMC suggesting closer EM-SAR engagement. There has been no reply yet from DPMC.

*Item 13: Deferred items*

- Previously deferred items are on the agenda to be discussed today.

## 5. Joint Service level Agreement monitoring report

A summary report for the October to December 2013 quarter was distributed prior to the meeting. During the quarter there were 485 SAROPs and 25 lives saved. Due to a staff absence, the LandSAR figures for this quarter were not available.

### ***Issues and Updates:***

#### Coastguard:

- Aaron Wallace has been co-opted as a board member for Coastguard New Zealand. He has a strong background in corporate governance and is a chartered accountant.
- The Rescue Vessel standardisation and new website projects remain work-in-progress.
- CNZ is hosting the International Maritime Rescue Federation when it meets in March 2014.

#### SLSNZ:

- Surf Life Saving New Zealand's summer appeal is currently underway.
- The Surf Life Saving New Zealand Board has developed a new national regulation, and associated guidelines, for the protection of its members.

#### LandSAR:

- ❖ Nil report at this time (however a report will be arranged and submitted in time for the Council meeting).

#### AREC:

- ❖ No issues or updates to report.
- ❖ The Council **noted** the Joint Service level Agreement monitoring report.

## 6. Sector Update

The sector update report was distributed prior to the meeting.

- ❖ The Council **noted** the Sector update report.

## 7. Draft Section 9(1) Funding Review

The Council was briefed on the recent history of LTMA Section 9(1) funding, which is hypothecated from fuel excise duty paid by recreational boat users. The Council was advised that the overall NLTF was under considerable pressure and that any proposal to increase SAR funding will need to be very robust, even if the actual amount requested is relatively small.

The Council was updated on the proposed MoT funding briefing note and the changes made since the Council last discussed this issue. No scalable options were included due to the small size of the overall proposal.

The briefing note has been prepared as advice from the Ministry of Transport to joint Ministers (Finance and Transport). The Chair proposed that the briefing note could be accompanied by an endorsement letter from the NZSAR Council.

Following extensive discussion, the Council:

- ❖ **Recommended** the MoT briefing note be presented to joint Ministers.
- ❖ **Instructed** the Secretariat to prepare an accompanying letter of endorsement.
- ❖ **Agreed** to sign the Council letter endorsing the MoT briefing note.
- ❖ **Requested** that the MoT forward the briefing note, together with the endorsement letter, to joint Ministers for consideration.

## 8. NZSAR Awards

A total of 14 nominations were received for the NZSAR Awards; 7 for operational activity, and 7 for support activity. A sub-group of the Consultative Committee has reviewed and ranked the nominations as advice for the Council.

There was some discussion around what elevates a nomination to gold award level. Council members indicated they would like to be persuaded by something observable that a nomination should receive the gold award.

- ❖ The Council **endorsed** the advice of the sub-group, and **decided** to present the following NZSAR Awards:

- i. NZSAR Gold Award for Operational Activity to
  - a) **Marius Bron, Jonathan Hattrell, Richard Bottomley, and Sam Inness from the Fox/Franz ACR** for the rescue of Sabine Hellenbrandt from Explorer Glacier on 7 March 2013.
- ii. NZSAR Certificates of Achievement for Operational Activity be awarded to:
  - a) **The United States Antarctic Programme and Antarctica New Zealand** for their response to the Twin Otter aircraft crash in the Queen Alexandra Range on 23 January 2013.
  - b) **Sunset Beach SLSC** for their rescue of ten rock fishermen on 1 April 2013.

- c) **Peter Craig, Katherine Craig, and Matthew Craig from the Whakatane SLSC** for their rescue of two divers from Otarawairere on 10 August 2013.
  - d) **Ruapehu Alpine Rescue Organisation, RNZAF, Taranaki ACR, and Taranaki LandSAR** for their efforts over Labour weekend 2013.
  - e) **John Goldswain, Colin Larsen, Michael Hall, and David Huntley from the Wellington Westpac Rescue Helicopter** for their rescue of the crew from a stricken yacht in the Cook Strait on 6 January 2013.
- iii. NZSAR Certificates of Achievement for Support Activity be awarded to:
- a) **Chris Astall, Nicola Hockley, and Rachel MacKenzie** from Coastguard Southern Region for their efforts in developing training material for Coastguard NZ.
  - b) **Surf Life Saving New Zealand** for its work on coastal risk management, particularly the Hot Water Beach risk assessment.

## 9. National Training Framework

The final report by Trevor Crozier from Xperts was distributed prior to the meeting. This report has been accepted by the Consultative Committee, and they have recommended that the Council accepts the report. NZ Police indicated that they are fully supportive of the report.

❖ The Council:

- **accepted** the report, and
- **directed** the Consultative Committee and Secretariat to consider and adopt the report's recommendations as appropriate.

## 10. SLA Draft Provisions

The Senior Advisor spoke to a paper outlining proposed changes to service level agreement (SLA) provisions, as the three year SLAs are due for renegotiation. The proposed changes incorporate financial advice from the Martin Jenkins SLA review, health and safety advice from Purple Consulting, previous Council guidance, and the Secretariat's experience.

The Council confirmed the intent of the proposed changes and provided guidance that the SLAs can be used to shape and lead the sector's information projects. The SLAs should clearly signal the intent of improved SAR data capture, reporting, and information outputs.

## 11. Risk Framework

The Council discussed the current NZSAR risk matrix.

❖ The Council:

- **Decided** it will review one risk matrix item at each meeting, and indicated that it would be beneficial for the Consultative Committee to do the same.

- **Directed** that Health & Safety be added to the risk matrix.
- **Agreed** that health & safety will be the risk matrix topic for discussion at the next Council meeting.
- **Noted** that the New Zealand's SAR governance arrangements should be included in the relevant briefings to incoming ministers.

The Council then had a focussed discussion on the SAR information risk. The Council was briefed on the first information project that is underway. Hague Consulting have been contracted to minimise the deficiencies that exist in the current SAR data (for the last four years).

The next project will be a deliberate and collaborative analysis of what data needs to be captured going forward. This will link in with other data and information projects from broader partner agencies. The third planned project is an operational analysis of SAR activity, which should lead to forward projections.

The Department of Conservation indicated that they have participation data available to share with the SAR sector.

NZ Police observed that the lack of consistency in reporting is a challenge for them and the SAR sector. They indicated their willingness to consider a single collaborative data system to record all SAR activity by both coordinating authorities.

❖ The Council:

- **Agreed** that the desired outcome is to develop one centralised repository of for SAR data and information.
- **Directed** that the colour of the "SAR Information" risk be changed from red to yellow within the risk matrix.

## 12. Performance Measurement

The Council discussed performance measurement of the new NZSAR Council goals and noted supporting linkages with CE performance measures and the development of 'better public services'. The Council noted the challenge of measuring and reporting progress against the goals, but observed that this was not an unusual challenge and that other organisations had developed systems to measure and report against similar goals.

- ❖ Council members **agreed** to advise the Secretariat about possible performance measures and reporting systems for NZSAR goals.

## 13. Examination of the SAR System

The Council was briefed about the recently completed Canadian Quadrennial SAR Review. The Council expressed a desire for a similar review to be conducted for the NZSAR system as part of the 2014/15 NSSP.

## 14. National SAR Support Programme

The Council was briefed on the following items from the 2013/14 NSSP:

- a) **Training** – the Secretariat is pleased with the progress made to date

- b) **Wander** – the contractor for this project has resigned, and a replacement is being sought
- c) **Information projects** – covered in an earlier agenda item
- d) **Mass Rescue** – Paul Craven, Phil Burgess, and Carl van der Meulen recently attended the MCDEM exercise writing and management course. This has led to an exercise concept for MRO exercises, which was agreed to in principle by NZSAR, Police, and MNZ at an earlier meeting today.
- e) **Prevention partnership** – this is going well
- f) **Air Observers Review** – the draft report has been received
- g) **Learning Management System** – an update was provided

### 13. General Business

- a) **Technology Forum** – the Council was briefed on the Consultative Committee’s discussion about technology in SAR.
- b) **Sport NZ involvement in the sector** – Duncan briefed the Council on Sport NZ’s interest in the SAR sector. Duncan will continue with his engagement with ACC and Sport NZ.
- c) **Farewell** – Commissioner Peter Marshall was thanked for his involvement and work on the Council, and was farewelled.

#### Next meeting:

The next NZSAR Council meeting will be held on Thursday 29 May 2014 at 1.00pm - 3.00pm.

The meeting concluded at 3.00pm.

Martin Matthews  
Chair  
NZSAR Council

Item	Decisions / Action	Responsibility
5.	<p><b>Joint Service Level Monitoring Report:</b></p> <ul style="list-style-type: none"> <li>○ The Council <b>noted</b> the Joint Service level Agreement monitoring report.</li> </ul>	Council

Item	Decisions / Action	Responsibility
6.	<b>Sector Update:</b> <ul style="list-style-type: none"> <li>○ The Council <b>noted</b> the Sector update report.</li> </ul>	Council
7.	<b>Draft Section 9(1) Funding review:</b> The NZSAR Council: <ul style="list-style-type: none"> <li>○ <b>Recommended</b> the MoT briefing note be presented to joint Ministers.</li> <li>○ <b>Instructed</b> the Secretariat to prepare an accompanying letter of endorsement.</li> <li>○ <b>Agreed</b> to sign a Council letter endorsing the MoT briefing note.</li> <li>○ <b>Requested</b> that the MoT forward the briefing note together with the endorsement letter to joint Ministers for consideration.</li> </ul>	MoT Secretariat Council Members MoT
8.	<b>NZSAR Awards:</b> The Council <b>endorsed</b> the advice of the sub-group, and <b>decided</b> to present NZSAR Awards as recommended.	Secretariat
9.	<b>National Training Framework.</b> The NZSAR Council: <ul style="list-style-type: none"> <li>○ <b>accepted</b> the report, and</li> <li>○ <b>directed</b> the Consultative Committee and Secretariat to consider and adopt the report's recommendations as appropriate.</li> </ul>	Council Secretariat and Consultative Committee

Item	Decisions / Action	Responsibility
11.	<p><b>Risk Framework:</b> The NZSAR Council:</p> <ul style="list-style-type: none"> <li>○ <b>Decided</b> it will review one risk matrix item at each meeting, and indicated that it would be beneficial for the Consultative Committee to do the same.</li> <li>○ <b>Directed</b> that Health &amp; Safety be added to the risk matrix.</li> <li>○ <b>Agreed</b> that health &amp; safety will be the risk matrix topic for discussion at the next Council meeting.</li> <li>○ <b>Noted</b> that the New Zealand's SAR governance arrangements should be included in the relevant briefings to incoming ministers.</li> <li>○ <b>Agreed</b> that the desired outcome is to develop one centralised repository of for SAR data and information.</li> <li>○ <b>Directed</b> that the colour of the "SAR Information" risk be changed from red to yellow within the risk matrix.</li> </ul>	<p>Secretariat</p> <p>Secretariat</p> <p>Secretariat</p> <p>Secretariat</p> <p>Council</p> <p>Secretariat</p>
12.	<p><b>Performance Measures:</b> Council members will advise the Secretariat about possible performance measures and reporting systems for NZSAR goals</p>	<p>Council Members</p>



# New Zealand Search and Rescue Council

**Notice of Meeting**  
**1-3 pm Tuesday 4 March 2014**  
**Te Waka Boardroom Ministry of Transport**  
**Level 6, SAS Tower**  
**89 The Terrace, Wellington**

Coastguard representatives will meet with the Council for approximately 20 minutes. The formal meeting will commence at the conclusion of this engagement.

## AGENDA

1.	Welcome (Coffee & Tea available)	Chair
2.	Apologies	Chair
3.	Minutes of meeting held 21 Nov 2013 – <i>for approval</i>	All
4.	Matters arising from the Minutes	All
5.	SLA monitoring report: Oct – Dec 13 quarter – <i>paper</i>	Snr Adv
6.	Sector update – <i>paper</i>	Snr Adv
7.	Draft Section 9(1) Funding review – <i>approval for submission</i>	Sec Mgr
8.	NZSAR Awards – <i>for approval</i>	Snr Adv
9.	National Training Framework – <i>for acceptance</i>	NSSP Co-ord
10.	SLA Draft provisions – <i>discussion/guidance</i>	All
11.	Risk Framework – <i>discussion</i>	All
12.	Performance measurement of NZSAR Strategy	All
13.	Examination of SAR System / Canadian review	All
14.	National SAR Support Programme – <i>update</i>	
	a. Training update	
	b. Wander project	
	c. Information projects	Sec Mgr
	d. Mass Rescue	&
	e. Prevention Partnership	NSSP Co-ord
	f. Air Observers review	
	g. Learning Management System	
15.	General Business	
	a. NZSAR technology forum	Sec Mgr
	b. Sport NZ sector involvement - LandSAR and MSC	

Next Meetings:

NZSAR Awards – evening 13 May 2014

NZSAR Council 29 May 2014



# New Zealand Search and Rescue

## Minutes of Meeting

**New Zealand Search and Rescue Council  
Thursday 21 November 2013, 1.00pm  
Boardroom, Ministry of Transport  
Level 6, 89 The Terrace, Wellington**

### **Attendees:**

Martin Matthews - MoT (Chair)  
Graeme Harris - CAA  
Superintendent Bruce Dunstan - NZ Police  
Air Commodore Tony Davies - NZDF  
Nigel Clifford – MNZ  
Gavin Walker - DOC

### **Present:**

Bruce Johnston - NZ Police  
Duncan Ferner - NZSAR  
Phil Burgess - NZSAR  
Carl van der Meulen - NZSAR  
Rachel Roberts - NZSAR  
David Eyre - MoT  
Zelda Coetzee - MoT (minutes)  
Chris Gould - Martin Jenkins

### **1. Welcome**

Martin Matthews (Chair) opened the meeting.

### **2. Apologies**

Keith Manch - MNZ  
Assistant Commissioner Mike Rusbatch - NZ Police  
Mike Edington - DOC  
Inspector Joe Green - NZ Police

### **3. Minutes from previous meeting**

- ❖ Minutes from the Council meeting held on 17 May 2013 were accepted as a true and accurate record and **approved** by the Council.
- ❖ Minutes from the Combined NZSAR Consultative Committee and NZSAR Council Meeting held on 22 August 2013 were accepted as a true and accurate record and **approved** by the Council.

## **4. Matters Arising from previous meetings**

### **4.1 Meeting of 17 May 2013**

#### *Item 10: Service Level Agreements shaping and leading*

- Service Level Agreement letters were consulted, signed and distributed.

#### *Item 11: NZSAR Risk Management*

- The Risk Register was updated.

#### *Item 14: Forecasting*

- Funding for land prevention message and avalanche forecasting options are on the agenda for today's meeting

### **4.2 Meeting of 22 August 2013**

#### *Item 9: Risk Management*

- This will be discussed at the next meeting, in February 2014.

## **5. Joint Service level Agreement monitoring report**

A summary report for the July - September 2013 quarter was distributed prior to the meeting. Of note, and not reflected in the report, is a 24% increase in SAR incidents compared to the same quarter the year previous.

### ***Issues and updates:***

#### *Coastguard*

- Dean Lawrence was elected as President of Coastguard New Zealand at the Annual Conference in September.
- The Rescue Vessel standardisation and new website projects remain works-in-progress.
- Coastguard recently completed an initial top-level review of health and safety issues with the assistance of Purple Consulting. The initial results of that piece of work are currently under consideration.

#### *LandSAR NZ*

- There has been a significant increase in investment by LandSAR in supporting skills-acquisition training delivered by Tai Poutini Polytechnic (compared to the 2011/12 year).
- Kate Misa has been contracted to implement the 'Safer Walking/Wander Framework'. This is funded by the NZSAR Council.
- Vertical Horizonz have been contracted to re-develop LandSAR's Safety Management System. The new system should be in place by mid-2014.

### *Surf Life Saving New Zealand*

- Neale Ames was re-elected as SLSNZ President at the 2013 AGM held in September 21.
- Surf Life Saving New Zealand's national office relocated to Seaview, Lower Hutt, in September.

### *AREC*

- Have no issues or updates to report to the Council.
  - ❖ The Council **noted** the Joint Service level Agreement monitoring report.

## **6. Sector Update**

The sector update report was distributed prior to the meeting.

- ❖ The Council **noted** the Sector update report

## **7. Revised NZSAR Strategy**

Duncan spoke to this item and sought the Council's approval of the updated Strategic Plan. Through the role of the NZSAR Council to shape and lead the combined efforts of New Zealand's search and rescue sector, it seeks to attain these goals:

- *A robust and integrated SAR system*

The sector will continually work on improving its effectiveness and efficiency. We will continue to improve our understanding of ourselves, our relationship with other SAR agencies, our operations, external influences and the risks to the sector. We will use this information to improve common SAR practices and procedures to ensure the safe delivery of effective SAR services.

- *Efficient and sustainable SAR organisations*

We seek a collective, cross sector culture of being "one SAR body" within an integrated SAR sector. The sector will further enhance its internal and external organisation and communications. We will be as efficient as possible with secure funding adequate to meet the known SAR need. We will make key decisions based on good quality information. We will also adapt our organisations to meet the changing environment and ensure we are effective at delivering SAR services and we are located appropriately with adequate equipment matched to the identified SAR requirements.

- *Capable SAR people*

We will maximise the potential of our SAR people. We will maintain a good understanding of ourselves and what we need to succeed. We will work to ensure our people have access to adequate training and ensure we conduct SAR activities safely. We will collectively coordinate our standards, training, exercises and documentation. We will share knowledge without restriction and learn from each other. We will also promote and support SAR innovations and showcasing good practices and, when appropriate, recognise and celebrate our people.

- *Reduced demand for SAR services*

We seek an informed and responsible public. We will collaborate, inform, contribute to and when required, coordinate or lead public focussed preventative strategies and actions for individuals, groups and organisations. We want to ensure the New Zealand public and guests to our country are appropriately informed and assist them to take personal responsibility for their activities in order to reduce the need for search and rescue services.

- ❖ The Council **approved** the New Zealand Search and Rescue Strategic Plan 2014 -2016.

## 8. Revised NZSAR Award Policy

Carl presented the revised NZSAR Award Policy, circulated prior to the meeting, for approval.

- ❖ The Council **approved** the revised NZSAR Award Policy which creates two awards categories, Operational Activity and Support Activity, and one Gold Award per category

## 9. Draft Section 9(1) Funding review

### 9.1 SAR (Service Level Agreements) Funding Review

The final report by Chris Gould from Martin, Jenkins & Associates Limited (Martin Jenkins) on the SAR Funding Review was distributed prior to the meeting. Chris presented the findings of his review which focused on funding levels for the period July 2014 to June 2017, and primarily on NZSAR funding of Coastguard, LandSAR and Surf Life Saving NZ.

- ❖ Following discussion and enquires, the Council **accepted** the report, **endorsed** the proposals and asked that the relevant elements be included in the Section 9(1) Funding review for Joint Ministers.

### 9.2 Draft Section 9(1) Funding review

Duncan and Nigel presented the Council with draft Section 9(1) funding proposals for guidance and endorsement. Martin emphasised that any case for additional funding would have to be very robust.

Lengthy discussion about the proposals and options for funding of the SAR Secretariat, the National SAR Support Programme, SAR Reduction (prevention) and RCCNZ followed.

- ❖ The Council:
  - **noted** the proposals,
  - **directed** further work be done to refine and justify the proposed funding changes
  - **agreed** to consider, out of session, advice to Joint Ministers as and when it is developed.

**Action:** The Secretariat and RCCNZ are to work with the Ministry of Transport to prepare a funding review paper for Joint Ministers (Transport and Finance) within the next two months.

## **10. National SAR Support Programme update**

- *Training update*

Phil requested that the Council endorse the Terms of Reference for the Search and Rescue Forms and Templates Management Group, which were distributed prior to the meeting.

- ❖ The Council **endorsed** the Terms of Reference for the Search and Rescue Forms and Templates Management Group

Other items were not discussed due to a lack of time.

## **11. ACC/NZ Sport involvement in Sector**

This item was postponed to the next meeting.

## **12. Meetings for 2014**

NZSAR meeting dates for 2014 were proposed. The proposed Awards dates are subject to change pending House sitting arrangements.

- ❖ **Action:** Duncan will liaise directly with support staff of Council members to have the dates diarised.

## **13. General Business**

Due to a lack of time several general business items were deferred to the next meeting.

The Council noted the pending move of the Ministry of Civil Defence and Emergency Management to the Department of Prime Minister and Cabinet in April 2014.

Duncan asked if the NZSAR Council should be represented on the Emergency Management CE's forum in some form.

- ❖ **Actions:**

- Duncan is to draft a letter for Martin's signature to Andrew Kibblewhite in DPMC re engagement between Emergency Management CE's and the NZSAR Council.
- Where appropriate - deferred items are to be included on the next NZSAR Council agenda.

**Next meeting:**

The next NZSAR Council meeting will be held on Thursday 27 February 2014 at 1.00pm - 3.00pm.

The meeting concluded at 3.00pm.

Martin Matthews  
Chair  
NZSAR Council

<b>Item</b>	<b>Decisions / Action</b>	<b>Responsibility</b>
<b>9</b>	<b>Draft Section 9(1) Funding proposal:</b> The Secretariat and RCCNZ is to work with the Ministry of Transport to prepare a business case for the Ministers of Transport and Finance, to be endorsed by Council within the next two months.	NZSAR Secretariat RCCNZ MOT
<b>12</b>	<b>Meetings for 2014:</b> The Secretariat is to liaise directly with support staff of Council members to set NZSAR Council meeting dates for 2014.	Secretariat
<b>13</b>	<b>Emergency CE's:</b> The Secretariat is to prepare a letter to DPMC suggesting closer EM – SAR engagement.	Secretariat
<b>13</b>	<b>Deferred items.</b> As appropriate they are to be included on the next NZSAR Council agenda.	Secretariat

MOSR 3-1

24 February 2014

NZSAR Council  
NZSAR Consultative Committee

**Joint Service Level Agreement monitoring report:  
1 October - 31 December 2013 Quarter**

1. **Provision of Services.** Services have been provided by the SLA partners as described in the table of outputs.

Outputs	Coastguard	LandSAR	AREC	SLSNZ
Provision of expert services				
Provision of expert advice				
Provision of IMT Members			Not Required	
Summary of non-SAR activity		Not Required	Not Required	Not Required
Up to date details available				
Participation in joint SAREX				
Attendance at Forums				
Nominations NZSAR Awards				

2. A summary of activity as reported by the SLA partners for the quarter.

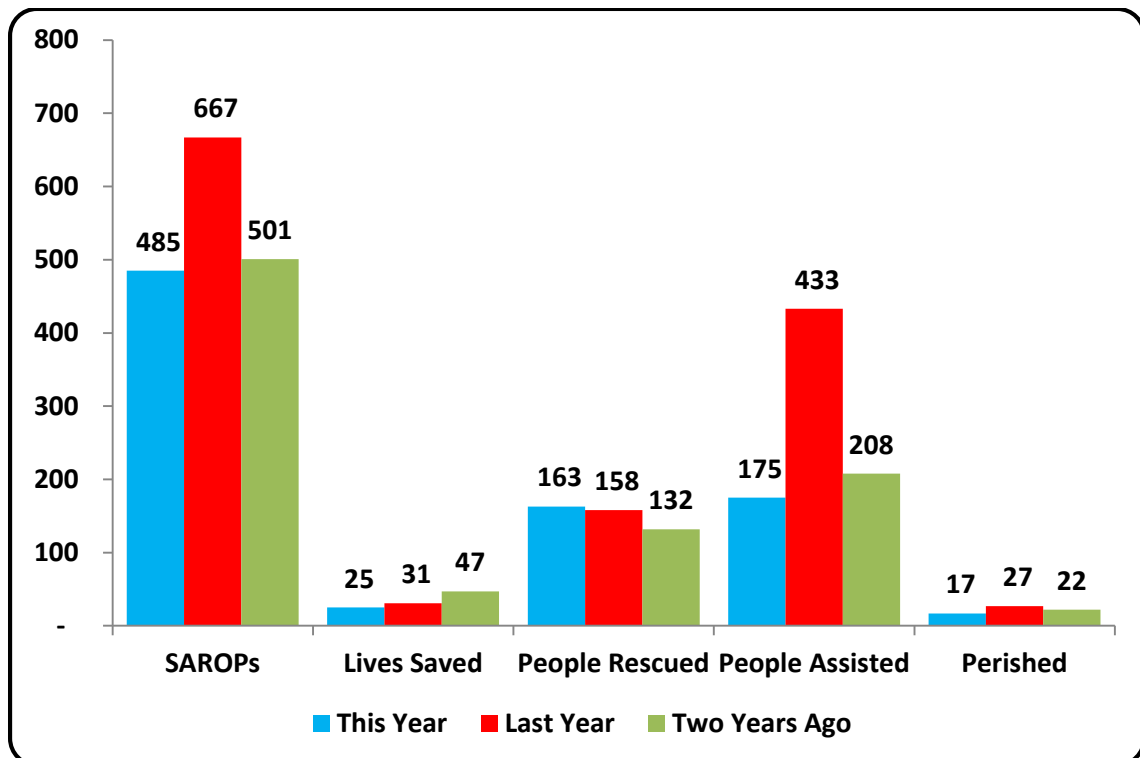
Outputs	Coastguard	LandSAR	AREC	SLSNZ	Totals
SAROPs Attended	97	53	19	13	182
Volunteers Involved	680	--	45	44	--
Volunteer Hours	1,617	2,762	241	52	4,672



3. **Activity for the Quarter.** A summary of overall activity for the quarter, as reported by the two coordinating authorities.

Measures	Police	RCCNZ	Totals
SAROPs	300	158	458
Lives at Risk	252	533	785
Lives Saved	21	4	25
People Rescued	90	10	100
People Assisted	125	28	153
LandSAR Taskings	69	4	73
Coastguard Taskings	48	1	49
SLSNZ Taskings	12	0	0
AREC Taskings	9	0	0
Performance of SLA Partners	Satisfactory	Satisfactory	Satisfactory

4. A comparison of this quarter with the same quarter for the two previous years is shown in graph 1. Total numbers of SAROPs decreased by 27% compared to last year; with the largest decrease occurring in category 1 marine incidents.



Graph 1

## Summary of Issues and Updates

### 5. Coastguard

- Aaron Wallace has been co-opted as a board member for Coastguard New Zealand. He has a strong background in corporate governance and is a chartered accountant.
- The Rescue Vessel standardisation and new website projects remain work-in-progress.
- CNZ is hosting the International Maritime Rescue Federation when it meets in March 2014.

### 6. LandSAR NZ

- LandSAR has finalised planning for the 2013/14 programme of skills acquisition training to be delivered by Tai Poutini Polytechnic; and the continuation/refresher training to be delivered by other organisations.
- Vertical Horizonz are continuing their work on redeveloping LandSAR's Safety Management System. The new system should be in place by mid-2014.
- Vertical Horizonz have also been contracted to develop a competencies framework for LandSAR volunteers.

### 7. Surf Life Saving New Zealand

- Surf Life Saving New Zealand's summer appeal is currently underway.
- The Surf Life Saving New Zealand Board has developed a new national regulation, and associated guidelines, for the protection of its members.

### 8. AREC

- Have no issues or updates to report to the Council.

Carl van der Meulen  
Senior Advisor  
NZSAR Secretariat



# New Zealand Search and Rescue Secretariat

MOSR3-1

24 February 2014

Nzsar Council  
Nzsar Consultative Committee

## **Search and Rescue Sector Update**

The Search and Rescue sector update for the Nzsar Council and Nzsar Consultative Committee meetings for February 2014 is contained below.

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### **Ambulance NZ**

Nil report

### **AIA**

The report from the New Zealand Helicopter Association is attached at the end of this paper.

### **Antarctica NZ**

Nil report – in Antarctica till end of February.

### **AREC**

Nil report

### **Coastguard NZ**

Coastguard New Zealand appointed Aaron Wallace as a co-opted Board member at its meeting on 1 February. Aaron has a very strong background in corporate governance and is a chartered accountant.

The International Maritime Rescue Federation will be meeting in New Zealand 13-15 March and will be hosted by Coastguard New Zealand.

Rescue Vessel standardisation and the new website projects remain work-in-progress.

Brooke Archbold has been made a Member of the New Zealand Order of Merit (MNZM) in the 2014 New Year Honours List for services to Coastguard. Brooke's New Year's honours award is a testament to the valuable and dedicated contribution to Coastguard over the past 30 years. Brooke joined Coastguard in 1983, was elected to the Coastguard New Zealand Board in 1989 and is a past president of both Coastguard Auckland and the Coastguard New Zealand. He served 12 years as Chairman of the Coastguard Boating Education Service and is still an active board member. He is also a Senior Master and the Principal SAR Controller for Coastguard

Northern Region. He is an Honorary Life Member of Coastguard Auckland and an Honorary Life Member of Coastguard New Zealand in addition to holding the position of International Liaison for CNZ.

## **Department of Conservation**

Nil report

## **LandSAR NZ**

Operationally the last quarter of 2013 was quieter than the same period in 2012. The number of SAROPs was down, as was the number of hours that LandSAR volunteers spent on searches and the number of people who were the subjects of SAROP activities. This suggests a continuing trend of less demand for SAROPs across the country.

Similarly administration effort was lower than the last quarter of 2012. Less time was spent in almost all of the categories of meeting. This may reflect the reduced administrative burden now required of volunteer groups.

Hours spent on training was on a par with the same period in 2012, but interestingly fewer hours were spent on Local/Regional courses, and more hours were spent on standards-based training delivered by Tai Poutini Polytechnic. This would reflect the ongoing improvement in the standards-based training regime and an increased preparedness from volunteers to attend those types of courses.

## **Maritime Operations Centre**

Nil report

## **Mountain Safety Council**

Nil report

## **NZDF**

### **NZ Region:**

The NZDF conducted four days of operations in response to two separate incidents in the NZ Search and Rescue Region over the period Nov 13 – Jan 14:

#### Iroquois

27-28 Dec 13: Nelson Lakes. Search for one missing person, who was unfortunately found deceased. His remains were recovered by the Iroquois. Following this, all but two of the search parties were also extracted by the Iroquois.

01-02 Jan 14: Wanganui. Search for three people who had become exhausted on a bush walk. They were found and extracted via a winch by the Iroquois.

### **Pacific Region:**

The NZDF conducted no operations outside the NZ Search and Rescue Region over the period Nov 13 – Jan 14.

## **Police**

### **Training:**

#### Disaster Victim Identification (DVI) Course

This course has been revamped to reflect modern current best practice guidelines as used by Interpol (International Police) using the latest version of Plass Data software DVI International.

The course scheduled for 10-21 March 2014.

We currently have a pool of 152 Police SAR nationally that have previously attended the National DVI Course.

#### National Air Observers (two-day Fixed wing course) 26-27 April 2014

There are currently 26 nominations for this course currently closed now for Police with course attendees yet to be selected. We are limited to 24 people on the course this year due to budget constraints. Nominations are sought from Coastguard and are open to all SAR support partner agencies that have their members regularly involved in Air Observation searching.

#### Police National Search and Rescue Course 28 April - 9 May 2013 Dip Flat, St Arnaud Range, Nelson Lakes

This is the introductory level course that all Police SAR members must attend as soon as possible after joining a Police SAR squad. This course follows on immediately after the National Air Observer's course.

3 Squadron RNZAF support the second week of this course when a three-day field SAREX takes place involving all and their trainers.

Nominations are sought from New Zealand Land SAR members to attend this course, on a cost recovery basis at \$1,000 per head that covers everything except travel costs getting to Blenheim airport or LSAR members can travel by Cook Strait ferry if they also attend the Air observer's course immediately before hand. Last year we had a LSAR member act as one of the missing parties who spend five days in the bush laying tracks prior to the three-day SAREX at the courses end.

#### Police Management Courses 16-27 June 2014 at the Police College

The first new SAR Management course proper has the new format and pre-requisite courses completed now. The course pre-requisites via Tai Poutini Polytechnic are:

- CIMS 4 -3 day course
- Managing the Initial Response – Land, 3 days
- Managing the Initial Response – Marine, 3 days
- Online MAROPS – SAR Marine Datum search area planning (Available online NZSAR website)
- Boat Masters course through Coastguard Boating Education

The course is limited to 12 Police in the first week with SAR Partner agencies nominated attendees during the second week in supporting IMT roles to the Police Incident Controller in multiply SAR syndicate scenarios. SAR support agency prospective attendees are expected to have completed CIMS4, MTIR Land and/or Marine. (Note: These courses are eligible for SAR ACE funding but only for those completing the SAR Management course.

### **Police SAROPs quarterly report:**

There have been 177 Land SAROPs and 123 marine, a total of 300 SAROPs for the quarter; approximately half of all SAROPs are dealt with by Police SAR.

Police would like to take this opportunity to sincerely thank all SAR support agencies that contributed to the 42 lives that have been saved and 164 people rescued in the first half of this financial year; this is immeasurable to the families of those concerned.

## **RCCNZ**

### **Operations**

#### Search and rescue incidents

Comparison with the 1 October to 31 December quarter last year (2012):

- Fewer incidents (199 compared to 222)
- Higher number of Category II incidents involving asset tasking (48 compared to 46)
- Fewer distress beacon alerts (129 compared to 139)
- Higher number of “real” distress beacon alerts (33 compared to 28)

#### Summary

RCCNZ was involved in 199 Category II and Category I incidents this quarter, an increase in activity compared to the previous quarter (July to September) winter figures of 171 but a decrease compared to the same quarter in 2012 (222). Of the 199 incidents 32.7% were marine (39.8%), 35.2% Aviation (33.0%), 24.1% Land (15.2%) and 8% of Unknown origin (11.7%). 48 CAT II SAR incidents (46 in 2012 quarter) required tasking of rescue assets and of these 77.1% were as a result of a beacon activation (70%). (Figures in brackets are percentages for the previous quarter.)

Significant incidents for the period were two helicopter crashes, one of which was the result of a landing helicopter colliding with another already on the ground. Fortunately there was only one injury among the 13 people involved. In the maritime environment there were two long range medevacs of injured crewmen from fishing vessels.

In terms of the people involved there were 443 at risk (533), 4 saved (4), 73 rescued (10), 50 people assisted (28), 1 perished (3), nil not located (2) and 303 assisted themselves (484). Figures in brackets are for the previous quarter.

59 CAT I incidents were created in the Incident Management System (43 last quarter and 63 for the same quarter in 2012). RCCNZ supported Police for 14 of these incidents, four of which involved the use of a distress beacon.

### **Operational Support**

#### 406 Beacons

Beacon Registrations for the past three months reflected the normal seasonal change for the mid-year. There was a total of 2,549 new beacons registered compared to 2,068 for the same period last year a 23% increase of which 1,488 registrations were PLBs, a 3% decrease over the same period last year. EPIRBS, however, registrations were 1,023 a 105% increase over the same three months last year.

Beacons now total:

ELT 3,672, EPIRBS 15,600, PLB 20,915 - Total 40,187.

#### **406 Distress Beacon website**

On 23 October 2013 the new 406 beacon registration website ([www.beacons.org.nz](http://www.beacons.org.nz)) was launched. This site is a direct replacement of the existing beacon registration site.

The new site is designed to provide the public with up to date guidance/advice on the purchasing and correct use of 406 distress beacons.

An enhanced registration process is also included which should significantly reduce the time taken to enter new beacon registrations into the data base.

Note – as the site has been built on a flexible platform there is intent to regularly update the site's contents, this includes the photos. RCCNZ is therefore happy to display on the site photos from other SAR agencies, particularly photos of real incidents where a distress beacon has been used.

#### Support for NZSAR initiatives

RCCNZ continues to support and participate in the NZSAR (One SAR) initiatives this includes:

- Attendance at the SAR forms committee
- Attendance at the Programme Advisory and Governance Groups
- Participation in the development of the SAR Managers course

#### **Training**

##### Air Observers

No Air Observers training has been undertaken during this reporting period. The next Initial two day Air Observers Course is to be held in 26<sup>th</sup> and 27<sup>th</sup> April 2014. An external review of Air Observer training is being undertaken by NZSAR. The report following this review is due in late February 2014.

##### On Scene Coordinators Course

No future Obscene Coordinators Courses are planned as the content of these courses will now be incorporated within the SAR Managers Courses.

##### RCCNZ Internal training

An internal review and redevelopment of RCCNZ's training programmes is currently being undertaken. This includes a review of the competencies and delivery methods of the Search and Rescue Officer training programme and the structure and processes of the continuation training programme.

##### MRO plan development

Work is still continuing on the development of MRO operational plans which form part of the RCCNZ/NZ Police operational strategy to manage the rescue component of a MRO incident. It is anticipated that these plans will be consulted with each of the Police Regional planners during March with the view to achieving an understanding of each Regions capabilities and procedures to develop a unified standard response to a MRO rescue response.

Work continues on the development of the Cook Strait SAR Plan.

##### Pacific Island SAR issues

There is on-going communication with MNZ's Pacific Advisor and the Ministry of Trade and Industry (MFAT) on possible training and table top SAR exercises in the Pacific. Two RCCNZ staff undertook a scoping visit to Tonga in November 2013.

This will be followed by a workshop in March to develop the recommendations from the earlier visit into a future SAR operational plan and possible SAREX programme.

There have been no further requests during this reporting period neither for training nor like assistance for Kiribati nor the Cook Islands.

### MEOSAR

Following the publication of a joint tender with Australia for the provision of a MEOSAR ground station in New Zealand and a Mission Control Center and Ground station in Australia four compliant MEOSAR tender responses were received on 2 September 2013. Evaluation of the New Zealand technical and financial components of the joint tender with Australia has been completed.

Following a review of the recommendations from the joint committees a recommended course of action is now to be presented to both the Australian and New Zealand Maritime Boards in February. Following their endorsement of the recommended future course of action negotiations will commence with a preferred provider. The project is still on schedule to have the two MEOSAR Ground stations and the Australian Mission Control Center operational by January 2016 and fully commissioned by January 2017.

### **SLSNZ**

#### **Summer Appeal**

The appeal's national street collection day is now only two weeks away and we are about to start ramping up the advertising for the appeal. The Adshel bus shelter campaign has commenced with 180 locations around New Zealand and our partners have (or will be) starting their TV and radio ads to help promote the appeal.

In most areas, the coordinators are well underway planning the street collections. The key to maximising the collection is having collectors in busy areas and engaging with the public.

We are running the online campaign this year through Give a Little. The most successful campaigns involve some sort of challenge or reason for giving. On a national scale, on January 31, we will be hosting a number of activations including an in-water rescue demonstration at Auckland's busy Wynyard Quarter where Ambassador Jamie McDell will be performing and the Wellington Phoenix players will be on site.

#### **In the media**

We have read a lot in the media about the dramatic and heroic events around some of the lives that have been saved over the Christmas holidays and while the media can't cover them all, our members have again put in many, many hours patrolling beaches and working tirelessly behind the scenes.

While the weather wasn't as great as last year and we didn't have as many people flocking to the beaches, media coverage was still great over the Christmas holiday period and the Surf Life Saving brand has been very visible.

The media were very interested in both reactive stories to rescues and general interest in Surf Life Saving's presence and activity around the regions. During the two



week core holiday period (December 23, 2013 - January 5, 2013) there were around 57 stories across print, radio and television.

Over the whole month of December, there were 140 stories across the media reaching and audience of 3,618,966 people. The highest volume of coverage occurred on December 29, 2013.

### **DHL 10 year celebrations**

This year marks 10 years in partnership with DHL. To celebrate this exciting milestone, DHL and Surf Life Saving are holding an outdoor photography exhibition from February 14-16 in Wynyard Quarter in Auckland, which showcases the individuals who make up such an important part of our community. Entry will be via a gold coin donation to Surf Life Saving.

Highly-regarded photographer Chris Sisarich has travelled all over New Zealand to capture our Surf Life Saving volunteers, including singer-songwriter Jamie McDell and world champion and record-holder Laura Quilter.

### **Thrifty partnership**

Just before Christmas, SLSNZ announced a new long-term partnership with Thrifty Car Rental. As part of the partnership, Thrifty will supply SLSNZ with nine 4WD vehicles. They will also help raise much-needed funds for Surf Life Saving through internal fundraising events, providing special car rental offers to Surf Life Saving Clubs and members, and supporting Surf Life Saving's Summer and Winter Appeals. The partnership will be officially launched with a public activation on Wednesday (January 22) in Auckland's Wynyard Quarter.

### **Wellington Phoenix**

On Saturday February 1 the Wellington Phoenix will be in Auckland to play against Adelaide United FC at Eden Park. Volunteers will be out and about in the crowd collecting donations and selling programmes. It is the team's one and only game in Auckland and the players will be in town a couple of days earlier to take part in the Summer Appeal collection day. As part of the Surf Life Saving Summer Appeal, the Wellington Phoenix would like to donate 50c back to SLSNZ from every full priced adult ticket sold.

Then, on Sunday February 16, the team will be hosting the Melbourne Heart at Westpac Stadium in Wellington for the official Surf Life Saving Charity Match. Following a public campaign by the Phoenix, a winning strip design has been chosen and Adidas has provided support that will see the Phoenix wearing a special one-off strip that will be signed and auctioned through TradeMe. The strip will be revealed prior to the match and the auction will commence at half time. All proceeds from the auction will be donated to Surf Life Saving. Surf Life Saving Clubs will also be in force to seek donations from the crowd.

### **OPSM vouchers**

OPSM has again partnered with SLSNZ as the official eye wear and eye care partner, protecting the eyes of our lifeguards protecting the community for the 2013-2014 season.

OPSM are once again driving an active media campaign that proudly showcases real lifeguards around New Zealand. This will see each club receive two gift cards worth NZ\$700 and each lifeguard and SLS member will once again receive a voucher offering eye checks and discounts when purchasing from OPSM locations around New Zealand.

**Insurance**

During this time of year there is a lot happening at our clubs and this is a timely reminder to keep our equipment safe. This is especially important to beach vehicles, trailers and IRB equipment. Our insurers have issued a reminder about trailers and the importance of keeping them secure while not being inside a locked building. This is good practice not just for IRB trailers but all trailers. The NZI Marine policy requires the IRB trailers to be fitted with a 'suitable anti-theft device' if not kept within a locked and secure building, otherwise an additional \$2,000 excess applies, making the total excess \$2,500.

**Member protection**

In all forms of Surf Life Saving, our members are our greatest resource. We have become increasingly aware that the protection of our members, especially our younger members, is a vital ingredient at all levels of our organisation. We have developed a new regulation that has been adopted by the SLSNZ Board that sets the rules governing the way we need to keep our members protected. Alongside this regulation, we have developed a set of guidelines for clubs that forms a toolkit to assist with this issue. This guideline is a working document that will have additions as we develop more processes and procedures as well as finding new methods of best practice happening around the clubs.

## **NZ Helicopter Association report to NZSAR consultative committee**

There has been a little bit of activity from within the Helicopter Association since the last meeting that is worthy of note to this committee.

(1) The Aviation Industry Association is currently undergoing a restructuring and rebranding and will be known in the future as Aviation New Zealand. It's about bringing the whole industry under one umbrella. However, within that organisation, the Helicopter Association will continue to remain a division within Aviation New Zealand.

(2) The Industry's initiative in going beyond regulation to drive efficiencies in terms of performance via AIRCARE™ (under various operating standards) has met with mixed reaction. The present Minister of Conservation unlike his seven predecessors has taken a reactive approach to treating aviation hazard and risk to the point where unless there is universal support or opposition to a particular treatment strategy his preference is to address the squeaky wheel only.

The Industry had worked closely with DOC Administrators over several years in trying to address concerns over aircraft use in National Parks. Those collective efforts between industry and DOC resulted in a proposal to introduce AIRCARE™ as a joint effort in trying to reduce and manage this on-going concern to both air operators, those using the Parks for recreational enjoyment, and those who have to administer the land. Following those protracted efforts, we are now in the position of defending the almost indefensible.

(3) The Helicopter Association (together of course with other groups) is currently working alongside NZSAR and an independent contractor reviewing the SAR Air Observers Course structure.

(4) In our on-going attempts to promote safety within the industry, you may recall from our previous reports that we have adopted a project which aims at identifying then reducing the main reasons for helicopter accidents. We hope to attempt to address the causal factors and thereby reduce aircraft accidents that are all too frequent within the industry. It is hoped that if we are successful in helping to address these causal factors, there will then be on-going benefits to our members, not only to their health and safety and financial wellbeing, but also to the likes of their insurers which in turn would then lead to possible reduction in some insurance fees.

The following update on accident statistics may be of some interest to the committee.

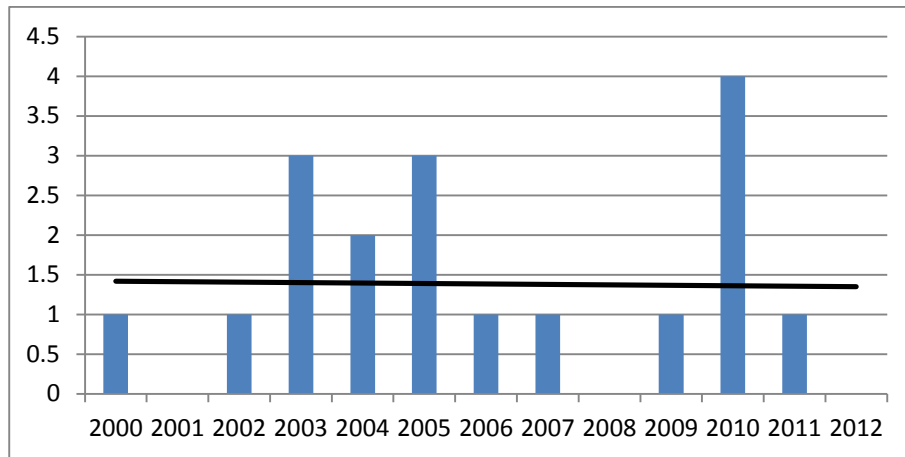
As you may know CAA shared its accident database with NZHA several months ago and we have been working away at it to try and get as much information as possible from it. For some time now we have promised our members a trend analysis and we reproduce that work here. There is some good news and there is some bad news.

Following is the raw data. This is the NZ accidents we have experienced between 2000 and 2013.

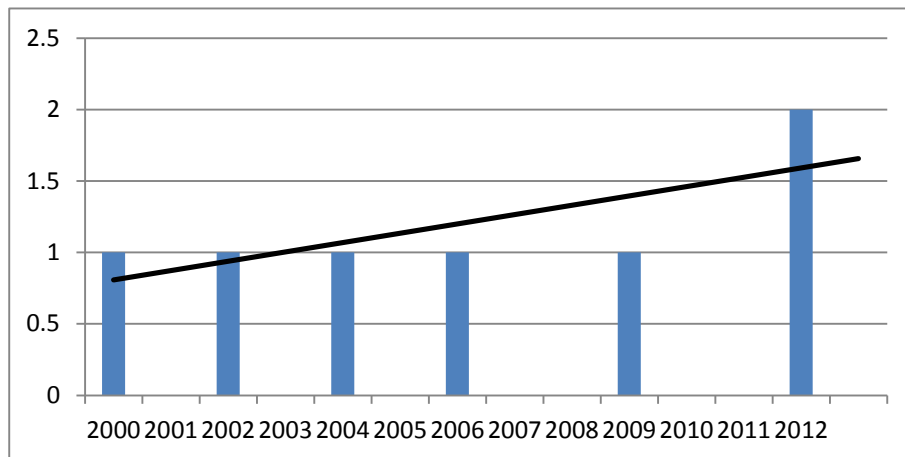
Breakdown in procedures	3
CFIT	21
External Load/Line	4
FOD	1
Fuel Exhaustion	4
Inadequate risk assessment	3
Inadequate training of ground crew	7
Inappropriate conditions	11
Inappropriate management of conditions	2
Inappropriate manoeuvre	1
Inexperience	1
Irresponsible decision	1
Loss of control	8
Loss of control	1
Loss of situational awareness	2
Mast bump	3
Mechanical	59
Mid Air Collision	1
Mishandled	27
Overloaded for conditions	5
Poor pilot maintenance/pre-flight	1
Reported icing of controls	1
Rotor Weave	1
Runaway helicopter	12
Third Party Incident	3
Underslung load strikes helicopter	3
Unknown	6
Unrealistic expectation of power available	44
Unsecured door strikes M/R Blades	1
White Out	3
Wire Strike	14
<b>Grand Total</b>	<b>254</b>

The trend line is in black and the years run 2000-2013 across the bottom. Note the changing scales on the left hand side of each graph. These represent the number of those accidents.

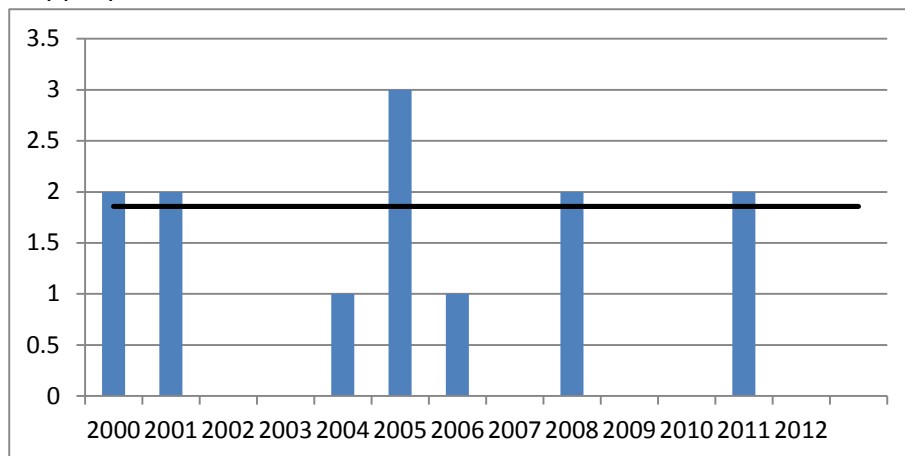
### Controlled Flight into Terrain (CFIT)



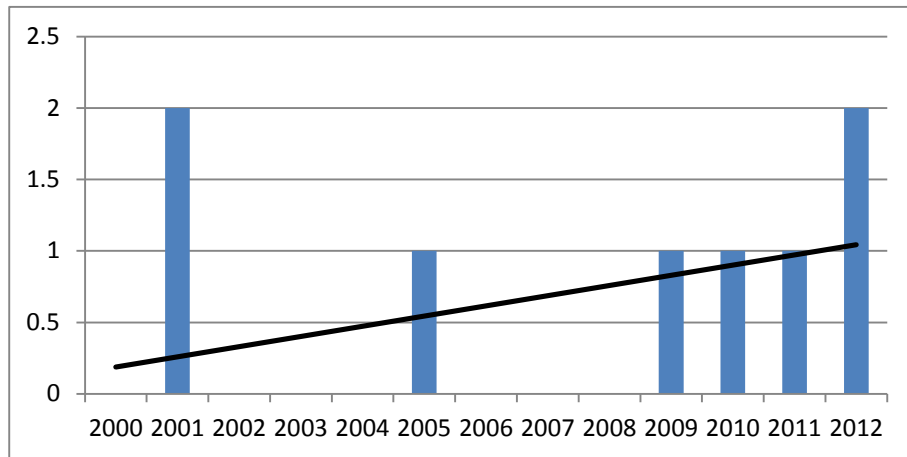
### Inadequate Training of Ground Crew



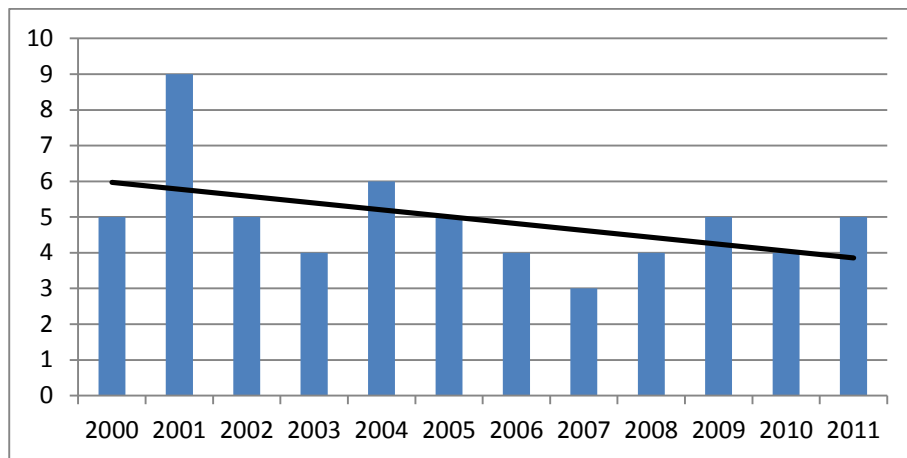
### Inappropriate Conditions



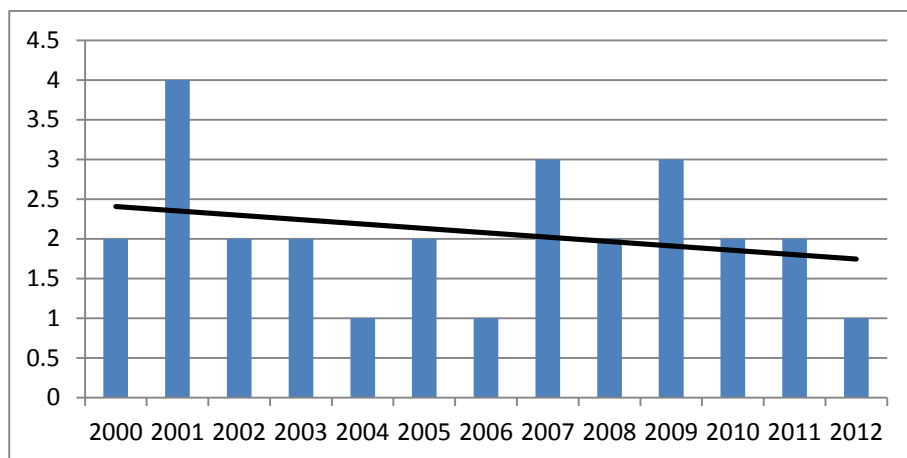
### Loss of Control



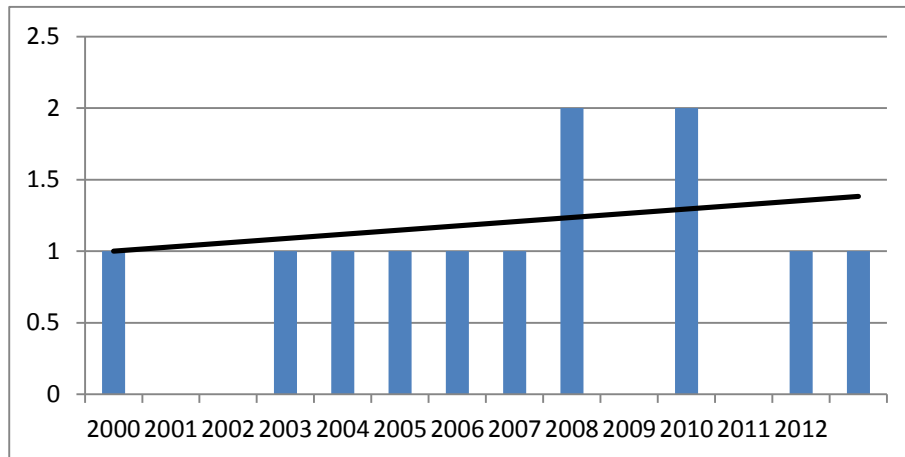
### Mechanical



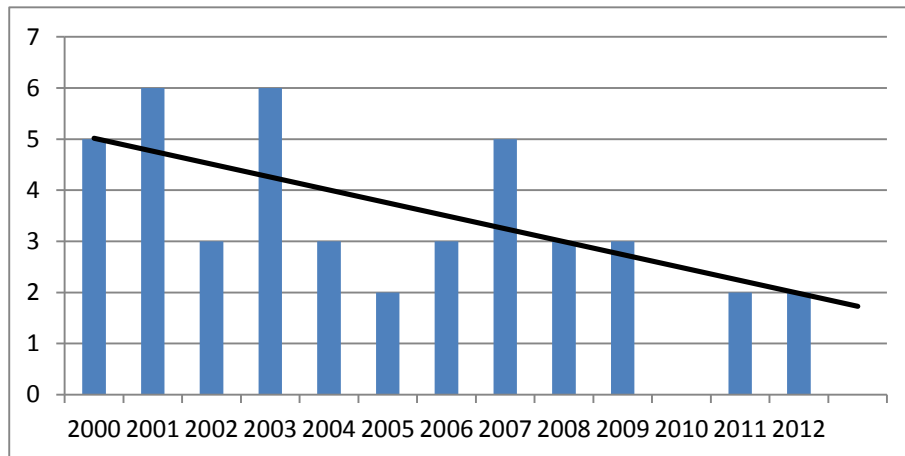
### Mishandled



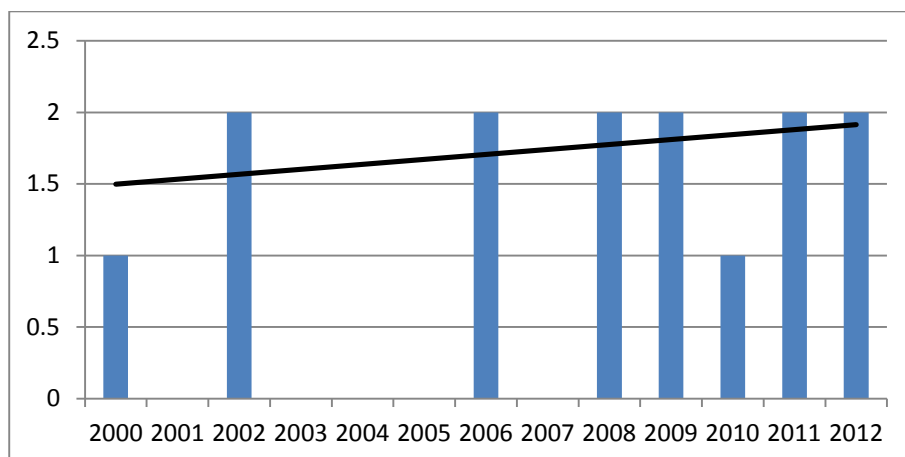
### Runaway Helicopter



### Unrealistic Expectation of Power Available



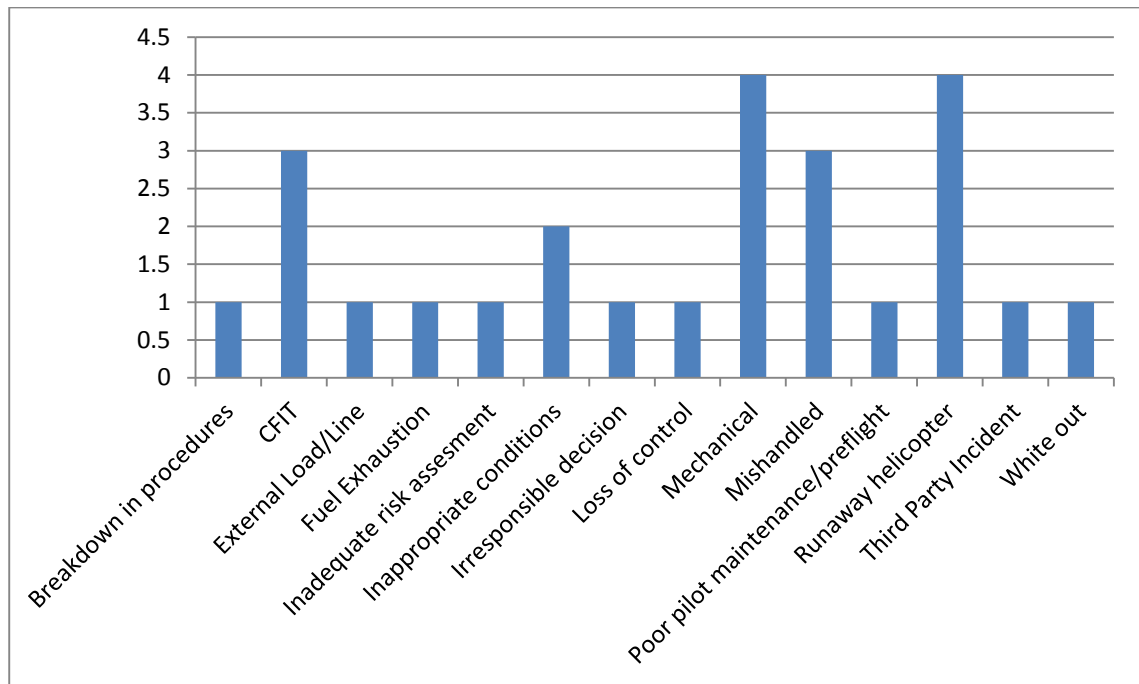
### Wire Strike



It is obvious that a number of categories are trending the wrong way. Wire strikes in particular are disappointing given the amount of effort that has gone into prevention through education. It would also be pleasing to see a bigger improvement to CFIT accidents and accidents in inappropriate weather conditions.

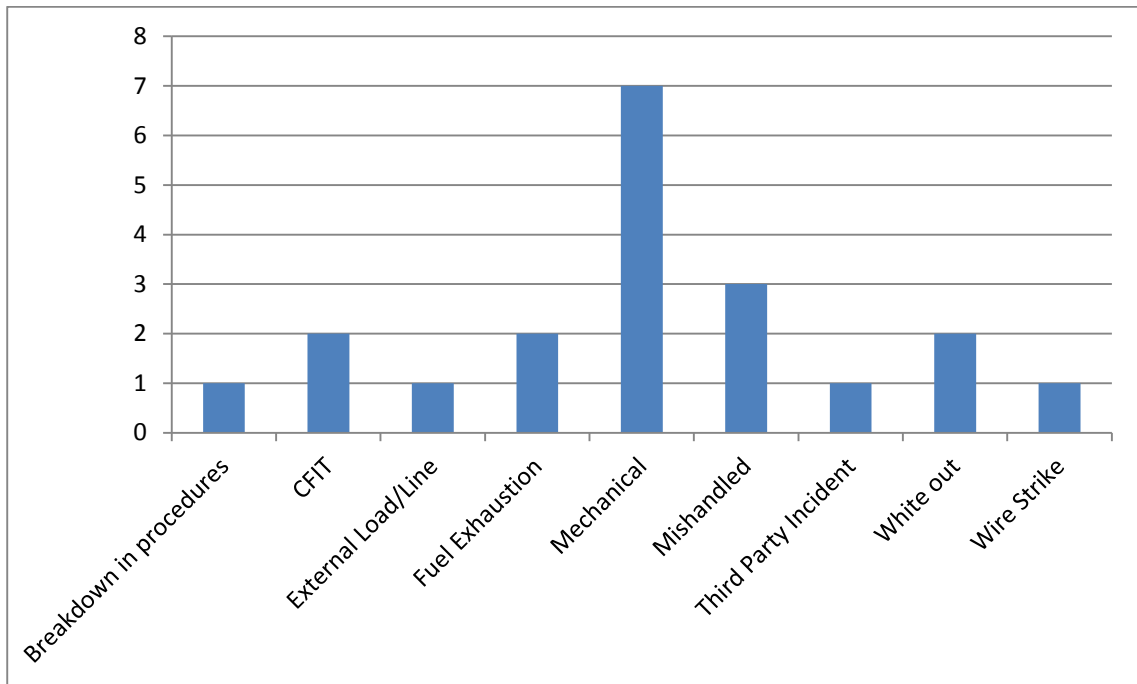
Now the next lot of information may also be of interest to you. We looked at accidents by helicopter type so read on but again note the changing scales on the left hand side of the graphs.

### AS350 Series (Eurocopter or Squirrel Helicopter)

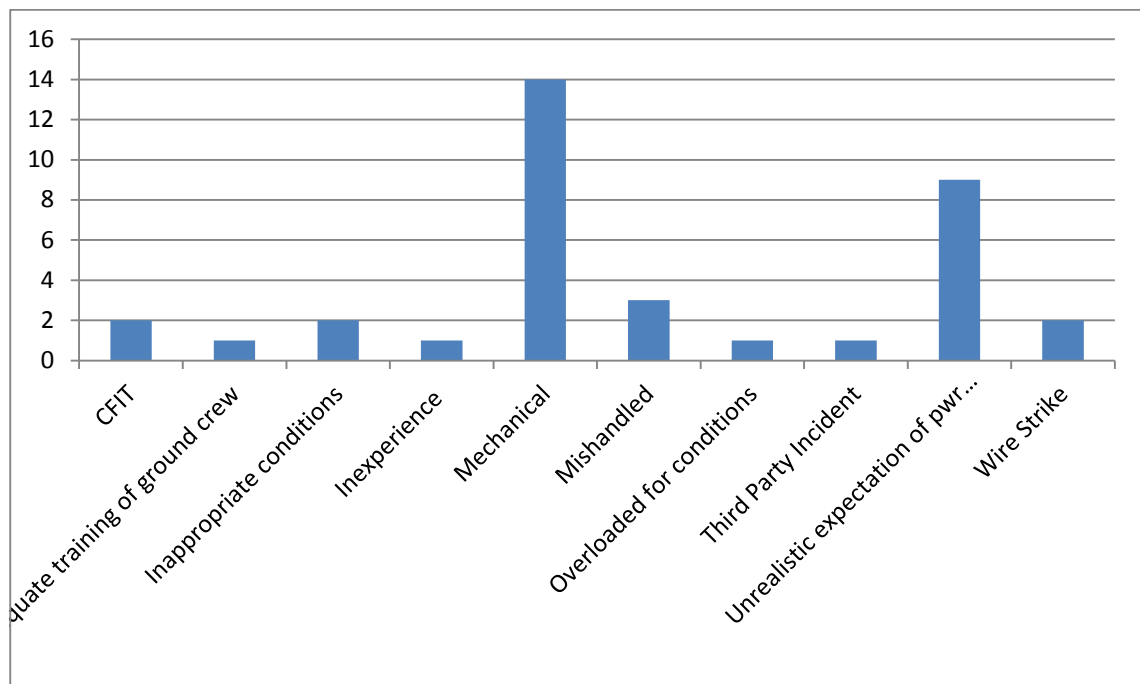




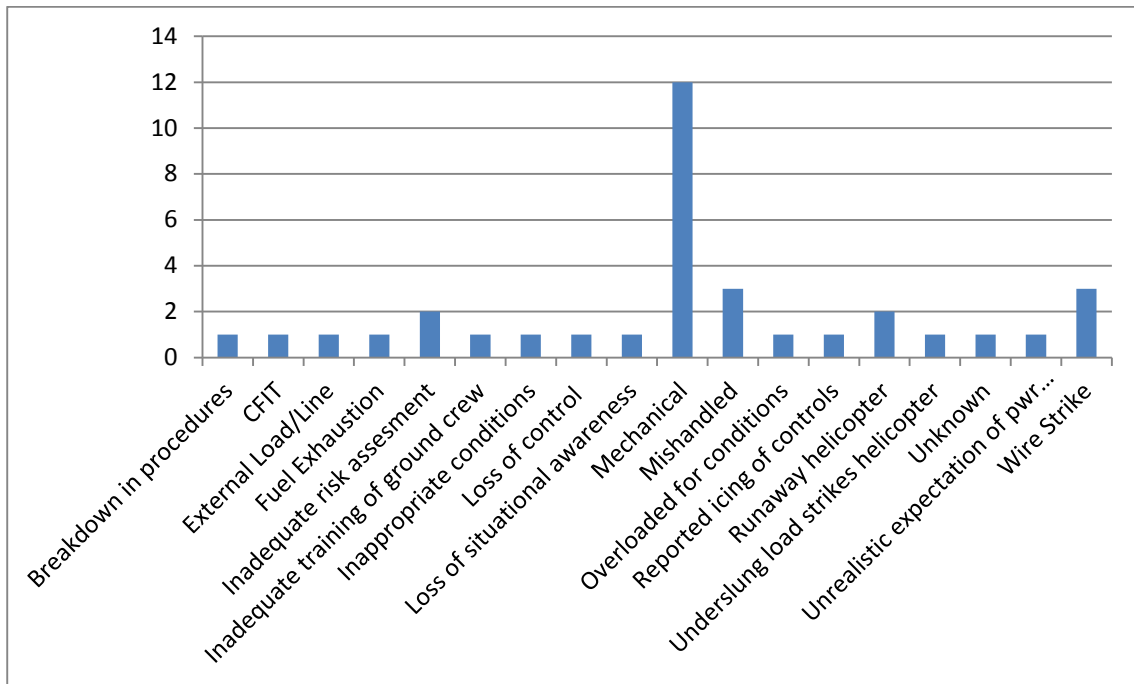
### Bell 206 Series (Commonly known as a Jet Ranger)



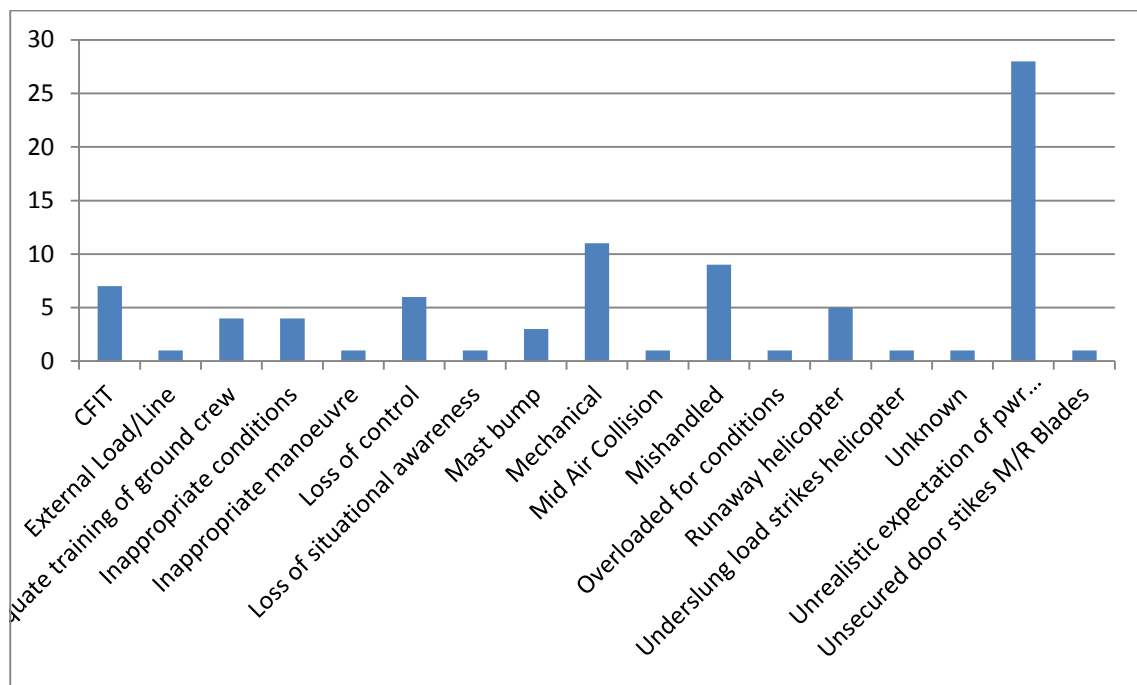
### Hughes 269 Series (Commonly known as Hughes 300)



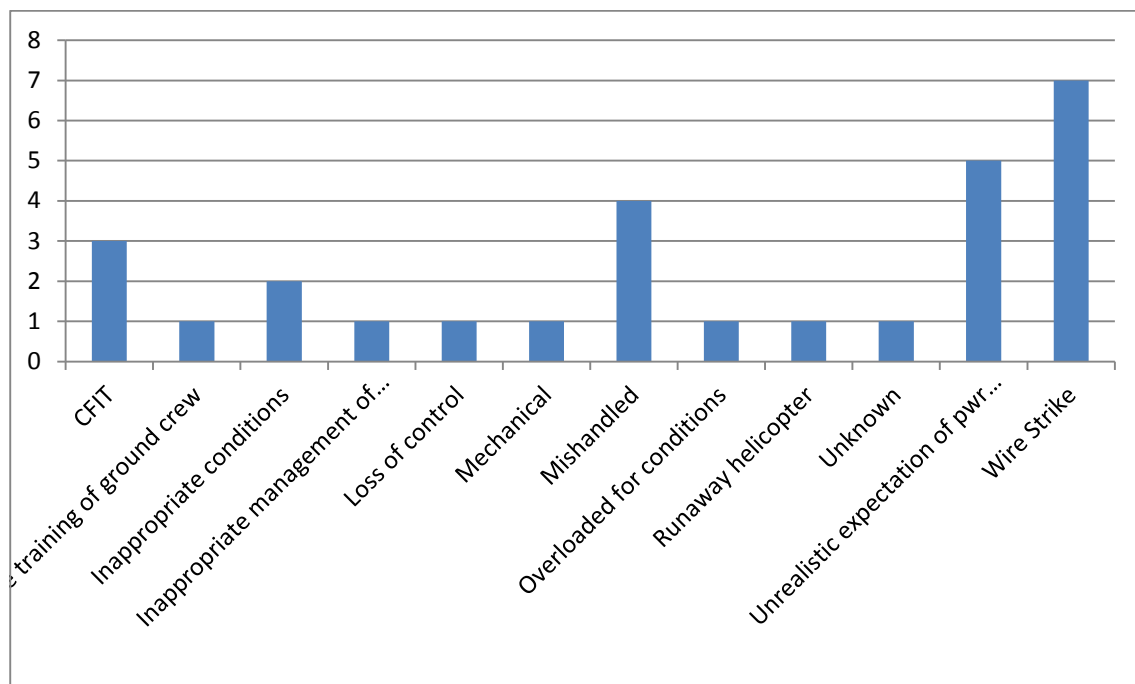
### Hughes 369 Series (Commonly known as a Hughes 500)



### R22 Series (Commonly known as a Robinson R22)



## R44 Series (Commonly known as a Robinson R44)



Based on the mandatory information supplied in air operator's statistical returns to the CAA, we see the following accident rate per 100,000 hours:

AS350 Series	8.18	Hughes 369 Series	14.91
Bell 206 Series	16.65	R22 Series	37.06
Hughes 269 Series	33.37	R44 Series	10.75

This is not an attempt to devalue any particular helicopter type but we thought you might find it interesting to see which types are having which accidents.

It is likely that NZHA and CAA will jointly publish a document that provides even more analysis results in the not too distant future.

This work has been arduous and time consuming particularly for our Executive Officer but we are of the belief that the information we have obtained is so far worthwhile and invaluable for what we have planned for future on-going work around this issue. It is hoped that you find this information enlightening.

## SECTION 9(1) LAND TRANSPORT MANAGEMENT ACT – SEARCH AND RESCUE AND RECREATIONAL BOATING SAFETY FUNDING PROPOSALS

<b>Reason for this briefing</b>	This paper advises you on matters relating to the Search and Rescue funding under section 9(1) of the Land Transport Management Act and seeks approval from the Ministers of Transport and Finance to alter funding levels which will ensure the New Zealand Search and Rescue system is effective for the next three years.
<b>Action required</b>	Sign, together with the Minister of Finance, the attached briefing to increase funding arrangements.
<b>Deadline</b>	31 March 2014.
<b>Reason for Deadline</b>	To ensure commencement of increased funding from 1 July 2014 and to enable the NZSAR Secretariat and Rescue Coordination Centre New Zealand to direct initiatives for the upcoming year.

### Contact for telephone discussion (if required)

Name	Position	Telephone		First Contact
		Direct Line	After Hours	
David Eyre	Principal Adviser	439 9051		
William Bingham	Adviser	439 9373		✓

### MINISTER'S COMMENTS:

<b>Date:</b>		<b>Briefing Number:</b>	OC02071
<b>Attention:</b>	Hon Gerry Brownlee (Minister of Transport), Hon Bill English (Minister of Finance)	<b>Security level:</b>	In-Confidence

### Minister of Transport's office actions

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> <i>Noted</i>        | <input type="checkbox"/> <i>Seen</i>                 | <input type="checkbox"/> <i>Approved</i>            |
| <input type="checkbox"/> <i>Needs change</i> | <input type="checkbox"/> <i>Referred to</i>          |   |
| <input type="checkbox"/> <i>Withdrawn</i>    | <input type="checkbox"/> <i>Not seen by Minister</i> | <input type="checkbox"/> <i>Overtaken by events</i> |

## **Purpose of report**

1. Following a review of funding levels, this paper seeks approval of the Minister of Transport and the Minister of Finance, under section 9(1) of the Land Transport Management Act 2003, to increase funding for the New Zealand Search and Rescue Secretariat, and the Rescue Coordination Centre New Zealand to ensure that the Search and Rescue system continues to function appropriately.

## **Executive Summary**

2. Section 9(1) of the Land Transport Management Act 2003, as amended in 2008, allows the Ministers of Transport and Finance to approve the expenditure of fuel excise duty derived from recreational boating to pay for search and rescue, recreational boating safety and safety awareness, and activities that benefit the users of 'pleasure' (i.e. recreational) craft.
3. As part of a three yearly cycle, a review of search and rescue funding has taken place. The review considered whether funding levels should be increased, or decreased, or reallocated. Overall, search and rescue is performing well and with value for money.
4. The review found that an increase in several funding streams (totalling \$0.610 million) is required to ensure the effectiveness of the national search and rescue effort.
5. This paper seeks Ministers' decision on the following five proposals under section 9(1).

### *Proposal 1 – Expenditure for the operation of the New Zealand Search and Rescue Secretariat (\$0.065 million increase)*

6. The establishment of Search and Rescue Adult and Community Education funding by the Tertiary Education Commission has imposed significant additional workload on the Secretariat. The Secretariat was expanded from two people to three people in December 2011.
7. The additional position has been funded temporarily by utilising National Search and Rescue Support Programme funds. This has only been possible in the short term and has reduced the capacity to deliver all elements of the Programme. The proposed funding will cover the cost of an additional staff member and allow all of the Programme funding to be directed to be directed towards training capable search and rescue people.

### *Proposal 2 – Search and Rescue reduction – New Zealand Country Avalanche Hazard Advisory (\$0.105 million increase)*

8. The New Zealand Back Country Hazard Advisory consists of coordinated daily assessments and delivery of avalanche risk and danger ratings for twelve alpine regions within New Zealand. The cost of the service for winter 2013 was \$0.156 million. The Department of Conservation provided temporary bridging funding of \$0.100 million, with the difference being made up by the Mountain Safety Council.
9. The Department of Conservation have notified that no further funding will be available from them. It is now proposed that this bridging funding is provided under section 9(1).

### *Proposal 3 – Expenditure for the Research Coordination Centre New Zealand beacons database and awareness (\$0.060 million increase)*

10. Significant savings in time, effort and cost, are gained by having an up-to-date register of beacons and emergency contact details. Registration involves capturing details regarding the owner of the distress beacon including emergency contacts.

11. A proposed increase in funding for additional administrative resource to improve registration compliance rates and beacons data will allow the Centre to be better aware of those in distress and their likely location, and will have fewer instances of what turns out to be false alarms.

*Proposal 4 – Expenditure for the capability of the Research Coordination Centre New Zealand (\$0.380 million increase)*

12. An independent review of the Centre by Martin Jenkins found that value for money is delivered at the current level of appropriation but that there are shortcomings. The current staffing levels at the Centre have allowed a limited operational support programme to be undertaken in recent years but the programme is frequently interrupted or cut back in order to safeguard the functioning of a 24/7 Operations Room.
13. An increase of three Full Time Equivalent staff will mitigate the risk to the overall capability of the Centre.

*Proposal 5 – Reimbursement of variable Search and Rescue costs (\$0.400 million)*

14. Maritime New Zealand receives funding of \$0.366 million annually from the Crown for search and rescue costs incurred by the Rescue Coordination Centre. Section 9(1) funding provides reimbursement of additional variable search and rescue costs. As a result of variable search and rescue costs has been operating at a deficit.
15. Now that the amount of variable search and rescue costs is known, the proposal is to pay in advance. This will reduce the Centre's operating deficit which is not sustainable in the longer term, and avoid the reimbursement of large transactions taking place every year.

### **Background to the Search and Rescue sector**

16. There are approximately 13,000 people involved in the New Zealand Search and Rescue Sector (the Sector), of which 11,300 are trained to carry out search and rescue activities – and 94% of them are volunteers. During 2012/13 these people responded to a total of 2,932 search and rescue incidents. The results of the sector's efforts during 2012/13:
  - 162 lives were saved – where, if search and rescue agencies had not intervened, lives would definitely have been lost.
  - 724 people were rescued – where search and rescue agencies located and rescued a person or people at risk and returned them to a safe location.
  - 1,173 people were assisted – where search and rescue agencies aided a person or people at low risk but who, if left, would have been at high risk.
17. The current search and rescue governance structure has operated since 2003. It comprises a New Zealand Search and Rescue Council (the Council), supported by a New Zealand Search and Rescue Secretariat (the Secretariat) and advised by a Consultative Committee of sector stakeholders. The role of the Council is to provide national strategic governance and leadership to the Sector. The Secretariat provides the Council with support services, policy advice and implements agreed measures to effectively coordinate strategic search and rescue in New Zealand.
18. The Secretariat works closely with a number of government agencies as well as numerous commercial and not-for-profit organisations involved in the Sector. Among these organisations is the Rescue Coordination Centre New Zealand (the Centre) whose role is to

coordinate all major maritime and aviation search and rescue missions within New Zealand's search and rescue region, along with all land-based missions arising from someone activating a distress beacon.

19. Prior to the current governance structure, there was a problem with the coordination of search and rescue in New Zealand. The sector was lacking a set of goals and objectives, together with a prioritised set of projects to attain them. There was not a coherent strategic direction or an agreed framework.

## Funding

20. The Land Transport Management Act 2003, as amended in 2008, 'hypothecates' fuel excise revenue for land transport purposes. Section 9(1) of the Act allows the Minister of Transport and Finance to approve the expenditure of fuel excise duty derived from recreational boating to pay for search and rescue, recreational boating safety and safety awareness, and activities that benefit the users of 'pleasure' (ie recreational) craft. Funding may be provided up to the estimated annual amount of fuel excise duty paid by users of pleasure craft which the New Zealand Institute of Economic Research estimated in 2009 to be at least \$25 million. Subsequent excise duty rate increases have raised the estimate to \$30 million.
21. Funding has been approved for the three years ending June 2014. In the lead up to establishing funding levels for the next three-year period (July 2014 to June 2017), existing funding levels have been reviewed.
22. A section 9(1) appropriation is fiscally neutral for the Crown but reduces funding available to the National Land Transport Programme.

**Table 1: Current and proposed funding levels under section 9(1)**

Description	Current Funding 14/15 \$m	Proposed Increase \$m	Resultant Funding \$m
<b>Departmental Output Expense – Search and Rescue Coordination PLA</b>			
NZSAR Secretariat Operation	0.625	0.065	0.690
National SAR Support Programme	0.511	0	0.511
<b>Total</b>	<b>1.136</b>	<b>0.065</b>	<b>1.201</b>
<b>Non-Departmental Output Expense – Search and Rescue Recreational Boating Safety Activities PLA</b>			
Recreational Boating safety campaign funding	0.930	0	0.930
Recreational Boating safety services	1.630	0	1.630
Service Level Agreements	2.789	0	2.789
SAR Prevention	0	0.105	0.105
RCCNZ Capability	0.614	0.380	0.994
Beacons database & awareness	0.140	0.060	0.200
<b>Total</b>	<b>6.103</b>	<b>0.545</b>	<b>6.648</b>

<b>Grand Total</b>	<b>7.239</b>	<b>0.610</b>	<b>7.849</b>
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23. In addition, this paper proposes a change to the existing funding for variable search and rescue cost. These are currently paid in arrears, which is administratively burdensome and imposes unnecessary cost.

### **Review findings**

24. A review of four service level agreements and the national Search and Rescue Support Programme (the Programme), funded under section 9(1) of the Land Transport Management Act has been completed. The review has considered whether funding levels should be increased, or decreased, or reallocated. For Service Level Agreements and the Programme, a continuation of current funding levels is sought for the next three years.

#### *Service Level Agreements*

25. Service Level Agreements with search and rescue volunteer agencies including Surf Life Saving, Coast Guard, LANDSAR, and Amateur Radio Emergency Communications were established in 2008/09 as a means of providing transparency and performance standards from the agencies in return for sustainable funding.
26. An independent review of the Service Level Agreements completed by Martin Jenkins, concluded that funding distributed to voluntary agencies under the agreements has been used effectively and efficiently in pursuing the search and rescue objectives of efficient and sustainable search and rescue organisations.
27. While a limited number of initiatives that would require additional funding have been received, the Ministry of Transport (the Ministry) supports that the Service Level Agreement funding levels are held at their current level of \$2.789 million for 2014/15 and outyears.

#### *National Search and Rescue Support Programme*

28. The Programme was established to put the strategic objectives of the Council into practice. The Programme brings consistency, efficiency and stability to sector training.
29. The Programme has been independently reviewed by Caravel Group (NZ) Ltd, and is seen to be delivering value for money. However, some funding has had to be diverted to cover the costs of an extra staff member in the Secretariat. There is a good alignment between the results the support programme delivers and the goal of producing capable search and rescue people, set out by the Council.
30. The Ministry supports that the Programme has its funding maintained at \$0.511 million for 2014/15 and outyears.

#### *Maritime NZ recreational boating safety funding*

31. Funding for Maritime New Zealand recreational boating safety has previously been approved (OC01161 refers), but for completeness this has been provided for your information.
32. The Maritime New Zealand Funding Review of 2012 found that the agency incurs \$2.700 million in operating costs attributable to recreational boating. The Crown provides \$1.300 million in funding towards these costs. The balance of \$1.400 million is funded under section 9(1).



33. In 2012, as a result of the Maritime New Zealand Funding Review, joint Ministers agreed under section 9(1) that:
- 33.1. Funding for Maritime New Zealand recreational boating safety and safety awareness activity and maritime safety services that benefit the users of pleasure craft will be increased from \$1.400 million to \$1.630 million in 2014/15 and outyears, after a new distress and safety radio service contract takes effect.
- 33.2. Funding for recreational boating safety campaign will be maintained at \$0.930 million per annum in 2012/13 and outyears.

### **Proposed changes based on the review findings**

34. The review found that an increase in several funding streams is required to ensure the effectiveness of the national search and rescue effort. Accordingly, approval of the Minister of Transport and the Minister of Finance is sought on the following proposals under section 9(1). The funding proposals have been considered against the Council goals of:
- A robust and integrated search and rescue system
  - Efficient and sustainable search and rescue organisations
  - Capable search and rescue people
  - Reduced demand for search and rescue services
35. Based on the review, it has been concluded that the option of scaling back search and rescue funding is not sensible. This option would be destabilising and would unwind gains in the effectiveness of search and rescue that has been achieved in recent years. Accordingly, it is not an option that can be justified by the modest saving in cost.

#### *Proposal 1 – Expenditure for the operation of the New Zealand Search and Rescue Secretariat (\$0.065 million)*

36. The independent review conducted for the Secretariat by Caravel Group (NZ) Ltd, found there is a strong support from stakeholders for the Secretariat. It has provided voluntary agencies with an input into the Sector's strategic direction and encouraged closer relationships within the Sector. The Secretariat coordinated standards, training, exercises and documentation. Overall the Sector is performing well and is considered good value for money.
37. The Secretariat has provided strong leadership in moving the Sector culture onto a cooperative, collaborative footing. It is progressively building up a body of well-researched and accessible data that is helping the sector to make increasingly well-informed decisions on strategic, operational and financial matters.
38. The establishment of Search and Rescue Adult and Community Education funding by the Tertiary Education Commission has imposed significant additional workload on the Secretariat in managing the training of search and rescue volunteers. The Council agreed to expand the Secretariat from two people to three people in December 2011.
39. The additional position has been funded on a temporary basis by utilising the Programme funds. While this diverted funding has been possible in the short term, it has had the negative consequence of reducing the Council's capacity to deliver all elements of the Programme.

40. Increasing the Secretariat operation funding will fully fund the Secretariat and allow all Programme funding to be directed to achieving the Council goal of training capable search and rescue people.
41. The Ministry supports the recommendation that Ministers agree to increase funding of the Secretariat operation from \$0.625 million to \$0.690 million in 2014/15 and outyears to cover the cost of an additional staff member and associated overhead costs.

*Proposal 2 – Search and Rescue reduction – New Zealand Country Avalanche Hazard Advisory (\$0.105 million)*

42. An internal review of search and rescue reduction noted that there were minimal actions to reduce demand for search and rescue services. This was in an environment where there is an increased presence of land search and rescue incidents. Unlike for recreational boating, there is not sufficient information provided to the public to reduce the demand for these services. The Council will continue to monitor the situation and consider if action such as a campaign for recreational land safety should be initiated.
43. One area that meets the requirement for reduced demand for search and rescue services and needs funding is the NZ Back Country Avalanche Hazard Advisory (the Advisory). The Advisory consists of coordinated daily assessments and delivery of avalanche risk and danger ratings for twelve alpine regions within New Zealand (not including avalanche risks within ski field boundaries).
44. The Mountain Safety Council operates the advisory each winter. The cost of the service for winter 2013 was \$0.156 million using part time forecasters. Of that, the Department of Conservation (the Department) provided temporary bridging funding of approximately \$0.100 million, with the difference being made up by the Mountain Safety Council.
45. The Mountain Safety Council has sought funding from the Department and other sponsors but has not been successful. The Department have notified the Mountain Safety Council that providing the advisory service is not core business for the Department and that no further funding for the service would be available from them.
46. The New Zealand Country Avalanche Hazard Advisory provides a service directly related to the Council goal of reduced demand for search and rescue services. The Advisory is central to effective trip planning for recreation, community, education and commercial users. It supports their avalanche risk and hazard identification, and mitigation. People who use the advisory are less likely to be caught in avalanche situations.
47. While the Advisory has previously been partly funded by the Department, it is now proposed that this bridging funding is provided under section 9(1). The Ministry supports the proposal to seek approval of new section 9(1) funding of \$0.105 million in 2015/16 and outyears, to ensure the continuation of the Advisory.

*Proposal 3 – Expenditure for the Research Coordination Centre New Zealand beacons database and awareness (\$0.060 million)*

48. An independent review of the Centre by Martin Jenkins noted the significant savings in time, effort and cost for search operations that are gained by having an up-to-date register of beacons and emergency contact details, and that it would be desirable to take steps to better ensure the high compliance with beacon registration. Registration involves capturing details regarding the owner of the distress beacon including emergency contacts.
49. Currently, it is estimated that 9,000 out of a total 45,000 beacons are not registered. This high level of non-compliance in registration creates problems for the Centre. In roughly half

of all alerts, the beacon has been inadvertently or accidentally activated. In such a case, if the beacon is not registered, an emergency contact cannot be called and so a search and rescue operation is activated incurring unnecessary cost.

50. When a registered beacon is activated, the Centre can phone the emergency contacts provided as part of the registration. This assists in establishing whether there is a real emergency situation or a false alarm. The ability to determine this as a result of phoning the emergency contacts means that the search and rescue activity can be called-off thereby avoiding the unnecessary cost; for example a typical rescue helicopter hourly charge is \$3000.
51. An increase in funding for additional administrative resource to improve registration compliance rates, to audit beacons data and to undertake targeted education activities will allow the Centre to be better aware of those in distress and their likely location, and will result in fewer instances of responding to what turns out to be false alarms.
52. The risk of approving additional funding for promoting higher levels of beacon registration and maintaining the currency of information on the database is that increased time and effort may not translate into a desirable level of compliance. The level of beacon registration will continue to be monitored and should additional funding be approved, and beacon registration not improved, the level of funding will be reassessed.
53. The Ministry supports the proposal that funding for the level of beacons administration resource in order to improve the level of registration compliance, currency of database information and beacons education is increased from \$0.140 million to \$0.200 million for 2014/15 and outyears.

*Proposal 4 – Expenditure for the capability of the Research Coordination Centre New Zealand (\$0.380 million)*

54. The independent review of the Centre by Martin Jenkins found that value for money is delivered at the current level of appropriation but that there are shortcomings. These include:
  - 54.1. Limited ability to plan, train and exercise for larger and more complex search and rescue incidents such as Mass Rescue operations (such as for cruise ships)
  - 54.2. Limited capacity to work with Pacific Island neighbours to lift their search and rescue capabilities
  - 54.3. A variable quality of relationships – driven by a lack of capacity to undertake liaison and joint training – with search and rescue partner organisations (particularly the Police at regional and local levels) with consequential risks to the effectiveness of some operations
  - 54.4. Limited capacity to undertake operational support tasks due to the lack of personnel depth; any personnel issues immediately result in cutting back of support activities in order to safeguard the manning of the Operations Room.
55. Recent worldwide events have focused attention on the risks around large scale Search and Rescue events. Examples include the Costa Concordia cruise ship disaster. The Centre has been working for some time on developing national plans and capabilities to improve the overall systems capability to respond in a timely manner. This work is only progressing very slowly due to a lack of capacity in terms of personnel. Although the likelihood a significant event is very low, the consequences would be, potentially, very severe. An increase in the

Centre's resources will allow planning, training, and exercising for the required capability to be more rapidly undertaken, and critically for the capability to be sustained.

56. Currently the Centre operates cooperatively in the Pacific region on numerous occasions each year. There are significant risks in the area of maritime search and rescue due to shortfalls in the capacity and capabilities in of the countries in New Zealand's area of interest. The Centre is committed to working jointly with other Government initiatives in the region in order to build capacity and so reduce the burden, and cost to New Zealand over the longer term. The Centre's ability, however, to resource this work is severely constrained by the lack of personnel available to undertake the work. Improvements in this area will strengthen New Zealand's influence in the region, support meeting international obligations and expectations and over time build and secure genuine improvements in local capabilities with a reduction in risk and in lives lost.
57. Relationships, at local, regional, national and international level, are critical to the success of search and rescue operations. Operations are a true collaborative effort across agencies and into wider volunteer and community sector. It is essential to build relationships, train, exercise and practice in 'peace time' in order to avoid problems during operations. The Centre has done very good work in this area but there remain risks due to a lack of capacity to sustain the work. Shortfalls in this area will erode the efficient functioning of the system over time and risk losing the improvements made in recent years.
58. The current staffing levels at the Centre have allowed a limited operational support programme to be undertaken in recent years but the programme is frequently interrupted or cut back in order to safeguard the functioning of the 24/7 Operations Room. This lack of depth is a significant weakness and represents a serious risk to the overall capability of the Centre. A small increase in resources will mitigate this risk as well as allow the key shortcomings identified by Martin Jenkins to be addressed.
59. Martin Jenkins recommended an increase of three Full Time Equivalent staff to address the shortcomings. This will strengthen the relationships with Search and Rescue partners, enable swifter development of plans and capability for large scale events, provide capacity for increased training and exercises (including support for Secretariat activities) and allow search and rescue capacity building in the Pacific Islands.
60. The Ministry supports the proposal that funding for the capability for the Rescue Coordination Centre New Zealand in order to reduce the shortcomings identified in the review and to reduce system risks is increased from \$0.614 million to \$0.994 million for 2014/15 and outyears.

*Proposal 5 – Reimbursement of variable Search and Rescue costs (\$0.400 million)*

61. The independent review of the Centre by Martin Jenkins, noted that Maritime New Zealand receives funding of \$0.366 million annually from the Crown for search and rescue costs incurred by the Centre. Section 9(1) funding provides reimbursement of additional variable search and rescue costs. As a result of variable search and rescue costs being repaid retrospectively, the Centre has been operating at a deficit.
62. Existing arrangements around the reimbursement of variable search and rescue costs are time consuming, add little value, and create additional administrative costs. It is not obvious that there are any gains in efficiency of effectiveness from holding back funding for variable search and rescue costs.
63. Now that the amount of variable search and rescue costs is known, the proposal is to pay in advance. This will reduce the Centre's operating deficit which is not sustainable in the longer term.

64. While there is a risk that by paying in advance, variable search and rescue costs may be higher or lower than that provided under section 9(1) funding, there is now a clear picture of the expected average annual variable costs. Since 2009/10 the variable search and rescue costs have fallen into a stable pattern which has resulted in an average reimbursement of \$0.375 million per annum over the last four years. Maritime NZ now has the ability to operate Memorandum Accounts so that any 'over payment' can be clearly identified, ring-fenced and held in such and account for subsequent years.
65. It must also be noted that although expenditure on search and rescue operations has been reasonably level in the last few years, a single large scale operation in any one year would likely cause a significant spike in expenditure. The Centre has limited reserves and so a limited capacity to absorb such spikes. In some cases an additional bid for a refund of the costs may be required.
66. In the medium term, an overall review of the Centre's funding will consider the option of combining the Centre's funding under a single non-departmental output appropriation and discontinuing appropriation under section 9(1). To date, no detailed policy analysis has been done on this option.
67. The Ministry supports the proposal that joint Ministers agree to the expenditure of \$0.400 million for variable search and rescue costs in 2014/15 and outyears. This will avoid the reimbursement of large transactions taking place every year, and the Centre operating in deficit.

#### **Ministry of Transport support for increased section 9(1) funding and impact on National Land Transport Fund revenue**

68. The Ministry of Transport believes that the proposed section 9(1) funding for Search and Rescue is an appropriate level to ensure value for money is delivered. In supporting this bid, the Ministry has considered whether the proposed funding would provide greater national benefit remaining as funding contributing directly to the National Land Transport Programme.
69. After evaluating the two options, the need for search and rescue is seen to be greater at this time. The resultant reduction in the National Land Transport Fund is necessary to ensure the effectiveness of the National Search and Rescue effort.
70. While it is not feasible to translate the impact of funding variations into the exact number of lives lost, or saved, or rescues effected; the increased funding will ensure a resilient search and rescue system that uses its collective resources efficiently to provide reliable, timely, effective assistance to persons in distress in New Zealand's search and rescue region. The Martin Jenkins work clearly identified that the value of benefits would exceed costs by a factor of 9:1 for each life saved, so the improvements gained through these proposals will be significant.
71. The New Zealand Transport Agency, which is responsible for the Fund, is aware of section 9(1) and its implications. It includes the known search and rescue funding in its planning.
72. Should the proposal be approved, formal notice would be provided to the Agency.

#### **Consultation**

73. The Treasury has been consulted and agrees with the recommendations.

## Recommendations

74. The recommendations are that you:

- |  | <b>Minister<br/>of<br/>Transport</b> | <b>Minister<br/>of<br/>Finance</b> |
|--|--------------------------------------|------------------------------------|
| (a) <b>agree</b> that the funding of the New Zealand Search and Rescue Secretariat operation is increased from \$0.625 million to \$0.690 million in 2014/15 and outyears to cover the cost of an additional staff member and associated overhead costs    | Yes/No                               | Yes/No                             |
| (b) <b>approve</b> a new section 9(1) funding of \$0.105 million in 2015/16 and outyears, to ensure the continuation of the New Zealand Country Hazard Advisory  | Yes/No                               | Yes/No                             |
| (c) <b>agree</b> that funding for the level of beacons administration resource in order to improve the level of registration compliance and currency of database information is increased from \$0.140 million to \$0.200 million for 2014/15 and outyears | Yes/No                               | Yes/No                             |
| (d) <b>agree</b> that funding for Research Coordination Centre New Zealand capability is increased from \$0.614 million to \$0.994 million in 2014/15 and outyears   | Yes/No                               | Yes/No                             |
| (e) <b>agree</b> to the expenditure of \$0.400 million for variable Search and Rescue costs in 2014/15 and outyears, to avoid the reimbursement of large transactions taking place every year  | Yes/No                               | Yes/No                             |
| (f) <b>note</b> that these proposals are fiscally neutral to the Crown   |                                      |                                    |
| (g) <b>approve</b> the following changes to appropriations to provide for all of the proposals with no impact on the operating balance or debt   | Yes/No                               | Yes/No                             |

Vote Transport Minister of Transport	\$m – increase/(decrease)				
	2013/14	2014/15	2015/16	2016/17	2017/18 & outyears
Departmental output expense: Search and rescue coordination PLA	0.000	0.065	0.065	0.065	0.065
Non-departmental output expense: Search and rescue and recreational boating safety PLA	0.000	1.070	1.175	1.175	1.175

Non-departmental capital expenditure: New infrastructure for and renewal of State highways PLA	0.000	(1.135)	(1.240)	(1.240)	(1.240)
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(h) **note** that the above changes to appropriations for 2013/14 will be reported and disclosed in the 2013/14 Supplementary Estimates

(i) **agree** that if one of the above proposals is not agreed, the values shown in the table above will be adjusted to reflect the approvals granted. Yes/No Yes/No

(j) **note** that Search and Rescue funding will be reviewed in 2017/18 as part of a three yearly review cycle

William Bingham  
**Adviser**

Gareth Chaplin  
**General Manager Sector Performance**

Martin Matthews  
**Chief Executive & Chair NZSAR Council  
Ministry of Transport**

Keith Manch  
**Executive Director  
Maritime New Zealand**

Graeme Harris  
**Executive Director  
Civil Aviation Authority**

Commissioner Peter Marshall  
**Police Commissioner  
New Zealand Police**

Lieutenant General Tim Keating  
**Chief of Defence Force**  
New Zealand Defence Force

Lou Sanson  
**Director-General**  
Department of Conservation

***MINISTERS' SIGNATURES:***

Hon Gerry Brownlee  
**Minister of Transport**

**Date:**

Hon Bill English  
**Minister of Finance**

**Date:**

DRAFT



MOSR 5-16  
NZSAR Council

20 February 2014

## NZSAR Awards for 2013

### Background

- 1) The NZSAR Council has established an annual national awards programme to recognise worthy achievements in the field of search and rescue in the New Zealand Search and Rescue Region.
- 2) There are two categories of SAR related activity covered by the NZSAR Awards:
  - a) **Operational Activity.** This category is for nominations relating to a specific SAR operation(s) that have occurred during the year.
  - b) **Support Activity.** This category is for nominations that do not relate to specific SAR operation(s) but to the wider range of SAR related activities (for example training, prevention, and long-service).
- 3) There are two levels of recognition for each category in the NZSAR Awards programme:
  - a) **New Zealand Search and Rescue Gold Awards.** Commencing in 1999, this annual award honours the person, group or organisation that has made a very significant contribution to search and rescue in the New Zealand Search and Rescue Region during that year or over a sustained period. It was renamed as the NZSAR Gold Award in 2008.
  - b) **New Zealand Search and Rescue Certificates of Achievement.** Commencing in 2008, the certificate is awarded to people, groups or organisations that have made an important contribution to search and rescue in the New Zealand Search and Rescue Region during that year or over a sustained period.
- 4) The **[confirmed / proposed]** date for the 2013 NZSAR Awards is the evening of Wednesday 13 May 2013, in the Grand Hall, Parliament Buildings. The Awards will be hosted by Associate Minister of Transport.
- 5) A total of 14 nominations were received for the NZSAR Awards; seven for operational activity, and seven for support activity. Synopses of the nominations are enclosed.

### Costs

- 6) Up to \$20,000 has been budgeted for the costs associated with running the awards based on previous years expenditure.

## Selection Process

- 7) The full selection process is contained in the NZSAR Awards Policy, and is briefly outlined here.
- 8) A non-conflicted sub-committee of the NZSAR Consultative Committee will rank the eligible nominations and provide advice to the NZSAR Council. The nominations will then be considered by the NZSAR Council who will make the final and incontestable decision regarding recipients. The NZSAR Secretariat is responsible for managing this process.

## Advice for Operational Activity Nominations

- 9) The sub-group has reviewed the operational activity nominations and advises the NZSAR Council that:
- a) The NZSAR Gold Award for Operational Activity be awarded to **Marius Bron, Jonathan Hattrell, Richard Bottomley, and Sam Inness from the Fox/Franz ACR** for the rescue of Sabine Hellenbrandt from Explorer Glacier on 7 March 2013.
- 10) NZSAR Certificates of Achievement be awarded to:
- a) **The Joint Antarctic Search and Rescue Team and the Antarctica EOC** for their response to the Twin Otter aircraft crash in the Queen Alexandra Range on 23 January 2013.
  - b) **Sunset Beach SLSC** for their rescue of ten rock fishermen on 1 April 2013.
  - c) **Peter Craig, Katherine Craig, and Matthew Craig from the Whakatane SLSC** for their rescue of two divers from Otarawairere on 10 August 2013.
  - d) **Ruapehu Alpine Rescue Organisation, RNZAF, Taranaki ACR, and Taranaki LandSAR** for their efforts over Labour weekend 2013.
  - e) **John Goldswain, Colin Larsen, Michael Hall, and David Huntley from the Wellington Westpac Rescue Helicopter** for their rescue of the crew from a stricken yacht in the Cook Strait on 6 January 2013.
- 11) The following nominees do not receive an NZSAR Award:
- a) Rod Partington, Stuart Farquhar, and Shane Lynch from the Westpac Rescue Helicopter, Christchurch.

## Advice for Support Activity Nominations

- 12) The sub-group has reviewed the support activity nominations and advises the NZSAR Council that:
- a) No NZSAR Gold Award is awarded for Support Activity.
- 13) NZSAR Certificates of Achievement be awarded to:
- a) **Chris Astall, Nicola Hockley, and Rachel MacKenzie** from Coastguard Southern Region for their efforts in developing training material for Coastguard NZ.
  - b) **Surf Life Saving New Zealand** for its work on coastal risk management, particularly the Hot Water Beach risk assessment.

- 14) The following nominees do not receive an NZSAR Award:
- a) Coastguard Maraetai
  - b) Nick Coyne, LandSAR NZ
  - c) Peter Turnbull, Northland Emergency Services Trust
  - d) Rowan Leck, Dunedin Marine SAR
  - e) Rowan Muir, Coastguard Maraetai

**Recommendation**

- 15) It is recommended that the NZSAR Council **considers** the following when making its decision on recipients of the 2013 NZSAR Awards:
- a) The advice provided by the sub-group of the NZSAR Consultative Committee.
  - b) The selection criteria in the NZSAR Awards Policy.

Carl van der Meulen  
Senior Advisor

Enclosures: 2013 NZSAR Awards Synopses of nominations – Operational Activity  
2013 NZSAR Awards Synopses of nominations – Support Activity

## Synopsis of Nominations for 2013 NZSAR Awards

### Operational Activity

Recommended for the GOLD AWARD

Nominee	Organisation	Synopsis
<ul style="list-style-type: none"> <li>• Marius Bron</li> <li>• Jonathan Hattrell</li> <li>• Richard Bottomley</li> <li>• Sam Innes (pilot)</li> </ul>	<p style="text-align: center;">Fox/Franz ACR</p>	<p>On 7 March 2013, Sabine Hellenbrandt slipped and fell into a crevasse on Explorer Glacier. Her climbing partner secured her and treated her injuries as best he could, before trekking 2.5km over steep ice terrain to raise the alarm. NZ Police tasked the Fox/Franz and Mt Cook ACR teams to carry out the rescue. The Fox/Franz ACR arrived first and landed above Glacier Peak around the 3,000m mark on a razor back ridge. To access their equipment from the helicopter, the team had to secure themselves to the ridge and wait for the pilot to rotate the helicopter. This manoeuvre required a high level of skill from the pilot and a good relationship with the ground team. After the helicopter left, the cloud thickened and visibility was reduced to 1 meter. (This meant the Mt Cook ACR team could go no further than Pioneer Hut that night.)</p> <p>The Fox/Franz ACR team carried out a search of the glacier using voice appeal. After an hour they were able to locate Sabine. They secured her, managed her hypothermia, and camped by her during the night, until she could be extracted by helicopter when the weather cleared.</p> <p>This rescue was conducted in poor visibility at altitude and in steep glacial terrain. The team chose to carry out the operation at a calculated personal risk. If they had not done so, Sabine would likely not have survived the night.</p>

Recommended for the CERTIFICATES OF ACHIEVEMENT

Nominee	Organisation	Synopsis
<ul style="list-style-type: none"> <li>• JASART</li> <li>• Antarctica EOC (McMurdo)</li> </ul>	<ul style="list-style-type: none"> <li>• Antarctica NZ</li> <li>• United States Antarctic Programme</li> </ul>	<p>On 23 January 2013 a Twin Otter aircraft crashed in the Queen Alexandra Range, which is a remote polar location south of McMurdo Station in Antarctica. A significant number of resources were required to pre-plan and then execute the SAROP through the McMurdo EOC in Antarctica. This operates with both US and NZ support staff. Planning from the EOC and RCCNZ ensured that the response team was appropriately briefed and resourced for a deep field polar operation. Resources used included: the Joint Antarctic Search and Rescue Team (JASART), C-130 Hercules aircraft, Kenn Borek DC-3 Basler and Twin Otter aircraft, New York Air Guard personnel, plus NZ and US helicopter support.</p> <p>Rescue activities were conducted by JASART and support personnel after establishing a staging area on Beardmore Glacier. JASART members were ferried to the remote high elevation (13,000ft) crash site by helicopter pilot Richard Hayes. Once there, the JASART members worked in extreme environmental conditions (sub-zero temperatures and high elevation) to access the crashed aircraft.</p> <p>Along with other flight crews and support staff, the team spent five days in the very remote deep field waiting for the weather to clear for their return journey to Scott Base. This operation demonstrated the strong relationship that exists in Antarctica to provide a unified SAR response on the ice.</p>

Nominee	Organisation	Synopsis
SLSC Sunset Beach	SLSC Sunset Beach	<p>On Easter Monday 2013 the mobile lifeguard patrol observed a group of 10 rock fishermen who were stranded by the incoming tide on a rocky outcrop 60 meters from the shoreline. Along with the incoming tide, the surf was building and waves were beginning to crash over the rocks.</p> <p>Access from the seaward side was ruled out due to the surf conditions. Lifeguards made their way approx 2km around the coast to a small beach close to where the fishermen were stranded. Some of the lifeguards swam the 60m out to the rock, and assisted them one by one back to the shore. The fishermen had limited English, and were reluctant to enter the water. It took the lifeguards about half an hour to be brought to the small beach, with many of them in various stages of hypothermia.</p> <p>With the tide almost fully in, there was only a very small area on the beach. An IRB assessed if there was a way through the rocks to the beach, but this was deemed to be too risky for the fishermen. The cliff face at the rear of the beach area was assessed as being too difficult to scale, so the decision was made that a rescue helicopter would be required to winch the ten fishermen from the beach. The winching operation took 45 minutes to complete. Once all the patients were on the land, they were assessed at the rescue tower. The helicopter was unable to return to the beach to winch out the lifeguards, so they swam back around the rocks to the main beach.</p> <p>All the lifeguards involved in this rescue displayed great skill in a dangerous situation, and potentially saved ten people from drowning.</p>
<ul style="list-style-type: none"> <li>• Peter Craig</li> <li>• Katherine Craig</li> <li>• Matthew Craig</li> </ul>	SLSC Whakatane	<p>On 10 August 2013 two Whakatane men who had been diving at Otarawairere became trapped by the rising tide as they made their way home along the coast. They called for help on their mobile phone, and the Coastguard Whakatane Rescue Vessel was dispatched.</p> <p>The Coastguard crew spotted the men on the side of a large rock, but were unable to reach them. Rescue helicopters were unavailable to assist, so the Whakatane SLSC was called. Peter and Matthew Craig went out in an IRB with a borrowed spotlight, while Katherine Craig coordinated their activity from the shore. They found the men on the Ohope side of the coast beneath Kohi Point.</p> <p>Matthew swam 50m through the white water to reach the men. One of the men was in bad shape and was unwilling to enter the water. Matthew managed to coax the man in, and towed him to the IRB. The man collapsed and had symptoms of advanced hypothermia. Matthew swam back to the rock and returned with the second man. Both men were transferred to the Coastguard vessel, and taken to the waiting ambulance at Whakatane wharf. If rescuers had waited for the tide to go out, it is likely that the first man would have perished.</p>

Nominee	Organisation	Synopsis
<ul style="list-style-type: none"> <li>• RARO</li> <li>• RNZAF</li> <li>• Taranaki ACR</li> <li>• Taranaki LandSAR</li> </ul>	<ul style="list-style-type: none"> <li>• RARO</li> <li>• RNZAF</li> <li>• Taranaki ACR</li> <li>• Taranaki LandSAR</li> </ul>	<p>On Saturday 26 October the Taranaki ACR team was called out to search for 4 overdue climbers on Mt Taranaki. The weather that day had been fine with a strong wind, and was forecast to deteriorate. An initial team of 5 members was transported to Tahurangi Lodge and was ready to start searching at 1am. The missing climbers' location was known as they were in text contact with NZ Police.</p> <p>The team departed and was soon reduced to 3 members. As they gained altitude the conditions worsened to gale force winds and horizontal sleet. At 4am the team made the decision to return due to the weather conditions – they were 150m below the missing people at the time.</p> <p>At first light, two of the four missing people made their own way off the mountain. They were being tracked by LandSAR teams at the time. Later on Sunday morning another Taranaki ACR made an attempt to reach the two missing climbers only to be turned back by the conditions again. By this time members of RARO had arrived to assist the Taranaki ACR team. The RARO team commenced to run fixed ropes up the mountain to make safer travelling for the following teams. At first light the Air Force attempted to fly a team to the search area, however this attempt also failed due to the weather conditions. Around 8am a ground team made it to the missing pair, to find one deceased and one seriously hypothermic patient. All the available resources were being assembled and were preparing for a probable stretcher lower of the patient off the mountain. About an hour later the patient was declared deceased and the decision was made to pull all personal off the mountain. At first light on Tuesday morning the RNZAF and a Taranaki ACR team recovered the bodies in near perfect conditions.</p> <p>Rescuers spent almost 36 hours battling the most horrific weather conditions many of them had operated in trying to reach the pair of climbers whose position was known to them. The fact that all the rescuers returned safe and well was testament to hard but sound decisions being made on the mountain.</p>

Nominee	Organisation	Synopsis
<ul style="list-style-type: none"> <li>• John Goldswain (Crewman)</li> <li>• Colin Larson (Crewman)</li> <li>• Michael Hall (Pilot)</li> <li>• Daivid Huntley (Paramedic)</li> </ul>	<p>Westpac Rescue Helicopter Wellington</p>	<p>Around 6pm on 6 January 2013 the Wellington Westpac Rescue Helicopter was asked to assist a 40ft twin masted sloop battling large seas (up to 12m) in Cook Strait. The yacht had rolled a number of times on to its side, and the crew felt they needed to abandon the vessel.</p> <p>When preparing for the operation Mike Hall noted the difficulty of winching to/from the twin masted yacht (with associated mainstays), while it is being tossed around by the wind and waves. A cruise ship in the area reported winds steady around 110km/h and waves of 12m. Additionally, the severe conditions were going to make flying very unpleasant. It was decided to take an additional crew member for this job.</p> <p>When the helicopter arrived on scene, the yacht was directed to clear the rear decks of debris, and attempts were made to get the winch line to the yacht. However the helicopter was buffeted by turbulence, and yacht could not hold a steady course or position. A highline technique was used, and the first sailor was winched off the yacht. Unfortunately the highline was removed from the winch hook by the yacht's crew and it went overboard. The helicopter was unable to winch the winch cable back down to the yacht due to the wind trailing it behind the helicopter. An improvised weight was used to get the winch cable back to the deck. The second crew member was winched off just as the yacht was rolled by a 12m wave.</p> <p>The winch cable was lowered for a third time to the yacht's skipper (after numerous attempts). The skipper was exhausted, disorientated, unable to stand, and was not able to get in position to be winched off. The helicopter crew spent quite some time trying to get him off. Finally the yacht rolled again, and the crew used the opportunity to lift him out of the yacht's cockpit, and recover him to the helicopter.</p> <p>The wind and sea conditions were at the limits of the helicopters performance, and made the rescue difficult and arduous. The helicopter crew spent an hour on scene in terrible conditions to rescue the 3 crew members.</p>



Not Recommended to receive an Award

Nominee	Organisation	Synopsis
<ul style="list-style-type: none"> <li>• Rod Partington (Paramedic / Rescue Swimmer)</li> <li>• Stuart Farquhar (Pilot)</li> <li>• Shane Lynch (Paramedic / Winch Operator)</li> </ul>	<p>Westpac Rescue Helicopter Christchurch</p>	<p>On the morning of 15 October 2013, motorcyclist Shane Andrews was struck by a truck as he was crossing the Waimaikariri River near Kaiapoi. Shane hit the truck and was thrown through the broken bridge guard rail into the swollen river. He was washed 40m downstream and managed to cling to the branches of a small tree sticking out of the river. The water temperature was very cold, with snow melt and heavy rain causing the river to be in flood. Onlookers tried to float a rope to Shane and several 111 calls were made.</p> <p>The duty rescue helicopter crew was paged, and prepared for a water rescue. Lynch lowered Partington down beside Shane, while the crew ensured the position of the helicopter would not dislodge Shane from the tree. Partington reached Shane while he was half-in/half-out of the water, and secured the rescue harness to Shane. The helicopter landed beside the road so that Shane could be transferred by ambulance to the hospital for a hypothermia check.</p> <p>While the helicopter crew trains for emergencies, the conditions were beyond any training the crew had done. This was also Partington's first live winch from a water rescue situation.</p>

# Synopses of Nominations for 2013 NZSAR Awards

## Support Activity

### Recommended for the CERTIFICATES OF ACHIEVEMENT

Nominee	Organisation	Synopsis
<ul style="list-style-type: none"> <li>• Chris Astall</li> <li>• Nicola Hockley</li> <li>• Rachel McKenzie</li> </ul>	Coastguard	<p>Coastguard's greatest resource is its trained volunteers. Coastguard has recognised the importance that their volunteers can make the best use of their time spent training. Likewise, it was also clear to Coastguard that their skippers and trainers required the necessary support to enable them to continue maintaining a quality standard in the training they deliver and facilitate.</p> <p>Chris, Nicola, and Rachel were contracted as three Coastguard volunteers to develop training material and effective training resources using the latest in adult learning knowledge. Over the last three years they have developed or redeveloped the major training resources for the marine SAR sector in a collaborative partnership between Coastguard, TPP, and NZSAR.</p> <p>They have:          Developed the Safe Ship Management System (SSM), required by MNZ, which has been adopted and implemented by Coastguard Units. The Coastguard SSM manual has drills for each of the ten golden rules for an SSM system, each of which have a range of different scenarios.          Been contracted by Coastguard and CBES to review and update Coastguard's marine training matrix, including redeveloping Coastguard's SAR training modules.          Been contracted by TPP and NZSAR to develop the new Marine: Manage the Initial Response course.</p> <p>Chris, Nicola, and Rachel are all volunteers with Coastguard Canterbury. The results of their work will make a major difference to the competency of volunteers and staff, not only within Coastguard, but across the whole marine SAR sector.</p>

Nominee	Organisation	Synopsis
Hot Water Beach Coastal Risk Management, SLSNZ	SLSNZ	<p>Drowning is the third highest cause of unintentional death in New Zealand. To reduce the incidence of drowning on the coast, SLSNZ developed a coastal risk management strategy as a framework for evidence-based drowning and injury prevention. The strategy is built around a risk assessment programme that enables the water safety sector to make informed decisions, and ensure high risk coastal locations are identified and resourced as needed.</p> <p>To date risk assessments have been conducted at 110 of New Zealand's highest risk beaches. The recommendations have been implemented at two sites, one of which is Hot Water Beach on the east coast of the Coromandel Peninsula.</p> <p>The Hot Water Beach risk assessment considered the physical hazards at the site, site use and user demographics, existing safety measures, and existing supervision and surveillance. Based on this data a risk management plan was formulated, and a range of stakeholders from local and national level were engaged to collectively implement the plan between 2010 and 2013. The range of targeted safety interventions implemented to date is included in the nomination form and supporting paperwork.</p> <p>A survey of beach goers in 2012 demonstrated that the evidence-based safety interventions implemented at Hot Water Beach were creating greater awareness of ways to stay safe on the coast. An independent evaluation also concluded that the programme was a cost effective way of informing best practice decision making on the coastline, and reducing drowning and injury.</p>

Not Recommended to receive an Award

Nominee	Organisation	Synopsis
Coastguard Maraetai	Coastguard	<p>The Coastgaurd Maraetai Unit has been nominated for the impressive progress it has made over the last year. Coastguard Maraetai has gone from strength to strength, utilising the skill sets of the volunteers in the Unit, engaging with the local community, and achieving their goals for the year, including:</p> <ul style="list-style-type: none"> <li>• Timely &amp; efficient delivery of SAR and Good Samaritan response services</li> <li>• Sound record keeping</li> <li>• Delivery of training to Unit members</li> <li>• Recruitment and retention of volunteers</li> <li>• Promotion of Coastguard within the community</li> <li>• Promotion of boating education</li> <li>• Media exposure</li> <li>• Participation in community projects</li> <li>• Good financial budgeting</li> <li>• Forward planning</li> </ul> <p><i>Details of the bullet points are in the nomination form</i></p>
Nick Coyne	LandSAR	<p>Nick joined the Gisborne LandSAR Group in 1988, and towards the end of the 1990s he became more involved in the management of SAR operations.</p> <p>Nick is being nominated for his contribution over the last 14 years in the area of national training and development of operational best practice – both at the search management and field operations levels.</p> <p>During this time, Nick has provided training with EML, then with SARINZ as a senior tutor. While he was with SARINZ he was involved in the redevelopment of the 5 day MLSO course, and was the lead tutor for the first 3 day MIR course.</p> <p>During this time Nick also contributed to the redesign of academic standards and the development of Tai Poutini Polytechnic's SAR curriculum. He is now currently employed as a contract tutor for TPP and LandSAR.</p> <p>Over the years Nick made a significant contribution to the development and implementation of search and rescue operational best practice that has benefitted both the land SAR sector, as well as the many people who are saved, rescued, or assisted by the sector.</p>

Nominee	Organisation	Synopsis
Peter Turnbull	NEST	<p>Peter is being nominated for his long-standing services to the Northland Emergency Services Trust (NEST). He is the CEO and Chief Pilot for the organisation, and is well known in the industry for his abilities as a pilot and as a champion for improving operating standards and training within the sector.</p> <p>Among his specific achievements, Peter was instrumental in developing protocols and training for NVG in helicopters.</p> <p>Peter has a high level of respect within the industry both as a pilot and leader.</p>
Rowan Leck	Dunedin MSAR	<p>Rowan Leck is being nominated for his long standing efforts and services for Dunedin Marine SAR (DMSAR). In 1971 Rowan joined the St. Kilda SLSC and served on its committee. In 1985 Rowan became the delegate for SLS to DMSAR.</p> <p>In 1989 Rowan was elected the secretary/treasurer of DMSAR, and still holds this position. Rowan has been instrumental in ensuring that DMSAR is able to respond effectively and efficiently to marine incidents in the Dunedin area. This has led to developing the specialist helicopter water rescue capability, in order to provide coverage to the 40 or so beaches with difficult access close to the city; and also the formation of the Dunedin water rescue squad.</p> <p>The abilities and need for this squad were demonstrated in 2008 with the rescue of 10 French sailors from the yacht "Groupama 3".</p>
Rowan Muir	Coastguard Maraetai	<p>Rowan Muir has been nominated for his long standing services and efforts as a volunteer for the Coastguard Maraetai Unit over the last 25 years. He has held every position on the Unit committee at some stage during that time.</p> <p>In recognition of his services to his local community, the St. John's building has been renamed "The Rowan Muir Community Centre".</p> <p>Rowan was instrumental in bringing the Unit – formerly known as the <i>Pohutukawa Coast Sea Rescue</i> – into the Coastguard Federation.</p> <p>Rowan has been instrumental in ensuring the financial stability and security of the Unit, as well as developing local sponsorship opportunities. He was nominated to sit on the Franklin Community Board.</p> <p>His leadership, relationship building, and succession planning, have commanded the respect of the Unit, the Unit's committee, and the local community.</p>

File MOSR 1-3

26 February 2014

TO: NZSAR Council

## PROPOSED CHANGES TO SLA PROVISIONS

1. The 3 yearly joint service level agreements (SLA) with our four SAR NGO partner agencies (SLSNZ, LandSAR, Coastguard & AREC) are due for renegotiation. Modest changes are required to the SLAs so they will more accurately reflect the Council's intent to lead and shape the sector and enhance the visibility and accountability for the use of public funds. Financial advice from the Martin Jenkins SLA review, health and safety advice from Purple Consulting, previous Council guidance and the Secretariat's experience suggest the following areas of the SLAs require improvements:

- a. Preamble. Enhance the purpose & outcome statements. These statements need to more clearly articulate that the funding from the SLAs is focussed towards maintaining "strong and sustainable" organisations to be able to provide SAR response and support services to the coordinating authorities (in line with the Council's goals).
- b. Body and Schedules:
  - i. Use of Funding. Increase clarity around where NZSAR funding may (or may not) be used. Place emphasis on governance & management; research & analysis; cross agency initiatives.
  - ii. Health and Safety. Insert health and safety provisions and reporting requirements (draft versions are currently in place).
  - iii. Accountability. Improve visibility and accountability around the use of SLA funds and the outputs/outcomes achieved with the funds. Include requirements for annual letters of intent. (From NZSAR Council to SLA Partner and from SLA Partner to NZSAR.) These letters will note priorities and may include specific inclusions and exclusions of expenditure for the year.

2. Changes will also be required to operational reporting within the next 18 months. These need to be worked through the wider sector in a deliberate manner and will not be ready for inclusion in this update.

3. I would be grateful if the Council could confirm the outline of the proposed SLA changes noted above and provide any other guidance to assist this process.

January 2014

## NZSAR RISK MATRIX

Risk #	Risk Description	Reasons or Causes	Consequences	Likelihood	Impact	Risk Level	Risk Treatment(s)	Comments/Examples
2014/01	<b>SAR Information</b>  Search and rescue information is inadequate or unreliable for future planning.	SAR data collection is fragmented, lacks cohesion and is typically collected to meet the requirements of individual organisations. Properly analysed longitudinal information is difficult for decision makers to access. Data gaps and omissions render sound analysis difficult. In some instances, excessive detail is being collected.  Insufficient focus is placed on the analysis of existing data.  Drivers of SAR demand such as activity participation is not well understood.	Without reliable information, NZSAR will be unable to identify strategic changes and opportunities for the SAR community.  Effective decision making is compromised by the lack of reliable, analysed data. Information can also be hard to access as it can reside within silos.	Certain	Moderate	High	<b>Risk treatment 2014/01/A: Data expectations and standards</b> In consultation with operational SAR agencies, develop and document a set of agreed SAR data requirements for collection, collation and analysis.	Changing patterns in, for example, society, demographics, tourism, recreational activities, participation rates and technology is likely to impact on SAR needs and resources.
							<b>Risk treatment 2014/01/B: Data exchange and storage</b> Establish and maintain a single repository for all SAR data.	
							<b>Risk treatment 2014/01/C: Data analysis</b> Analyse SAR data to identify trends and patterns in SAR events. Such analyses should be used in conjunction with other data to show broader trends and patterns. The resultant products will be made available to decision makers and stakeholders.	
							<b>Risk treatment 2014/01/D: SAR Operational Analysis</b> Conduct an operational analysis of SAR need mapped to SAR resources. Assist SAR providing agencies to reshape their organisations to match proven SAR need.	
2014/02	<b>SAR funding</b>  The sector experiences funding sufficiency and volatility risks.	<b>Sufficiency.</b> Funding for the wider SAR sector has a variety of sources. Funders may choose to lessen or withdraw their funding support.	Inadequate funding for part or some of the sector may limit investment in training or equipment and lead to inadequate operational responses.	Possible	Moderate	High	<b>Risk treatment 2014/02/A: SAR Funding</b> Maintain an overall SAR funding picture. Work with other key SAR funders to sustain adequate supply. Maintain adequate PLA funding to meet Council goals.	
		<b>Volatility.</b> The funding levels for SAR agencies can be volatile due to profit variances with key gaming or lotteries trusts & boards. Grants policies also frequently change which can affect eligibility. Public appeals & donations are susceptible to change.	Volatile funding inhibits long term planning and investment. It also degrades sector effectiveness and efficiency.	Possible	Moderate	High	<b>Risk treatment 2014/02/B: Funded SAR SLAs</b> Continue to support key SAR providing agencies with appropriately funded three year Service Level Agreements.	

January 2014

Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level	Risk Treatment(s)	Comments/Examples
2014/03	<b>Cohesive SAR Training</b> The SAR sectors training lacks cohesion and a sector focussed integrated training framework.	SAR training has evolved, developed and is often delivered within organisational silos. The perspectives of individual organisations have frequently taken precedence over the needs and goals of the wider sector.	Training variances can impact on sector collaboration and degrade inter agency and internal cohesion. Training divergence can lead to incompatible incident management systems, different understanding of language and incompatible expectations, SAR processes and priorities. These factors can contribute to deficient SAR services, inefficiencies and potentially avoidable loss of life.	High	Moderate	High	<b>Risk treatment 2014/03/A: Redevelop NZSAR Core Training Curriculum</b> Redevelop the 2009 NZSAR Core Training Curriculum and update its content. Include process and procedures around SAR Adult and Community Education options.	Development of the NZSAR Training Framework commenced in 2013.
							<b>Risk treatment 2014/03/B: Collaborative SAR training and exercising</b> Continue cooperative and collaborative training, exercising and relationship building. See treatment option 2014/04/A for a treatment option based on cross-agency training.	NZSAR supports the conduct of Police District SAREXs
2014/04	<b>Volunteerism</b> Risks exist around volunteer recruitment, retention and training.	Changing demographics and attitudes, increasing work demands impact on volunteer recruitment, availability and longevity with the SAR sector.	The SAR sector is highly reliant on volunteers for the safe delivery of effective SAR services. <ul style="list-style-type: none"> <li>Insufficient numbers of volunteers in the right locations is likely to impact on the safe delivery of effective SAR services.</li> <li>Volunteer turbulence increases the training burden and inhibits the formation of SAR leaders.</li> <li>Excessive training demands, poor or infrequent exercises and/or onerous administrative requirements deter people from volunteering and discourage existing volunteers from remaining.</li> <li>Infrequent utilisation for SAROPs can be dispiriting and discourage long term engagement.</li> </ul>	Unlikely	Moderate	Low	<b>Risk treatment 2014/04/A: Maintain good information on SAR volunteers</b> <ul style="list-style-type: none"> <li>Maintain good information about SAR volunteers and their expectations.</li> <li>Assist SAR organisations with information around recruitment and retention of volunteers to help ensure a sufficient number in areas and types of need.</li> <li>Ensure administrative requirements are not excessive.</li> </ul>	NZSAR supports the conduct of Police District SAREXs
		Growing public and legal expectations of SAR performance and competence impacts upon the training and commitment levels of SAR volunteers.					<b>Risk treatment 2014/04/B: NZQA unit standards for volunteers</b> Facilitate development of common content of unit standards for training search and rescue team leaders and team members so volunteers have a "common SAR language" and understanding of the SAR agencies, incident management and activities. One low-level unit standard (eg, 4 hours study and assessment) should be mandatory for all SAR community members and common to all SAR agencies.	
		Trained SAR Volunteers can be difficult to retain and motivate in areas where little SAR activity occurs.					<b>Risk treatment 2014/04/C: Quality SAR Exercises</b> The conduct of good quality, appropriately focussed and well evaluated SAR exercises is important as they enhance readiness, reinforce training and build cohesiveness and morale within the SAR sector.	



Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level	Risk Treatment(s)	Comments/Examples
2014/05	<b>Recreational Knowledge</b>  Inadequate public understanding of personal risks taken during recreational activities.	A significant number of the public demonstrate a lack of understanding or underestimation of the risks involved with the recreational activity they are undertaking. Due to: <ul style="list-style-type: none"> <li>Decrease in public knowledge about recreational safety.</li> <li>Increase in the range of recreational activities.</li> <li>Little investment in proactive safety message promotion – particularly land, snow and avalanche safety information.</li> <li>Lack of understanding by inbound tourists about New Zealand's conditions and weather.</li> <li>Poor coordination and cohesion between the plethora of competing agencies which provide safety advice.</li> </ul>	<ul style="list-style-type: none"> <li>Individuals fail to take adequate precautions and/or responsibility for their own safety.</li> <li>Unacceptable levels of harm to New Zealand residents and foreign tourists.</li> <li>Harm to the reputation of New Zealand as a tourist destination.</li> <li>Unrealistic public expectations of the SAR sector.</li> </ul>	Likely	Moderate	High	<p><b>Risk treatment 2014/05/A: Ensure the public has access to good quality, consistent safety advice.</b> Maintain the NZSAR Adventure Smart website (<a href="http://adventuresmart.org.nz/">http://adventuresmart.org.nz/</a>) and support the promulgation of consistent sector messaging.</p> <p><b>Treatment option 2014/05/B: Media information</b> Provide timely information to the media on personal responsibilities and the need for better preparation for adventure activities.</p> <p><b>Treatment option 2014/05/C: Support domestic safety organisations</b> Support the efforts of domestic safety information providing agencies. Encourage and oblige collaborative and harmonised action.</p> <p><b>Treatment option 2014/05/D: Secure land prevention funding</b> Secure prevention funding sufficient to ensure the public have adequate access to consistent quality safety information, with a focus on land, snow and avalanche recreational risks as well as visitor intentions.</p>	<p>Example - Safety Code material.</p> <p>Example: Safety Partnership.</p>
2014/06	<b>Mass Rescue Event</b>  Catastrophic mass rescue event overwhelms SAR capabilities.	<p>New Zealand's SAR sector has very limited capacity to respond to large scale SAR events.</p> <p>New Zealand has a very large SAR region with little or no SAR assets in much of the region.</p> <p>Significant numbers of vessels and aircraft with large amounts of passengers transit the NZSRR.</p>	<ul style="list-style-type: none"> <li>Significant numbers of people injured or killed that could have been rescued.</li> <li>Severe reputational damage to SAR agencies.</li> <li>Severe reputational harm to New Zealand as a tourist destination.</li> </ul>	Rare	Severe	High	<p><b>Treatment option 2014/06/A: Develop mass rescue policy and plans</b> In conjunction with partner agencies, develop appropriate mass rescue policies and plans.</p> <p><b>Treatment option 2014/06/B: Conduct regular mass rescue exercises</b> In conjunction with partner agencies, exercise the plans to validate and refine them.</p>	This risk is seen as high consequence but low likelihood. It is mainly controlled by the professionalism of ships officers and pilots together with advanced technology to help navigate such ships.
2014/07	<b>MEOSAR Delay</b>  Delay in development of the new MEOSAR ground station	A substantial delay in the development of the new ground station for receipt of satellite data from emergency locator beacons is likely to result in an inability to receive distress signals from the new medium-altitude satellites. Due to: <ul style="list-style-type: none"> <li>Lack of or insufficient funding;</li> <li>Poor project management; and,</li> <li>Technical faults.</li> </ul>	<p>Consequences include:</p> <ul style="list-style-type: none"> <li>Failure to meet international aviation and maritime agreements</li> <li>Damage to the international reputation of New Zealand.</li> </ul>	Rare	Major	High	<p><b>Treatment option 2014/07/A: Monitor progress</b> The ground station is under active consideration with prices and costs being developed. The project plan should include a timeline from this work to unreliability of current satellites to help ensure the station is built and commissioned in good time.</p>	Existing low-altitude and high-altitude satellites are being replaced by medium-altitude satellites. In 2016-2017 the existing ground station will no longer be reliable and the aviation and maritime SAR capabilities will reduce.



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# QUADRENNIAL SEARCH AND RESCUE REVIEW



DECEMBER 2013



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# EXECUTIVE SUMMARY

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- In May 2013, the Minister of National Defence, as Lead Minister for Search and Rescue, announced the initiation of the **first Quadrennial SAR Review**, to provide a comprehensive perspective of Canada's National SAR Program (NSP).
- This inaugural Quadrennial SAR Review represents an important first step in developing a comprehensive perspective of the National SAR Program. The thoughtful input that was received from SAR stakeholders across the country is a testament to the enduring commitment of this community to improve the safety of Canadians. The dialogue that has been started through this process must continue as we chart the future course of the National SAR Program.
- Canada's National SAR Program rests on the contributions of many different **partners from across the country**, representing all three levels of government and a cadre of dedicated volunteers. Together, they pursue two main lines of activity: prevention, and response.
- **Prevention** can have a profound impact on the frequency and severity of SAR incidents, and is a shared responsibility across the entire NSP partnership.
- The responsibility for **response** is divided by domain (air, maritime, ground):
  - The Federal Government is responsible for the aeronautical and maritime elements of SAR response (through the Canadian Armed Forces and the Canadian Coast Guard), and for ground SAR in National Parks and Historic Sites (through Parks Canada);
  - The provinces and territories are responsible for SAR response on land (i.e. ground SAR) and inland waters; and,
  - Volunteers play an integral role across the air, maritime and ground domains.
- The divided responsibilities, varied approaches and complementary capabilities between levels of government and across paid and volunteer organizations result in a **fluid and flexible system**, able to meet the diverse challenges that arise across the country.

- While Canadians can be confident that they have one of the most effective SAR systems in the world, the “no-fail” nature of the SAR mission demands that program stakeholders remain **committed to continuous improvement**.
- In that vein, SAR stakeholders from across the country offered **wide-ranging input** to this inaugural review process. This input will inform the federal government’s ongoing assessment of federal SAR governance structures to ensure that these mechanisms support the effective and efficient delivery of SAR services to Canadians.
- This input also shaped the development of the following **recommendations**, which will contribute to ongoing efforts to ensure that Canadians continue to enjoy a world-class SAR system:
  - **Standardized reporting and improved data management** across the NSP must continue to be pursued without delay, as it would serve to inform future decision-making, and would set the SAR community on the proper footing for successful reviews in the years to come.
  - As a fundamental and invaluable pillar of the National Search and Rescue Program, prevention **efforts** should be further emphasized and more effectively coordinated across the NSP partnership.
  - Given the substantial role played by **volunteer organizations** in the delivery of SAR excellence in Canada, this cadre of dedicated Canadians must be supported and sustained by the NSP partners.
  - To ensure ongoing “seamless” SAR delivery for Canadians, all NSP partners must continue to improve **coordination, collaboration and interoperability** across the system, including better leveraging of existing mechanisms.
    - The National Search and Rescue Secretariat should further leverage the **SAR New Initiatives Fund** and the annual **SARscene conference** (a national event involving all NSP partners and volunteers) to support immediate measures, and – more importantly – to advance the national dialogue on these issues with the aim of identifying system-wide, sustainable solutions for the future.

# I. BACKGROUND

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Search and Rescue in Canada is a shared responsibility across all levels of government, and is delivered with the support of the private sector and thousands of volunteers. This network of partners is called the National SAR Program (NSP).

In May 2013, the Minister of National Defence, as the Lead Minister for Search and Rescue, announced the initiation of the first Quadrennial SAR Review (QSR). This systematic, standardized review is intended to provide a comprehensive perspective of Canada's National SAR Program, with a view to enhancing integration and alignment to ensure a seamless system for Canadians.

Under the leadership of the National Search and Rescue Secretariat (NSS), NSP partners and stakeholders from across Canada were engaged in the review, including all federal, provincial, territorial and municipal partners, as well as the private sector and volunteer organizations.

Input from NSP partner organizations was gathered through a survey, and subsequently confirmed through a forum that was held in Ottawa on 15 July 2013. The broader Canadian public, industry stakeholders and other interested organizations were also given the opportunity to engage in the review process by offering their views through written submissions.



## II. THE CHALLENGE OF SEARCH AND RESCUE OPERATIONS IN CANADA

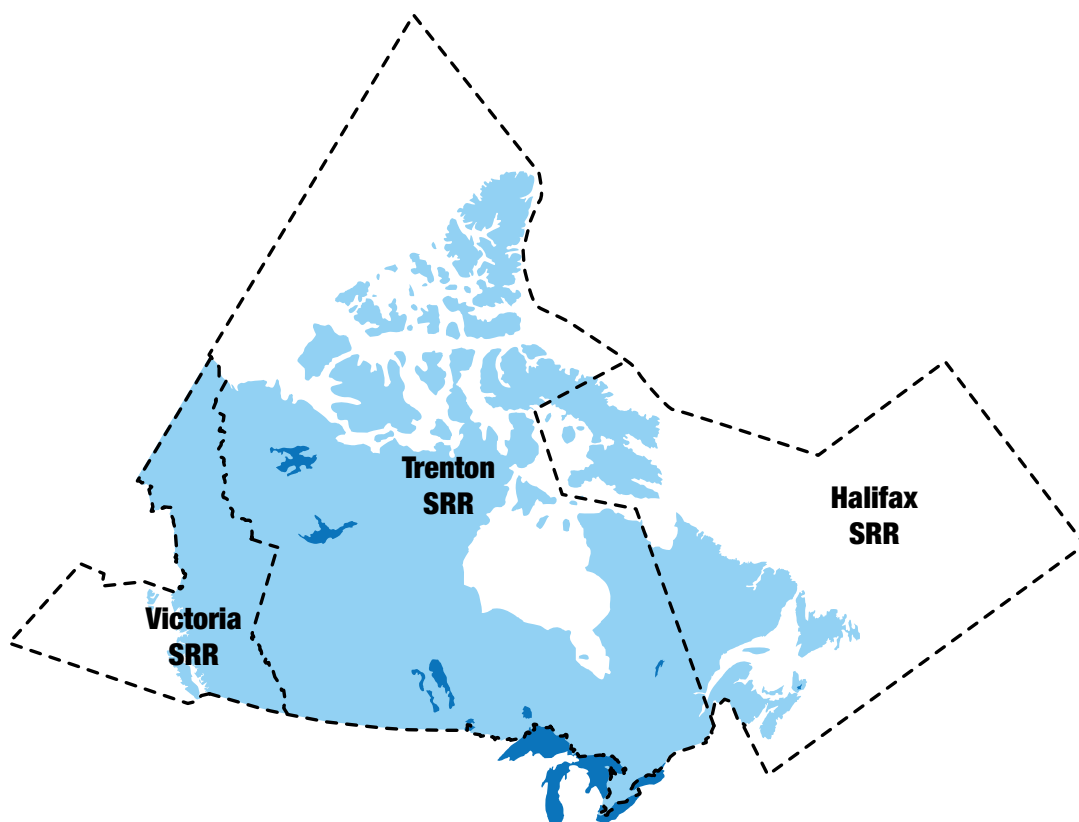
Canada has one of the world's largest areas of responsibility for search and rescue, covering 18 million square kilometres of land and water, more than 243,800 kilometres of coastline, three oceans, three million lakes (including the Great Lakes), and the St. Lawrence River system.

The challenges associated with such an enormous area are compounded by the varied and often austere terrain, extreme weather conditions and low population density that characterize many parts of the country, making Canada one of the most difficult environments in which to conduct search and rescue operations.

Against this backdrop, commercial and recreational activity in Canada is high, with some twelve million aircraft movements and over six million recreational boaters out on the water every year, and with Canadians and foreign tourists engaging in popular – and often risky – outdoor sports and recreation activities.

This is the demanding context that drives the national SAR system – a system that is called upon to respond to more than 15,000 calls each year, and which provides assistance to over 25,000 people.

### CANADIAN SEARCH AND RESCUE REGIONS (SRR)





# III. CANADA'S NATIONAL SEARCH AND RESCUE PROGRAM

## – Division of Responsibilities

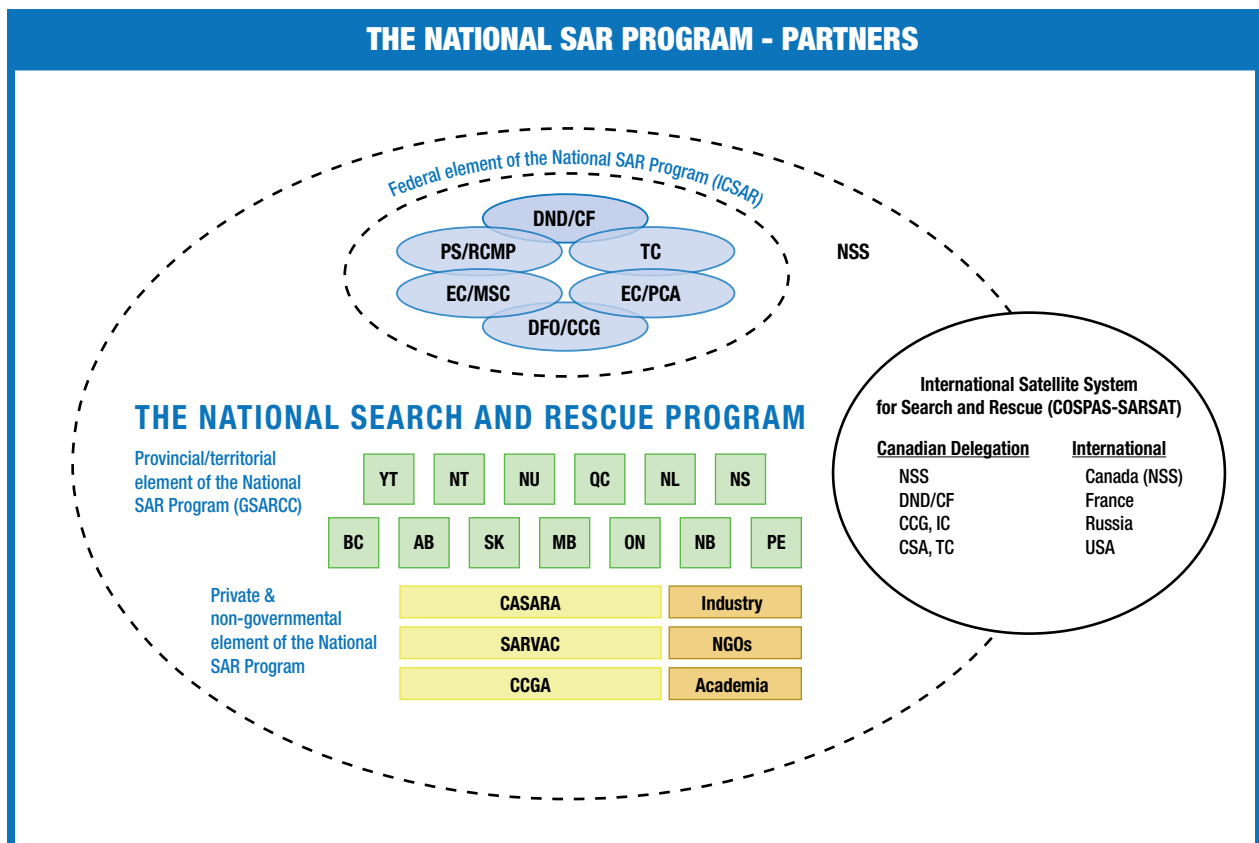
Canada's National SAR Program rests on the contributions of many different actors from across the country, representing all three levels of government and a cadre of dedicated volunteers. While each partner has specific roles and responsibilities, they work together to achieve a single result: to save lives.

### THE FEDERAL LEVEL

The Federal Government is responsible for the aeronautical and maritime elements of SAR, and for ground SAR in National Parks and Historic Sites.

The federal approach to aeronautical and maritime SAR is guided by international standards and conventions, including the *Convention on International Civil Aviation* (1944), the *International Convention for the Safety of Life at Sea* (1974), the *International Convention on Maritime Search and Rescue* (1979), the *Agreement on Cooperation on Aeronautical and Maritime Search and Rescue* (1979), the *International COSPAS-SARSAT Program Agreement* (1988), and the *Agreement on Cooperation on Aeronautical and Maritime SAR in the Arctic* (2011).

The **National Search and Rescue Secretariat**, established in 1986, serves as a central coordinator for the National SAR Program, with direct responsibility and



## **SAR NEW INITIATIVES FUND – 2013/14 PROJECT EXAMPLES**

- Remote Ground to Air SAR Communications (British Columbia) – \$151,435
- Avalanche Prediction Improvement (Parks Canada) - \$182,807
- Newfoundland and Labrador Standardized Radio Real Time Tracking System (Newfoundland and Labrador Search and Rescue Association) - \$955,827

accountability to the Minister of National Defence, as the Lead Minister for SAR. The Secretariat focuses on national and international coordination, policy and program support, and helps facilitate cross-jurisdictional efforts in such areas as prevention and interoperability. Of particular note, the Secretariat has responsibility for leading Canada's engagement in COSPAS-SARSAT, administering the *SAR New Initiatives Fund*, and organizing the annual *SARscene* conference.

COSPAS-SARSAT is an international satellite-based system that provides distress alert and location data to help search and rescue authorities assist persons in distress. It was established by Canada, the US, France and Russia, and now involves over 40 countries and two non-state organizations. Since its inception in 1988, COSPAS-SARSAT has been credited with saving over 35,000 lives.

The *SAR New Initiatives Fund* is a contribution program aimed at enhancing SAR prevention and response in all jurisdictions across the country. Through this fund, the Secretariat distributes \$8.1 million annually of project-based funding to partners in the National SAR Program. To date, the Secretariat has distributed more than \$200 million in funding to over 880 projects across Canada.

The annual *SARscene* conference is a national education and networking event for search and rescue professionals from across the country and internationally. Founded on the precept of "working together to save lives," *SARscene* is the only such professional development and networking opportunity for the Canadian SAR community.

The **Canadian Armed Forces (CAF)** is responsible for aeronautical SAR anywhere within Canada's designated area of responsibility, and for the effective operation of the coordinated aeronautical and maritime SAR system.

While ground SAR and other humanitarian operations fall outside of the military's primary SAR responsibilities, they are nevertheless often called upon to assist other federal departments or provincial/territorial governments.

Moreover, the Canadian Rangers may routinely be asked to assist in ground SAR operations, as they can provide SAR specialists with invaluable knowledge and advice on the terrain, weather and conditions in the search area. The Province of Ontario, for example, recently concluded a Memorandum of Understanding with the Canadian Rangers, which sets out the process through which the Rangers' assistance can be requested.

The **Canadian Coast Guard** is responsible for maritime SAR in areas of federal responsibility (i.e. in the Great Lakes/St. Lawrence River system and coastal waters). As such, the Canadian Coast Guard detects maritime incidents, works with the Canadian Armed Forces in the coordination and delivery of maritime SAR response within areas of federal responsibility, provides maritime resources to assist with aeronautical SAR operations as necessary, and when and where available, provides SAR resources to assist in humanitarian incidents within provincial/territorial jurisdiction.

**Parks Canada**, under the *Canada National Parks Act*, is responsible for visitor safety on all lands within its jurisdiction – i.e. ground and inland water incidents in the 44 National Parks and the more than 120 National Historic Sites across Canada, including in the Arctic.

**Transport Canada** provides safety education; develops and enforces minimum safety standards in the design, manufacture, and operation of all components in the aeronautical and maritime sector; assesses the impact of accident investigations on safety regulations; and regulates distress beacons.

**Environment Canada** provides critical information on meteorological conditions, for use by the Canadian public and NSP partner organizations.

Additional Federal Government infrastructure and assets, although not specifically designated for search and rescue purposes, can also be brought to bear in SAR prevention and response, when appropriate.

## PROVINCES & TERRITORIES

The provinces and territories are responsible for SAR on land (i.e. ground SAR) and inland waters.

To meet their individually unique circumstances, each province/territory has its own arrangements for coordination and delivery of SAR response. Despite differences in their legislative and regulatory bases for organizing SAR, provincial/territorial approaches to SAR are usually organized under emergency management agencies, and/or are placed under the authority of law enforcement agencies (RCMP, provincial and/or local) to coordinate SAR operations within their jurisdiction.

Provincial/territorial geographical areas of responsibility are generally limited to their provincial or territorial jurisdictions. However, some provinces and territories have limited international cooperation agreements with bordering US states or have additional responsibilities under international Memoranda of Understanding.

In **New Brunswick**, the Department of Public Safety policing services is responsible for administration and support to ground SAR operations, and co-chairs the New Brunswick Ground Advisory Committee. Provincial SAR policy coordination is done through this Ground SAR Advisory Committee, which also works collaboratively to ensure sufficient ground SAR capability by promoting strong partnerships among emergency service providers, including the ground SAR community, police, government agencies and other stakeholders. Responsibilities and authorities are defined in the New Brunswick Search and Rescue Protocols (2012), created by the Ground SAR Advisory Committee. Prevention activities are managed by SAR volunteers.

## VOLUNTEER ORGANIZATIONS

Each and every day, thousands of SAR volunteers throughout the country are on-call to provide life-saving assistance to Canadians in distress. These volunteers are critical to the success of the National SAR Program, playing an integral role across the air, maritime and ground domains, in support of all levels of government.

In **British Columbia**, ground SAR volunteers must complete approximately 100 hours of training, covering the following:

- SAR in BC
- Initiating a search
- Search progression
- Search termination
- Maps & compasses
- Survival skills
- Search types (sweep, grid, shoreline)
- Communications
- Rope Management
- Tracking
- Helicopter Safety
- Avalanche Orientation
- Evacuation



# IV. CANADA'S NATIONAL SEARCH AND RESCUE PROGRAM

## – The Two Pillars

The National SAR Program has two main lines of activity: prevention, and response.

### PREVENTION

The prevention pillar reinforces personal responsibility through education, regulation, investigation and enforcement. These preventive steps can have a profound impact on the frequency and severity of SAR incidents, and can mean the difference between life and death for Canadians.

The prevention pillar permeates the efforts of all NSP partners. For example, at the federal level, the Department of National Defence, through the National Search and Rescue Secretariat, offers information on how to prevent incidents, alert the system and survive pending rescue. These publications and presentations are used extensively by the SAR community for awareness and outreach events. Parks Canada ensures proper signage on trails, and provides up-to-date hazard information to visitors. Environment Canada enables Canadians to make informed decisions on changing weather, water and climate conditions, while Transport Canada sets and enforces important safety standards for aeronautical and marine transportation, including recreational boating.

Amongst the provinces and territories, prevention efforts vary across the country. They range from educating the public regarding safe practices for common outdoor activities, to mitigation measures such as improving the safety and accessibility of parks and recreation sites, to enforcement of laws regarding the responsible operation of vessels or off-road vehicles.

**AdventureSmart** is a national program dedicated to encouraging Canadians and visitors to “get informed and get outdoors,” and is framed around three simple steps: trip planning, training, and taking the essentials.

In delivering these prevention programs, the provinces and territories often rely on other partners, including police services and SAR volunteers. For instance, volunteers are heavily involved in the *AdventureSmart* program, which emphasizes personal responsibility for safety, and educates members of the public on how to alert the search and rescue system when in distress and how to survive until rescued.

Indeed, volunteers – by reaching into their local communities to provide information, raise awareness, and enhance preparedness – help prevent SAR incidents in the first place and greatly improve the chances of survival should something go wrong.

### RESPONSE

#### Phases of Response

Although every SAR incident is unique, there are generally five phases to a SAR response: incident occurrence, alert, investigation, response, and post-incident activity.

INCIDENT → ALERT → INVESTIGATION → RESPONSE → POST-INCIDENT

SAR incidents can occur suddenly and without warning, as a result of injury, mechanical failure, environmental conditions, or human error.

Once the incident has occurred, the subject in distress must signal for help. That signal for help – or distress alert – can be conveyed through a variety of mechanisms, including satellite-enabled notification technology such as COSPAS-SARSAT, radio communication relays, 1-800 numbers, cellular and satellite phones, 911 systems, police call centres, provincial/territorial points of contact, friends or family.

Regardless of the means by which an alert is conveyed, the recipient must then notify the proper SAR authority for investigation and response. The responsible agency will then validate key information regarding the incident in question. This process can involve establishing contact

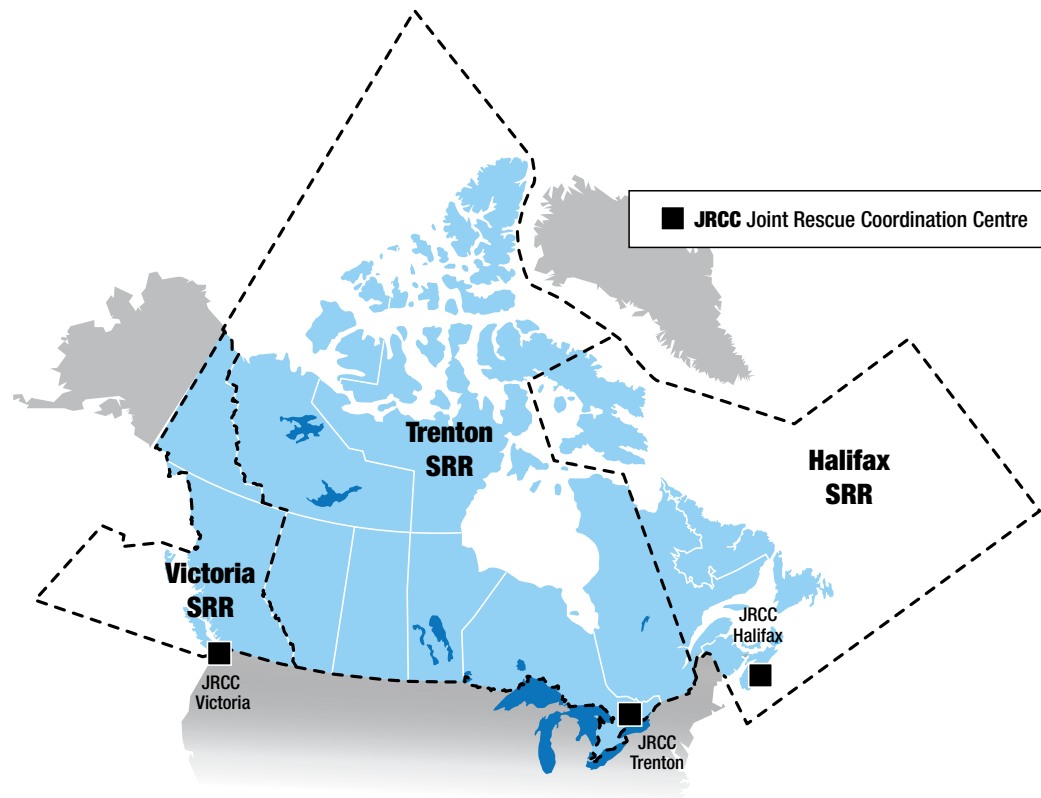
with the subject, determining their position, and assessing whether the situation warrants further action.

If the decision is made to launch a response, resources are tasked by the responsible agency. For most incidents, this means tasking resources under that agency's control. However, it can also mean getting assistance from other partners, whether in the form of specialized resources, contracted services and vessels of opportunity, or volunteer augmentation.

Once SAR resources are released from the incident, or the case is transferred to another organization (such as the Transportation Safety Board, a criminal investigation team or the coroner's office), redeployment and replenishment occurs. As a final step, the incident is recorded by the responding agency in some format.

<b>CANADA'S SAR RESPONSE AUTHORITIES</b>	
<b>Type of SAR Incident</b>	<b>Lead Authority</b>
<b>Aircraft incidents</b> <ul style="list-style-type: none"> <li>• Anywhere in Canada</li> </ul>	Canadian Armed Forces
<b>Maritime incidents</b> <ul style="list-style-type: none"> <li>• On the oceans</li> <li>• Coastal waters and the Great Lakes/St. Lawrence River system</li> </ul>	Canadian Coast Guard
<b>Ground and Inland Water (GSAR)</b> <ul style="list-style-type: none"> <li>• On land (e.g. hikers, hunters, lost persons)</li> <li>• On inland waterways (e.g. pleasure boaters, anglers, paddlers)</li> </ul>	Provincial/territorial governments; usually delegated to the police force of jurisdiction.
<b>SAR in National Parks, National Historic Sites and Marine Conservation Areas</b> <ul style="list-style-type: none"> <li>• On land (e.g. hikers, mountain bikers)</li> <li>• On inland waterways (anglers, paddlers)</li> </ul>	Parks Canada Agency

## JOINT RESCUE COORDINATION CENTRES (JRCC)



### Air & Maritime Response Assets

To coordinate the federal response in the aeronautical and maritime domains, the Canadian Armed Forces and the Canadian Coast Guard have divided Canada's SAR area of responsibility into three search and rescue regions. Each region has a **Joint Rescue Coordination Centre** (located in Halifax, Trenton and Victoria) manned by officials from the Canadian Armed Forces and the

Canadian Coast Guard, who maintain around-the-clock watch, ready to coordinate a joint response to aeronautical and maritime SAR incidents.

Every year, the three Joint Rescue Coordination Centres coordinate responses to an average of more than 9,000 incidents. The figures listed below represent the total incidents coordinated by the Joint Rescue Coordination Centres (JRCCs) in the last five years, identified by Search and Rescue Region.<sup>1</sup>

### FIVE YEAR TOTALS & AVERAGE BY SEARCH AND RESCUE REGION (SRR)

	2008	2009	2010	2011	2012	5 YR AVG
<b>Halifax</b>	2673	2665	2868	2651	2682	2707
<b>Trenton</b>	3278	3527	3710	3664	4110	3657
<b>Victoria</b>	3146	3166	2894	2868	3244	3063
<b>Total</b>	<b>9097</b>	<b>9358</b>	<b>9472</b>	<b>9183</b>	<b>10,036</b>	<b>9429</b>

<sup>1</sup> These numbers do not include approximately 1,000 annual incidents that require JRCC investigation but that do not form a SAR case.

The **Canadian Armed Forces** have SAR assets strategically located across the country, with five primary SAR squadrons at bases in Gander, Newfoundland & Labrador; Greenwood, Nova Scotia; Trenton, Ontario; Winnipeg, Manitoba; and Comox, British Columbia.

The Royal Canadian Air Force maintains both fixed-wing and rotary-wing air assets, ensuring the necessary flexibility to respond to the wide array of aeronautical and maritime SAR incidents that arise across the Canadian area of responsibility.

The primary SAR assets used by the Canadian Armed Forces include the following:

- 14 x CC130H *Hercules* Aircraft;
- 6 x CC115 *Buffalo* Aircraft;
- 14 X CH149 *Cormorant* Helicopters; and,
- 5 x CH146 *Griffon* Helicopters

All of the above-listed aircraft are multi-role; as such, only a select number of these aircraft are assigned to primary SAR duties at any given time. In exceptional circumstances, however, non-primary SAR CAF assets, including other aircraft, ships, or army units, can be called upon to serve as secondary SAR resources.

From wherever they are, around-the-clock, CAF SAR crews react immediately to a SAR incident, and there are set standards to which CAF assets are pre-positioned to respond on a daily basis. The CAF SAR crews are at a 30-minute response posture for 40 hours each week, in which the CAF SAR crews are to be airborne within 30 minutes. These periods of 30-minute readiness can be scheduled to coincide with anticipated peaks in SAR activity. For the remainder of the time, CAF SAR crews are to be airborne within 2 hours (as the aircrew may not be on base). Generally, CAF SAR crews are airborne well inside these timeframes.

**The Canadian Coast Guard** has a total of 117 vessels and 22 helicopters stationed across the country that can deliver maritime SAR services, either in a primary or secondary role.

The Canadian Coast Guard's primary SAR assets include 40 SAR Stations, including one Air Cushioned Vehicle. To supplement this capacity during the summer months, the Canadian Coast Guard operates 25 Inshore Rescue

Boat Stations across the country. The Canadian Coast Guard can also call on other multi-tasked vessels to contribute to the SAR program when required. Multi-tasked vessels are required to remain within a specific SAR area, and to maintain all SAR operational standards while they are multi-tasked.

Every Coast Guard vessel carries on board at least one Rescue Specialist, and all Coast Guard vessels are required to carry and maintain specialized SAR equipment.

Designated search and rescue units (SRUs), with specially trained crews, are operational on a 24/7 basis. These units will depart on a SAR tasking within 30 minutes or less, 99% of the time. At the SRU Sea Island in British Columbia, a specially trained crew provides diving services on a 24/7 basis. Inshore Rescue Boat units will also depart on SAR taskings within 30 minutes or less, 99% of the time, during their on-duty time. When in operational status, all other Coast Guard vessels will depart on SAR taskings within one hour of notification.

### **Ground Response Assets**

In contrast with the federal partners, **provincial and territorial governments** do not maintain fleets of crewed aircraft and vessels that are on *exclusive standby* for search and rescue response. Existing police, fire, and emergency medical services assets are tasked on an as-needed basis to assist with search and rescue incidents. Recognizing the unique demands of search and rescue response, some jurisdictions have developed specialized capabilities within their police, fire, and/or emergency medical services programs. For instance, virtually all police services that operate aircraft have equipped them with high-resolution video and forward-looking infra-red cameras, which are useful in detecting lost persons, day or night.

Government-owned aircraft may also be utilized from time-to-time in support of search and rescue, although few are specifically equipped for this role.

Moreover, across Canada, ground SAR is heavily reliant on volunteer organizations to provide the bulk of the human resources to support these efforts. In addition, federal assets can be requested by provinces and territories to assist in ground search and rescue operations, when required.



## GROUND SAR INCIDENTS UNDER PROVINCIAL RESPONSIBILITY (2012, approximate)<sup>2</sup>

BC	AB	SK	MB	ON	QC	NB	PE	NS	NL	NT	YT	NU
1338		82	19	318		80	6	75	150	78	20	178

While the responsibility for ground SAR throughout most of the country falls to the provinces and territories, **Parks Canada** does have a limited mandate for ground SAR within National Parks and National Historic Sites.

As such, Parks Canada maintains dedicated mountain rescue teams in Banff, Jasper, Kootenay, Glacier, Mount Revelstoke and Waterton Lakes National Parks, equipped with standard mountain-rescue equipment. In addition, cross-functional SAR teams are located at various locations across the Parks Canada system, covering all provinces and territories, including the eastern and western Arctic, and are equipped with standard ground SAR equipment.

*The volunteer base is the foundation for SAR in Nova Scotia. They are well-trained, motivated, and capable, and perform an invaluable service to the citizens of Nova Scotia.*

Emergency Management Office  
Nova Scotia

Parks Canada uses a variety of external and internal resources for SAR, depending on the location of the site. The majority of Parks Canada equipment is not dedicated to SAR use, but may be utilized for SAR depending on the circumstances of the incident.

In 2011/12, Parks Canada responded to approximately 3600 visitor safety incidents, including lost persons, avalanche incidents, mountain rescues, boat accidents and medical incidents, in both front country and wilderness environments.

### The Volunteer Contribution

The strong volunteer component of the NSP provides all levels of government with a greater set of resources to meet SAR requirements. In addition to providing critical manpower, the volunteers also represent the community's link to municipal, provincial/territorial and federal organizations in the delivery of SAR services. Along with local authorities and police forces, volunteers have the unique local knowledge, expertise, and experience required for an effective response.

There are three key national SAR associations that help to support and guide Canada's volunteer SAR community. Together, they represent some 18,000 volunteers across the country:

- **The Civil Air Search and Rescue Association** is a Canada-wide volunteer association dedicated to the promotion of aviation safety, and to the provision of air search support services to Canada's National SAR Program. It provides air search support services to the Canadian Armed Forces, and has Memoranda of Understanding with all of the provinces to provide air search support services. The association represents 100 teams and 2,534 volunteers.
- **The Canadian Coast Guard Auxiliary** is a Canada-wide volunteer association dedicated to maritime SAR and the promotion of boating safety, and provides assistance to the Canadian Coast Guard in maritime SAR. The association represents 1200 units/vessels and 4,000 volunteers.
- **Search and Rescue Volunteer Association of Canada** was established by the Provincial and Territorial Associations to provide a national voice for ground SAR volunteers in Canada. It aims to address issues of common concern and to develop consistency and promote standardization or portability of programs and volunteers across the country. The association represents 300 teams and 12,000 volunteers.

<sup>2</sup> Input for the QSR was not received from Alberta or Québec. Moreover, information on the number of search and rescue incidents varies highly from jurisdiction to jurisdiction given differences in how information is collected, and many police searches are not included in the above figures. As such, the numbers depicted in this chart should be seen as indicative only. Parks Canada's contribution to ground SAR (within its federal areas of responsibility) is reflected later in this section.



# V. OBSERVATIONS

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Canadians can be confident that the National SAR Program continues to be one of the most effective in the world. The NSP is blessed with highly-skilled, dedicated and experienced SAR personnel that – in a genuine spirit of collaboration – are willing to work across jurisdictional boundaries to save lives. Moreover, the divided responsibilities, varied approaches and complementary capabilities between levels of government and across paid and volunteer organizations result in a fluid and flexible system, able to meet the diverse challenges that arise across the country. As a result, the Canadian SAR community is unquestionably greater than the sum of its parts.

Nevertheless, the life and death consequences of Search and Rescue operations – the “no-fail” characteristic of this mission – demand that program stakeholders remain committed to continuous improvement.

The observations that were offered by SAR stakeholders throughout this process covered a broad spectrum of issues including prevention, coordination and interoperability, volunteer support and data management. This breadth of input alone is indicative of the ongoing dedication of the SAR community across Canada to ensure that the system is working, and their thoughtful observations will provide a solid basis for its continuous improvement.

## **PREVENTION**

Prevention is a critical line of activity within the National SAR Program. Efforts are being made across the NSP partnership to minimize the number and severity of SAR incidents in Canada by, *inter alia*, increasing awareness, mitigating risk, and changing behaviour to encourage Canadians to take responsibility for themselves in outdoor pursuits. Taken together, these efforts improve the safety of all, and optimize the use of NSP resources.

However, given that the responsibilities and authorities for prevention are not as clearly delineated as in the area of response, prevention efforts often fall secondary to response efforts, and collaboration across the system remains weak. This runs contrary to the logic that prevention should be at the forefront of an effective SAR program.

The importance of prevention must be re-emphasized as a core element of the NSP. Moreover, given that prevention activities permeate across the NSP partnership, a more holistic and coordinated approach to prevention should be pursued.

## **RESPONSE: COORDINATION, COMPATIBILITY AND INTEROPERABILITY**

Although a SAR response is initiated by a specific organization – based on the nature and location of a SAR incident – the complete response is frequently multi-jurisdictional to ensure the most effective assets are deployed.

Critical to the success of this type of system is the ease and speed with which a responsible jurisdiction can access the most capable, timely and appropriate assistance. This, in effect, has been described as “seamless” SAR, wherein all issues are subordinate to the primacy of saving a life, and mutual aid – across organizations – stands as a fundamental principle of the system.

With that in mind, technology (i.e. sensors, radio communications, GPS/mapping, etc.) can serve as a force multiplier in enabling a more effective SAR response, however it can also give rise to interoperability challenges. As such, the introduction of new technologies must be carefully managed so as to ensure that they *enhance* – and do not detract from – the seamless delivery of SAR in Canada.

Moreover, going forward, NSP partners must ensure that effective mechanisms and procedures are in place to transmit distress signals to the appropriate responding agency in a timely manner. All partners should be intimately familiar with the protocols and procedures of the jurisdictions with which they engage, so that they know who to call, and how to call them.

Other initiatives to enhance interoperability could also be further pursued, with NSP partners collaborating in joint training, exercises and operations. Furthermore, opportunities for standardization (in training, qualifications, radio communications, or call-out procedures, for instance) could be explored, while remaining mindful of

the benefits that the NSP – and indeed, all Canadians – derive from the diverse and tailored approaches to SAR that exist across the country.

## **VOLUNTEERS**

Many Canadians are not aware of the substantial volunteer component of the NSP, and even fewer are aware of the significant investment – both in terms of time and money – that this commitment demands of its volunteers.

Our volunteers offer a critical conduit into the local community, raising awareness and promoting safety amongst Canadians. They also serve as an enormous asset, providing additional response capacity across the aeronautical, maritime and ground SAR domains. These volunteers are skilled and dedicated citizens, who commit their time to help ensure the safety and survival of their fellow Canadians. In many cases, they represent the backbone of Canada's SAR system, as they are often the first to reach Canadians in peril.

Sustaining the volunteer cadre for the future must be a priority. This means recognizing these volunteers for their service to the country; it means ensuring they have the appropriate supports – and coordination mechanisms – in place to facilitate their work; and, it means actively attracting new volunteers for the future.

## **DATA MANAGEMENT & PERFORMANCE MEASUREMENT**

There is currently no centralized or standardized accounting of search and rescue activities across Canada. Information on the rate of search and rescue incidents, their nature, and the effectiveness of the NSP response varies widely from jurisdiction to jurisdiction.

At the most fundamental level, there is no commonly-used definition of what constitutes a "SAR incident." Is it a person in distress in an urban area? Does it include those requiring towing assistance? How do you account for false alarms and missing persons, which also require investigation? Complicating matters, various organizations compile and retain data using software that may not be connected to current SAR systems.

Accurate and comparable data on SAR incidents across jurisdictions in Canada would prove invaluable for charting the future course of the NSP. More specifically, it would improve shared understanding amongst SAR partners, better enable decision-making and command

and control in each organization, and help to define where the real gaps and seams are in the system – both in terms of response and prevention.

The National Search and Rescue Secretariat continues to make progress with its SAR Knowledge Management System, which will serve as a central repository of information for the NSP and its stakeholders, and will serve as a decision support tool at the strategic and tactical levels. Work in this direction must continue.

## **FUTURE TRENDS**

As we move forward with the Quadrennial SAR Review process, we must be mindful of emerging trends that may have an impact on both the demand for SAR in Canada, and how we best respond to it.

For instance, the **changing climate** – including the increased frequency of extreme weather events – may have an impact on SAR in the coming years, requiring changes to how, where and when SAR resources are deployed.

Moreover, increased commercial and tourist activity in the **North** will demand a deeper awareness of the requirements and responsibilities for successful SAR in that region.

**New technologies**, in concert with supporting regulation, will present profound opportunities for improving SAR services in Canada through enhanced communications, detection, rescue, and survivability. In that vein, the international Medium Earth Orbit Search and Rescue System – to which Canada contributes – is a promising step forward.

However adoption of new technologies in a timely and consistent manner may prove difficult and/or costly, with potential ramifications for interoperability amongst partners.

At the same time, new technologies have the potential to create a false sense of security amongst the general public. For instance, with a GPS in hand, Canadians may be more willing to trek into increasingly remote areas, thereby increasing the potential for a SAR incident.

Compounding this problem is the continued migration towards **urban centres**, resulting in a loss of "on land" knowledge amongst the general public.

Finally, the impact of an **aging population** on SAR incidents in Canada will need to be further tracked and assessed.

## VI. RECOMMENDATIONS

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- **Standardized reporting and improved data management** across the NSP must continue to be pursued without delay, as it would serve to inform future decision-making, and would set the SAR community on the proper footing for successful reviews in the years to come.
- As a fundamental and invaluable pillar of the National Search and Rescue Program, **prevention efforts** should be further emphasized and more effectively coordinated across the NSP partnership.
- Given the substantial role played by **volunteer organizations** in the delivery of SAR excellence in Canada, this cadre of dedicated Canadians must be supported and sustained by the NSP partners.
- To ensure ongoing “seamless” SAR delivery for Canadians, all NSP partners must continue to improve **coordination, collaboration and interoperability** across the system, including better leveraging existing mechanisms.
  - The National Search and Rescue Secretariat should further leverage the **SAR New Initiatives Fund** and the annual **SARscene** conference (a national event involving all NSP partners and volunteers) to support immediate measures, and – more importantly – to advance the national dialogue on these issues with the aim of identifying system-wide, sustainable solutions for the future.

## VII. CONCLUSION

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Canada is privileged to have one of the most effective SAR systems in the world, encompassing a wide array of partners with diverse capabilities and competencies. This complex mosaic of jurisdictions and responsibilities has evolved to meet the unique needs of the Canadian landscape, and the Canadian populace. While this network of partners comes with its challenges, it also represents a profound strength.

The system’s efforts in both prevention and response ensure that a wide spectrum of options is being pursued to keep Canadians safe. NSP partners are empowering Canadians to take personal responsibility for their safety. At the same time, they are ensuring that the appropriate response mechanisms and capabilities are in place for when prevention fails.

Going forward, we must standardize our reporting and improve our data management across the NSP partnership, to serve as the foundation on which future decisions regarding the NSP can be made, particularly as we come to face new challenges and opportunities in the future. As we pursue that effort, we must also re-double our efforts on prevention; acknowledge and support our critical volunteer base; and bolster our response efforts through enhanced cooperation, coordination and interoperability.

This inaugural Quadrennial SAR Review represents an important first step in developing a comprehensive perspective of the National SAR Program. The thoughtful input that was received from SAR stakeholders across the country is a testament to the enduring commitment of this community to improve the safety of Canadians. The dialogue that has been started through this process must continue as we chart the future course of the National SAR Program.

# NZSAR

New Zealand Search  
and Rescue



## NZSAR Council Meeting 4 March 2014



# Item 2. Apologies

- Mike Edginton – DOC

## Welcome

- Richard Davies, Manager Recreation DOC

# Item 3. Previous Minutes

Minutes for approval:

- Council Meeting of 21 November 2013.

# Item 4. Matters Arising

## Item 9: Section 9(1) Funding Proposal

- The Secretariat and RCCNZ is to work with the Ministry of Transport to prepare a business case for the Ministers of Transport and Finance, to be endorsed by Council within the next two months.

## Item 12: Meetings for 2014

- The Secretariat is to liaise directly with support staff of Council members to set NZSAR Council meeting dates for 2014.

## Item 13: Emergency CE's Forum

- The Secretariat is to prepare a letter to DPMC suggesting closer EM-SAR engagement.

## Item 13: Deferred Items

- Previously deferred items are on the agenda to be discussed today.



# Item 5. SLA Monitoring Report

Outputs	Coastguard	LandSAR	AREC	SLSNZ
Provision of expert services to CA				
Provision of expert advice to CA				
Provision of IM Team Members				
Summary of non-SAR activity				
Up to date details available for CA				
Participation in joint SAREX				
Attendance at Forums				
Nominations for NZSAR Awards				



# Item 5. SLA Monitoring Report

## Summary for the 1 October 13 – 31 December 13 Quarter

Measures	Police	RCCNZ	Totals
SAROPs	300	185	485
Lives at Risk	252	443	695
Lives Saved	21	4	<b>25</b>
People Rescued	90	73	163
People Assisted	125	50	175
LandSAR Taskings	69	2	71
Coastguard Taskings	48	3	51
AREC Taskings	9	0	9
SLSNZ Taskings	12	0	12
Performance of SLA Partners	Satisfactory	Satisfactory	Satisfactory





# Item 5. SLA Monitoring Report

## Summary for the 1 October 13 – 31 December 13 Quarter

Most reporting requirements for the Quarter have been met by the SLA partners

Outputs	Coastguard	LandSAR	AREC	SLSNZ	Totals
<b>SAROPs Attended</b>	97	53	19	13	182
<b>Volunteers Involved</b>	680	--	45	44	--
<b>Volunteer Hours</b>	1,617	2,762	241	52	4,672

2,330 Coastguard volunteers responded to 831 non-SAR related calls for assistance during the quarter.



# Item 5. SLA Monitoring Report

## Coastguard

- Aaron Wallace has been co-opted as a board member for Coastguard New Zealand. He has a strong background in corporate governance and is a chartered accountant.
- The Rescue Vessel standardisation and new website projects remain work-in-progress.
- CNZ is hosting the International Maritime Rescue Federation when it meets in March 2014.

## SLSNZ

- Surf Life Saving New Zealand's summer appeal is currently underway.
- The Surf Life Saving New Zealand Board has developed a new national regulation, and associated guidelines, for the protection of its members.



# Item 5. SLA Monitoring Report

## LandSAR

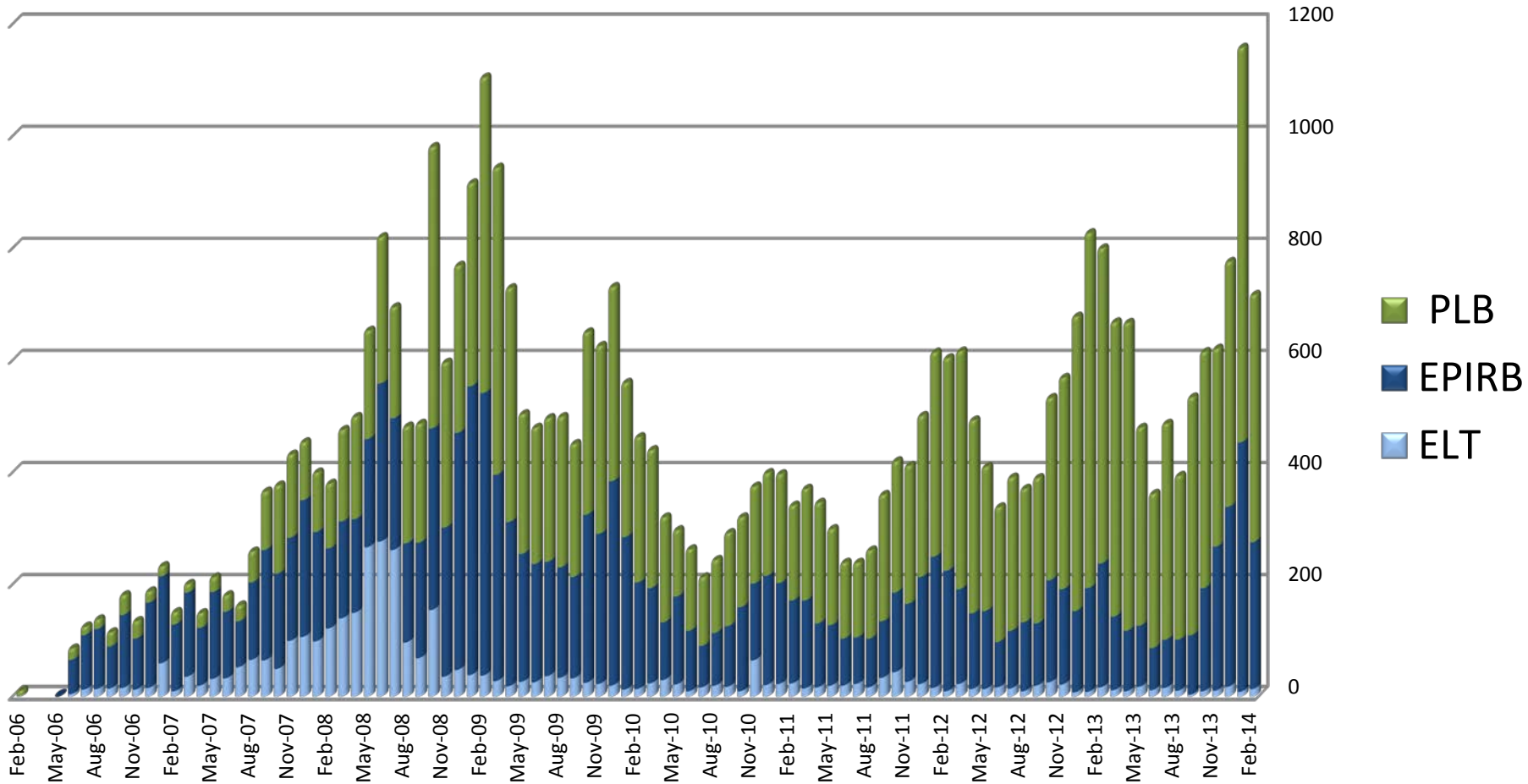
- LandSAR has finalised planning for the 2013/14 programme of skills acquisition training to be delivered by Tai Poutini Polytechnic; and the continuation/refresher training to be delivered by other organisations.
- Vertical Horizonz are continuing their work on redeveloping LandSAR's Safety Management System. The new system should be in place by mid-2014.
- Vertical Horizonz have also been contracted to develop a competencies framework for LandSAR volunteers.

## AREC

- No issues or updates to report.



# Item 5. Beacon Registrations (42,832)



# Item 6. Sector Update



**Paper distributed**



# Item 7

## Draft Section 9(1) Funding Review

Ser.	Action	Date	Comments/ Responsibility
1.	Paper considered by NZSAR Council	4 Mar	MOT absorbs Council input
2.	MOT consults with Treasury officials	4 –11 Mar	MOT finalises paper
3.	MOT Briefs Min Transport	5 March	GM Aviation & Marine (MOT)
4.	Final paper signed by NZSAR Council members	11-14 Mar	NZSAR Secretariat
5.	Paper sent to Joint Ministers	14 Mar	MOT
6.	Paper considered by Joint Ministers	17 – 28 Mar	Ministers of Finance and Transport



Description	Current Funding 14/15 \$m	Proposed Increase \$m	Resultant Funding \$m
<b>Departmental Output Expense – Search and Rescue Coordination PLA</b>			
NZSAR Secretariat Operation	0.625	0.065	0.690
National SAR Support Programme	0.511	0	0.511
<b>Total</b>	<b>1.136</b>	<b>0.065</b>	<b>1.201</b>
<b>Non-Departmental Output Expense – Search and Rescue Recreational Boating Safety Activities PLA</b>			
Recreational Boating safety campaign funding	0.930	0	0.930
Recreational Boating safety services	1.630	0	1.630
Service Level Agreements	2.789	0	2.789
SAR Prevention	0	0.105	0.105
RCCNZ Capability	0.614	0.380	0.994
Beacons database & awareness	0.140	0.060	0.200
<b>Total</b>	<b>6.103</b>	<b>0.545</b>	<b>6.648</b>
<b>Grand Total</b>	<b>7.239</b>	<b>0.610</b>	<b>7.849</b>

# Item 8. NZSAR Awards

*Sub-group advice for Operational Activity:*

## **Gold Award:**

- Fox/Franz Josef ACR Team members – glacier rescue

## **Certificates of Achievement:**

- JASART / Antarctica EOC – Twin Otter aircraft incident
- Sunset Beach SLSC – rescue of rock fishermen
- Whakatane SLSC members – rescue of divers
- RARO / Taranaki ACR / RNZAF / Taranaki LandSAR – efforts on Labour weekend
- Wellington Westpac Rescue Helicopter crew – rescue in Cook Strait

## **No Award:**

- Christchurch Westpac Rescue Helicopter crew – rescue from river





# Item 8. NZSAR Awards

*Sub-group advice for Support Activity:*

## **Gold Award:**

- Not to be presented

## **Certificates of Achievement:**

- Rachel, Chris, Nicola, CSR – training development
- SLSNZ – Coastal risk assessment Hot Water Beach

## **No Award:**

- Coastguard Maraetai
- Rowan Muir – Coastguard Maraetai
- Rowan Leck – Dunedin Marine SAR
- Peter Turnbull – Northland Emergency Services Trust
- Nick Coyne – LandSAR NZ



# Item 9. National Training Framework

## *For Acceptance*

The NZSAR Consultative Committee has accepted the report, and recommends that the NZSAR Council:

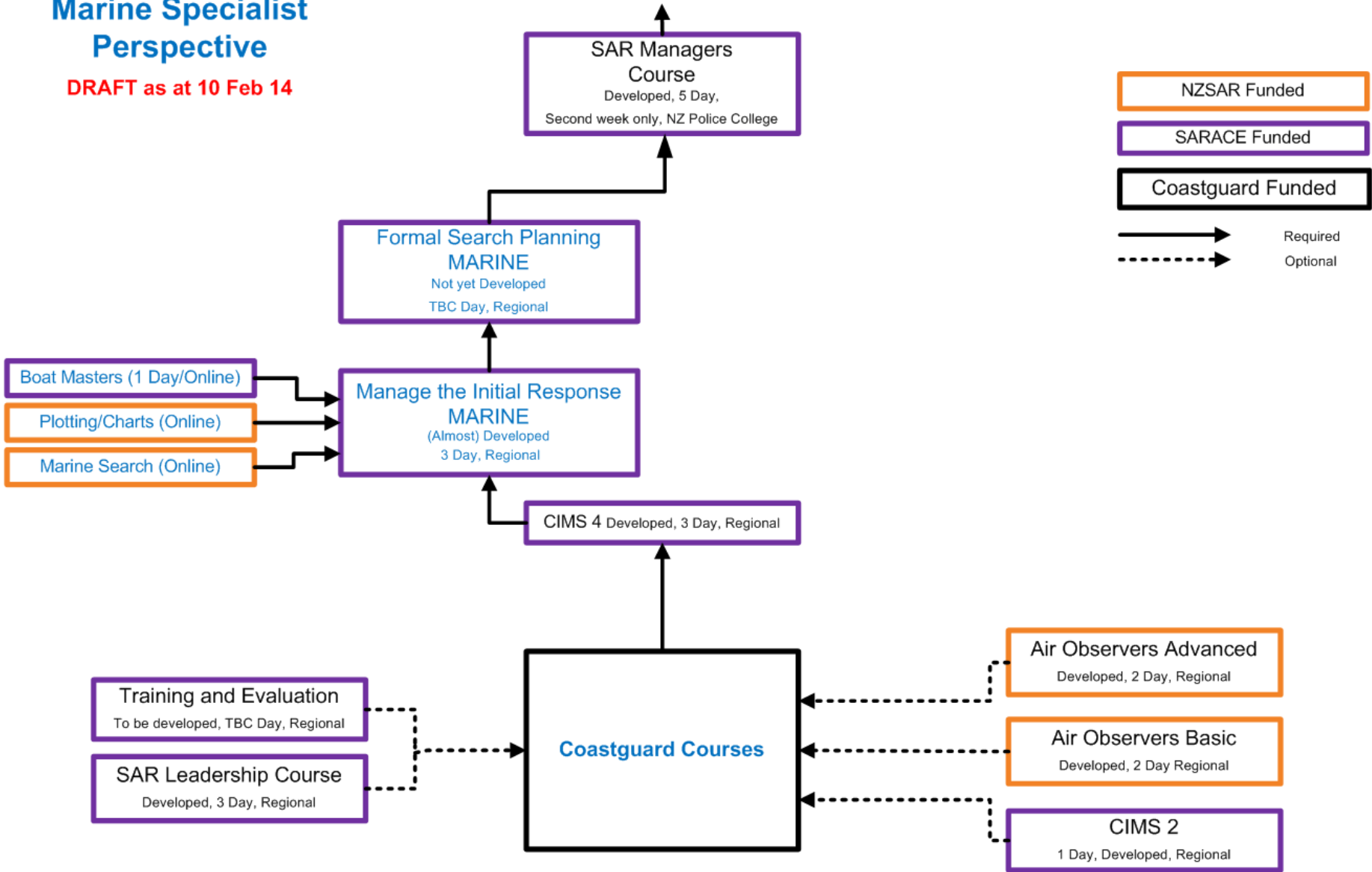
1. Accept the report;
2. Consider the recommendations contained in the report; and,
3. Direct the NZSAR Consultative Committee and NZSAR Secretariat to carry out the recommendations.



# Marine Specialist Perspective

DRAFT as at 10 Feb 14

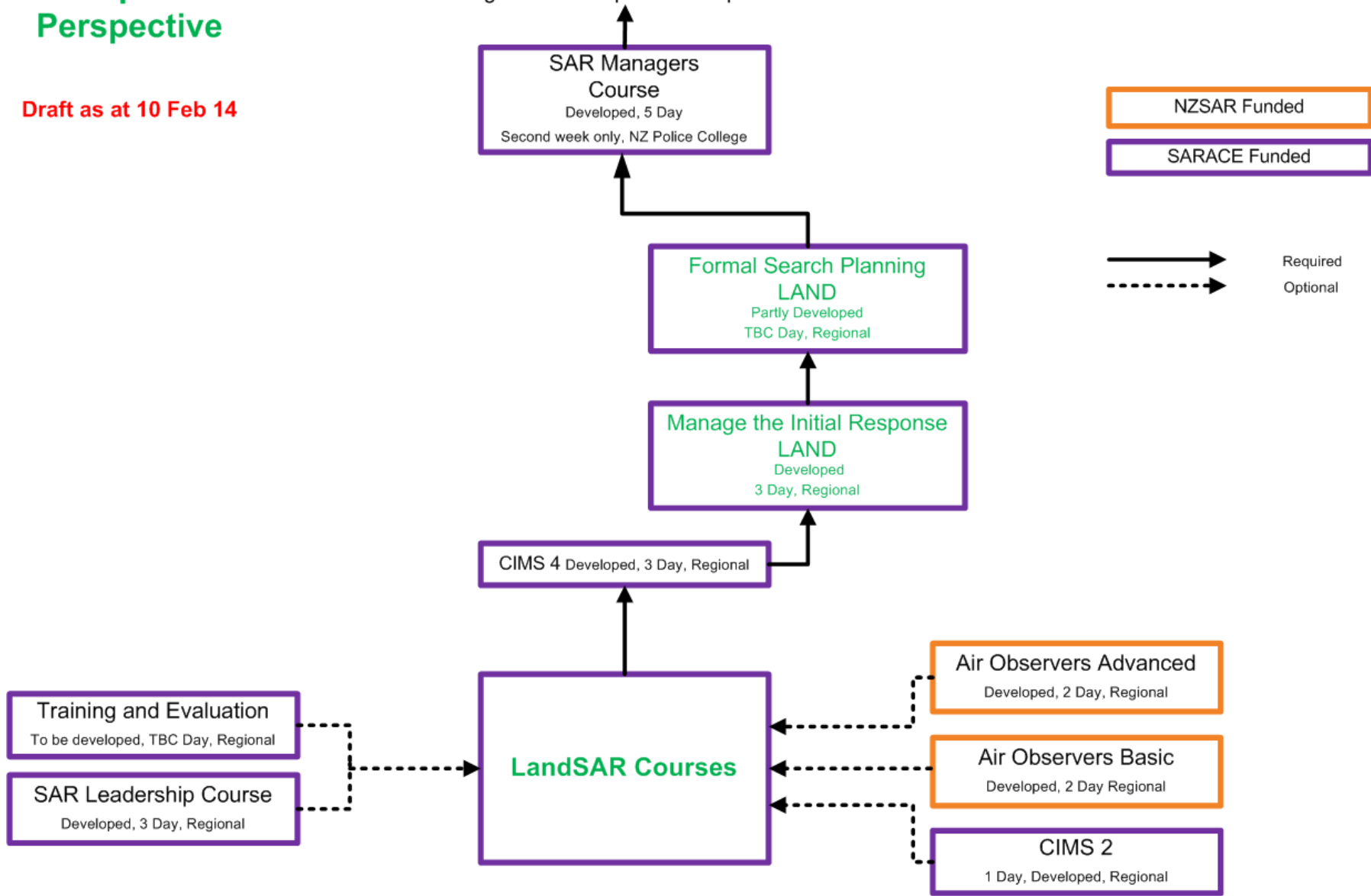
Produces a trained SAR Incident Team Member  
Planning & Intel or Operations specialisation



# Land Specialist Perspective

Draft as at 10 Feb 14

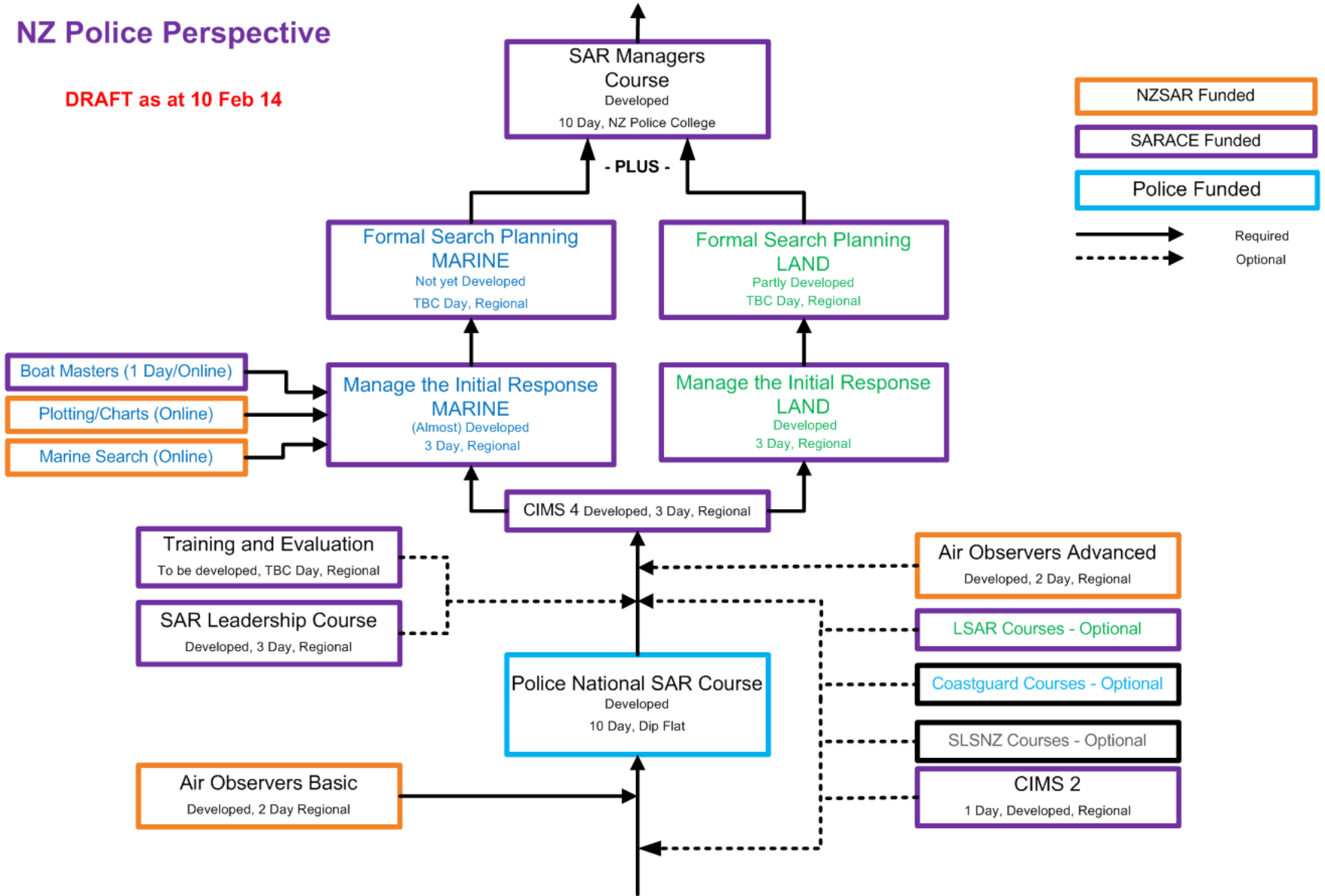
Produces a trained Incident Team Member  
Planning & Intel or Operations Specialisation



# NZ Police Perspective

DRAFT as at 10 Feb 14

Produces a fully trained Police SAR Incident Controller



# Item 10. SLA Draft Provisions

Suggested improvements to the joint SLAs:

- a) Enhancing the purpose & outcome statements
- b) Clarifying where funding may/may not be used
  - i. Governance & Management
  - ii. Research & Analysis
  - iii. Cross Agency Initiatives
- c) Inserting H&S provisions and reporting requirements
- d) Improving visibility and accountability around the use of SLA funds – letters of intent



# Item 11. Risk Framework

*For discussion*

## a) SAR Information

*“Search and Rescue information is inadequate or unreliable for future planning.”*

## a) Risk Framework layout and content

# Item 12. Performance Measurement

- **A robust and integrated SAR System**
- **Efficient and sustainable SAR organisations**
- **Capable SAR people**
- **Reduced demand for SAR services**





**NZSAR Goals links to Govt & CE expectations and measures**



Systemic collaboration to deliver services

Strategic vision and focus

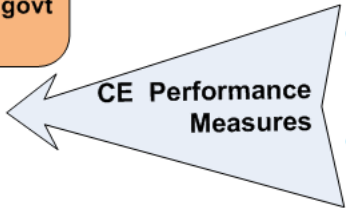
Clarity of agency contribution

Support of Ministers, staff, NGO's and govt agencies

Drives agency action to achieve results

Collective leadership, & direction. Strat thinking, planning & resourcing. Holding to account for action and results

Engagement with Crown entities & NGOs in achieving results



The Council (& Secretariat / Consultative Committee)

Chief Executives (& SAR leaders)

SAR Sector Organisations

SAR People



Demonstrate Performance

Leadership

Present results, Tell our Story

Leverage, showcase, celebrate.



# Item 12. Performance Measurement

How do we tell?

- Reviews, Reports & Research
- Research
- Documentation
- Process
- Audit
- Absence of problem?
- International comparison

# Item 13. SAR System review

- ❖ Canadian Quadrennial SAR Review FYI
- ❖ ? - Triennial review of NZSAR Secretariat, NSSP and SLA's – in order to inform three yearly funding AND feed into goal performance measurement (status quo).
- ❖ ? - 10 yearly review of wider SAR system incl governance (blue sky)

# Item 14. NSSP 2013/14

<b>Workshops</b>	<b>SAR Training</b>
• Land Communications	• National SAR Training Framework
• Wander	• OSC Course
• Rescue Swimmers	• Air observer training
• Organisational Support	• Air observer review /pre course material
<b>SAR Data management and IT</b>	• SAR Managers
• SARNET	• Marine MIR & Pre course material
• SAR Dashboard	<b>Prevention</b>
• Data normalisation	• AdventureSmart Comms
• Data collection review	• Visitor Intentions
• Resource database enhancement	• Boating Intentions
<b>SAR Documentation</b>	• Safety Code Partnership
• Police SAR Manual	<b>Exercises</b>
<b>Secretariat</b>	• Police SAREX support
<b>Comms, Awards, meetings, travel etc</b>	• MRO SAREXs
<b>Wander</b>	<b>SAR Research</b>
• Entity establishment	• Operational Analysis

# Items 14. NSSP 2013/14

- a) Training update
- b) Wander project
- c) Information projects
- d) Mass rescue
- e) Prevention partnership
- f) Air observers review
- g) Learning management system

# Item 15

## General Business

- a) NZSAR Technology Forum – 21 May
  
- b) ACC / NZ Sport involvement in the sector



# NZSAR

New Zealand Search  
and Rescue



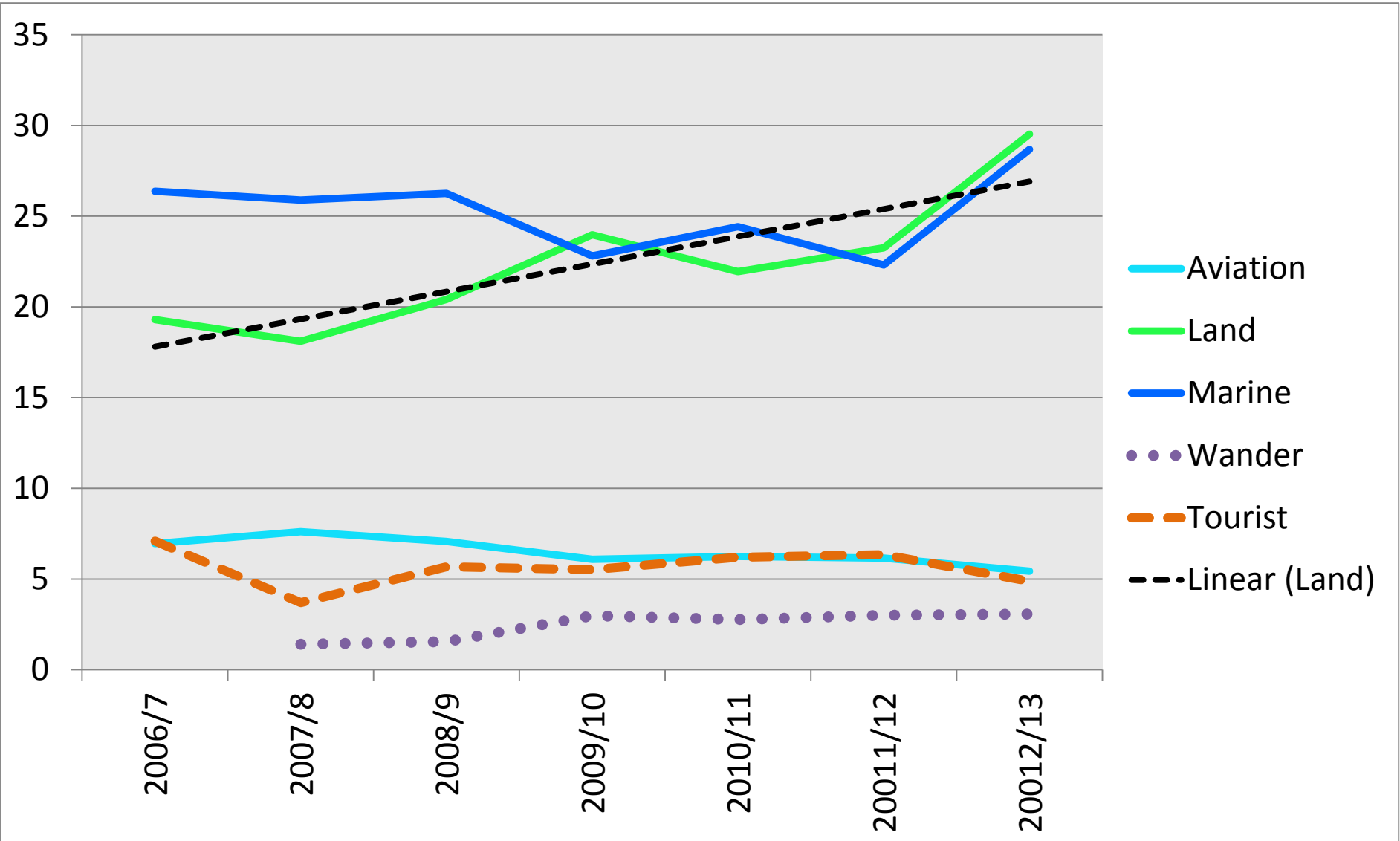
## NZSAR Council Meeting 4 March 2014

# ENDS



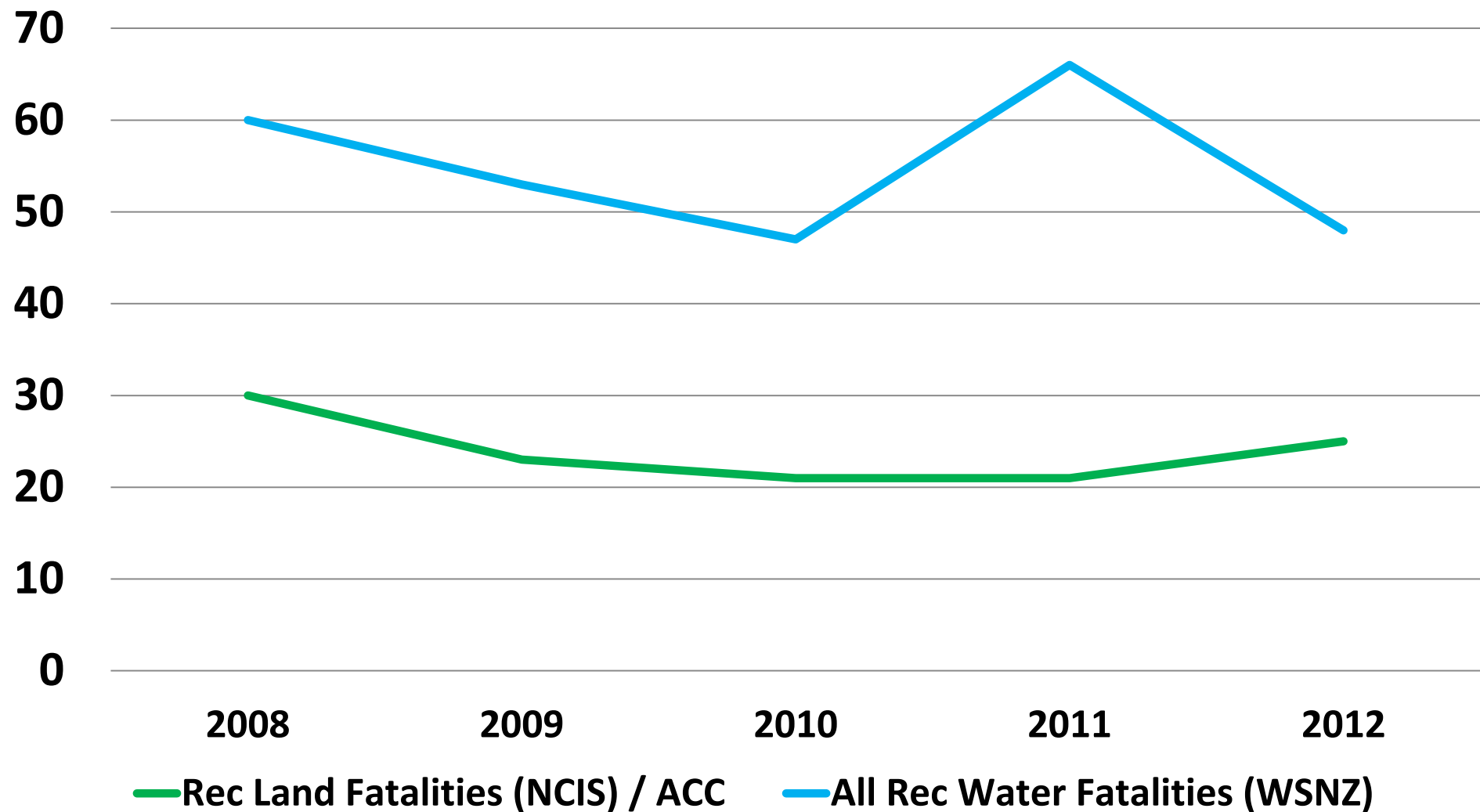
# Increasing trend of land incidents

(per 100k of pop)

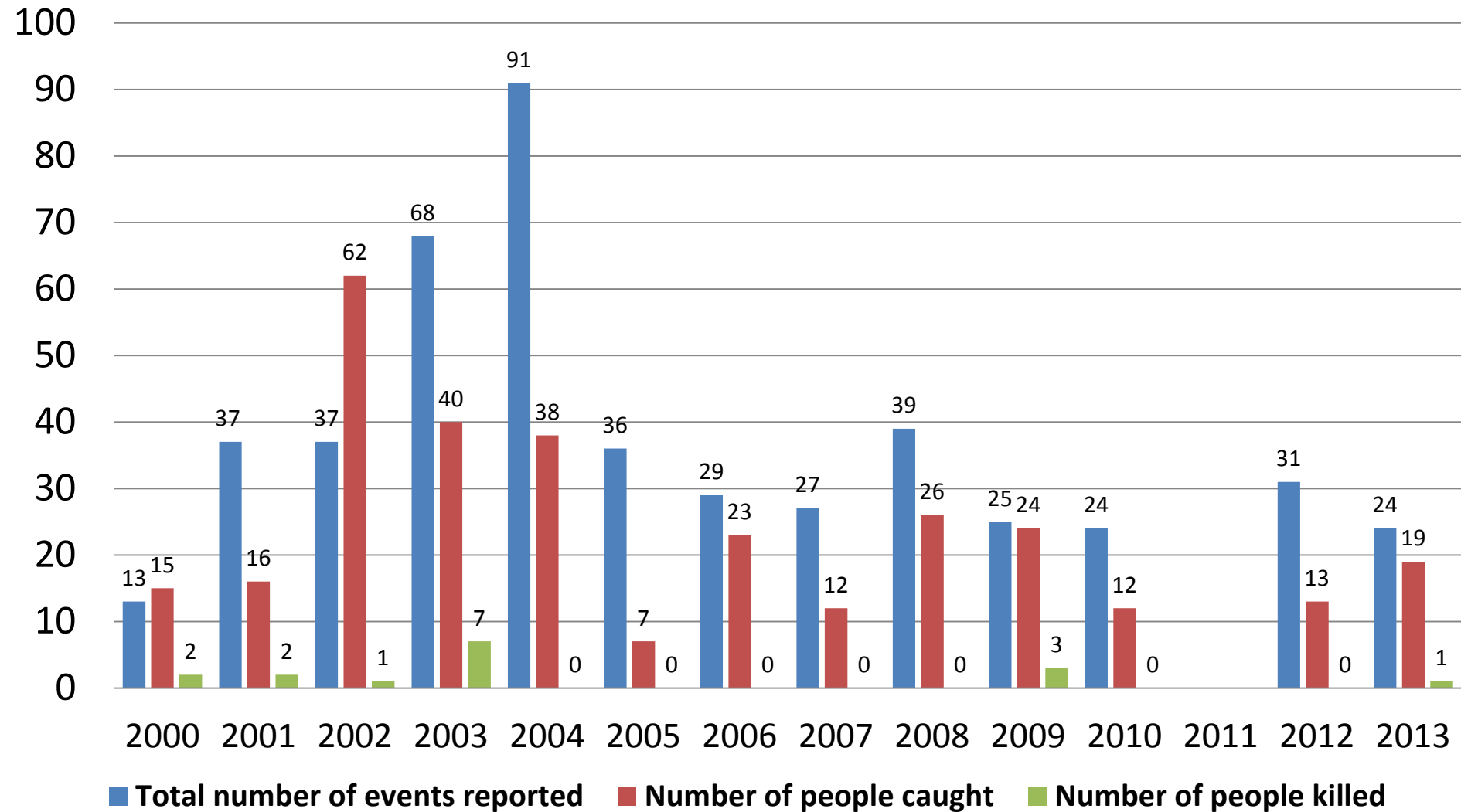




# Recreational Fatalities



# Avalanche Incident Summary



# RCCNZ Proposals - background

- **RCCNZ Review – Value for Money and Future Requirements (Capability, Services and Funding)**
  - Independent, comprehensive review
  - Cost/Benefit analysis, options and risks
- **Three options**
  - 1. Reduce services: small cost saving, large, unacceptable risks
  - 2. Maintain status quo: no cost saving, sustainable in short term, some risks
  - 3. Enhance/Improve services: additional costs, increased benefits, reduced risks (especially in international arena)
- **S9.1 proposals base-lined to status quo; increases for Option 3**
  - Underpinned by independent review (Business Case principles)
  - scalable

## Proposal 3a

**For: RCCNZ capability (operational support)**

**Current: \$614**

**Proposed: \$994 (increase of \$380) (see independent review)**

### Why?:

- **Insufficient staff for operational support tasks**
- **Inability to undertake Pacific Island support/development**
- **Inability to progress key projects in a timely manner e.g. Mass Rescue Operations planning and coordination**
- **Limited staff for large scale operations/vulnerable to staff shortages**

### What?

- **3 FTE (\$75 per +36% overhead = \$300 + \$80 travel/support costs)**
  - **Scalable in proportion (costs and benefits)**

## Proposal 3b

**For: Beacons Database and Awareness**

**Current: \$140**

**Proposed: \$200 (increase of \$60) (see independent review for staff element)**

### Why?:

- **Insufficient staff for beacons audit and administration**
- **Increasing delays in beacons data audit processes = risk to life**
- **Nil funding for specific beacons education and awareness**

### What?

- **0.5 staff – 0.25 audit, 0.25 admin (\$25 +36% overhead = \$33 + \$7 travel + \$20 education initiatives (PR, media etc.)**
  - **Scalable in proportion (costs and benefits)**

## Proposal 3c

**For: Variable SAR Cost reimbursement**

**Current: \$variable - annual claim for previous FY (October /November of next FY) – recent average \$370-\$380 per year**

**Proposed: \$370 provision per annum multi-year (increase \$370)  
(see independent review)**

### Why?:

- Original 2003 appropriation (core Crown - \$366) insufficient
- Avoids cumbersome annual process/in-year depletion of reserves
- Key principle of reimbursement well established

### What?

- Not yet paid for FY 12/13 – accounts state top-up of \$381
- Options include double payment in 14/15 or stay retrospective

## To Note – Proposal 3d

**For: MEOSAR ground station operational funding**

**Current: Nil for MEOSAR, \$321 for current ground station system**

**Proposed: Increase of \$600 FY 16/17 (half year), \$1,200 out years – tender proposal figures for support + capital charge + depreciation**

### Why?

- **Capital funded in Four Year Plan, approved FY 13/14 (\$7.2M over 3 years)**
- **Treasury view that operating should come from Section 9.1**
- **Joint Ministers noted**
  - **RCCNZ unable to fund operating from current provision,**
  - **Intention to submit S9.1 proposal**
- **Critical safety of life system, joint procurement with Australia**
- **Post tender, Implementation Business Case in early 2014**