

# New Zealand Search and Rescue Consultative Committee Meeting

**Minutes of Meeting  
NZSAR Consultative Committee  
Wednesday 10 May 2017  
Ministry of Health  
133 Molesworth Street, Wellington**

## **Attendees:**

Carl van der Meulen – NZSAR (chair)	Patrick Holmes – Coastguard NZ
Steve Caldwell – LandSAR	Simon Kernehen – NZ Police
Dave Comber – NZSAR Council	Julia James – Coastguard NZ
Paul Craven – RCCNZ	Jonty Mills – WSNZ
Jerome Cvitanovich – NZSAR	Allan Mundy – SLSNZ
Mike Daisley – MSC	Rachel Roberts – NZSAR
David Dittmer – DOC	Brian Ruiterman - NZDF
Nic Drew-Crawshaw – RCCNZ	Jeff Sayer – AREC
Rhett Emery – NZSAR	Morgan Stevenson – NASO
Duncan Ferner – NZSAR	Pete Turnbull – Aviation NZ
Mike Hill – RCCNZ	Henry van Tuel – Coastguard NZ

## **1. Welcome**

Carl opened the meeting and welcomed the attendees with particular welcomes to new attendees:

Julia James – Coastguard NZ

David Dittmer – DOC

## **2. Apologies**

Peter Baird – NZ Police

Jo Holden – NZ Police

Simon Trotter – Antarctica NZ

Kevin Banaghan – RCCNZ

Harry Maher – DOC

Paul Turner – NZFS

## **3. Minutes of previous meeting**

The minutes of the 22 February 2017 meeting were accepted as a true and accurate record.

Carl noted that since the last meeting, three organisations had suffered bereavements - Sarwan Chand of Wanaka LandSAR; Doug Cook of AREC; and Mark Whitehouse Operations Manager, Coastguard Southern Region. The Committee expressed condolences to all those organisations who lost staff or members.

#### 4. Matters Arising from Minutes

Item	Action	Responsibility	Update
12 Maritime VHF Project Review	A	Surf Life Saving to provide details of the problem to one of their VHF channels to NZSAR and Radio Spectrum Management.	Complete
16a Bar Crossings	A	RCCNZ, MOC, Coastguard, Police to form a working group to discuss the issue of bar crossing reports.	In progress
16e Awards	A	Secretariat to advise Committee members of date for Awards.	Complete
16F UAVs	A	Include use of UAVs as a topic at the SAR Coordinators workshop in April.	Complete

#### 5. SLA Monitoring Report: 1 January – 31 March 2017

Reporting requirements for the SLA have been met by 3 of the SLA partners. Details are contained in the SLA monitoring report (attached).

#### 6. Sector Update

The following oral updates were provided to the Sector Update paper (attached):

##### NZDF

- Missing German tourist found on Mt. Taranaki.
- Solo skipper and yacht found 1,400 miles east of NZ.
- Missing Tongan fisherman found in the Pacific Ocean

Clarification was provided on the NH90 helicopter SAR capability. The aircraft is available for SAR and the limitations have been relaxed but not completely removed. The limitations are in effect in certain conditions when the aircraft would be operating towards the outer limits of its performance envelope such as winching over difficult terrain. Each task will be considered on a case by case basis once the details are known.

##### DOC

Harry Maher has been seconded to Southland. Quite a marked number of category 2 SAROPS over the summer but there were no fatalities at Aoraki/Mt Cook. A joint MOU between DOC, RCCNZ and NZ Police is being developed.

## **7. NZSAR Risk Matrix**

### **a. Review updated matrix**

Duncan reported that Council had requested some further commentary on the risk treatment, including a post treatment column. The information to include actions in effect, planned, and desired, the effective date and assessment.

### **b. Strategic discussion – SAR Demand**

The committee discussed the proposal to add SAR Demand to the risk register. The risk is articulated as ‘changes to the nature of SAR demand’ with a possible consequence of the sector being inadequately prepared and resourced to respond to changes in SAR demand.

Both Coastguard and SLSNZ noted that changes in urban or recreational spread can create challenges in meeting the public’s expectations of providing services in more remote areas. Additionally both organisations experienced significant infrastructure damage to local Units and Clubs as a result of the Canterbury and Kaikoura earthquakes.

**Decision:** The Committee endorses the addition of a ‘SAR Demand’ risk to the NZSAR Council’s risk matrix.

## **8. Corporatisation of NGOs**

There was a brief discussion of the editorial on the corporatisation of NGOs, which appeared in the Dominion Post on 5 May 2017.

## **9. Major Transport Incident Policy and 2019 NEP Exercise**

Duncan briefed the Committee on the Ministry of Transport project to develop a Major Transport Incident (MTI) Policy. The purpose of the project is to:

- develop a transport sector strategy for managing MTIs
- provide clarity and transparency around MTI roles and responsibilities
- plan for a coherent risk and outcome focussed transport sector response to all-hazard national emergencies
- establish flexible and all level contingency plans by all key sector stakeholders
- align with and support national hazard emergency management and response
- develop assurance programme to test sector coordination and response arrangements

There are multiple agencies within the transport sector and the policy will need to explain in detail how the various agencies will work together. Mass rescue and extended search operations are the two areas where this policy will interact with the SAR system.

## MTI Exercise –NEP April 2019

Duncan briefed the Committee on the status of the inter-agency National Exercise Programme (NEP) activity NEP12 – major transport incident exercise. This activity is scheduled for April 2019, and the aim, objectives and KPIs are still to be determined. The exercise planning will be led by the Ministry of Transport.

The NZSAR Secretariat believes there is value for this exercise to include a mass rescue component, as this will build on the current Rauora series of MRO exercises. The Secretariat has outlined this to both MoT and DPMC.

## **10. National SAR Support Programme 2016/17**

Rhett briefed the Committee on the status of the 2016/17 NSSP.

<b>Workshops &amp; Seminars</b>	<b>SAR Training</b>
Health & Safety Seminar	Training Support and Advice
SAR Case Study Seminar / Police Planning mtg	Air Observer Training & Training material
SPC SAR Meeting support	SAR(ACE) Training Survey
<b>SAR Information and IT</b>	Evaluation Training
Maintain SARNET, Website, START, RDB etc	<b>Prevention</b>
Update existing SAR Data Store	AdventureSmart Communications
Data Store maintenance and operation	Recreational Safety Partnership
SAR Data Standard (Continues)	Visitor Intentions
<b>SAR Documentation</b>	Safety Codes, printing and advertising
SAR Forms and Guidelines	<b>SAR Research</b>
Operational Framework	Fatality Analysis
NZSAR Strategy	Wills Inquest
<b>Exercises</b>	SAR Demand and Supply Study – Marine
Support Police SAREXs	SAR Demand and Supply study – Land
MRO SAREXs	Mass Rescue Study
<b>Secretariat</b>	SAR Communications – Land
Communications and publications	SAR Performance Measurement
NZSAR Awards	SAR Aviation Engagement Framework
Travel, meetings, advice, administration etc	
• Advice	

## IMT IT Project

Rhett briefed the Committee on the progress of the project. The IMT IT project focussed on land SAROPS and SARTrack has been identified as a system that meets the IMT process requirements. SARTrack is already being used by some LandSAR Groups. The next step is to ascertain how well SARTrack meets the defined criteria for security and privacy, stability and robustness, support and training, and change requests.

## 11. National SAR Support Programme 2017/18

Duncan gave an update on the significant NZSAR initiatives included in the National SAR Support Programme for 2017/18.

### Research and reviews

- A survey of subjects of SAR operations, focussing on what actions/information may have prevented them getting into trouble, and how we could have imparted that knowledge to them
- A study to review New Zealand's preparedness for a mass rescue operation
- Developing a system for measuring SAR performance

### SAR documentation

- The main focus will be on developing *New Zealand's Search and Rescue Guidelines* (previously referred to as the SAR Manual), as the main action item from the Fiona Wills Inquiry

### Training and training development

- Air observer training
- Evaluation training
- Student/Supervisor SAR (ACE) Training Survey
- Further development of the START library of SAR knowledge on the NZSAR website – this will require agencies providing material to be added to the library

### Workshop and Seminars:

- Case study seminar and workshop with Police
- Aviation workshop – with a focus on implementing the Aviation Engagement Framework
- SAR technology workshop
- A Wander SAR workshop with a focus on responding to wander SAR incidents

### SAREX

- The SAREX support for Police Districts will increase
- Continuing with five more exercises as part of the RAUORA II series of MRO exercises
- IMT exercises
- Some additional funding to 'ramp up' a limited number of SAREXs during the year

### SAR Information and IT

- The main focus will be on the development of the new SAR data system/store – known as project SARdonyx

## Prevention

- Rachel Roberts will take the lead for the Secretariat on prevention related activities

## **12. SAR (ACE) Individual Training**

Rhett provided an update on the training programme, and the concerns associated with the current funding mechanism. The core concerns include:

1. The rules and regulations for SAR (ACE) can make the delivery of SAR training financially unviable for the provider, impractical for the receiving organisation and sometimes both.
2. The current model demonstrates confused training material ownership, inadequate control by the SAR sector and difficulty in adapting training to changing requirements.
3. The SAR (ACE) funding and reporting model is excessively bureaucratic, complex, inflexible and expensive to operate.
4. The performance of the current sole training provider (Tai Poutini Polytechnic) is of increasing concern and its ongoing viability appears to be in doubt.

Training structure differs in each organisation. SLSNZ and Coastguard undertake significant portions of training in-house. Comment was sought on future funding options prior to being referred to Council for further feedback. The future training options suggested were:

- Keep SAR (ACE) but change the rules
- Bulk funding to sector (through NZSAR channels)
- Bulk fund through an ITO
- Return to SAC funding
- TEC withdraw from SAR training funding
- Other suggestions

The Committee agreed a separate meeting should be held to flesh out the options. Those not on the Governance Training Group to let Rhett know if they would like to attend the meeting.

**Action:** The Secretariat will arrange a meeting to discuss future SAR training options.

## **13. Wills Inquiry – task update**

The table of recommendations following the Fiona Wills Coronial Inquest has been updated and circulated. Funding has been secured and project planning started to develop *New Zealand's Search and Rescue Guidelines*.

Two of the recommendations still require actions to be undertaken:

#### Recommendation 10.1

Direct the SAR Training Programme Advisory Committee (PAC) to incorporate training in file management into the SAR management courses – MTMR, MTIR, ESP and SAR Managers.

#### Recommendation 11.1

Develop a SAR sector role description for family liaison. Direct the SAR Programme Advisory Committee (PAC) to incorporate training in family liaison role into the SAR MTMR, MTIR and ESP courses.

### **14. Wahine disaster 50<sup>th</sup> anniversary commemorations**

Duncan reported he had met with Rhys Jones, Chair of the Wahine 50 Trust, to discuss hosting the 2017 NZSAR Awards on 10 April 2018 as part of the wider 50<sup>th</sup> anniversary commemorations of the Wahine disaster.

The Committee discussed various options raised by the Trust for incorporating public SAR displays and the NZSAR Awards into the commemorations. The Committee agreed that it would be good to incorporate the NZSAR Awards into the commemoration activities, and that the sector and individual agencies would continue to liaise with the Trust around opportunities for public displays and awareness.

### **15. NZSAR Awards**

Rhett reminded the Committee that the NZSAR Awards will be hosted by Hon Tim Macindoe, Associate Minister of Transport, at Parliament at 5.30 pm. The awards to be presented:

- Operational – one Gold Award and seven Certificates of Achievement
- Support – one Gold Award and five Certificates of Achievement

### **16. General Business**

#### H&S Award Nomination

Duncan advised the Committee that the nomination of the SAR sector to the national H&S awards was unsuccessful.

### Next meetings

- 23 August 2017
- 27 November 2017 combined workshop.

The National Ambulance Sector Office was thanked for hosting the meeting at the Ministry of Health.

Carl van der Meulen  
Chair  
NZSAR Consultative Committee

### Actions and Decisions

Item	Action (A) / Decision (D)	Responsibility
<b>7 Risk Matrix</b>	<b>D</b> The Committee <b>endorses</b> the addition of a 'SAR Demand' risk to the NZSAR Council's risk matrix.	N/A
<b>12 Training SAR (ACE)</b>	<b>A</b> The Secretariat will arrange a meeting to discuss future SAR training options.	Secretariat



# New Zealand Search and Rescue Consultative Committee

Wednesday 10 May 2017, 1-4 pm

Ministry of Health

133 Molesworth Street, Wellington

## AGENDA

1.	Welcome (Coffee & Tea available)		
2.	Apologies		
3.	Minutes of meeting 22 February 2017	<i>for approval</i>	
4.	Matters arising from the minutes		
5.	SLA Monitoring Report	<i>paper</i>	Snr Adv
6.	Sector update	<i>paper</i>	All
7.	NZSAR Risk Matrix		
	a. Review updated matrix	<i>update</i>	Sec Mgr
	b. Strategic discussion – SAR Demand	<i>discussion</i>	All
8.	Corporatisation of NGOs	<i>discussion</i>	All
9.	Major Transport Incident exercise	<i>update</i>	Sec Mgr
10.	National SAR Support Programme 2016/17	<i>update</i>	NSSP Co-ord
	a. IMT IT Project	<i>update</i>	NSSP Co-ord
11.	National SAR Support Programme 2017/18	<i>update</i>	Sec Mgr
	a. Significant NZSAR Initiatives 2017-20	<i>update</i>	Sec Mgr
	b. SARdonyx	<i>update</i>	Sec Mgr
12.	Training – SAR(ACE)	<i>update</i>	NSSP Co-ord
	a. SAR (ACE) Individual Training - paper	<i>discussion</i>	NSSP Co-ord
13.	Wills Inquiry – task update	<i>update</i>	Sec Mgr
14.	Wahine anniversary 2017	<i>update</i>	Sec Mgr
15.	NZSAR Awards	<i>update</i>	NSSP Co-ord
16.	General Business		
	a. H&S Award Nomination	<i>update</i>	Sec Mgr
	b. Next Meetings	<i>update</i>	Snr Adv



# New Zealand Search and Rescue Consultative Committee Meeting

**Minutes of Meeting  
NZSAR Consultative Committee  
Wednesday 22 February 2017  
Miramar Golf Club  
1 Stewart Duff Drive, Miramar, Wellington**

## **Attendees:**

Carl van der Meulen – NZSAR (chair)	Jonty Mills – WSNZ
Duncan Ferner – NZSAR	Ben Smith – NZDF
Rhett Emery – NZSAR	Mike Daisley – MSC
Peter Baird – NZ Police	Allan Mundy – SLSNZ
Mike Hill – RCCNZ	Steve Caldwell – LandSAR
Kevin Banaghan – RCCNZ	Dave Comber – NZSAR Council
Rachel Roberts – NZSAR	Brendan Comerford – MOC
Nic Drew-Crawshaw – RCCNZ	Patrick Holmes – Coastguard NZ
Steve Kern – CAA	Simon Trotter – Antarctica NZ
Geoff Chapman - AREC	Paul Craven – RCCNZ
John Nicholson – Aviation NZ	

## **1. Welcome**

Carl opened the meeting and welcomed the attendees; and noted the Secretariat is still being hosted at RCCNZ post-earthquake, and finding meeting venues is proving a challenge.

## **2. Apologies**

Paul Turner – NZFS	David Waters – Ambulance NZ
Jeff Sayer – AREC	Morgan Stevenson – NASO

## **3. Minutes of previous meeting**

The minutes of the 25 August 2016 meeting were accepted as a true and accurate record.

#### 4. Matters Arising from Minutes

Item	Action	Responsibility	Update	
6	SAR Activity for 2015/16	A	The Secretariat will provide a summary of SAR activity for 2015/16 to the Lottery Grants Board.	Complete
9	Coronial Investigation – Fiona Wills	A	The Secretariat will collate the NZSAR Consultative Committee’s commentary and recommendations on the 11 issues and distribute this for review.	Complete
9	Coronial Investigation – Fiona Wills	A	All agencies are requested to provide feedback to allow the recommendations to be presented to the NZSAR Council for consideration at their meeting on 21 September 2016.	Complete

#### 5. SLA Monitoring Report: 1 July – 31 December 2016

Reporting requirements for the SLA have been met by all partners. LandSAR volunteers provided 1,494 hours of support to CDEM Groups for the 14 November 2016 earthquake. Coastguard volunteers also provided significant support to the earthquake response, however the specific volunteer hours cannot be isolated in the current reporting.

Details are contained in the SLA monitoring report (attached).

#### 6. Sector Update

The following oral updates were provided to the Sector Update paper (attached):

##### AREC

In addition to the existing analogue network a DMR network is being established throughout New Zealand which has the capability of communicating overseas. ALE links are being established which provide automated connectivity and frequency selection. The equipment has been obtained from Australia.

##### MSC

The avalanche advisory service has worked on ensuring consistent language is used across all avalanche forecasts which can be interpreted easily.

##### DOC

- The review of the Visitor Risk Management framework is now largely complete and is in implementation phase.
- A specific “High Use/High Risk” risk assessment and response programme is being developed to address risks to visitors at specific sites.

- A plan to ensure the DOC Aoraki SAR team remains sustainable over time has been developed. A number of short term and medium term actions are either in place or will commence soon.

### Coastguard NZ

Recruitment is underway to replace the Communications Manager position, and a new position of Fleet Manager has been created. For the first time full consolidated accounts have been completed for the wider Coastguard Federation. Total income is about \$20m.

### Antarctica NZ

Simon Trotter reported the summer season has been completed. The end of season activity is focusing upon transitioning from the active period of support to multiple field projects to a maintenance and winter works programme.

## **7. NZSAR Strategy 2017-20**

Duncan briefed the Committee on the draft *NZSAR Strategic Plan 2017-2020* (copy attached). The Plan will be approved by the NZSAR Council, and provided to the Minister of Transport.

Updates to the Plan include:

- Reviewing the values and vision section, and re-aligning bullet points to the correct areas
- Producing a better quality image of the NZSRR
- Rewording the Strategic Risks section to align with the current Risk Matrix
- Adding a section on major initiatives

Feedback received from the Committee will be included in the Plan prior to it being submitted to the Council for approval.

**Decision:** The Consultative Committee **endorsed** the draft *NZSAR Strategic Plan 2017-2020*.

## **8. Terms of Reference**

Duncan briefed the Committee on the revised Terms of Reference for the NZSAR Council, NZSAR Secretariat, and NZSAR Consultative Committee (draft copies attached). The Terms of Reference will be approved by the NZSAR Council, and provided to the Minister of Transport

Feedback was provided that the scope and purpose sections need to be aligned across all three terms of reference.

**Decision:** The Consultative Committee **endorsed** the revised terms of reference for the NZSAR Council, NZSAR Secretariat, and NZSAR Consultative Committee.

## 9. Operational Framework for NZSAR

Carl briefed the Committee on the revision of the *Operational Framework for the New Zealand Search and Rescue Region* (attached). This is a significant rewrite of the original document produced in 2011. Material has been sourced from the *NSS Handbook*, the *International Aeronautical and Maritime Search and Rescue Manual* (IAMSAR Manual), New Zealand's *Coordinated Incident Management System* (CIMS), *USA National SAR Plan*, and other relevant SAR operational documentation.

The Operational Framework is the peak operational document for New Zealand's SAR sector, with the purpose of establishing the national framework for overall development, coordination, and improvement of search and rescue services within the New Zealand Search and Rescue Region.

**Decision:** The Consultative Committee **endorsed** the revised *Operational Framework for the New Zealand Search and Rescue Region*.

## 10. Significant NZSAR Initiatives 2017-20

Joint Ministers (of Finance and Transport) have agreed to increased PLA funding for NZSAR for the three-year period commencing 1 July 2017. As part of the funding increase two new positions will be established within the NZSAR Secretariat.

Duncan briefed the Committee on the major initiatives the Secretariat will be conducting as part of the PLA funding increase. These include:

- Project SARdonyx – the establishment of a new system for SAR operational information (SAR incident reporting and analysis)
- Establishing SAR Sector Performance, Verification and Reporting
- Renewing the five Joint Service Level Agreements
- Developing and implementing a SAR IMTEX programme
- Redeveloping AdventureSmart & SAR Prevention Strategies
- Supporting the 2019 Major Transport Incident exercise, and conducting more MRO exercises
- Establishing an agreed, unified and documented, doctrinal basis for the conduct of Search and Rescue in New Zealand.
- Implementing the Land Communications Recommendations
- Implementing the Aviation Framework Recommendations
- Implementing the Recreational Safety Framework Recommendations

## 11. Coronial Investigation – Action items

Rhett reported that the Council had accepted the recommendations from the Consultative Committee. The major action item is the project plan to create and maintain an agreed, unified, and documented doctrinal base for the conduct and

operation of Search and Rescue in New Zealand. Planning is under way and someone will be contracted to work on this in the new financial year. The key to developing the document will be sector engagement at a governance level and the SME level. The Secretariat will be requesting nominations of people to be involved. They will be looking at what is already out there by way of documentation, identifying the gaps, compiling and filling in the gaps.

## **12. Maritime VHF Project Review**

Patrick Holmes reported the PLA supported (over \$500k) project to implement the required changes to Coastguard's VHF radio, repeater, and NowCasting service has come in under budget and is 99.9% complete. The project included centralising licenses with Coastguard New Zealand. Recreational boaters have responded to the localised changes.

A review of the project identified two key lessons:

- Consider appointing an overall project manager for large projects
- Raise issues early, and do not assume that NZSAR has awareness of projects by other government agencies that may impact on the SAR sector.

Surf Life Saving raised a concern that one of their channels has been impacted by this project.

**Action:** Surf Life Saving to provide details of the problem to one of their VHF channels to NZSAR and Radio Spectrum Management.

## **13. SAR Telecommunications Working Group (Land)**

The working group has been established with a core membership from the Secretariat, LandSAR, AREC, and NZ Police plus non-core membership from 10 agencies. One of the recommendations from the working group is that NZ Police retain and maintain the VHF digital and analogue radio network.

## **14. National SAR Support Programme 2016/17**

Rhett gave a verbal update on the NSSP 2016/17.

- a. AdventureSmart: A significant increase in use of the web site has been noted and it is important to ensure that it all sits cogently. There are still issues in providing information to inbound tourists.
- b. IMT IT Project: To explore an IT approach that supports SAR IMTs. An evaluation has been completed of the capability of four IMT support systems across a broad range of criteria including cost, support, operating system and maintenance.
- c. SAR Co-ordinators Workshop 3-4 April 2017: Agencies are invited to submit nominations of attendees. There will be various sessions focussing on SAR Coordinators, training, and a case study seminar.

d. Rauora II MRO Exercises: Rauora Mass rescue exercises have been held in Northland, Bay of Plenty and Southern Police Districts. People from many of the agencies attended including RCCNZ, ambulance, CDEM, harbourmaster, LandSAR, Coastguard etc., to put districts through their paces. The dynamic simulation does work well but is still being fine-tuned. There are time constraints and typically an exercise has lasted about four hours. The series has identified the requirement for a single, common mass rescue plan. The various IT systems used by agencies inhibit the provision of a common operating picture and good situational awareness. There is no common system for reconciliation of passengers and crew.

## **15. Training – SAR(ACE)**

Rhett provided an update on SAR(ACE) training uptake for the year to date. If any agency has a demand for further training, please let Rhett know as there is potential to factor it into the training programme this year.

Evaluation training. The aim is to establish a pool of trained evaluators who have a common understanding and report in a common format. The proposal will go through to the TG meeting with the aim of offering this to the sector this year. Training will be split between online and face to face for around two days.

## **16. General Business**

### **16a. Bar crossings**

Mike Hill referred to the volume of calls being received by Maritime Operations Centre for bar crossings. There is no national system and reporting is not compulsory. Coastguard had carried out a review on the time taken for handling these reports and suggested a small working group be established to address the problem. Mike Hill and Brendan Comerford supported the suggestion.

**Action:** RCCNZ, MOC, Coastguard, Police to form a working group to discuss the issue of bar crossing reports.

### **16b. PacSAR Workshop**

RCCNZ is currently organising the 7<sup>th</sup> PacSAR Workshop in Auckland 22-26 May 2017. There will be topic focussed sessions on four pillars of effective SAR. On Wednesday 24 May there will be a demonstration involving RCCNZ, Coastguard, NZ Police, Westpac Rescue Helicopter, and the US Coastguard.

### **16c. Ambulance/SAR Letter of Agreement**

The Relationship Agreement between Ambulance NZ, St John, Wellington Free Ambulance, NZ Police, RCCNZ, and NZSAR has been signed. This confirms the relationship between the SAR sector and Emergency Ambulance Services for

managing patient recovery with respect to SAR operations. A flow chart helps clarify the co-ordinating responsibility.

#### **16d. FENZ Transition Project**

FENZ comes into effect on 1 July 2017. There is an opportunity to review the relationship between the SAR sector and FENZ. FENZ have indicated they are open to early engagement.

#### **16e. NZSAR Awards**

The Secretariat has received 39 nominations for NZSAR Awards. A subcommittee has been formed to consider these nominations and their recommendations will be made to Council for the 8 March meeting. The Awards date is yet to be confirmed but a request has been made for the Minister of Transport to host the event at Parliament on 10 May 2017.

**Action:** Secretariat to advise Committee members of date for Awards.

#### **16f. NZUAV Conference**

Carl attended the NZUAV Conference held in Auckland. It is clear that UAVs will be used more often in SAR operations.

**Action:** Include use of UAVs as a topic at the SAR Coordinators workshop in April.

#### **16g. Next Meetings**

10 May 2017 and NZSAR Awards (TBC)  
23 August 2017  
27 November 2017 combined workshop.

ANZSAR Gold Coast 24 May 2017. Some agencies are presenting at that conference.

Carl van der Meulen  
Chair  
NZSAR Consultative Committee



## Actions and Decisions

Item	Action (A) / Decision (D)	Responsibility
7 Strategic Plan	<b>D</b> The Consultative Committee <b>endorsed</b> the draft <i>NZSAR Strategic Plan 2017-2020</i> .	
8 Terms of Reference	<b>D</b> The Consultative Committee <b>endorsed</b> the revised terms of reference for the NZSAR Council, NZSAR Secretariat, and NZSAR Consultative Committee	
9 Operational Framework	<b>D</b> The Consultative Committee <b>endorsed</b> the revised <i>Operational Framework for the New Zealand Search and Rescue Region</i> .	
12 Maritime VHF Project Review	<b>A</b> Surf Life Saving to provide details of the problem to one of their VHF channels to NZSAR and Radio Spectrum Management.	SLSNZ
16a Bar Crossings	<b>A</b> RCCNZ, MOC, Coastguard, Police to form a working group to discuss the issue of bar crossing reports.	RCCNZ, MOC, Coastguard
16e Awards	<b>A</b> Secretariat to advise Committee members of date for Awards.	Secretariat
16F UAVs	<b>A</b> Include use of UAVs as a topic at the SAR Coordinators workshop in April.	Secretariat

NZSAR 2-1

9 May 2017

NZSAR Council  
NZSAR Consultative Committee

**Joint Service Level Agreement monitoring report:  
1 January - 31 March 2017 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. **Activity for the Quarter.** A summary of activity as reported by the SLA partners for the January-March 2017 quarter.

Outputs	Coastguard	LandSAR	AREC	SLSNZ	Totals
<b>SAROPs Attended</b>	171	124	**	30	--
<b>Volunteers Involved</b>	1,107	877	**	98	<b>2,082</b>
<b>Volunteer Hours</b>	3,550	6,131	***	114	<b>9,795</b>

3. A summary of overall activity for the January-March 2017 quarter.

Measures	Police	RCCNZ	Totals
SAROPs	408	300	708
Lives Saved	27	2	<b>29</b>
People Rescued	139	37	176
People Assisted	167	82	249
LandSAR Taskings	67	3	70
Coastguard Taskings	89	0	89
SLSNZ Taskings	37	0	37
AREC Taskings	9	0	9
Performance of SLA Partners	Satisfactory	Satisfactory	Satisfactory

### Summary of Issues and Updates

4. Coastguard

- Coastguard is mourning the loss of Mark Whitehouse, Operations Manager Coastguard Southern Region, after a short battle with cancer.
- Ian Meikle has joined Coastguard New Zealand as the National Fleet Manager. As a result of this appointment, Pete Healy now becomes the National Safety Manager, with sole responsibility of health and safety of Coastguard's volunteers.
- Julia James has joined Coastguard New Zealand as the National Communications Manager.
- Coastguard Waimakariri-Ashley recently celebrated the opening of their new base, *Lion Foundation Maritime Rescue Centre*, on the Kaiapoi River which replaces their old boatshed which was severely damaged by the Canterbury earthquake in 2010.

5. LandSAR NZ

- Key initiatives advanced during the reporting period include;
  - The publication of a NZ LandSAR Policy on WanderSearch
  - The preparation of an "RFP" to assess the feasibility of LandSAR setting up its own Training Arm.
  - The selection of a preferred supplier to conduct an investigation into the LandSAR's Organisational Culture.
- Work continues on LandSAR's SMS and Competency programmes
- NZ WanderSearch Charitable Trust. LandSAR continues to support the work of the NZWSCT. The Wireframes for a national website have been completed

and it is on track to go live by the end of June 17. Draft guiding principles for WanderSearch entities have prepared and are now ready for consultation.

6. Surf Life Saving New Zealand

- The number of Category 1 incidents for this quarter is much higher than other years despite the poor weather and lower than average beach user numbers. This has come about through better communication of incidents to police once a request for an afterhours request has been logged to clubs and squads. There has been a predicted increase of the Cat 1 numbers nationally. These numbers are far more represented of the actual operational work load than previously reported.
- The Capital Coast Communications Network is underway, and phase one has been completed in time for the 2016/17 season.
- The Southern Region Network is beginning to be developed; the Christchurch and Otago clubs have been issued their terminals and both are working through 1 repeater. The next phase is to install at least 1 more repeater in each area to increase the coverage and ensure a level of redundancy within the systems.
- The remaining clubs still using only VHF sets are seeking funding to replace out their old technology with the new when funding becomes available. SLSNZ is developing a Strategy document to help guide the clubs when purchasing future communications equipment.
- Work is now being carried out looking to develop strong data links between the communications network and the Life Guard Data Management System.

7. AREC

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



NZSAR 2-2

9 May 2017

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 May 2017 is contained below.

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### **Ambulance NZ**

Nil report

### **Antarctica NZ**

Nil report

### **AREC**

A report on the testing of HF ALE as mentioned at the February NZSAR Consultative Committee is attached below:

#### **AREC testing of the latest HF technology.**

As all amateur operators know AREC has been around since the Napier Earthquake in the 1930's when local hams acted as the primary communications system as the main telephone lines had been broken. From there the AREC involvement has shifted to support of Police and LandSAR operations whilst the demand for critical communications infrastructure in the CDEM context has reduced.

The "business case" for back up related to CDEM operations really requires a whole new discussion. However the need for HF support for remote search operations has not diminished, if anything it is likely to increase due to the technological advances taking place with HF equipment.

Operation of HF has traditionally required deep knowledge and experience of how the ionosphere works to ensure best selection of frequencies the use of HF has often been seen as too complicated and simply hard to implement. The equipment has also required experience and knowledge to operate successfully.

Codan is a major supplier of HF commercial and quasi-military HF communications equipment. Their technology has evolved over the years with channelized communications and the introduction of HF Selcall. This meant the level of guess work and experience required for calling another radio was reduced.

To simplify their communications and to ensure broadband availability the US military decided to move to satellite communications but soon found that even for them the

cost per minute was prohibitive. So they have reverted to HF but are using a technology called Automatic Link Establishment (ALE) to select the best channel for use. This is even simpler to use than Selcall and means that even people with limited training can successfully get two radios to talk to each other.

AREC has decided to adopt this technology and some experiments have been completed over this Christmas break by Dave ZL1MR/ZK1EXA whilst on holiday in the South Island.

He has been using his personal Codan 2110 man pack radio (30W ALE+CALM) to communicate with several stations using the more sophisticated Codan Envoy X2 (125W ALE+CALM) radios owned by AREC. All the radios are operating on a network of commercial channels allocated for AREC use so have been able to make use of a much wider range of frequencies than traditionally used by amateurs or LandSAR.

The experiments have been most interesting with reliable communications at all times of the day on channels ranging down from 10MHz depending on the distance from the base station. This has all been achieved using a Codan whip antenna and 3040 tuner mounted on the front of an old Hi Lux Surf.

At times a Near Vertical Incident Sky wave (NVIS) has been successfully used whilst mobile driving across the Canterbury Plains talking to a base station in Tokoroa. At another time 8 channels were accessible to Masterton from a site on the coast south of Dunedin. Regular contacts from the Catlin's and Alexandra were also achieved.

So whilst some might think HF is a dead duck it is really the only viable solution for long range comms into remote areas that are geographically challenged.

Future articles will explain progress in greater detail, why HF comms is so important and why AREC must remain in touch with technological developments, not only in terms of HF but also with developing digital technologies in the UHF/VHF spectrum such as DMR and also with digital voice and data over HF.

For further background information concerning Codan and the latest HF equipment available for commercial use look up: <https://www.codanradio.com/lrdr/>.

## **Coastguard NZ**

It is with great sadness that I report that Mark Whitehouse, Operations Manager Coastguard Southern Region, has been diagnosed with cancer and has recently been admitted to a hospice in Christchurch. Mark has been a popular and much loved member of the team for nearly 10 years and our thoughts are with his wife and children at this difficult time.

Coastguard New Zealand has recently appointed Ian Meikle as National Fleet Manager. Ian has a wealth of experience in the marine sector and most recently held a similar position with Fullers Ferries in Auckland. As a result of the appointment, Pete Healy now becomes National Safety Manager, with sole responsibility for the health and safety of our volunteers.

Julia James also joins the Coastguard New Zealand team as National Communications Manager following the departure of Monique Caddy.

Coastguard Waimakariri-Ashley recently celebrated the opening of their new base, *Lion Foundation Maritime Rescue Centre*, on the Kaiapoi River which replaces their old boatshed which was severely damaged by the Canterbury earthquake in 2010.

## **Department of Conservation**

Nil report

## **LandSAR NZ**

Key initiatives advanced during the reporting period include;

- The publication of a NZ LandSAR Policy on WanderSearch
- The preparation of an “RFP” to assess the feasibility of LandSAR setting up its own Training Arm.
- The selection of a preferred supplier to conduct an investigation into the LandSAR’s Organisational Culture.

Work continues on LandSAR’s SMS and Competency programmes

To date 97 assessors have been accredited and 711 competencies awarded as part of LandSAR’s ongoing competencies project.

Other ongoing improvements to the LandSAR Safety Management System (SMS) have included supplying a One Page SMS Guides for Specific Roles. New versions of the LandSAR Safety Plan, Team Tasking and Safety Form, Accident Register and Take Five (electronic version) were also introduced at the end of the quarter/beginning quarter 4.

NZ WanderSearch Charitable Trust

LandSAR continues to support the work of the NZWSCT. The Wireframes for a national website have been completed and it is on track to go live by the end of June 17. Draft guiding principles for WanderSearch entities have prepared and are now ready for consultation.

Operational Reporting

As well as including easy identification of secondary groups in SAROP data, the reporting interface has been updated to include whether the group is a registered charity and/or an incorporated society. In line with our Safety Management System, groups are now required to answer a compulsory question each quarter to confirm that all health and safety incidents have been reported.

## **Maritime Operations Centre**

Nil report

## **Mountain Safety Council**

Nil report

## **NZDF**

Nil report

## **NZFS**

Nil report

## **New Zealand Helicopter Association / Aviation NZ**

Nil report

## **Police**

### **SAR STATISTICS**

In the reporting period from January to March 2017, 453 Category I incidents were reported - 226 Land and 227 Marine. This represents a decrease from the same period in 2016.

### **TRAINING**

#### Police National SAR Course

This is currently being held at Dip Flat; approximately 26 Police will attend this course, along with 3 from LandSAR, 2 from Air Force BCF and one SERT member from Auckland. RNZAF 3 Squadron are unable to supply helicopter support this year.

#### SAR Managers Course

The 2017 course was cancelled by the Police College due to fiscal restraints. We are currently considering options to hold OSC Training workshops.

An invitation has been extended to us to send a suitable NZ tutor to be included in the Directing Staff Group for the 2017 Australian SAR Managers course (NATSAR).

#### SAR Initial Management Training – Land & Marine

Previous SAR Managers courses have highlighted challenges that prospective attendees experience in being able to complete all the required pre-courses. We have therefore been working with Tai Poutini Polytechnic to schedule a number of Initial Response and CIMS4 courses for both Police Incident Controllers and partner agencies. Courses held to date include MSART in Whangarei, MTIR Land in Rotorua and MSART/MTMR in Dunedin.

#### SAR Coordinators' workshop

A workshop for Police District SAR Coordinators was held at the Brentwood Hotel in Wellington in April, where NZSAR and SAR partner agencies updated Police on developments of relevance; this session was followed by the presentation of a range of case studies where Police Incident Controllers shared ideas and lessons identified from their operational experiences.

The combined workshop/ case study session is a very valuable forum which we will endeavour to repeat annually.



## RCCNZ

### Highlights from the third quarter of 2016/17:

- Continued progress with our Pacific SAR capability development Strategy, with visits to Niue, Samoa and American Samoa, and preparations proceeding apace for the Seventh Regional Pacific Search and Rescue Workshop, which will be hosted by New Zealand in Auckland, 22-26 May.
- New Zealand has also agreed to be the host country this year for the ICAO/IMO Joint Working Group, at which ongoing development of the international guidance for Search and Rescue is developed – the IAMSAR manuals. Preparations have begun for this international meeting which will be held in Wellington in October 2017.
- Completion of the three year MEOSAR project, with a fully functioning MEO LUT with six antenna, and a GEO LUT at the same site with two antenna.
- We continue to host the NZSAR Secretariat at our offices following the Kaikoura earthquake

### Our Core Business:

Incident breakdown by environment type, January – March 2017:

		Sea	Air	Land	Unknown	Quarter
<b>CAT II</b>	SAROP involving tasking	15	5	69	2	91
	Resolved by comms action	66	75	38	30	209
<b>CAT I</b>	Active involvement by RCCNZ	4	1	0	0	5
	SAD Produced by RCCNZ	11	0	0	0	11
	Active involvement & SAD	2	0	0	0	2
<b>Other SAREX'S/ MAS/ Medevac</b>	Operation involving tasking	5	0	0	n/a	5
	Resolved by comms action	1	0	0	n/a	1
<b>Total (Quarter)</b>		104	81	107	32	324

<b>People Involved in incidents for the Quarter</b>		<b>Beacons</b>
Number at Risk	315	<p>Beacon alerts made up 76% (246) of all incident alerts.</p> <ul style="list-style-type: none"> <li>• Almost thirty percent of these were resolved to other Search and Rescue Regions (69)</li> <li>• Another 6% (15) were undetermined.</li> </ul> <p>Of those that were activated in the NZSRR:</p> <ul style="list-style-type: none"> <li>• 50% were real distress situations (89), and 4 were deliberate with questionable need for a SAROP</li> </ul>
Lives Saved	3	
Lives Rescued	45	
Lives Assisted	88	
Perished	5	
Not Located	4	
Self Assisted	125	

## Our Work Programme:

RCCNZ continues to have a lot on its plate, with the final quarter of 2016/17 including:

- Hosting the Seventh Regional Pacific Search and Rescue Workshop
- Recruitment for new staff both inside and outside the Operations room
- Continued progress with the Pacific SAR capability work, with trips to the Cook Islands and Tuvalu to deliver SAR training
- Progressing the project to redevelop our distress beacons registration system.
- Continued involvement in the NZSAR Secretariat led Exercise Rauora MRO exercises. This is alongside ongoing work to develop a shared national operational level MRO plan, that covers both the RCCNZ and Police structure and approach to operational coordination of an MRO.

## SLSNZ

### SAR Operations:

The period January to March 2017 (Third quarter) has seen Surf Life Saving involved in thirty (30) Category 1 Search and Rescue Operations (Table 2-1). The operations led to twenty seven (27) persons being saved, twenty five (25) people being rescued, and ten (10) people being assisted. In three operations undertaken seven (7) people perished. In nine of the incidents, surf lifeguards were called out to assist but the persons involved in these events had returned to shore under their own steam, making it to safety before lifeguards made it to the scene. Surf Life Saving provided over 35 hours service as part of official Search and Rescue operations. These operations involved over 98 life guard personnel undertaking over 114 life Guard hours.

Category 1 Search and Rescue Operations occurred in nine Police Districts during the third quarter, namely: Northland, North Shore Waitakere, Auckland City, Counties Manukau Waikato, Central, Wellington, Tasman, Canterbury and Southern.

Search and Rescue Operations: First Quarter	#
Category 1 Search and Rescue Operations	30
Category 2 Search and Rescue Operations	0
Lives saved	27
People rescued	25
People assisted	10
Perished	7
Other incidents	9
Unknown	0
Search and Rescue Operations: hours	35
Search and Rescue Operations: personnel	98
Search and Rescue Operations: total hours	114

## **SLSNZ Operations:**

The period January to March is generally one of the busiest times of year for Surf Life Saving services, due to warm settled weather and long sunny evenings, however this season was notably different with more than average wet and windy rain events keeping the beach user population down . Nevertheless, Surf Life Saving services responded to a number of other callouts and incidents that occurred during this time.

In addition to the Category 1 Search and Rescue Operations listed above (and detailed in the Appendices), surf lifeguards rescued over one hundred and ninety (193) people, treated over one hundred and sixty (167) members of the public for injuries, and assisted over one hundred and ninety thousand (190,641) people through preventative activities (i.e. educated on rip currents and advised to swim between the red and yellow flags). Surf Lifesaving services amassed over one hundred and twelve thousand hours (112,833.25) attending incidents and providing other services where required and Patrolling the beaches between January and March 2017.

<b>Surf Life Saving Operations: First Quarter</b>	
Number of Rescues	123
People rescued	193
People treated (first aid)	167
Life Guard Preventative Actions	44,700
People assisted through preventative activity	190,641
Searchers	78
Surf Life Saving Operations: hours	112,833.25

## **SLSNZ Organisational Update:**

The following organisational changes or progress has occurred of relevance to the search and rescue sector:

- The number of Category 1 incidents for this quarter is much higher than other years despite the poor weather and lower than average beach user numbers. This has come about through better communication of incidents to police once a request for an afterhours request has been logged to clubs and squads. There has been a predicted increase of the Cat 1 numbers nationally. These numbers are far more represented of the actual operational work load than previously reported.
- The Capital Coast Communications Network is underway, and phase one has been completed in time for the 2016/17 season.
- The Southern Region Network is beginning to be developed; the Christchurch and Otago clubs have been issued their terminals and both are working through 1 repeater. The next phase is to install at least 1 more repeater in each area to increase the coverage and ensure a level of redundancy within the systems.
- The remaining clubs still using only VHF sets are seeking funding to replace out their old technology with the new when funding becomes available. SLSNZ is developing a Strategy document to help guide the clubs when purchasing future communications equipment.

- Work is now being carried out looking to develop strong data links between the communications network and the Life Guard Data Management System

## WSNZ

### NZ drowning fatalities 2017 YTD (as at 28<sup>th</sup> April 2017)

Gender	NZ fatalities five year avg 2012-2016	NZ fatalities 2016 YTD	NZ fatalities 2017 YTD
<b>PREVENTABLE</b>			
Female	13	3	5
Male	65	32	23
<b>Total Preventable</b>	<b>78*</b>	<b>35</b>	<b>28</b>
<b>NON-PREVENTABLE</b>			
Female	7	-	2
Male	18	6	5
<b>Total Non-preventable</b>	<b>25*</b>	<b>6</b>	<b>7</b>
<b>TOTAL</b>			
Female	20	3	7
Male	83	38	28
<b>Total</b>	<b>103*</b>	<b>41</b>	<b>35</b>

\* Totals may not equal due to rounding

### 2017 Investment round

WSNZ is inviting funding applications from suitably qualified organisations to deliver drowning prevention interventions that make a real difference to New Zealand's drowning toll. We will invest in initiatives that contribute to the objectives of the New Zealand Water Safety Sector Strategy 2020. Application criteria and priorities are available on our website.

#### Key Dates

Funding programme opens Monday 10<sup>th</sup> April  
 Applications close Tuesday 23<sup>rd</sup> May  
 Notification of outcomes Tuesday 22<sup>nd</sup> August

### Summer Campaign

Our summer campaign, 'The Swim Reaper', targeted towards young Kiwi males (18-35) and delivered via social media channels ran from 20<sup>th</sup> December 2016 – 23<sup>rd</sup> March 2017. In measure terms, it was incredibly successful, reaching 65% of the target audience with just under 10 million impressions (views). Social engagements reached 609,000, with all metrics measuring significantly beyond plan.

### Advocacy

On the advocacy front, we continue to focus on lifejackets, the need for better aquatic education for all our kids (aka Water Skills for Life) and the capability/capacity of our sector to meet growing demand. A series of meetings are currently being held with politicians from a spread of political parties so we will continue to be vocal on behalf of the sector on key issues.

### Water Skills for Life

Our push to have every 5 to 13 year old in school learning Water Skills for Life (WSFL) is ramping up. We are reaching out to principals, teachers and parents to let them know that these are the skills students or children need to be safe in the water. We're

working closely with Swimming New Zealand who have reach into schools across the country and who have fully endorsed the initiative. With their work in the professional development of teachers they are getting schools on board.

### **Capability Review**

We're at a critical stage with the Sector Capability Review, being led by the core working group. The group have completed the Outcome Set and are currently undertaking the following phases of the project:-

*Environmental Scan* – identify and analyse key trends and their impact on the water safety sector.

*Sector Stocktake* – describe the current state of the water safety sector and identify and assess the strengths, risks, opportunities and gaps.

31 May 2017

## NZSAR RISK MATRIX

Risk #	Risk Description	Reasons or Causes	Consequences	Likelihood	Impact	Risk Level (reviewed)	Risk Treatment(s)	Post Treatment (Effective from...)	Comments/Examples
2017/01	<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.	Possible	Moderate	(May 14)	<b>Risk treatment 2017/01/A: SAR Data Standard</b>  In consultation with operational SAR agencies, develop and document an agreed SAR data standard 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.
						(May 14)	<b>Risk treatment 2017/01/B: Data exchange and storage</b>  Establish and maintain a single repository for all SAR data.		
						(May 14)	<b>Risk treatment 2017/01/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.		
						(May 14)	<b>Risk treatment 2017/01/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.		
2017/02	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	(March 15)	<b>Risk treatment 2017/02/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	(March 15)	<b>Risk treatment 2017/02/B: Funded SAR SLAs</b>  Continue to support key SAR providing agencies with appropriately funded three year Service Level Agreements.		

31 May 2017

Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level (reviewed)	Risk Treatment(s)	Post Treatment (Effective from...)	Comments/Examples
2017/03	<p><b>Cohesive and effective SAR Training</b></p> <p>The competence and capability of SAR individuals is dependent on effective training. SAR training is largely decentralised and varies significantly.</p>	<p>SAR training can be delivered within organisational silos and can differ within organisations. The perspectives of individual organisations have frequently taken precedence over the needs and goals of the wider sector.</p> <p>Continuation or refresher training is often absent allowing skills to degrade over time</p> <p>Search management arrangements and skills can be deficient resulting in inadequate search effectiveness and potentially external investigation and/or criticism.</p> <p>The SAR sector's training is largely conducted within organisational silos and is not united by collectively agreed doctrine.</p>	<p>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.</p> <p>These factors can contribute to deficient SAR services, inefficiencies and potentially avoidable loss of life.</p> <p>They can also lead to damage to the reputation of the NZ Search and Rescue community. And harm New Zealand's international reputation as a safe destination for adventure tourism.</p>	High	Moderate	(May 17)	<p><b>Risk treatment 2017/03/A: Suitable individual SAR skill acquisition training is available, funded and sound.</b></p> <p>SAR (ACE) funded skill acquisition training is made available for SAR people so that they may achieve the relevant SAR competencies at no cost to themselves.</p>		
						(May 17)	<p><b>Risk treatment 2017/03/B: Collaborative SAR training and exercising</b></p> <p>Undertake cooperative and collaborative training, exercising and relationship building.</p>		NZSAR supports the conduct of Police District SAREXs and the Raoura Mass Rescue Exercise series
						(May 17)	<p><b>Treatment Option 2017/03/C: IMTEX.</b> Undertake independently planned, delivered and assessed regional IMTEX's involving multiple agencies to broaden, update and standardise search management practices. Also to maximise the pool of competent and current regional search managers.</p>		
						(May 17)	<p><b>Risk Treatment 2017/03/D: Continuation/Refresher Training</b></p> <p>Encourage all SAR agencies to plan and undertake continuation or refresher training in order to retain skills and maintain engagement with SAR.</p>		Continuation or refresher training is the responsibility of the SAR sector as an "industry".
						(May 17)	<p><b>Risk Treatment 2017/03/E: Revalidation</b></p> <p>Work with Police to develop a SAR coordinator revalidation system.</p>		
						(May 17)	<p><b>Risk Treatment 2017/03/F: Incident Review</b></p> <p>Independent review of randomly or targeted SAROPs. Use the results to inform and update SAR doctrine and training material</p>		
						(May 17)	<p><b>Risk Treatment 2017/03/G: Doctrinal Basis</b></p> <p>Develop and maintain agreed, unified doctrinal documentation for the conduct of SAR in New Zealand.</p>		



Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level (Reviewed)	Risk Treatment(s)	Post Treatment (Effective from...)	Comments/Examples
2017/04	<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> </ul>	Unlikely	Moderate	(Nov 15)	<b>Risk treatment 2017/04/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>		
		Growing public and legal expectations of SAR performance and competence impacts upon the training and commitment levels of SAR volunteers.	<ul style="list-style-type: none"> <li>Excessive training demands, poor or infrequent exercises and/or onerous administrative requirements deter people from volunteering and discourage existing volunteers from remaining.</li> </ul>			(Nov 15)	<b>Risk treatment 2017/05/B: Support SAR training alignment to the NZ Qualifications Framework (NZQF)</b> When and where agreed by SAR agencies, NZSAR will actively Support and assist aligning SAR training to the NZQF.		
		Trained SAR Volunteers can be difficult to retain and motivate in areas where little SAR activity occurs.	<ul style="list-style-type: none"> <li>Infrequent utilisation for SAROPs can be dispiriting and discourage long term engagement.</li> </ul>			(Nov 15)	<b>Risk treatment 2017/04/C: Quality SAR skill acquisition training and exercises</b> Refer Risk treatments 2017/03. 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.		
2017/05	<b>Nationally Significant Search and Rescue Event.</b>  Certain search and/or rescue events may overwhelm normal SAR capabilities and trigger the involvement of the National Security System.	Nationally significant SAR events may: require considerable resources to resolve; involve significant numbers of people and/or fatalities; attract substantial domestic and international attention; introduce reputational risks to SAR agencies and New Zealand.	<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	(Mar 17)	<b>Treatment option 2017/05/A: Develop mass rescue /abnormal flight policy and plans.</b> In conjunction with partner agencies, develop appropriate search and rescue policies, plans and procedures.		This risk is seen as very high consequence but low likelihood.
		New Zealand's SAR sector has very limited capacity to respond to large scale SAR events and we have a very large SAR region with little or no SAR assets able to cover much of the region.  Significant numbers of vessels and aircraft with large amounts of passengers transit the NZSRR.				(Mar 17)	<b>Treatment option 2017/05/B: Conduct regular mass rescue /abnormal flight exercises.</b> In conjunction with partner agencies, exercise the relevant plans regularly in order to practise, validate and refine them. (see also risk treatments for Risk 2017/03)		



Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level (Reviewed)	Risk Treatment(s)	Post Treatment (Effective from...)	Comments/Examples
2017/06	<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	(May 14)	<b>Risk treatment 2017/06/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.		Example - Safety Code material.   Example: Safety Partnership.
						(May 14)	<b>Treatment option 2017/06/B: Recreational safety - provision of consistent information to the media.</b>  Support the relevant agencies to provide timely information to the media on personal responsibilities and better preparation when undertaking outdoor recreational activities.		
						(May 14)	<b>Treatment option 2017/06/C: Support domestic safety organisations.</b>  Support the SAR prevention efforts of domestic safety information providing agencies. Encourage and harmonise collaborative action.		
						(Nov 15)	<b>Treatment option 2017/06/D: Develop and implement an NZ Inc Recreational Safety Strategy.</b>		
2017/07	<b>Health and Safety</b>  Incident of avoidable harm to one or more SAR persons occurs.	NZ's H&S regulatory environment has changed. The SAR sector needs to adapt to the new requirements and implement the required changes for the SAR context.	<p>SAR organisations, team and individuals fail to implement appropriate / necessary H&amp;S processes and procedures. AN Avoidable harm situation results.</p> <p>Audit or investigation detect and report on seriously deficient H&amp;S arrangements.</p> <p>For all three circumstances, the sector may be:</p> <ul style="list-style-type: none"> <li>Exposed to risk of prosecution. Audit exposes SAR sector health and safety deficiencies.</li> <li>Suffer reputational damage.</li> <li>Experience an outflow of personnel due to perceived risk.</li> <li>Experience an outflow of personnel due to excessive H&amp;S process requirements.</li> <li>Likely to expect significant external pressure / investigation / regulation / over watch following the trigger event.</li> </ul>	Unlikely	Major	(Mar 17)	<b>Treatment Option 2017/07/A: Implement sound H&amp;S processes and procedures</b>  NZSAR Council H&S processes and procedures for the SAR sector have been approved and are being implemented. The five SLA documents include H&S provisions. SAR sector H&S monitoring and reporting occurs at the SAR strategic H&S Committee and a variety of other interagency SAR forums. H&S experiences and lessons are shared between SAR partner agencies. H&S Advice for the use of non-standard SAR assets is being developed.		
		One or more SAR persons is harmed or killed due to avoidable, and reasonably predictable circumstances.		Rare	Severe	(Mar 17)	<b>Treatment Option 2017/07/B: H&amp;S incident contingency planning</b>  SAR providing agencies and coordinating authorities are encouraged to develop contingency plans for use in the event of a SAR related severe H&S incident. Plans may include media, internal personnel and SAR partner engagement as well as grief & trauma counselling etc.		

Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level (Reviewed)	Risk Treatment(s)	Post Treatment (Effective from...)	Comments/Examples
2017/08	<b>SAR Expectations</b> Stakeholders and public develop unrealistic expectations of SAR capacity and capabilities	A lack of knowledge about SAR sector capabilities and limitations may lead to unwarranted expectations.	In the event of a mass rescue, mass search or a SAR incident at the extremities of the NZSRR, the media, public and senior stakeholders may unduly criticise SAR agencies and/or demand actions by SAR agencies that are beyond our capabilities.	Rare	Major	(Jul 15)	<b>Treatment Option 2017/08/A: Advise senior stakeholders of SAR Sector capabilities and limitations</b> Prepare a briefing note for ODESC and Ministers regarding SAR capabilities and limitations.		
		Regular reporting of successful SAR operations may lead to a false sense of SAR capabilities by the media and significant stakeholders.	Inappropriate SAR sector investment due to a misunderstanding of SAR expectations			(Jul 15)	<b>Treatment Option 2017/08/B: Advise media stakeholders of SAR Sector capabilities and limitations</b> Distribute the NZSAR annual report to media outlets. RCCNZ and NZ Police hold an annual SAR media briefing and specifically note SAR sector capabilities and limitations.		
			Members of the public may suffer undue hardship or cause unnecessary cost on the SAR system due to misunderstanding its capabilities and limitations.	Likely	Moderate	(Nov 15)	<b>Treatment Option 2017/08/C: Undertake a benchmarking survey of SAR expectations</b> Engage with the public on occasions to ascertain what their expectations of SAR are and measure trends in expectations.		
2017/09	<b>SAR Technology</b> The SAR community may not know of or be able to acquire technologies that have the capacity to significantly increase SAR effectiveness.	Technology development and change occurs at a very fast pace. Technologies which might aid or transform SAR are difficult to identify and hard to fund.	The sector may be challenged operationally and criticised by not utilising the most appropriate technology for an operation.	Likely	Moderate	(Mar 17)	<b>Treatment Option 2017/09/A:</b> Organise occasional SAR technology workshops to identify technological trends and opportunities relevant to SAR.		
		Different SAR agencies might select different, non compatible SAR technologies.	Non compatible technologies may hinder our capacity to collaborate and cooperate.				<b>Treatment Option 2017/09/B:</b> Monitor and report on technologies relevant to SAR.		
							<b>Treatment Option 2017/09/C:</b> Identification (and possible support) of incident management team support software.		

**Possible additional Risk?**

Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level (Reviewed)	Risk Treatment(s)	Post Treatment	Comments/Examples
2017/10	<b>SAR Demand</b> Changes to the nature of SAR demand.	Change in SAR demand may be caused by shifts to New Zealand's demographic profile, population growth (or shrinkage), tourism growth, climate/meteorological change, new or changed recreational pursuits and/or locations.  Change may also occur in personal risk appetite and/or preparedness to request SAR assistance.	The sector may find itself inadequately prepared and resourced to respond to changes in SAR demand.  Resources / capabilities / coordination may not be appropriate nor possess the relevant skills and equipment to effectively respond.  Conversely – costly existing capabilities may be excessive to meet a changed SAR demand profile.	Likely	Moderate	(May 17)	<p><b>Treatment Option 2017/10/A.</b> NZSAR will maintain a clear picture of SAR demand and trends. This will be integrated with demographic, population, recreation and tourism trend projections prepared by other agencies.</p> <p><b>Treatment Option 2017/10/B.</b> The sector will work collectively to recognise and then adapt to observed or likely changes.</p> <p><b>Treatment Option 2017/10/C.</b> The sector acts rapidly to address sudden or unforeseen changes.</p>	<p>Develop and maintain a clear picture of SAR demand. (2018)</p> <p>Work with SAR sector agencies via existing channels to adapt to change. (ongoing)</p>	



# No first aid kit? How did St John come to this?

**KARL DU FRESNE**



I thought it significant that in Consumer's recent comparison of emergency survival kits on the market, the one that scored worst by far was marketed by the St John Ambulance organisation.

Its "Emergency Grab Kit" got a scathing "fail" from Consumer, with a score of 38 per cent – far below any of the six other kits tested. How humiliating for an organisation that traces its history back to the 12th century, when the Order of Knights of the Hospital of St John of Jerusalem looked after sick and injured pilgrims to the Holy Land.

What was almost comically ironic was that the St John emergency kit didn't even include a first-aid kit – this from an organisation that's synonymous with emergency medical assistance – or food rations. And to make matters worse, the pack wasn't cheap (\$200 compared with one at \$85 and another that costs \$139).

In a sense, it's a betrayal. People buying an emergency kit bearing the name of St John are entitled to expect that it will set the standard for all others. In fact, it appears the reverse was true.

You have to ask: how could an organisation with St John's proud record end up in such a state?

Let me hazard a guess. It's been corporatised.

What typically happens is this. Organisations like St John start out as voluntary. They are run on the smell of an oily rag by enthusiastic, committed amateurs whose only reward is the satisfaction that comes from doing good for the community.

No doubt that's still true at the grassroots level. But what happens as such organisations grow is that they reach a point where enthusiastic amateurism no longer cuts it at the top level. They evolve into bureaucracies.

They adopt all the trappings of the private sector. They acquire a flash office in Wellington and they hire professional managers, public relations consultants, fundraisers, marketers, website designers, health and safety trainers and HR advisers. They also recruit university-educated careerists whose lack of life experience doesn't stop them from wanting to re-invent the wheel.

In other words, they get corporatised. With this come expense accounts, corporate credit cards, business-class travel and company cars. Along the way, the purity of purpose that originally motivated them tends to get diluted.



St John's \$200 emergency survival kit, which did not include a first aid kit, fared the worst in Consumer's testing, with a rating of 38 per cent.

PHOTO: CONSUMER NZ

They also get contaminated by the deathly cult of managerialism, with its key performance indicators, meetings, values statements, general control freakery, more meetings, arse-covering, preposterous jargon, more meetings and bitchy office politics.

## Let me hazard a guess. It's been corporatised.

Of course, an organisation as large and complex as St John requires an appropriate management structure. The danger is that as these organisations grow bigger and more unwieldy, they become so preoccupied with the minutiae of management that they lose sight of their core function. Management becomes an end in itself.

If they are partly funded by the state, as many are, things get more complicated, because government bureaucrats create hoops for them to jump through. So they hire more people to ensure compliance with the government's requirements – which might include, for instance, paying someone to come up with Maori names for everything they do, even though no-one ever uses them.

Under the headline Vision and Values

on the St John website, for example, you see things like: "We Make It Better – Whakawerohia. We find solutions – step up, own it, do it."

There it is, right there: management psycho-babble that means whatever you want it to mean.

All this, needless to say, gobbles up money that might otherwise be used for whatever purpose the organisation nominally exists for.

In the meantime, the faithful and tireless people at the grassroots go on doing what they have always done. But the corporate head office grows gradually more distant and disconnected from its original ethos, and the people at the grassroots feel powerless to influence decisions and policy.

I'm not saying this has happened at St John, but it has certainly happened to other organisations in the not-for-profit sector – for example the IHC, a \$280 million-a-year behemoth whose head office sometimes gives the impression of being unaccountable to faithful, long-serving members.

Some would say NZ Rugby has gone down a similar path, moving ever further from the game's muddy amateur roots.

Is the same true of St John? I admit I can't be sure, but the fact that the organisation couldn't put together a basic emergency kit – or worse still, perhaps couldn't be bothered – suggests it may have lost sight of what most of us assumed was its core function.



9 May 2017

NZSAR12-1

NZSAR Council  
NZSAR Consultative Committee

## **PREGOGRESS REPORT- RECOMMENDATIONS RESULTING FROM THE FIONA WILLS CORONIAL INQUEST**

1. At its meeting of 21 September 2016, the NZSAR Council accepted a set of recommendations proposed by the NZSAR Consultative Committee resulting from the inquest into the death of Fiona Wills and a subsequent examination of associated search and rescue issues. The purpose of this document is to update the NZSAR Consultative Committee and Council on progress in addressing the recommendations as at 10 May 2017.

Issue Raised	Recommendations	Actions
<p><b>Issue 1.1</b> International best practice search methodologies and training not used. Individual Police/LandSAR not to blame. (Media Statement Fiona Wills Inquest 8-11 March 2016 –MS1).<b>[Wills Family]</b></p>	<p><b>Recommendation 1.1</b> Develop an agreed, unified and documented doctrinal basis for the conduct of Search and Rescue in New Zealand.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018. Funded Project</p>
<p><b>Issue 1.2</b> The search for Fiona didn't happen according to best practice. (SR1, 4)</p>	<p><b>Recommendation 1.2</b> Develop an agreed, unified and documented doctrinal basis for the conduct of Search and Rescue in New Zealand.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018. Funded Project</p>
<p><b>Issue 1.3</b> "Initial search phase abandoned too early." (SR1, 1).</p>	<p><b>Recommendation 1.3</b> Within an agreed, unified doctrinal document, provide guidance on SAR resource prioritisation and allocation, and the requesting of extra resources from neighbouring Districts.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018. Funded Project</p>

Issue Raised	Recommendations	Actions
<p><b>Issue 1.4</b> Based on Lost Person Behaviour Survivability Tables for people with Alzheimer's, Fiona Wills good physical health, the night temperature, lost in home environment. (SR1, 2-3)...<i>the search was abandoned too early.</i></p>	<p><b>Recommendation 1.4</b> Within an agreed, unified doctrinal document, provide guidance on operational procedures relating to Lost Person Behaviour, survivability and search suspension.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.  Funded Project</p>
<p><b>Issue 1.5</b> “Many of the points raised in the SARINZ reports are the result of poor policy decisions and the frontline response personnel being let down through poor support and a lack of current best practice training.” (SR2, 13)</p>	<p><b>Recommendation 1.5</b> Establish regular, nationally moderated incident management team continuation training and exercises to enhance and sustain incident management team competence.</p>	<p>LandSAR undertakes IMT continuation Training. NZSAR exploring options to undertake nationally moderated IMT exercises</p>
<p><b>Issue 2.1</b> “A number of the searchers and the family described the Incident Control Point at one stage as being like a bombsite with tired and fatigued personnel.” (Conversation with Wills Family referred to in SARINZ Report, 1 Feb 2015, p3). (SR). <b>[Wills Family]</b></p>	<p><b>Recommendation 2.1</b> Within an agreed, unified doctrinal document, provide guidance on operational procedures relating to the management of fatigue.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.  Funded Project</p>

Issue Raised	Recommendation	Actions
<p><b>Issue 2.2</b>            ``The Police SAR were called out at 9.00pm on Tuesday 9<sup>th</sup> December, 2014 and arrived about 12.00am to start the initial search phase. They then worked through the night and next day with limited breaks and few fresh staff being rostered on. The initial search terminated at approximately 18:00 hours on Wednesday 10<sup>th</sup> December, 2014. Thus it is likely that search staff started the search already sleep deprived and then deteriorated throughout the search and this appears to have affected all facets of the search. A number of the searchers and the family described the Incident Control Point at one stage as being like a bombsite with tired and fatigued personnel. ” (SARINZ Report, 1 Feb 2015, p3). (SR).</p>	<p><b>Recommendation 2.2</b></p> <p>Ensure the existing guidelines for the coordination and management of IMT changeover is reflected within an agreed, unified doctrinal document.</p> <p>Refer also recommendation 1.3.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.</p> <p>Funded Project</p>
<p><b>Issue 3.1</b>            SARINZ comment to the effect that lack of comprehensive planning disadvantaged the search process and provide some diagrams to illustrate their point. (SR2,6)</p>	<p><b>Recommendation 3.1</b></p> <p>Ensure the existing guidelines for the planning and management of SAR operations is reflected within an agreed, unified doctrinal document.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.</p> <p>Funded Project</p>
<p><b>Issue 4.1</b>            ``There appears to be limited search planning documentation beyond the early first operational period...” (SARINZ Report, 22 December 2015, 8). (SR2)</p>	<p><b>Recommendation 4.1a</b></p> <p>Ensure the existing guidelines for the planning and management of SAR operations is reflected within an agreed, unified doctrinal document.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.</p> <p>Funded Project</p>
	<p><b>Recommendation 4.1b</b></p> <p>Undertake a project to identify suitable SAR IMT management information technology.</p>	<p>SAR IMT software (land) project currently underway. Concludes in 2017.</p> <p>Funded Project</p>

Issue Raised	Recommendation	Actions
<p><b>Issue 5.1</b> Lack of written action plan. “Initial (basic) search planning is NOT Formal Search Planning. Prior to the management handover and development of the consolidated Incident Action Plan (IAP) it would be expected that at least the scenario analysis and (shifting) POA allocation would have been revisited and investigated in greater depth. The outcomes of these processes would have driven the operational aspects of the Incident Action Plan for the coming operational period. There appears to be no evidence of a transition from initial response, initial search planning into full Formal Search Planning or any evidence of an IAP for the incoming IMT to ensure continuity of response efforts.” (SR2, 9)</p>	<p><b>Recommendation 5.1</b> Ensure the existing guidelines and processes for extended search planning are incorporated into an agreed, unified doctrinal document.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.  Funded Project</p>
<p><b>Issue 6.1</b> “It is difficult to identify what personnel worked Tuesday night only and or Wednesday. During the review process a number of people who were directly involved in, or observed the official response, identified the issue of fatigue. ...It is not apparent from the documentation when the decisions were made to source, or not source, replacement personnel.” (SR2, 10)</p>	<p><b>Recommendation 6.1</b> Ensure the existing LandSAR Response Guidelines are incorporated into an agreed, unified doctrinal document.  Refer also recommendation 1.3</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.  Funded Project</p>



Issue Raised	Recommendation	Actions
<p><b>Issue 7.1</b>            ``There was a general lack of handheld GPS`s which meant that electronic tracks, trails could not be recorded for subsequent analysis nor assist in determining how well areas or segments were searched. The Wills family have been generous in donating GPS units to the Hawkes Bay LandSAR unit to assist future SAR performance and this has been openly acknowledged by all parties. ``            (SR2,10)</p>	<p><b>Recommendation 7.1a</b>            Ensure the existing LandSAR Response Guidelines are incorporated into an agreed, unified doctrinal document.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.            Funded Project</p>
	<p><b>Recommendation 7.1b</b>            Establish an agreed expectation and method for team tracking information. Include this in an agreed, unified doctrinal document.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.            Funded Project</p>
<p><b>Issues 8.1 and 8.2</b>            ``The Police peer review identified that other Police and LandSAR personnel could have been brought in from other areas outside Hawke`s Bay`` (SR2, 11) (Reference to Coronial Enquiry document 20151015132602806 page 3-6, Police peer-review report).            ``... the use of fresh, trained personnel would likely result in higher performance with appropriate knowledge of search systems. `` (SR2, 10)</p>	<p><b>Recommendation 8</b>            Ensure the existing processes and procedures for requesting out of District resources is incorporated into an agreed, unified doctrinal document.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.            Funded Project</p>
<p><b>Issues 9.1, 9.2 and 9.3</b>            LandSAR dogs were not called to supplement the Police dogs especially in the second operational period. LandSAR certified dogs are considered a national resource and are generally available 24 hours 7 days a week via Police or the 111 system. (SR2, 12) (and see SARINZ Report December 2015, Reference 23)</p>	<p><b>Recommendation 9</b>            Ensure reference to the NZSAR Resource Database is included in the agreed, unified doctrinal document.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.            Funded Project</p>

Issue Raised	Recommendation	Action
<p><b>10 File Management</b></p> <p>Management and compilation of the forms and documents from a search operation should be covered within SAR Exercises, SAR courses including MTIR, ESP and SAR Managers. Consideration should be given to file management templates, also the electronic backing up of documentation.</p> <p>Following the demobilisation or suspension of a search operation there should be a file that is compiled in chronological order and separated into the various components of the search.</p> <p>The Committee agreed IMT file management, teaching, process and technology were deficient.</p>	<p><b>Recommendation 10.1</b></p> <p>Direct the SAR Training Programme Advisory Committee (PAC) to incorporate training in file management into the SAR management courses – MTMR, MTIR, ESP and SAR Managers.</p>	<p>Item taken to Tai Poutini Polytechnic to bring to the SAR PAC. Not yet complete.</p>
	<p><b>Recommendation 10.2</b></p> <p>Incorporate guidelines for the electronic and hard copy management of SAR operational documents into an agreed, unified doctrinal document.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.</p> <p>Funded Project</p>
	<p><b>Recommendation 10.3</b></p> <p>Undertake a project to identify suitable SAR IMT management information technology.</p>	<p>SAR IMT Land project underway.</p> <p>Funded Project</p>

Issue Raised	Recommendation	Action
<p><b>11 Family Liaison Role</b></p> <p>MTIR and ESP have very little focus on the Family Liaison Role While family liaison is covered with a 45 minute session during the SAR Managers, it should also be included in the MTIR and ESP courses to a higher degree, with considerations that should be part of the Initial Action process.</p> <p>The Committee noted that very good family liaison teaching and process exist with the NZ Police but agreed more effort was needed to teach SAR personnel on family liaison requirements and Police capability in this area.</p>	<p><b>Recommendation 11.1</b></p> <p>Develop a SAR sector role description for family liaison. Direct the SAR Programme Advisory Committee (PAC) to incorporate training in family liaison role into the SAR MTMR, MTIR and ESP courses.</p>	<p>Item taken to Tai Poutini Polytechnic to bring to the SAR PAC. Not yet complete.</p>
	<p><b>Recommendation 11.2</b></p> <p>Incorporate guidelines regarding family liaison into an agreed, unified doctrinal document.</p>	<p>New Zealand Search and Rescue Guidelines to be developed 2017 / 2018.</p> <p>Funded Project</p>
<p><b>12 Search Suspension.</b></p> <p>The two coordinating authorities have different criteria for search suspension. The Committee is concerned by this variance and would prefer similar or the same criteria and processes for search suspension.</p>	<p><b>Recommendation 12</b></p> <p>NZSAR, Police and RCCNZ develop a unified search suspension criteria and process. Include this into an agreed, unified doctrinal document.</p>	<p>Updated search suspension criteria are have been incorporated in the New Zealand SAR Operational Framework. They will be includes in the New Zealand Search and Rescue Guidelines when they are developed.</p>

Duncan Ferner  
 Secretariat Manager  
 NZSAR Council

# NZSAR

New Zealand Search  
and Rescue



## NZSAR Consultative Committee Meeting

10 May 2017



# 1. Welcome

- Julia James – Coastguard NZ
- Henry van Tuel – Coastguard NZ
- Nic Brown – NZ Police
- Dave Dittmer – DOC
- Andy Tindall – DOC

## 2. Apologies

- Harry Maher – DOC
- Paul Turner – NZFS
- Kevin Banaghan – RCCNZ
- Simon Trotter – Antarctica NZ
- Peter Baird – NZ Police
- Jo Holden – NZ Police

*Please fill out the attendance register*

## 3. Minutes

Minutes of the meeting 22 February 2017 to be approved



# 4. Matters Arising

## Item 12

**Maritime VHF Project Review.** Surf Life Saving to provide details of the problem to one of their VHF channels to NZSAR and Radio Spectrum Management.

***SLSNZ***

***Complete***

## Item 16a

**Bar crossings.** RCCNZ, MOC, Coastguard, Police to form a working group to discuss the issue of bar crossing reports.

***RCCNZ, MOC, Coastguard, Police***

***In progress***



## 4. Matters Arising

### Item 16e

**NZSAR Awards.** Secretariat to advise Committee members of date for Awards.

*Secretariat*

*Complete*

### Item 16f

**UAVs.** Include use of UAVs as a topic at the SAR Coordinators workshop in April.

*Secretariat*

*Complete*

# 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				





# 5. SLA Monitoring Report

Summary for the 1 January – 31 March 2017 Quarter, as extracted from the SAR Data Store.

Measures	Police	RCCNZ	Totals
<b>SAROPs</b>	408	300	708
<b>Lives Saved</b>	27	2	<b>29</b>
<b>People Rescued</b>	139	37	176
<b>People Assisted</b>	167	82	249
<b>LandSAR Taskings</b>	67	3	70
<b>Coastguard Taskings</b>	89	0	89
<b>SLSNZ Taskings</b>	37	0	37
<b>AREC Taskings</b>	9	0	9
<b>Performance of SLA Partners</b>	<b>Satisfactory</b>	<b>Satisfactory</b>	<b>Satisfactory</b>



# 5. SLA Monitoring Report

## Summary for the 1 January - 31 March 2017 Quarter

Reporting requirements for the Quarter have been met by three of the SLA partners

Outputs	Coastguard	LandSAR	AREC	SLSNZ	Totals
SAROPs Attended	171	124	**	30	--
Volunteers Involved	1,107	877	**	98	<b>2,082</b>
Volunteer Hours	3,550	6,131	**	114	<b>9,795</b>

2,128 Coastguard volunteers responded to **861** non-SAR related calls for assistance during the quarter – **an average of 9.6/day**



# 5. SLA Monitoring Report

## Coastguard

- Coastguard is mourning the loss of Mark Whitehouse, Operations Manager Coastguard Southern Region.
- Ian Meikle has joined Coastguard New Zealand as the National Fleet Manager. Pete Healy is now the National Safety Manager.
- Julia James has joined Coastguard New Zealand as the National Communications Manager.
- Coastguard Waimakariri-Ashley recently celebrated the opening of their new base, *Lion Foundation Maritime Rescue Centre*.



# 5. SLA Monitoring Report

## LandSAR

- Key initiatives advanced during the reporting period include;
  - The publication of a NZ LandSAR Policy on WanderSearch
  - The preparation of an “RFP” to assess the feasibility of LandSAR setting up its own Training Arm.
  - The selection of a preferred supplier to conduct an investigation into the LandSAR’s Organisational Culture.
- Work continues on LandSAR’s SMS and Competency programmes
- NZ WanderSearch Charitable Trust. LandSAR continues to support the work of the NZWSCT.



# 5. SLA Monitoring Report

## SLSNZ

- The number of Category 1 incidents for this quarter is much higher than other years despite the poor weather and lower than average beach user numbers – a result of better communication with Police and improved incident reporting.
- Work is progressing on the various communications projects – details can be found in the sector update.
- Work is now being carried out looking to develop strong data links between the communications network and the Life Guard Data Management System

## AREC

- Have no issues or updates for the quarter



# 6. Sector Update



Paper distributed



# 7a. NZSAR Risk Matrix

- Treatment commentary
  - Actions in effect, planned, desired.
  - Effective from ....
  - Assessment



## 7b. Additional Risk?

**SAR Demand.** Changes to the nature of SAR demand.

### **Reasons /Causes:**

- Change in SAR demand may be caused by shifts to New Zealand's demographic profile, population growth (or shrinkage), tourism growth, climate/meteorological change, new or changed recreational pursuits and/or locations.
- Change may also occur in personal risk appetite and/or preparedness to request SAR assistance.



## 7b. Additional Risk?

### Consequences:

- inadequately prepared and resourced to respond
- Inappropriate Resources / capabilities / coordination
- existing capabilities may be excessive

### Treatments:

- Maintain a clear SAR demand picture
- Sector recognise and adapt
- Rapid action to sudden or unforeseen change

# 8. Corporatisation of NGOs

*“If they [NGOs] are partly funded by the State... things get more complicated, because government bureaucrats create hoops for them to jump through.”*

Dominion Post Editorial  
Friday 5 May



# 9. Major Transport Incident Exercise

## A. Ministry of Transport Policy development:

- To clarify strategic level roles and responsibilities within the transport cluster and with NZ's National Security apparatus.
- Provide a 'Transport Sector framework' to guide and ensure planning coherence.

## B. Major Transport Exercise 2019:

- ✓ MOT leadership
- ❖ Policy / Framework - not yet developed
- ❖ Funding - not yet secured
- ❖ Objectives/KPIs/ Level/Scenario – not yet determined



# 10. 2016/17 NSSP

Workshops & Seminars	SAR Training
<ul style="list-style-type: none"> <li>Health &amp; Safety Seminar</li> </ul>	<ul style="list-style-type: none"> <li>Training Support and Advice</li> </ul>
<ul style="list-style-type: none"> <li>SAR Case Study Seminar / Police Planning mtg</li> </ul>	<ul style="list-style-type: none"> <li>Air Observer Training &amp; Training material</li> </ul>
<ul style="list-style-type: none"> <li>SPC SAR Meeting support</li> </ul>	<ul style="list-style-type: none"> <li>SAR(ACE) Training Survey</li> </ul>
SAR Information and IT	<ul style="list-style-type: none"> <li>Evaluation Training</li> </ul>
<ul style="list-style-type: none"> <li>Maintain SARNET, Website, START, RDB etc</li> </ul>	Prevention
<ul style="list-style-type: none"> <li>Update existing SAR Data Store</li> </ul>	<ul style="list-style-type: none"> <li>AdventureSmart Communications</li> </ul>
<ul style="list-style-type: none"> <li>Data Store maintenance and operation</li> </ul>	<ul style="list-style-type: none"> <li>Recreational Safety Partnership</li> </ul>
<ul style="list-style-type: none"> <li>SAR Data Standard (Continues)</li> </ul>	<ul style="list-style-type: none"> <li>Visitor Intentions</li> </ul>
SAR Documentation	<ul style="list-style-type: none"> <li>Safety Codes, printing and advertising</li> </ul>
<ul style="list-style-type: none"> <li>SAR Forms and Guidelines</li> </ul>	SAR Research
<ul style="list-style-type: none"> <li>Operational Framework</li> </ul>	<ul style="list-style-type: none"> <li>Fatality Analysis</li> </ul>
<ul style="list-style-type: none"> <li>NZSAR Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Wills Inquest</li> </ul>
Exercises	<ul style="list-style-type: none"> <li>SAR Demand and Supply Study – Marine</li> </ul>
<ul style="list-style-type: none"> <li>Support Police SAREXs</li> </ul>	<ul style="list-style-type: none"> <li>SAR Demand and Supply study – Land</li> </ul>
<ul style="list-style-type: none"> <li>MRO SAREXs</li> </ul>	<ul style="list-style-type: none"> <li>Mass Rescue Study</li> </ul>
Secretariat	<ul style="list-style-type: none"> <li>SAR Communications – Land</li> </ul>
<ul style="list-style-type: none"> <li>Communications and publications</li> </ul>	<ul style="list-style-type: none"> <li>SAR Performance Measurement</li> </ul>
<ul style="list-style-type: none"> <li>NZSAR Awards</li> </ul>	<ul style="list-style-type: none"> <li>SAR Aviation Engagement Framework</li> </ul>
<ul style="list-style-type: none"> <li>Travel, meetings, advice, administration etc</li> </ul>	
<ul style="list-style-type: none"> <li>Advice</li> </ul>	

# 10. NSSP 2016/17

## a. IMT IT project

- SARTrack identified as the system that meets the IMT Process requirements
- Establishing an understanding of how SARTrack meets our criteria for:
  - Security & Privacy
  - Stability & Robustness
  - Support & Training
  - Change requests



# 11. NSSP 2017 / 18

Significant NZSAR Initiatives 2017 - 2020	2017				2018				2019			
Establish new System for SAR Operational Information	■	■	■	■	■	■	■	■				
Establish SAR Sector Performance, Verification and Reporting					■	■	■	■	■	■		
Redevelop 5 x Joint Service Level Agreements	■	■										
Develop and Implement SAR IMTEX programme					■	■	■	■	■	■	■	■
Redevelop AdventureSmart & SAR Prevention Strategies			■	■	■	■	■	■				
Support Mass Transport (MRO) Exercise							■	■	■	■		
Establish agreed SAR Sector Doctrinal Material			■	■	■	■	■	■				
Implement Land Communications Recommendations	■	■	■	■	■	■	■	■	■	■	■	■
Implement Aviation Framework Recommendations			■	■	■	■	■	■	■	■	■	■
Implement Recreational Safety Framework Recommendations				■	■	■	■	■	■	■	■	



# 11. NSSP 2017 / 18

## Research and reviews

- Survey of SAR customers
- Land and Marine SAR Supply and Demand Study
- SAR Communications - Land
- SAR Aviation Framework implementation
- Mass Rescue Study
- SAR performance measurement

# 11. NSSP 2017 / 18

## SAR Documentation

- SAR Forms and guidelines
- SAR Manual



# 11. NSSP 2017 / 18

## Training and Training Development

- Training support and Advice
- Air observer training
- Student/Supervisor SAR (ACE) Training Survey
- Evaluation Training
- START material

# 11. NSSP 2017 / 18

## Workshops and Seminars

- Meeting & awards Organisational Support
- Case Study Seminar + Police Planning meeting
- Aviation workshop
- SAR Technology Workshop
- Safer Walking

# 11. NSSP 2017 / 18

## SAREX

- SAREX Support Police
- Mass Rescue Op SAREX Raoura Series
- Practical SAR exercises
- Incident Management Team Exercises
- Drifters / trackers



# 11. NSSP 2017 / 18

## SAR Information and IT

- Data Store
- Update NZSAR Resource database
- Maintain SARNET, Cloud website & START
- SAR Information System
- IMT Project
- Portable Mobile Phone Location Proj
- NZSAR Website update

# 11. NSSP 2017 / 18

## Prevention

- Prevention coordination
- AdventureSmart Communications
- AdventureSmart website maintenance
- AdventureSmart Graphic design
- Social media
- Advertising
- Visitor Point storage and distribution
- Visitor Intentions maintenance
- Coastguard - Boating Safety Code
- Prevention Research
- Guide to SAR
- EOTC Safety Code Lesson

# 12. SAR (ACE) Training Update

As at 1 May	2017	2016
Number of courses planned for year	101	101
Number of courses to date	26	23
Number of courses cancelled (YTD)	6	5
Total number participants attending	342	337
Average number attending per course	13.2	14.7
Total EFTs used to date (max 155)	21.2	32.7

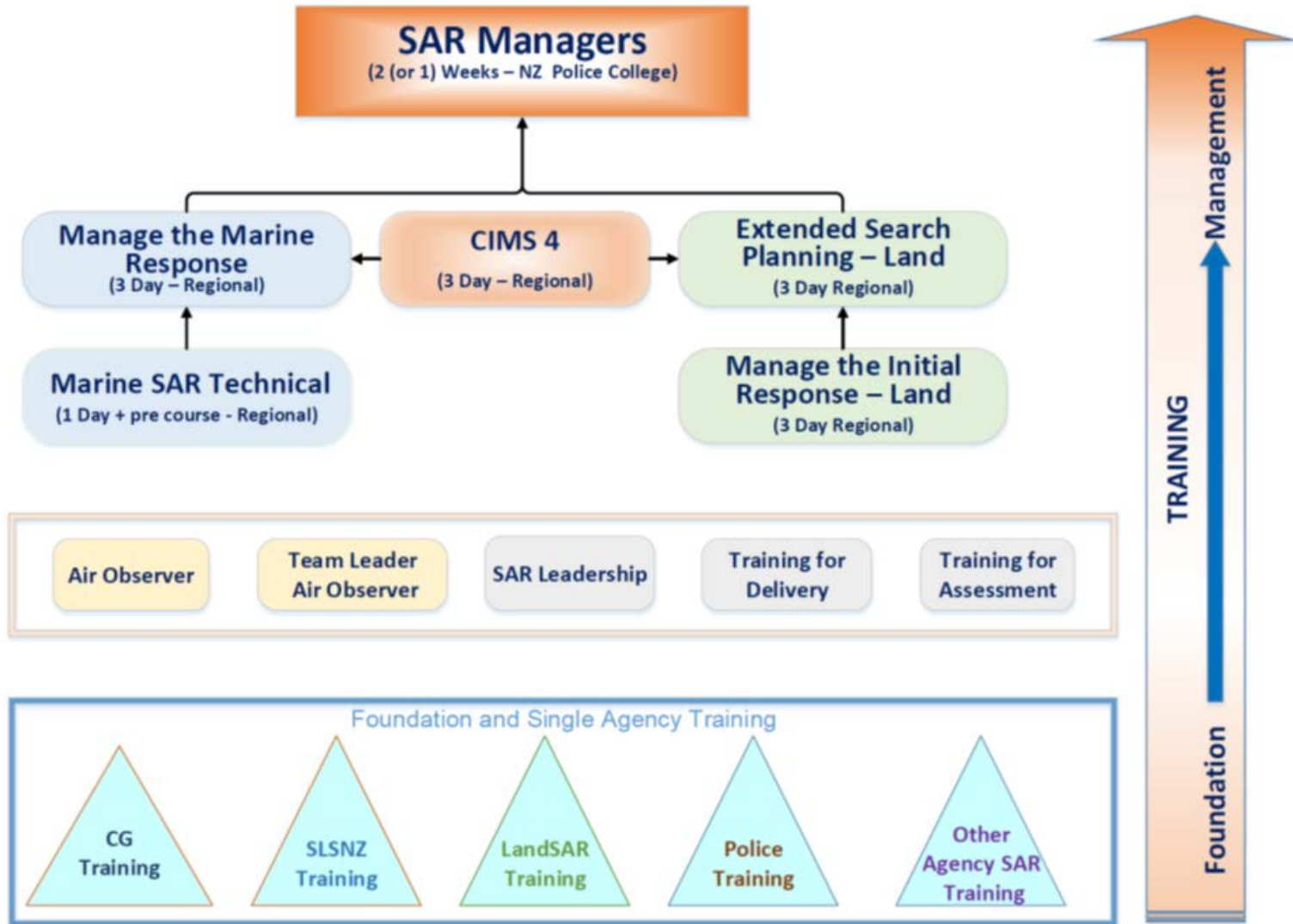


## 12 a. SAR (ACE) Training

SAR (ACE) training – current situation:

- Funded by Tertiary Education Commission (TEC)
- Delivered by Tai Poutini Polytechnic
- Based on short awards (not qualifications)
- Training need collated into an annual training calendar (about 100 courses per year)

# 12 a. SAR (ACE) Training





## 12 a. SAR (ACE) Training

Issues relating to current model:

- Funding model is based on course credits, which in turn is linked to course learning hours
- Additional pre-course learning hours being generated
- Minimum course numbers required to make course delivery financially viable for the provider
- Impact of non-attendance
- Significant investment from NZSAR for administration, training etc



## 12 a. SAR (ACE) Training

SAR (ACE) training – future options:

- Keep SAR (ACE) but change the rules
- Bulk funding to sector (through NZSAR channels)
- Bulk fund through an ITO
- Return to SAC funding
- TEC withdraw from SAR training funding
- Other?

# 13. Wills Inquiry Update

Please see separate paper



# 14. Wahine Disaster 50<sup>th</sup>

Tuesday 10 April 2018

- Seminal SAR event
- Likely to be the last significant commemoration
- Survivors wish to do something
- Trust established - seeking WCC support & \$
- SAR Agencies approached so far *(I'm aware of)*
  - Coastguard Wellington/Central/National
  - MNZ
  - NZSAR
  - Wespac Trust Helicopter



# 14. Wahine Disaster 50<sup>th</sup>

Assuming desire to support - options exist:

Easy(ish)

- Host NZSAR Awards on 10 April (as per the 40<sup>th</sup>)
- Small display on day on MRO progress
- Small CG Display on day (fundraiser)
- Small Safer Boating display on day
- Small helicopter display on day
  
- Consultative Committee separate day



# 14. Wahine Disaster 50<sup>th</sup>

Difficult (ish)

- Host NZSAR Awards on 10 April (as per the 40<sup>th</sup>)
- Small display on day on MRO progress
- Small CG Display on day
- Small Safer Boating display on day
- Small helicopter display on day
- Modest SAR demonstration on day (volunteers?)
  
- Consultative Committee separate day



# 14. Wahine Disaster 50<sup>th</sup>

Hard (expensive)

- Host NZSAR Awards on 10 April (as per the 40<sup>th</sup>)
- Display on W/E prior on MRO progress
- CG Display on W/E prior
- Safer Boating + others display on W/E prior
- Helicopter display on W/E prior
- SAR demonstration/exercise on day
  
- Consultative Committee separate day



# 15. NZSAR Awards

**5.30pm**

**Banquet Hall**

**Executive Wing, Parliament**

**Hosted by Hon Tim Macindoe**

**Associate Minister of Transport**

**Operational – 1 Gold Award & 7 Certificates**

**Support – 1 Gold Award & 5 Certificates**





# 15. NZSAR Awards for 2016

## Gold Awards

### Operational

- Ray Burge, Coastguard Northern Region

### Support

- Ian Coard, Coastguard Riverton



# Certificates of Achievement - Operational

- Aoraki/Mt Cook Alpine Rescue; The Helicopter Line
- 3 Squadron RNZAF
- Mike Hawthorne, Ben Watson, Mike Lydiard (LandSAR H/Bay); Charles Beetham, Brett How (H/Bay Helicopter); Jarrad Whittaker, Wayne Steed (NZ Police)
- Amalgamated Helicopters



# Certificates of Achievement - Operational

- Aspiring Helicopters; Otago Rescue Helicopter; Wanaka ACR
- 5 Squadron RNZAF; Cpt Shashi Prakash & MV Southern Lily
- Jeremy Johnston, Michael Johns (Taranaki ACR); Vaughan Smith, Peter Lawn (NZ Police); Grant Smith, Andy Cronin (Taranaki Rescue Helicopter).



# Certificates of Achievement - Support

- Ray Bellringer (Aoraki/Mt Cook Alpine Rescue)
- Nicola Hockley (Coastguard Canterbury)
- Elton Ngawhika (Coastguard Rotorua Lakes)
- John Taylor (LandSAR Wanaka)
- Pete Woodward (Coastguard Kapiti)



# NZSAR

New Zealand Search  
and Rescue



## Next Meetings:

- Wednesday 23 August
- Wednesday 22 November (combined workshop with Council)

**Locations to be advised**

**ENDS**

