



New Zealand Search and Rescue Council

**Minutes of Meeting
New Zealand Search and Rescue Council
Thursday 19 November 2015
Boardroom, Ministry of Transport
Level 6 SAS Tower, 89 The Terrace, Wellington**

Present:

Martin Matthews – MoT (Chair)
Keith Manch – MNZ
Graeme Harris – CAA
Air Commodore Tony Davies – NZDF
Assistant Commissioner Mike Rusbatch – NZ Police
Richard Davies - DOC

In Attendance:

Duncan Ferner - NZSAR
Rhett Emery - NASAR
Nigel Clifford - MNZ
Rachel Roberts - NZSAR
Nigel Clifford – MNZ
Mike Hill – RCCNZ
Sgt Jo Holden – NZ Police
Carl van der Meulen - NZSAR
Tony Lynch - MOD (Defence Item Only)

Apologies:

Commissioner Mike Bush – NZ Police
Lou Sanson - DOC

1 & 2. Welcome and Apologies

Martin Matthews opened the meeting by welcoming attendees and noted apologies as above.

3. Minutes of Meeting held 5 March 2015

The minutes from the last meeting were accepted as a true and accurate record.

4. Actions Arising from Previous Meeting

Item	Actions	Responsibility	
5. Governance Review	Update the NZSAR risk matrix to reflect the identified volunteer and technology risks.	Secretariat	Completed
	Implement the agreed responses to the recommendations.	Secretariat	Completed
7. SAR Health and Safety	Learn more about the High Hazards meetings.	Secretariat	Completed
	Update the NZSAR risk treatments for Health and Safety.	Secretariat	Not yet completed
8. SLA Letters of Intent	Sign and send NZSAR SLA intent letters.	Secretariat	Completed
12. Coastguard Repeater channel	Assist Coastguard NZ prepare a robust business case for consideration at a later date.	Secretariat	Completed
14. Defence White Paper	Engage with Defence to ensure NZSAR is connected to the work around the Defence White Paper	Secretariat	Completed

5. Record of Discussion - Workshop 27 August 2015

The record of the workshop held was endorsed by the Consultative Committee and accepted by Council.

The workshop products will be utilised in the development of the next NZSAR Council strategic plan.

6. SLA Monitoring Report for the July - September Quarter

Key numbers include:

- 1,310 volunteers involved, totalling 10,257 volunteer hours
- A total of 25 lives saved and 399 SAROPs
- 2,216 Coastguard volunteers responded to 250 non-SAR related calls for assistance during the quarter.

Outcome: The Council **noted** the SLA Monitoring Report.

7. Sector Update

Sector update report was taken as read. Key points included:

SLSNZ

- The Bay of Plenty / Coromandel Communications Network became fully operational on 20 October
- The Capital Coast Communications Network is progressing, and is expected to be completed in time for the 2016/17 season.

LandSAR

- During this quarter, LandSAR has focussed on:
 - Continuation of the deployment of the Safety Management System
 - Completion of the trial of the new competencies framework assessment system, to be deployed mid-2016.
 - Completion of the 2015 Group Planning Tool process and preparation of the national 2016 Training Calendar.
- Harry Mahar has resigned as CE of LandSAR to take up the position of Director, Health and Safety at DOC.

Coastguard

- Coastguard held their AGM on 17 October
- The position of National Operations Manager has been disestablished, and a new position of National SAR Training Manager has been created.

7a. Pacific Engagement

Mike Hill from RCCNZ presented to the Council about the Secretariat of the Pacific Community (SPC) and the work being done in the Pacific by RCCNZ at the request of MFAT. In summary:

- RCCNZ has agreed to develop, and where necessary improve, a cooperative approach with harmonised procedures for the conduct of SAR in the Pacific region.
- This initiative aims to improve Pacific Islands Countries and Territories (PICTs) capabilities for coordinating SAR operations.

An SPC SAR workshop is held annually. Previous locations of the workshop included Hawaii, Fiji and Cairns. RCCNZ are looking at the opportunity of hosting the 2017 workshop in New Zealand. Where funding for the workshop will come through is being investigated.

Action: RCCNZ to update the Council on the variability and potential cost of hosting a SPS SAR workshop in 2017.

7b. Antarctic SAR. A separate paper related to Antarctic SAR prepared by RCCNZ was discussed. The Council was asked to:

- **Note** that RCCNZ has a clear plan for SAR operations in the Antarctic region and maintains relationships with key stakeholders in the region to enhance preparedness.
- **Note** that since 2004, RCCNZ has coordinated 19 SAR operations within the NZ Search and Rescue Region of the Antarctic, and data on scientific and tourist activity in the area indicates a sustained potential for future SAR operations.
- **Note** that there are significant challenges posed to SAR response capability in the NZ area of responsibility in Antarctica, and significant reliance on foreign capability for this response
- **Note** that there are some opportunities to improve our response capability and reduce the risks associated with Antarctic SAROPs
- **Agree** to formally advise MFAT of the benefits of an appropriate alternate runway in the Ross Sea for SAR responses, so that this can be considered in the formation of Antarctic policy agendas
- **Agree** to formally notify MOD and NZDF of the SAR benefits of NZDF air assets with greater range and capacity, and risks inherent in any reduction of range
- **Consider** how the risks associated with NZ having no access to an ice-breaking capable vessel might appropriately be raised for government consideration.

8. Defence White Paper

Tony Lynch (MOD) attended the meeting for this item (and item 7b). Tony noted that the Defence White Paper:

- is likely to be presented in Q1 2016
- explicitly includes SAR aspects
- emphasises the Southern Ocean and Antarctica
- looks at capabilities (roles/tasks) and integrates funding

NZSAR offered to send MOD some information about SAR trends and RCCNZ will send information on the costs of Antarctic SAR operations.

Actions:

- Secretariat to send MOD information on SAR trends.
- RCCNZ to send MOD information on the costs of Antarctic SAR operations.

9. SAR Governance Review

A decision paper was circulated prior to the meeting to be approved by Council. The paper covered the role and function, person specification, term, appointment process for the appointment of a suitable person to represent the non-governmental elements of the SAR sector within the NZSAR Council.

Outcomes: The Council:

- **agreed** to the appointment of a suitable person to represent the non-governmental elements of the SAR sector within the NZSAR council for a term of two years with the option of renewal.
- **agreed** that person will be selected by the NZSAR Council and endorsed by the NZSAR Consultative Committee.
- **confirmed** that the NZSAR Secretariat will fund the travel and remunerations costs of the position
- **requested** that the member is present at the next Council Meeting February 2016

Process:

- The Council Members will forward suggestions of potential persons for the positions of additional Council member to the Secretariat by 27 November 2015.
- The Council will select out of session and invite the Consultative Committee to endorse the person.

10. NZSAR Risk Matrix

10a. Health and Safety Discussion

The current risk matrix includes these treatments:

- Treatment Option 2015/08/A: Implement sound H&S processes and procedures
- Treatment Option 2015/08/B: H&S incident contingency planning

As part of its discussion, the NZSAR Council noted that new legislation will be introduced in April 2016 and that there is a lot of work to be done across the sector. Immediate challenges recognised are SAR operations involving aviation, infrequently utilised SAR responders and cost to SAR providers/coordinators/systems.

The Council was briefed on the sector strategic H&S committee which provides the Sector with a joined up approach and an information sharing venue. Progress is occurring but most SAR agencies are still setting up systems.

The Council discussed H&S and decided they would invite Gordon McDonald, CE Worksafe NZ to the next Council meeting and look into this matter again.

Actions:

- Chair to **invite** Gordon McDonald, CE Worksafe NZ to the next Council meeting.

- Secretariat to seek participation in WorkSafe NZ's High Hazards meetings
- Secretariat to suggest to DOC that Harry Mahr (Director H&S at DOC) attend SAR strategic H&S Committee meetings.

10b. SAROPs Involving Aviation

A number of issues around SAROPs involving aviation assets were raised including:

- There is little assurance that all aspects of operations involving helicopters meet SAR H&S requirements.
- Each co-ord authority has a different approach to SAR aviation tasking and oversight mechanisms.
- CAA oversight does not appear to (fully) meet SAR needs.
- We have no collective oversight/ record keeping/ auditing/ verification/ reporting.
- Aviation responders' actual engagement with / performance against Air Rescue Standard largely unknown.
- The air rescue standard does not cover all aspects of SAR ops.
- We do not have standardised MOUs covering both co-ord authorities.
- Practical solutions to these issues may drive increased costs into the SAR system.

The Council noted these issues and agreed that the Secretariat should conduct a study into these and related issues with the objective of identifying practical, whole of sector solutions to the varied issues.

Action: Secretariat to conduct a study into the varied issues around SAROPs involving aviation assets.

11. SAR Communications

11a. Communications for Land based SAR. The Secretariat noted that significant change has and will occur in the area of land based radio communications for SAR operations. The Council endorsed a project to recommend a viable, affordable pathway forward around these issues:

- Operational SAR on land communications needs
- Core responsibilities of: Police/RCCNZ/LandSAR/AREC/DOC etc
- Equipment / training
- Live tracking / H&S
- Access to VHF repeater
- Backbone/network/VOIP/Internet
- Digitalisation/ Encryption / Whole of Govt /EM
- VHF / HF / Satellite
- Land to air / sea

- Compatibility / commonality
- International perspective
- Future trends / needs

11b. Coastguard Repeater Channel funding note. The Council was briefed that the business case had been completed and that MOT was currently preparing a briefing note to joint Ministers. Should the funding be successful, several obligations will be placed on Coastguard including meaningful Participation in Joint Synergies project and centralised CNZ ownership of the affected frequencies.

11c. Kordia, Coastguard, MNZ Joint Synergies project. The Council was briefed on this collaborative project “... to enhance the quality and surety of the maritime distress and safety communications services they individually and jointly provide within the broader SAR context’. It will look at matters such as infrastructure, technological opportunities and operational synergies. Kordia, MNZ and Coastguard NZ are directly involved, NZSAR is an observer.

12. 2015/16 National SAR Support Programme

The Secretariat briefed the Council on the delivery of the 2015/16 National SAR Support Programme which was approved by the Council in May 2015.

Workshops & Seminars	SAR Training
• SAR Evaluation Seminar	• Training Support and Advice
• Organisational Support	• Air Observer training & Training material
• SAREX Planning (+Police) Meeting	• Marine Formal Search Planning (aft gap analysis)
SAR Data management and IT	• START material
• Maintain SARNET, Website, START, RDB etc	• Formal Search planning Land (Complete)
• SAR Dashboard	Prevention
• IMT Time Line	• AdventureSmart & Rec Safety Partnership
• Data Store maintenance and operation	• Visitor Intentions
• SAR Data Standard (Continues)	• Safety codes, printing and advertising
SAR Documentation	• Wander Support
• SAR Forms and Guidelines	• NZ Inc Recreational Safety Strategy
Exercises	SAR Research
• Support Police SAREXs	• Fatality Analysis
• MRO SAREXs	• Outdoor Safety Code – evidence base
• Abnormal Flight Behaviours	• SAR Demand and Supply Study – Marine
Secretariat	• Prevention knowledge research
• Communications and publications	• SAR Expectations
• NZSAR Awards	• SAR Demand and Supply study – land
• Travel, meetings, advice, administration etc	• SAR Communications – Land
• Advice	

12a. SAR Data Standard. The initial draft identified over 300 data elements in the current Police & RCCNZ forms. Prioritisation workshops with Police & RCCNZ have reduced these to around 140 data elements. The Secretariat is currently working through:

- Element name and definition
- Priority and reason for capturing that data (*is it for reporting, LPB, informing prevention work, etc.*)
- Codeset data (i.e. data element = Beacon type; codeset = ELT, EPIRB, PLB)

Action: The Secretariat is to **prepare** a paper for MNZ and NZ Police laying out the post SAR data standard requirements, actions and possible investment needs.

12b. Exercise Series RAUORA. The initial report of Exercise Series RAUORA was circulated prior to the meeting. Discussion was held by the Council regarding what would happen next going forward.

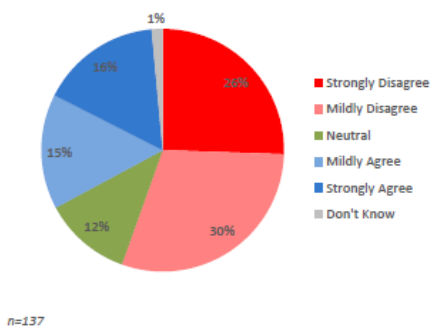
- The Council **noted** the requirement for adequately resourcing the planned full scale MRO SAREX.
- **agreed** that an independent study should be established to determine if any additional MRO resources, skills or equipment could be considered to reduce the risk in the New Zealand search and region context.

12c. Abnormal Flight. A development workshop will be held on 25 November 2015 at MoT

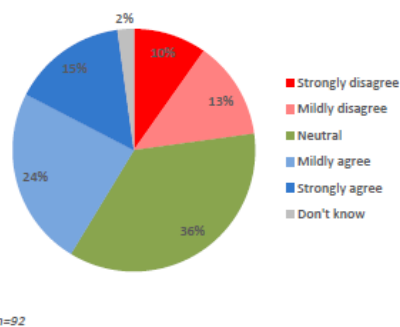
12d. Recreational Safety Knowledge. The Council was briefed on the Recreational Safety Knowledge study and some of its findings. An example is:

NEW ZEALAND'S WEATHER IS USUALLY VERY PREDICTABLE

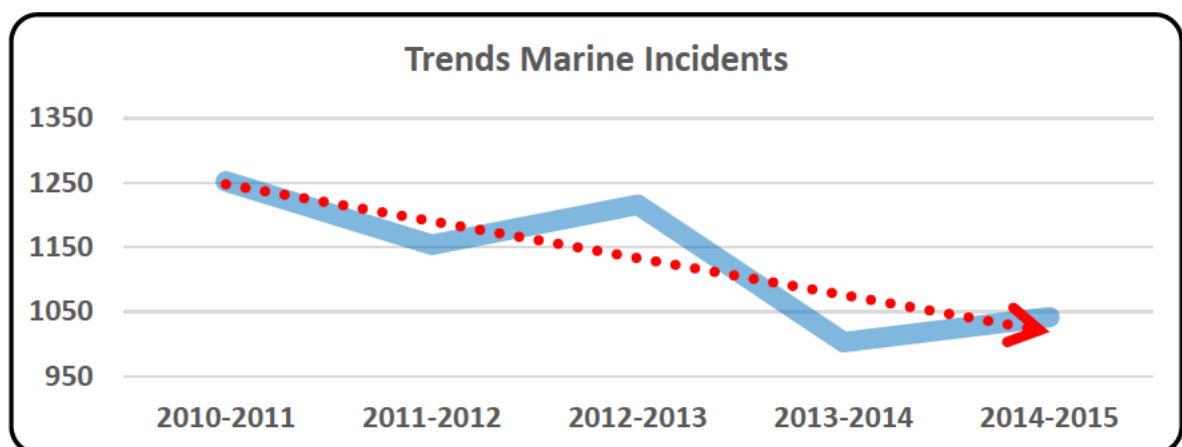
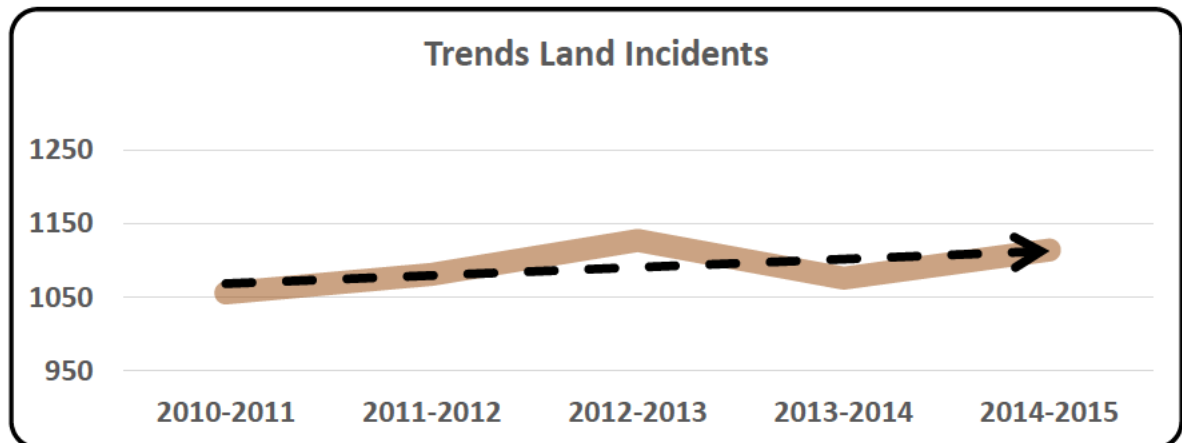
New Zealanders



International Tourists



12e. SAR Prevention. The Council noted an increasing trend in land SAR incidents and a decreasing trend in marine SAR incidents.



Keith pointed out that while Marine SAR incidents might be decreasing, the numbers of fatalities from marine incidents was increasing.

The Secretariat advised that while a lot of good work by passionate and engaged people was occurring with occasional cooperation and collaboration, overall there was an uneven, non risk based approach to SAR prevention. The Council was reminded of the planned NZ Inc recreational safety strategy project.

12f. SAR (ACE) Training Update

The Secretariat gave an update on SAR (ACE) Training figures, comparing numbers from October 2014 to October 2015. Overall there has been an increase in attendance and a decrease in cancellation of courses.

As at Oct 2015	Oct 2014	Oct 2015
Total SAR ACE EFTs	107.3	137
Number of courses to date	63	87
Number of courses cancelled (YTD)	33	18
Number participants registered for courses	1227	1311
Total number participants attending	943	1175
Average numbers registered for course	19.4	15.6
Average Number attending per course	14.9	13.5
% non-attendance	23.2%	10.4%
% of NZSAR predicted courses (23/124)	18.5%	26.9%

LandSAR have the highest uptake of enrolments for the training with 77%.

13. General Business

13a. Avalanche Advisory SLA. The negotiations around this document is advanced but it remains unsigned at this time.

13b. SAR Section 9(1) funding from mid 2017. A separate paper outlined options to prepare for the next three year funding cycle. Keith noted that MNZ was already engaged in numerous funding reviews during 2016 and specifically did not wish to include an examination of safer boating in 2016.

Martin noted that Ministers would likely prefer a single paper on future Section 9(1) funding irrespective on where and what the funding was being used for.

13c. SAR Implications – Fire Service Changes. The Council noted the plan to integrate NZ's fire services and the likelihood of a very significant investment into Fire volunteers which may impact upon the availability of SAR volunteers.

13d. Australian NATSAR Council Meeting. This meeting showed interest in our proposed research into public expectations of SAR services. The Council noted that, in Australia, all land based PLB incidents will be handed over to State/Territory Police.

13e. Pager Replacement. Spark has advised that its pager service will be discontinued in March 2017. The Secretariat will work with the Sector to find out if this will affect SAR agencies.

13f. ICAO/SAR Inspectorate. The Council was advised of ICAO's intent to Audit NZ in 2016. Previous ICAO reports have referenced a 'SAR inspectorate'. The Secretariat, RCCNZ and CAA will convene to ensure the relevant ICAO requirements are addressed.

Next meetings: February 2016

Martin Matthews
Chair
NZSAR Council

NZSAR Council Action and Responsibility Table - Meeting of 19 November 2015

Item	Actions	Responsibility
7b. Pacific Engagement	RCCNZ to update the Council on the variability and potential cost of hosting a SPS SAR workshop in 2017.	RCCNZ
8. Defence While Paper	<ul style="list-style-type: none"> • Send MOD information on SAR trends. • Send MOD information on the costs of Antarctic SAR operations. 	Secretariat RCCNZ
9. SAR Governance Review	Send the Secretariat suggestions of potential members suitable as the additional member of the NZSAR Council.	Council
10a Health and Safety	<ul style="list-style-type: none"> • Invite Gordon McDonald, CE Worksafe NZ to the next Council meeting. • Seek participation in WorkSafe NZ's High Hazards meetings • Harry Mahr (Director H&S at DOC) to attend SAR strategic H&S Committee meetings. 	Chair Secretariat to DOC
10b. SAROPs involving Aviation	Conduct a study into the varied issues around SAROPs involving aviation assets.	Secretariat
12a. SAR Data Standard.	Prepare a paper for MNZ and NZ Police laying out the post SAR data standard requirements, actions and possible investment needs.	Secretariat

New Zealand Search and Rescue Council

Notice of Meeting
1-3 pm Thursday 19 November 2015
Te Waka Boardroom Ministry of Transport
Level 6, SAS Tower
89 The Terrace, Wellington

AGENDA

1.	Welcome (Coffee & Tea available)	Chair
2.	Apologies	Chair
3.	Minutes of meeting held 11 June 2015 – <i>for approval</i>	All
4.	Matters arising from the Minutes	All
5.	Record of combined workshop 27 August 2015 – <i>for approval</i>	All
6.	SLA monitoring report: Jul – Sep 2015 – <i>paper</i>	Snr Adv
7.	SAR Sector Update - <i>paper</i>	Snr Adv
	a. Pacific Engagement	RCCNZ
	b. Antarctic SAR	RCCNZ
8.	Defence white paper engagement / update	Min Defence
9.	SAR Governance Review - membership implementation	All
10.	NZSAR Risk Matrix	Sec Mgr
	a. SAR Health and Safety - <i>Discussion</i>	All
	b. SAROPs involving aviation - <i>Issues</i>	Sec Mgr
11.	SAR Communications	Sec Mgr
	a. Communication arrangements for land based SAR	Sec Mgr
	b. Coastguard repeater channel funding note: <i>update</i>	Sec Mgr
	c. Kordia, Coastguard, MNZ Joint Synergies project	RCCNZ
12.	2015/16 Nssp	Sec Mgr
	a. SAR Data Standard - <i>update and implications</i>	Sec Mgr
	b. Ex Rauora Series – <i>update</i>	Sec Mgr
	c. Abnormal Flight - <i>update</i>	RCCNZ
	d. Recreational knowledge research - <i>brief</i>	Sec Mgr
	e. SAR Prevention - <i>update</i>	NSSP Coord
	f. SAR (ACE) - <i>update</i>	Sec Mgr
13.	General Business	All
	a. Avalanche Advisory SLA	Sec Mgr
	b. SAR Sect 9(1) funding from mid 2017	Sec Mgr
	c. SAR Implications - Fire Service changes	Sec Mgr
	d. Australian NATSAR	Snr Adv
	e. Pager replacement	Sec Mgr

Proposed 2016 meetings: 18 February; 2 June; 11 August; 24 November



New Zealand Search and Rescue Council

**Minutes of Meeting
New Zealand Search and Rescue Council
Thursday 11 June 2015
Boardroom, Ministry of Transport
Level 6 SAS Tower, 89 The Terrace, Wellington**

In Attendance:

Martin Matthews – MoT (*Chair*)
Superintendent Chris Scahill – NZ Police
Graeme Harris – CAA
Nigel Clifford – MNZ
Richard Davies – DOC
Air Commodore Kevin McEvoy – NZDF

Present:

Mike Hill – RCCNZ
Nick Drew-Crawshaw – (*guest of RCCNZ*)
Caroline McKenzie – (*guest of RCCNZ*)
Jo Holden - Police
John Hamilton – Kestrel Group (*for SAR Governance Review item*)
Duncan Ferner – NZSAR
Carl van der Meulen – NZSAR
Rachel Roberts – NZSAR
Amy Greig – MoT (*minutes*)

Apologies:

Commissioner – Mike Bush
Air Commodore Tony Davies – NZDF
Keith Manch – MNZ
Mike Edginton - DOC

1. Welcome

Martin Matthews opened the meeting by welcoming attendees and noted apologies as above.

2. Minutes of Meeting held 5 March 2015

The minutes from the last meeting were accepted as a true and accurate record.

3. Actions Arising from Previous Meeting

Item 2 – SAR Sector Funding

Send SLA letters of intent to attendees. Meet with and/or share information with funders with a view to assisting their funding/grant decision making.

Actions completed:

- Letters of intent were sent
- NZSAR met with the Lottery Outdoor Safety Committee Coordinator.

4. SLA Monitoring Report for the January – March 2015 Quarter and Sector Update

Key numbers include:

- 1503 volunteers involved, totalling 10,626 volunteer hours
- A total of 16 lives saved and 642 SAROPs
- 54,122 beacons registered to date.

Sector update report was taken as read. Key points included:

SLSNZ

- This period has been the busiest time of the year for SLSNZ due to school summer holidays and the tail end of a great summer.

LandSAR

- Since the last Council meeting, there has been an increase in operational activity compared to the previous third-quarter periods.

Coastguard

- Coastguard recently held their MayDay Appeal, a heightened awareness and fundraising period that runs for the entire month of May.
- Changes to the Maritime VHF channels currently allocated to Coastguard and the migration of services to alternative channels is a cause of serious concern with initial estimates suggesting a cost of more than \$500k.

Outcome: The Council **noted** the SLA Monitoring Report.

5. SAR Governance Review

A copy of this report was distributed prior to the meeting. John Hamilton (Kestel Group) spoke to the report prepared to review NZSAR Governance Arrangements.

Purpose of Review:

To examine the arrangements that the Government has in place to meet its Search and Rescue obligations with a view to ensuring the sector remains fit for purpose, aligned to its environment and optimized to face future issues.

The review specifically examined:

- The structural and governance arrangements for SAR in NZ;
- Identify the future challenges SAR is likely to face and recommend if required, adjustments to the governance arrangements.

Report Recommendations:

The report lists a series of recommendations for the Council to consider. The Secretariat prepared a briefing paper proposing possible actions in response to the recommendations.

In Summary:

The Council agreed to the recommendations and the responses described in the accompanying briefing paper. The Council commented on the linkages to be made between the Governance review and risks identified to technology and volunteers. The Council directed that these be added to its risk matrix.

The Secretariat asked the Council to bear in mind response to the recommendations will have implications on the operation and workload of the NZSAR Secretariat. The Council noted the need to prioritise the Secretariat's workload and the requirement for additional resources.

Outcomes: The Council:

- **accepted** the SAR Governance Review
- **agreed** to adopt the recommendations.
- **implement** the SAR Governance Review recommendations as per the attached approved action table.

Actions:

- The Secretariat is to **update** the NZSAR risk matrix to reflect the identified volunteer and technology risks.
- The Secretariat is to **implement** the agreed responses to the recommendations as per the attached table.

6. NZSAR Risk Matrix – Mass Rescue Event

The current risk matrix includes these treatments:

- Treatment Option 2015/06/A: *Develop mass rescue policy and plans*
- Treatment Option 2015/06B: *Conduct regular mass rescue exercises. In conjunction with partner agencies, exercise the mass rescue plans in all Police districts to validate and refine them.*

The NZSAR Council noted progress on these treatments and believes both remain appropriate. The Council endorsed the Rauora MRO exercise programme and agreed that an occasional full scale MRO SAREX would assist greatly to test systems and procedures and further de-risk the Sector.

Outcomes: The Council:

- **noted** that a full scale MRO SAREX has been added to the national exercise programme for 2019.
- **noted** the requirement for adequately resourcing the planned full scale MRO SAREX.
- **agreed** that an independent study should be established to determine if any additional MRO resources, skills or equipment could be considered for the New Zealand context.

7. NZSAR Risk Matrix – SAR Health and Safety

The current risk matrix includes these treatments:

- **Treatment Option 2015/08/A:** Implement sound health and safety processes and procedures.

NZSAR Council H&S processes and procedures for the SAR sector have been approved and are being implemented. The four SLA documents include H&S provisions from Jul 2014. SAR sector H&S monitoring and reporting has commenced.

- **Treatment Option 2015/08/B:** Health and Safety incident contingency planning.

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.

The Secretariat reported that health and safety work within the sector has progressed well and is being taken very seriously.

The Secretariat noted that it is important to ensure the health and safety obligations satisfactorily meet the standards required to be safe in the SAR sector, especially for volunteers. However, there is a balance to be struck, in that any introduction of health and safety obligations don't become problematic for the sector, especially in relation to pressure volunteers may feel about complying with health and safety requirements.

Graeme Harris advised of High Hazards meetings that he attends which may be worthwhile having Duncan attend also. This could provide some good linkages between high hazards work (SAR) and health and safety. Duncan felt there would be merit in attending these meetings and will follow up with Graeme as necessary.

The Secretariat also outlined the likelihood that steps taken to mitigate health and safety risks could increase the operational costs of the two SAR coordinating authorities. In particular, increased use of SAR standards for air operators may restrict freedom of operator choice by the coordinating authorities and increase the hourly rate for air operators who meet the required SAR standards.

The SAR Governance Review (paragraph 67) outlined the desirability for the SAR sector to collaborate more closely with the Fire Service, MCDem and the ambulance services to develop a collective health and safety approach and guidelines. This will be added as a treatment to the NZSAR health and safety risk and added to the Secretariats workplan.

Outcomes: The Council:

- **noted** the update on Health and Safety in the SAR sector.
- **noted** the potential for increased operational SAR costs caused by health and safety risk mitigations.

Actions: The Secretariat:

- will **learn** more about the High Hazards meetings.
- will **update** the NZSAR risk treatments for Health and Safety.

8. SLA Agreement Draft Letters

The Council considered four draft SLA letters of intent for 2015/16 (distributed prior).

Outcome: The Council **agreed** to the proposed SLA letters of intent and asked that they be signed and sent.

9. Assessment of NZSAR Secretariat

The Council assessed the performance of the NZSAR Secretariat over the 2014/15 year. The assessment will be utilised by the Ministry of Transport.

10. 2014/15 National SAR Support Programme

The Secretariat briefed the Council on the delivery of the 2014 / 2015 National SAR Support Programme (NSSP) and noted that a very wide range of projects had been completed and a number continued in the 2015 / 2016 financial year.

Workshops & Seminars	SAR Training
• Wander Symposium	• Training Support and Advice
• Land Search Seminar	• Air Observer on line material
• SAREX Planning	• Air Observer training
• Helicopter workshop	• Land Formal Search Planning
• SAR Partner Wksp support	• Marine Formal Search Planning
• Organisational Support	• START material
SAR Data management and IT	Prevention
• Data Store and analysis tools	• AdventureSmart Comms & website maint
• Data Extractions	• Visitor Intentions
• SAR Data Standard	• Wander
• Operational Analysis	• Jasons / Tourism Radio
• Resource database enhancements	• Safety Code Partnership
• Maint - SARNET, Website, START, RDB etc	Exercises
SAR Documentation	• Police SAREX support
• SAR Forms and Guidelines	• MRO SAREXs
Secretariat	SAR Research
• Communications and publications	• Governance Review of SAR in NZ
• NZSAR Awards	• Avalanche Advisory Independent review
• Travel, meetings, advice etc	• SAR Funding part II

Outcome: The Council **noted** the delivery of the 2014/15 NSSP.

10.1 SAR (ACE) Training Update

The Secretariat updated the Council on SAR (ACE) training.

Course	Registered	Attended	EFTS	Total course count	YTD course count	Cancelled courses
Total	554	486	49.31	115	39	17

The Council was advised that there continues to be some problems with SAR (ACE) arrangements and performance but work continues to resolve these issues. The overall trend is of slow but steady improvement.

Outcome: Council **noted** the SAR (ACE) training update.

10.2 Adventure Smart Update for the Quarter

- 37,230 brochures distributed; 6,856 visitors to the website; 9,101 visitors to the main website plus mobile.
- Main site visitors are from NZ, followed by USA, Australia and the UK.
- Social media interest in and around AdventureSmart is very small. Considerable investment would be required to increase interest and activity.

Council commented that it would be good to know the size of the market that AdventureSmart is targeting. Duncan is not able to fund research of this nature this financial year but hopes to be able to do this in the future.

Outcome: Council **noted** the AdventureSmart update.

11. Proposed 2015 / 2016 National SAR Support Programme and Budget

Workshops & Seminars	SAR Training
• SAR Evaluation Seminar	• Training Support and Advice
• Organisational Support	• Air Observer training & Training material
• SAREX Planning (+Police) Meeting	• Marine Formal Search Planning (aft gap analysis)
SAR Data management and IT	• START material
• Maintain SARNET, Website, START, RDB <i>etc</i>	• Formal Search planning Land (Complete)
• SAR Dashboard	Prevention
• IMT Time Line	• AdventureSmart & Rec Safety Partnership
• Data Store maintenance and operation	• Visitor Intentions
• SAR Data Standard (Continues)	• Safety codes, printing and advertising
SAR Documentation	• Wander Support
• SAR Forms and Guidelines	• NZ Inc Recreational Safety Strategy
Exercises	SAR Research
• Support Police SAREXs	• Fatality Analysis
• MRO SAREXs	• Outdoor Safety Code – evidence base
• Abnormal Flight Behaviours	• SAR Demand and Supply Study – Marine
Secretariat	• Prevention knowledge research
• Communications and publications	• SAR Expectations
• NZSAR Awards	• Impact – SAR Prevention messaging
• Travel, meetings, advice, administration <i>etc</i>	• SAR Demand and Supply study – land
• Advice	• SAR Communications - Land

A paper outlining the proposed 2015/2016 NSSP and budget was briefed and discussed (summarised in the table on page 7).

Outcome: The Council **approved** the 2015 / 2016 NSSP and budget.

12. Coastguard Repeater Channel Changes and Implications

The Coastguard has approached the Council seeking funding support to change the 43 VHF Repeater and 23 NowCasting site frequencies by 1 October 2016. Coastguard NZ's business case and funding proposal was provided to Council prior to the meeting.

Council comments reflected that they felt the proposal was weak and a more robust business case would be required for further consideration. A revised proposal should include alternative options should the funding not be available and a stronger economic business case was required.

Duncan agreed to report this back to the Coastguard and work with them to provide a stronger business case for consideration by the Council.

Outcome: The Council **noted** Coastguard NZ's business case and funding proposal.

Action: The Secretariat is to **assist** Coastguard NZ prepare a more robust business case for consideration at a later date.

13. Aoraki/Mt Cook Provision of Alpine SAR

A paper supporting this discussion was distributed prior to the meeting. Following the death of a DOC SAR member (not during a SAROP), an internal DOC review of the systems and processes that currently support the DOC Alpine SAR team functions at Aoraki / Mt Cook is currently underway.

The Aoraki SAR team is the only professional alpine SAR team in NZ. DOC remains committed to the provision of an alpine SAR team at Aoraki / Mt Cook for the immediate future. However, DOC believes it is timely to consider whether the current arrangement for Aoraki will continue to suits the needs of SAR and the various stakeholders in future years.

Once that review is complete, DOC is interested in a high-level interagency discussion about the best long-term SAR arrangements for the Aoraki / Mt Cook area.

Outcome:

The Council:

- **noted** that DOC is currently reviewing their systems and processes of SAR in the Aoraki / Mt Cook area.
- **noted** that DOC remains committed to the provision of an alpine SAR team at Aoraki / Mt Cook for the immediate future
- **agreed** to engage with DOC with regard the provision of alpine SAR in the Aoraki / Mt Cook area once DOCs internal review was complete.

14. General Business

Defence White Paper

Action: The Secretariat is to **engage** with Defence to ensure NZSAR is connected to the work around the Defence White Paper.

Avalanche Advisory Service Level Agreement with the Mountain Safety Council

The Secretariat advised that there was a strong possibility the Mountain Safety Council would not be able to provide an avalanche advisory for the winter of 2015 due to management delays and difficulties. The Secretariat has been attempting to negotiate a service level agreement for the provision of the advisory since March 2015 with little practical success. Efforts to gain certainty around service provision continue.

Outcome: The Council **noted** the problems with establishing an Avalanche Advisory Service Level Agreement for winter 2015 with the Mountain Safety Council

Coastguard Air Patrol Reduction

Following an internal review, Coastguard has decided to disband all Coastguard air patrol units except those at Kaikoura, Northland, Auckland.

Meeting ended: 3.00pm

Next meetings: Thursday 27 August (combined workshop)

Thursday 19 November

Martin Matthews
Chair
NZSAR Council

Attachments:

NZSAR Council Action and Responsibility Table

SAR Governance Review approved action table

**NZSAR Council Action and Responsibility Table
Meeting of 11 June 2015**

Item	Actions	Responsibility
5. Governance Review	Update the NZSAR risk matrix to reflect the identified volunteer and technology risks. Implement the agreed responses to the recommendations.	Secretariat Secretariat
7. SAR Health and Safety	Learn more about the High Hazards meetings. Update the NZSAR risk treatments for Health and Safety.	Secretariat Secretariat
8. SLA Letters of Intent	Sign and send NZSAR SLA intent letters.	Secretariat
12. Coastguard Repeater channel	Assist Coastguard NZ prepare a robust business case for consideration at a later date.	Secretariat
14. Defence White Paper	Engage with Defence to ensure NZSAR is connected to the work around the Defence White Paper	Secretariat

NZSAR Governance Review - Approved Actions Table

NZSAR Governance Review Recommendation	NZSAR Council Approved Actions
<p>1. The SAR Council manages expectations by providing key stakeholders with an explanation of the SAR capabilities and the limitations that apply at the extremities of the NZSRR.</p>	<p>1a. Prepare a briefing note regarding SAR capabilities and limitations for the RRB.</p> <p>1b. Include relevant comment regarding SAR capabilities and limitations in briefs to Ministers.</p> <p>1c. Engage with the Ministry of Defence as they develop the 2015 Defence white paper.</p> <p>1d. Add expectations of SAR capabilities and limitations to the NZSAR risk matrix.</p> <p>1e. Conduct an abnormal flight behaviours workshop (completed 23 July 2015).</p>
<p>2. The SAR Council completes the development and trials the coordination procedures for conducting a mass rescue operation in the NZSRR.</p>	<p>2a. Complete the Raoura Mass Rescue desktop exercise series for each Police District.</p> <p>2b. Prepare a paper for the RRB regarding a full scale MRO SAREX as part of the national exercise plan. (Planned for April 2019).</p> <p>2c. Seek resources for a full scale four yearly mass rescue exercise.</p> <p>2d. Conduct a study to determine if any additional resources, skills or equipment should be considered to de-risk NZ should a mass rescue event occur within the NZSRR.</p> <p>2e. RCCNZ to continue working with other jurisdictions within the NZSRR to improve their capacity to undertake or assist with a MRO.</p>

NZSAR Governance Review Recommendation	NZSAR Council Approved Actions
3. The SAR Council considers having the arrangements and mandates for SAR affirmed by the Minister.	3a. Prepare a briefing note for the Minister of Transport confirming the NZSAR Council's membership, role and mandate.
4. The SAR Council strengthen its reporting of capability, readiness and risk to Ministers by using the ODESC RRB reporting process and thus align SAR reporting with other all-of-government emergency preparedness and assurance reporting.	4a. Prepare a briefing note for the ODESC RRB requesting formal endorsement and inclusion of search and rescue as one of their clusters. 4b. Report to the RRB according to an agreed schedule on SAR capabilities, readiness, risks and performance.
5. The SAR Council develops a process through which membership of the SAR Council is enhanced by adding representatives from supporting NGOs	5a. Develop considered options for enlarged membership of the NZSAR Council. 5b. Include advice on enlarged NZSAR Council membership in the briefing note to the Minister of Transport (see Recommendation 3)
6. The SAR Council co-ordinate the development of a joint preventative strategy that will place greater emphasis on preparedness and reduce the demand for SAR services in the future.	6a. Develop a whole of sector evidence based and measured SAR preventative strategy to support decision making and improved prioritisation of resources.
7. The SAR Council review the performance measures used to report progress towards the strategic goals.	7a. Conduct research into SAR performance measures used by other SAR jurisdictions and similar industries to determine what might be useful for incorporating into an NZSAR measurement framework. 7b. Develop and implement measures to better monitor and understand the performance of the NZSAR Council and the wider sector's achievement of the NZSAR Council goals.

NZSAR Governance Review Recommendation	NZSAR Council Approved Actions
<p>8. The SAR Council investigates opportunities to research developments to ensure the SAR sector keeps ahead of changes in demography, expectations, technologies and volunteering associated with SAR that could impact SAR capabilities and responsiveness in the future.</p>	<p>8a. Organise occasional SAR technology workshops to identify technological trends and opportunities relevant to SAR.</p> <p>8b. Seek funding to permit the establishment of a contestable SAR initiatives fund.</p>



New Zealand Search and Rescue Council

**Record of Workshop
New Zealand Search and Rescue Council and Consultative Committee
Thursday 27 August 2015
Ministry of Transport
Level 6 SAS Tower, 89 The Terrace, Wellington**

In Attendance:

Martin Matthews – MoT (chair)
Keith Manch – MNZ
Graeme Harris – CAA
Air Commodore Tony Davies – NZDF
Assistant Commissioner Mike Rusbatch – NZ Police

Carl van der Meulen – NZSAR
Duncan Ferner – NZSAR
Rhett Emery – NZSAR
Rachel Roberts – NZSAR
Nigel Clifford – MNZ
Mike Hill – RCCNZ
Rodney Bracefield – RCCNZ
Sgt Jo Holden – NZ Police
James Lamb – MOC
Harry Maher – LandSAR NZ
Patrick Holmes – CNZ
Allan Mundy – SLSNZ
David Waters – Ambulance NZ
Steve Kern – CAA
Inspector Joe Green – NZ Police
Richard Davies – DOC
Samantha Sharif – Aviation NZ

Apologies:

Commissioner Mike Bush – NZ Police
Simon Trotter – Antarctica NZ
Jeff Sayer – AREC
Matt Claridge – WSNZ
Pete Turnbull – Aviation NZ
Joy Cooper – NASO
Stu Rooney – NZFS

1&2. Welcome and Apologies

Martin Matthews opened the meeting by welcoming attendees and noted apologies as above.

Rhett Emery was welcomed as the new NSSP Coordinator for the NZSAR Secretariat.

3. SLA Monitoring Report

Key metrics for the April-July 2015 Quarter:

- 575 SAROPs
- 1,335 volunteers provided 6,113 hours of time
- Coastguard responded to 400 non-SAR related calls for assistance

Key metrics for the 2014/2015 Year (provisional):

- 2,838 SAROPs
- 146 lives saved, 638 people rescued, and 961 people assisted
- 5,747 volunteers provided 28,255 hours of time
- Coastguard responded to 2,250 non-SAR related calls for assistance

SLSNZ

- Work is continuing on the two new communications networks, to enable them to be ready for the 2015/16 season.
- Surf Life Saving has put a focus into training Clubs' emergency afterhours call-out squads and new IRB crews during the winter months. This creates less disruption for Clubs during the summer months.

LandSAR

- LandSAR notes the following items of interest for the 2014/15 year:
 - Deployment of a Safety Management System
 - Signing of a partnership with SARINZ
 - Review and update of the LandSAR Roadmap
 - Progress on the development of a national competencies framework
 - Taking the lead for Wander SAR.

Coastguard

- Coastguard's Maritime Transport Operator Certificate (MTOC) was issued on 14 June, and Coastguard is now able to operate under the new MOSS system. The Southern Region has moved to the new system, with the other three Regions to move during the next 9-12 months.
- Coastguard's Annual General Meeting will be held on 17 October in Auckland. This will be a shortened one day event, instead of part of a three day conference.
- Coastguard is preparing a business case for support to enact the required changes to VHF channels.
- The Coastguard National Membership project is on track for a 1 October launch date.

4. Secretariat Report 2014/15

2014/15 NSSP. The Secretariat Manager briefed the workshop on the delivery of the 2014/15 National SAR Support Programme (NSSP), and noted that a very wide range of projects have been completed with a number continuing into the 2015/16 financial year. Four projects have been deferred to start in the 2015/16 year.

Workshops & Seminars	SAR Training
• Wander Symposium	• Training Support and Advice
• Land Search Seminar	• Air Observer on line material
• SAREX Planning	• Air Observer training
• Helicopter workshop	• Land Formal Search Planning
• SAR Partner workshop support	• Marine Formal Search Planning
• Organisational Support	• START material
SAR Data management and IT	Prevention
• Data Store and analysis tools	• AdventureSmart comms & website maint
• Data Extractions	• Visitor Intentions
• SAR Data Standard	• Wander
• Operational Analysis	• Jasons / Tourism Radio
• Resource database enhancements	• Safety Code Partnership
• Maint - SARNET, Website, START, RDB etc.	Exercises
SAR Documentation	• Police SAREX support
• SAR Forms and Guidelines	• MRO SAREXs
Secretariat	SAR Research
• Communications and publications	• Governance Review of SAR in NZ
• NZSAR Awards	• Avalanche Advisory Independent Review
• Travel, meetings, advice etc	• SAR Funding part II

SAR (ACE). The Secretariat Manager gave an update on SAR (ACE) training to date this calendar year. There has been a marked improvement in the uptake of the predicted training this year when compared to the same time last year.

	1 st August 2015	1 st August 2014
Total SAR ACE EFTs	107.3	84.6
Number of courses to date	64	49
Number of courses cancelled (YTD)	19	24
Number participants registered for courses	945	1016*
Total number participants attending	881	736
Average numbers registered for course	14.7	20.7*
Average Number attending per course	13.7	15
% non-attendance	6.7%	27%
% of NZSAR predicted courses (64/124)	51.7%	40%

5. Secretariat Work Plan 2015/16

The Secretariat Manager outlined the work plan for the 2015/16 year. Two of the projects have already been completed, with a significant number started.

Workshops & Seminars	SAR Training
• SAR Evaluation Seminar	• Training Support and Advice
• Organisational Support	• Air Observer training & Training material
• SAREX Planning (+Police) Meeting	• Marine Formal Search Planning (aft gap analysis)
SAR Data management and IT	• START material
• Maintain SARNET, Website, START, RDB etc	• Formal Search planning Land (Complete)
• SAR Dashboard	Prevention
• IMT Time Line	• AdventureSmart & Rec Safety Partnership
• Data Store maintenance and operation	• Visitor Intentions
• SAR Data Standard (Continues)	• Safety codes, printing and advertising
SAR Documentation	• Wander Support
• SAR Forms and Guidelines	• NZ Inc Recreational Safety Strategy
Exercises	SAR Research
• Support Police SAREXs	• Fatality Analysis
• MRO SAREXs	• Outdoor Safety Code – evidence base
• Abnormal Flight Behaviours	• SAR Demand and Supply Study – Marine
Secretariat	• Prevention knowledge research
• Communications and publications	• SAR Expectations
• NZSAR Awards	• Impact – SAR Prevention messaging
• Travel, meetings, advice, administration etc	• SAR Demand and Supply study – land
• Advice	• SAR Communications - Land

6. NZSAR Governance Review – presentation & discussion

Context. The Council initiated this review 18 months ago, as the current governance arrangements for SAR are ten years old. There is a need to ensure the arrangements continue to meet the needs for effective governance, and that they are future proofed.

John Hamilton from Kestrel Group was engaged to carry out the review, as he has a background in emergency management governance. His mandate was to identify any issues and provide feedback on a) is it working, and b) how can we make it better?

Recommendations. The workshop considered each of the eight recommendations contained in the governance review.

- i. *The SAR Council manages expectations by providing key stakeholders with an explanation of the SAR capabilities and the limitations that apply at the extremities of the NZSRR.*

The review noted that we are responsible for a very large SAR region and the sector relies heavily on volunteer organisations. The Council will advise the Readiness and Response Board (RRB) [subsequently renamed as the Hazards and Risks Board (HRB)] around the capacities and limitations of the overall SAR system.

- ii. *The SAR Council completes the development and trials the coordination procedures for conducting a mass rescue operation (MRO) in the NZSRR.*

Noted that the SAR sector needs to be adequately prepared for MRO contingencies and improved its connections to ODESC and the 'whole of government' capabilities. Noted the successful conduct of the current Rauora series of MRO exercises and the aim to build to a full scale exercise (funding dependent) in 2019.

- iii. *The SAR Council considers having the arrangements and mandates for SAR affirmed by the Minister.*

The Council agreed that the current mandate and arrangements should be reaffirmed by the Minister of Transport.

- iv. *The SAR Council strengthen its reporting of capability, readiness and risk to Ministers by using the ODESC RRB reporting process and thus align SAR reporting with other all-of-government emergency preparedness and assurance reporting.*

Noted the evolution of the broader NZ security system and the need for the SAR sector to be better integrated into it. Duncan and Martin met with RRB [HRB] and they have agreed to include the SAR sector as part of their clusters.

- v. *The SAR Council develops a process through which membership of the SAR Council is enhanced by adding representatives from supporting NGOs.*

The meeting discussed the membership of the NZSAR Council and the best approach to include non-governmental agencies. Past attempts at representation have included changing the format of the consultative group (a workshop vs. a meeting) and inviting NGO representatives for 20 minutes to have an in depth discussion. The discussion noted:

- The Council is intended to provide strategic leadership and governance to the sector, not be a representative panel.
- When it was originally conceived, the Council primarily aimed to address the challenge of coordinating Government SAR interests.
- It was problematic to invite 1 person from each agency to join the Council as it would become unwieldy.
- An option could be to identify someone with a degree of mana and respect who has been involved in NGO part of the sector to be a representative member of the Council. They would not sit as a representative of a single agency. Some noted that if the objective is to ensure the Council has an active relationship with NGOs and what is happening on the ground it may not work to have one permanent representative.
- The option of a rotating member was discussed where each major NGO sector entity (and aviation?) would get an opportunity to sit on the Council for a period of time. Noted one of the challenges of rotating membership is Council continuity, another is the breadth of the representation.
- The meeting noted that there was potential for conflict of interest and several NGOs receive direct funding from the Council.

- A suggestion was made to strengthen the Consultative Committee in order to get the NGO perspective and then feed that into the Council via a selected or elected Consultative Committee representative. For this, the Chair of the Consultative Committee would be an elected member supported by the Secretariat.

ACTION: The Secretariat will prepare proposals to amend the membership of the NZSAR Council for consideration and implementation in November.

- vi. *The SAR Council co-ordinate the development of a joint preventative strategy that will place greater emphasis on preparedness and reduce the demand for SAR services in the future.*

The meeting noted that recreational safety efforts and SAR prevention strategies are typically narrowly focussed, are inadequately joined up and are not resourced or prioritised on risk. The meeting agreed there was a need for a national strategy to tie these endeavours together to create a coherent NZ Inc strategy / platform. Agreed this needs to be informed by an analysis of risk and where the SAR sector thinks effort is best applied. Agreed that SAR ought to prioritise prevention as well as response.

- vii. *The SAR Council review the performance measures used to report progress towards the strategic goals.*

The meeting discussed the need for Sector performance metrics – specifically in relation to the NZSAR objective and goals. Noted/discussed:

- Does ODESC RRB provide performance measures for a robust SAR system?
- Looking at value of SAR sector – looking outside Police. Don't have a fair picture of where all the risk is.
- More than reduction of SAR. Reduction of time to respond. Reduction of volunteers because fewer are needed.
- Development of 'social resilience' as it related to SAR.

- viii. *The SAR Council investigates opportunities to research developments to ensure the SAR sector keeps ahead of changes in demography, expectations, technologies and volunteering associated with SAR that could impact SAR capabilities and responsiveness in the future.*

The meeting discussed this recommendation and noted:

- Sector is very reliant on and responsive to new technologies (beacons, etc.)
- Technology workshops are a good way of bring people/ ideas/ knowledge together.
- Figuring out the right things to invest in is a major challenge.
- The desirability of contestable funds to work on technology or other issues that improve SAR (example the New Initiatives Fund in Canada)

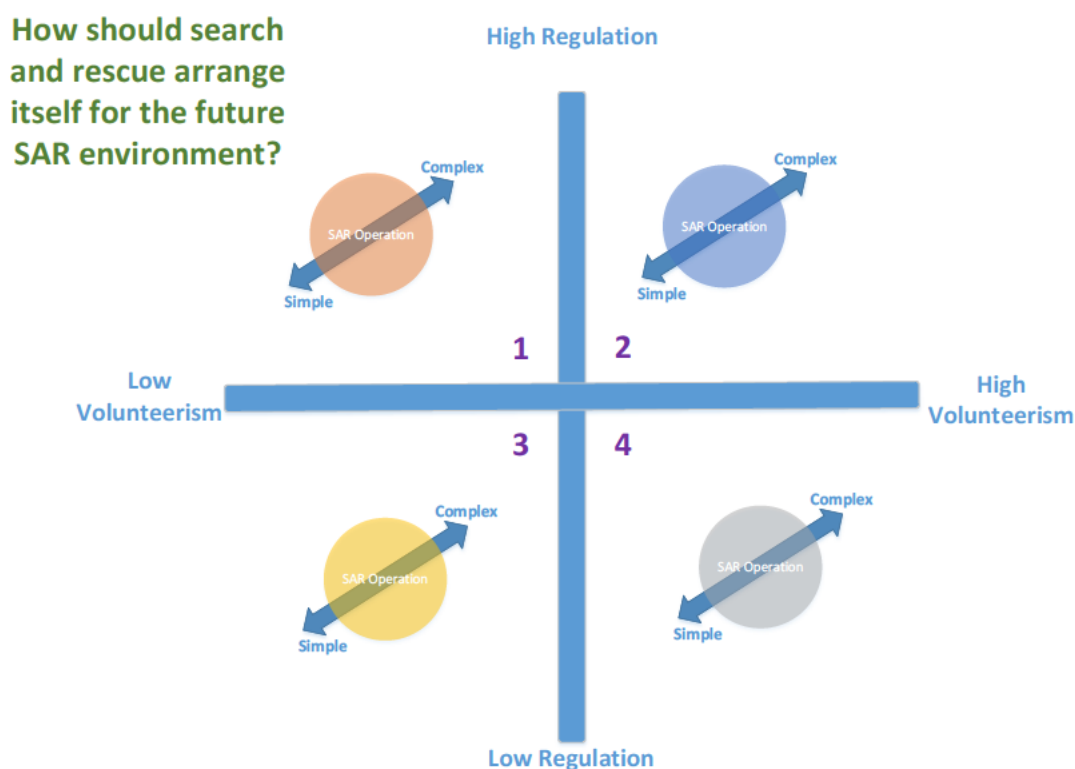
Conclusion. Overall the current governance arrangements for SAR are working well. The main areas for improvement are:

- a. Improving reporting within the National Security System arrangements, particularly with the ODESC HRB (Hazards & Risks Board – *renamed from RRB wef 1 Sep 2015*).
- b. Improving relationship and engagement between the NZSAR Council and the NZSAR Consultative Committee, particularly with the NGO members.
- c. Improving performance reporting.

7. Future Scenario Workshop

Introduction. The Secretariat Manager outlined the principles behind future scenario modelling, and how these can be used to identify common actions across various different scenarios (more details in the attached paper), which become the focus for future work and shaping of the sector.

Four future scenarios were outlined on a 2x2 matrix based on high/low volunteerism, and high/low regulation.



The workshop split into three groups, each group to consider one scenario (quadrants 1-3). The fourth scenario (quadrant 4) was not considered, as this is the scenario that models the current state of the SAR sector. Feedback from each of the groups is listed below:

Quadrant 1 – Low Volunteerism / High Regulation

- Struggled to see this scenario occurring.
- Significantly more expensive (direct terms funding and glue / magic point of view)
- Low volunteers = high number of paid staff

- Requires more support structure
- Insurance etc. Huge systems and structures required (fundraising, etc.)
- Quite more complex and complicated than the status quo
- Demographic and cultural issues – NZ a different place. More diverse cultural base and remote locations
- Didn't arrive on any actions
- Invest heavily in technology and search and rescue. Paid SAR will be heavily reliant on technology (compliance structure, etc.) System itself and operation
- Zealous health and safety regime would promote scenario 1
- Group didn't feel that the H&S bill would get them there
- Group didn't think there were strong connections between increasing regulation and the level of volunteerism

Quadrant 2 – High Volunteerism / High Regulation

- Shift to a user pays system
- Compliance
- Legislative and cultural change
- Enforcement of new high regulation
- Single coordinating authority (Ministry of SAR)
- Higher expectation on the SAR system and higher burden of responsibility on the user
- High level of training for the SAR sector
- Training / education for the user
- Insurance for the user (insurers to become a key stakeholder of the system and will drive some of the expectations)
- Government will need to find funding
- More performance expectations around response for the sector
- Probably less SAR incidents but they will likely be REAL SAR incidents
- Volunteers will need to be immediately available – increased KPIs, etc. for NGOs
- ACTIONS: Professionalising the SAR workforce and volunteers
- A lot of work with the insurance industry to look at revenue sources
- World not dissimilar to the fire service. People buying insurance to cover risk. Expectation for the person being covered. Ins. industry will become quite demanding of the provider. Professionalism to meet certain requirements. Plausible world in many respects.
- What would drive the change to these scenarios?
- Right now the govt. gets a lot of service for free.

Quadrant 3 – Low Volunteerism / Low Regulation

- Right mix of assets and human capabilities
- Engage with defence
- Keep abreast of technology
- Technology could help in a world without so many volunteers
- Climate change making Antarctica more accessible
- Tourism and visitor trends – do environmental scanning now and continue to scan because it will keep evolving
- Organisations – opportunity for private sector to provide something better, faster, quicker. Are there other govt agencies sitting on assets or capacity to get involved (Fire, etc.)
- Technology – likely a proliferation of it. Need to stay on top of it.
- Keep abreast of international trends
- Trying to turn future thinking into actions
- Usually have our heads down. SAR Council's responsibility is to provide some strategic leadership around what the future might look like. Come together to do it at a system level. Rare and valuable. Value may become more apparent as time passes.

8. NZSAR Risk Matrix Items

SAR Expectations.

- Issue: Mass rescue a huge challenge, huge area, lack capability
- Potential actions: Engage with stakeholders and media ahead of time
- Discussion: below level of mass rescue, smaller things that last for a long time can bring the whole sector into disrepute. Being crystal clear about limitations upfront. The Nina and reputational risk. Action: Specific response at beginning of an event. Importance of FRAMING the response.
- Be careful with this media event. Use an evidence based example (a cruise ship in X location, etc.). Show clearly the gaps that you are trying to highlight instead of a general comment.
- Independent reviews of these things over time. Showing we can respond to a lot of incidence. The system overall is good.
- BP incident in the gulf. The risk is VERY low and the costs incurred are potentially very high. Justifying not incurring all of those costs.
- Public information management phase of the event, big events stretch over time, are all of the different entities lined up together to provide assurance in a media outlet. Remoteness is a huge challenge.
- Educating public about importance of technology in a successful rescue especially in remote areas. Could have enhanced communication with registered beacon holders. Media hook – because of technology we were able to make this rescue.

SAR Information. The first draft of the SAR Data Standard should be provided to the Secretariat next week. The initial draft will be reviewed by the Secretariat and the Coordinating Authorities, before it is distributed for consultation. The approved data standard will be used to develop new data entry and collection forms.

9. SAR Agency Items

Rodney Bracefield (RCCNZ) noted that some of the foundation pads at the MEOSAR antenna farm in Taupo have now been laid.

Martin Matthews
Chair
NZSAR Council

Next Meetings:

- NZSAR Consultative Committee 5 November 2015
- NZSAR Council 19 November 2015

ACTIONS

Item	Action	Responsible
6i. Governance Review	Prepare a briefing for the HRB on the SAR capabilities and limitations at the extremities of the NZSRR	NZSAR Secretariat
6ii. Governance Review	Continue with MRO exercise series RAUORA	<i>ongoing</i>
6iii. Governance Review	Prepare a briefing for the Minister of Transport to confirm the arrangements and mandates for SAR	MoT
6iv. Governance Review	Make arrangements for the NZSAR Council to report to the HRB	NZSAR Council (Completed)
6v. Governance Review	Prepare proposals to amend the membership of the NZSAR Council for consideration and implementation in November.	NZSAR Secretariat
6vi. Governance Review	Coordinate the development of a joint preventative strategy for the recreational sector	Recreation sector
6vii. Governance Review	Identify possible performance measures/metrics for the Council's strategic goals, and prepare a proposal for the Council	NZSAR Secretariat
6viii. Governance Review	Ensure technology in SAR is a regular meeting item. Include a contestable fund option in the next funding bid to Ministers.	NZSAR Secretariat

NZSAR 2-1

29 October 2015

NZSAR Council
NZSAR Consultative Committee

**Joint Service Level Agreement monitoring report:
1 July - 30 September 2015 Quarter**

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

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

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

Outputs	Coastguard	LandSAR	AREC	SLSNZ	Totals
SAROPs Attended	57	75	14	5	--
Volunteers Involved	422	847	26	15	1,310
Volunteer Hours	1,135	8,870	231	21	10,257

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

Measures	Police	RCCNZ	Totals
SAROPs	237	168	399
Lives at Risk	241	441	682
Lives Saved	21	4	25
People Rescued	65	12	77
People Assisted	119	29	148
LandSAR Taskings	63	4	67
Coastguard Taskings	40	1	41
SLSNZ Taskings	4	0	4
AREC Taskings	9	0	9
Performance of SLA Partners	Satisfactory	Satisfactory	Satisfactory

Summary of Issues and Updates

4. Coastguard

- Coastguard held their AGM on 17 October.
- The position of National Operations Manager has been disestablished, and a new position of National SAR Training Manager has been created.

5. LandSAR NZ

- During the quarter LandSAR has focussed on:
 - i. Continuation of the deployment of the Safety Management System.
 - ii. Completion of the trial of the new Competencies Framework assessment system, to be deployed in mid-2016.
 - iii. Completion of the 2015 Group Planning Tool process and preparation of the national 2016 Training Calendar.

6. Surf Life Saving New Zealand

- The Bay of Plenty / Coromandel Communications Network become fully operational on 20 October.
- The Capital Coast Communications Network is progressing, and is expected to be completed in time for the 2016/17 season.

7. AREC

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

NZSAR 2-2

29 October 2015

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 November 2015 is contained below.

Ambulance NZ

The review of the Air Ambulance/Air SAR Standard has commenced with the collection of feedback from certified operators as to issues arising from the current standard or opportunities for improvement. We will be consulting with the wider sector in due course and have a planned meeting with NZSAR to discuss this.

AMPLANZ – the ambulance sector national response plan to major incidents is also being reviewed.

National Air Desk – Air Ambulance dispatch. The project to implement the National Air Desk is progressing, a more comprehensive update will follow.

Paging services – in 2017 Telecom/Spark will stop providing a national paging service. This has major implications for the sector. The ambulance sector will need to continue with paging technology to activate volunteers and is working with other parties to seek alternate provision.

All Air Ambulance/Air SAR members of ambulance New Zealand remain certified to the existing Version 2 of the Standard, NZS 8156 2008 and ISO 9000. We will look to replace ISO 9000 with the CAA SMS system if there is significant overlap in requirements once mandatory.

Antarctica NZ

Late September the Joint Antarctic Search and Rescue Team (USAP/Ant NZ) completed a week long training exercise in Arthurs Pass National Park ahead of the season opening and deployment to Antarctica. Accompanying the NZ contingent were three observers from the Chinese Antarctic Association and the Polar Research Institute of China. The purpose of the Chinese visit was to engage and observe the JASART model along with experiencing SAR practices used by the Kiwi and US team. The week was a great opportunity to share and showcase some of the work and resources developed over time by the US/NZ team.

The purpose of the JASART training week is to:

- Gather National Antarctic Programme team members together, ahead of the season, and to reach a common understanding of operational best practice in SAR for Antarctica

- Provide a shared learning environment
- Build a resilient team who will be working together in challenging environments

Over the last month staff have settled into the season at Scott Base with little need for any response action. The focus to date has been on site and local environment inductions/familiarisation and setting up of seasonal field support activities with the inclusion of two B3 helicopters for the programme. Some work has also been conducted around the use of Ground Penetrating Radar (GPR) with site visits to the Ross Ice Shelf shear zone for members of the field team. This work will develop the field capability and a tool box of skills for the programme as it advances into the interior of deep field Antarctica in support of science. This area is of unique operational interest to Antarctica New Zealand for the purposes site characterisation work ahead of a proposed hot water drilling project on the Ross Ice Shelf.

AREC

Business as usual and plenty of SAR activity.

SAR Track training weekend at end of November covering troops from, Hastings, Wanganui, Bulls, Palmerston Nth and Masterton.

Coastguard NZ

Coastguard Bluff:

We will be launching the new vessel in Bluff on Saturday 30 October. The new rescue vessel is a custom-build 13 metre vessel, with twin inboard jet engines, and is the sister vessel to the one in Sumner. She will replace the old 8.5 metre boat which is no longer fit for purpose.

Coastguard Membership Scheme:

The long-awaited Coastguard Membership Scheme will be launched before Christmas with the tag-line of "Boaties Best Mate". This will be a national scheme, allowing boaties around the country to benefit from Coastguard membership at \$115 per annum.

Coastguard Annual Meeting 2015:

Coastguard's annual meeting took place on Saturday 17 October and was well attended by more than 100 delegates. Dean Lawrence was re-elected as President and Henry Van Tuel as Vice President. Duncan Ferner attended the meeting and gave an update on NZSAR, which was well received and greatly appreciated by the members present.

VHF Frequency Change:

As previously reported, this is a very significant piece of work for Coastguard and we are currently working closely with NZSAR Secretariat to identify a possible funding solution. The Business Case is currently with the Ministry of Transport for consideration and we anxiously await a response. We are working closely with colleagues from RCCNZ and Kordia to identify joint synergies around the communications infrastructure.

Staff changes:

The position of National Operations Manager has been disestablished and a new position of National SAR Training Manager created. We are currently in a consultation phase and I will update the Consultative Committee of progress when appropriate.

Department of Conservation

Visitor Safety Improvements Project

The Department is looking to improve visitor safety on public conservation land. In 15/16 this comprises the following projects.

- 1. Review of Visitor Risk Management Policy, Standard Operating Procedure and Visitor Incident Investigation Guideline.** Based on a discussion document we circulated in July we will look at a range of measures that will improve the operation and effectiveness of these key documents that guide and support local staff in managing visitor safety.
- 2. Transfer of existing visitor risk data and hazard analysis process into the Department's Asset Management Information System (AMIS).** A key goal of the existing visitor system is to enable a regular cycle of hazard assessments. Analysis shows that this has not been done consistently. Moving this into AMIS will make this easier to manage and will enable monitoring and reporting to occur.
- 3. We will work to improve the quality, consistency and reach of both broad scale safety messages and specific targeted hazard information.** A key strategy of this strand of improvements is to partner with others in order to leverage additional information sharing channels and mediums.
- 4. Review the contract to provide Mountain Weather Forecasts with the MetService.** The current contract ends 30 June 2016. A review of the service will commence in summer 2015 and will take account of feedback from Stakeholders and Department staff.

LandSAR NZ

Operations

We see from the figures below a slight increase in operational activity compared to the previous July - September periods. The marked increase in 'volunteer hours during SAROP' and 'volunteers used during SAROPs' relates to several very large and long duration searches in the lower South Island during the period.

1 July – 30 September	2015/16	2014/15	2013/14	2012/13	2011/12
Category 1 operations	73	60	63	54	85
Category 2 operations	2	0	1	0	3
Volunteer hours during SAROP	8870	2158	5061	4858	9476
Volunteers used during SAROP	847	371	703	734	773
Number of subjects					
People at risk	96	101	90	93	114
Lives saved	20	1	15	15	58
Rescued	30	69	42	51	48

Persons assisted	24	30	34	34	2
Perished	18	6	8	7	6
Not located (Missing)	4	5	6	1	12

Support Activities

The total amount of volunteer effort (operational and non-operational) in the period July – September 2015 was 34,550 hours. This compares with 28,373 hours of effort in the same period in 2014.

July - September	2015/16	2014/15	2013/14	2012/13
Total volunteer effort	34,550	28,373	31,899	45,271
Operations	8870	2158	5061	4858
SAREX incl prep	3155	2494	4224	5428
Training	15,027	15,859	14,896	27,897
Administration	7498	7863	7719	7088

Training consumed by LandSAR volunteers (hours)

The period July – September is traditionally our busiest period of volunteer training. Interestingly, there seems to have been a marked increase in SARACE-funded skills acquisition training during the period, contrasting with a marked drop in hours spent on SAREX's. It is unclear what the causal factors are behind these trends.

July - September	2015/16	2014/15	2013/14	2012/13	2011/12
SAREX	3155	7029	5311	13521	19,858
Local/Regional Courses	6493	6980	4688	12097	10,132
Training secretarial support	824	1117	1427	1547	1218
Skills acquisition training delivered by TPP	7710	5348	1989	1185	5736

Organisational Initiatives

The focus of effort in the period July - September of 2015 has been on:

1. Continuing the implementation of the Safety Management System which was deployed organisation-wide in December 2014
2. Completing the trial of the new Competencies Framework assessment system, to be deployed out into the LandSAR organisation in early – mid 2016.
3. Initiating a programme of new projects that focus on improving many aspects of LandSAR support and work.

Maritime Operations Centre

Nil report

Mountain Safety Council

Nil report

NZDF

Nil report

New Zealand Helicopter Association / Aviation NZ

Nil report

Police

SAREXes – NZSAR-funded

A successful avalanche exercise (combined Bay of Plenty & Taranaki) was completed on 5/6 Sept, attended by Rhett Emery and myself – report yet to come. 5 more are due to be held over the next quarter.

Police National SAR Course

This is scheduled to be held at Dip Flat May 1-13 2016. Invitations will again go to LandSAR and DOC for members to attend. 3 Squadron will supply helicopter support for the 3-day SAREX that is held in the second week.

SAR Managers Course

The 2015 course was a very positive and further step and in our aspiration of delivering a high level SAR management course that will have unparalleled credibility. A number of areas have been identified where further incremental improvements would continue to keep this course relevant and up to date, and we are negotiating with NZSAR to bring one of the Australian Course Directors over in 2016 to evaluate the NZ course. We will be seeking nominations our SAR Partner agencies for volunteers to attend the second week to undertake IMT roles in multiple SAR syndicate scenarios.

Mass Rescue exercises

Police and NZSAR have delivered a series of inter-agency tabletop exercises around the country designed to ensure that District Mass Rescue Plans are fit for purpose. Dave Greenberg is in the process of collating and circulating feedback from each exercise.

SAR Statistics

231 Cat 1 SAR incidents were reported during the July to Sept 2015 quarter – 154 Land and 77 Marine. On behalf of NZ Police, I wish to acknowledge the commitment that all agencies continue to make to Police and the NZ public. Please pass our thanks to your members back home for their time, expertise and continued dedication to the lost, the missing and their families.

RCCNZ

Our Core Business:

Incident breakdown by environment type, July – September 2015:

		Sea	Air	Land	Unknown	Quarter
CAT II	SAROP involving tasking	7	4	19	1	31
	Resolved by comms action	47	44	15	31	137
CAT I	Active involvement by RCCNZ	2	1	0	n/a	3
	SAD Produced by RCCNZ	1	0	0	n/a	1
	Active involvement & SAD	4	0	0	n/a	4
Other SAREX'S/ MAS/ Medevac	Operation involving tasking	4	0	0	n/a	4
	Resolved by comms action	0	0	0	n/a	0
Total (Quarter)		65	49	34	32	180

People Involved in incidents for the Quarter	
Number at Risk	441
Lives Saved	4
Lives Rescued	12
Lives Assisted	29
Perished	0
Not Located	4
Self Assisted	371

Beacons

Beacon alerts made up 71% (127) of all incident alerts.

- Nearly half of these were resolved to other Search and Rescue Regions (58)
- 12% (15) were undetermined.

Of those that were activated in the NZSRR:

- about 40% were real distress situations (21)
- the remainder were inadvertent or false activations.

Our Work Programme:

The MEOLUT project, a joint initiative with AMSA (the Australian Maritime Safety Authority) is on track to go operational in 2016. The six New Zealand Antennae were installed at Goudies road in late September, with a formal opening of the ground station in late October. When complete, the NZ Australia system will contribute to the ground infrastructure for the international COSPAS SARSAT MEOSAR system, and will provide instantaneous alerting for any beacon activation in the New Zealand SSR. Full operational capability of the international system is unlikely before 2018, however even at early operating capability the system is likely to enhance RCCNZ beacon detection capability.



As part of its wider work programme to enhance SAR capability and preparedness, RCCNZ has a number of key projects underway:

- A Joint SAR Health and Safety Project (with NZSAR, Police, LandSAR, and Coastguard) to ensure SAR response agencies are well prepared for the incoming legislation, which places additional responsibilities on agencies that task to ensure operators have appropriate H+S systems in place.
- A Joint MNZ/Kordia/Coastguard Communication Synergies Project to look at potential enhancements and efficiency improvements to maritime radio communications by working smarter together
- A review and update of RCCNZ Standard Operating Procedures to ensure they are fit for purpose and reflect our evolving operating environment
- A Pacific SAR strategy, partnering with MFAT and Pacific nations to enhance their SAR response capability and preparedness through planning, training and exercising.

Our People:

RCCNZ recently appointed a new Deputy Manager, Training – Kevin Banaghan, who is already part of the RCCNZ team having served for a number of years as a Senior Search and Rescue Officer. This appointment means that there are now two Search and Rescue Officer vacancies, and RCCNZ will be advertising these roles in the near future.

SLSNZ

Surf Life Saving Operations

The period July to September is generally the quietest time of year for Surf Life Saving services, due to colder weather and lower beach visitation. Nonetheless, 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, surf lifeguards rescued eighteen (18) people, treated twelve (12) members of the public for injuries, and assisted 27 people through preventative activities (i.e. educated on rip currents and advised to swim between the red and yellow flags). Surf Life Saving services amassed over 62 hours attending incidents and providing other services where required.

Organisational Update

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

- The Bay of Plenty // Coromandel Communications Network became fully operational from 20 October 2015. The network will provide radio communications coverage along the coastline between Pauanui to Papamoa beach over the 2015/16 season.
- The Capital Coast Communications Network is underway, and will be completed in time for the 2016/17 season. A meeting has been held with the Surf Life Saving Clubs, and consents and permissions to install repeaters at identified locations are being sought.

Antarctic SAR: Current Risks

DATE OF REPORT 7 August 2015

Recommendations

1. **Note** that RCCNZ has a clear plan for SAR operations in the Antarctic region and maintains relationships with key stakeholders in the region to enhance preparedness.
2. **Note** that since 2004, RCCNZ has coordinated 19 SAR operations within the NZ Search and Rescue Region of the Antarctic, and data on scientific and tourist activity in the area indicates a sustained potential for future SAR operations.
3. **Note** that there are significant challenges posed to SAR response capability in the NZ area of responsibility in Antarctica, and significant reliance on foreign capability for this response.
4. **Note** that there are some opportunities to improve our response capability and reduce the risks associated with Antarctic SAROPs.
5. **Agree** to formally advise MFAT of the benefits of an appropriate alternate runway in the Ross Sea for SAR responses, so that this can be considered in the formation of Antarctic policy agendas.
6. **Agree** to formally notify MOD and NZDF of the SAR benefits of NZDF air assets with greater range and capacity, and risks inherent in any reduction of range.
7. **Consider** how the risks associated with NZ having no access to an ice-breaking capable vessel might appropriately be raised for government consideration.

Purpose

8. This paper aims to highlight the risks associated with possible Antarctic search and rescue incidents coordinated by RCCNZ within New Zealand's area of responsibility. These risks are mainly due to the extreme distances and hostile environment typically encountered when conducting SAR operations in the region. It also highlights what capabilities would mitigate or reduce these risks, so that the SAR council can raise these risks and potential mitigations for Government consideration in the formation of Antarctic related foreign policy agendas and in future defence procurement.

Consultation

9. RCCNZ has consulted with the NZDF (RNZAF) and MFAT's Antarctic and Southern Ocean Unit on this paper, and they are broadly supportive of the purpose and recommendations of this paper.

Background

10. New Zealand's Search and Rescue Region (SRR) encompasses a large area of the southern ocean and a busy part of Antarctica (the Ross Sea region) within which four countries (NZ, USA, Italy, and Korea) have science bases, with a fifth country (China) likely to enter the region in the near future. In addition to the extensive research in the region, there are a significant number of fishing vessels (20 on average¹ each season) and tourists (e.g. 312 passengers across six voyages in the 2014-2015 season²).
11. The Rescue Coordination Centre New Zealand (RCCNZ) coordinates responses to all Category II SAR incidents in the region and stands ready to support responses to all Category I SAR incidents (which are coordinated by the National Antarctic Programmes in the Ross Sea Region, typically in response to their own personnel or supported activities). RCCNZ has well developed relationships with NZ and foreign interests in the area, and clear plans in place for managing Antarctic SAR. Exercises have been undertaken with key stakeholders in the region, and lessons learned from these and the 19 SAR operations coordinated by RCCNZ have been shared.
12. In addition, RCCNZ works closely with MFAT on Antarctic SAR and safety related matters, and MFAT engages with international Treaty Parties to ensure these Parties note, for example, the importance of notifying RCCNZ of any activity that has been approved to be undertaken within the NZSRR of Antarctica.
13. Despite an ongoing programme of preparedness for Antarctic SAR within RCCNZ, some climate related impacts together with long standing factors have combined to pose significant and increasing challenges to the coordination of successful SAR operations in the region.

Climate change effects:

14. Historically, NZ's Scott Base and McMurdo Station, our U.S. neighbours, have been serviced by three main landing strips:
 - a. The McMurdo sea ice runway used by wheeled aircraft. Until recently this airfield operated in the early part of the season (typically October to early December) while the sea ice was stable enough for flight operations. During recent seasons however, melting of the sea ice runway has prevented any flight operations.
 - b. The Pegasus white ice (ice shelf) runway. This is the main airfield servicing inter-continental wheeled aircraft operations and is typically the airfield to which RNZAF aircraft can operate, noting there is scope for some RNZAF aircraft to operate to the sea ice runways at McMurdo and Terra Nova Bay if these are operational. Historically the Pegasus runway has supported flight operations throughout the Antarctic summer season however, during the past two seasons environmental conditions have rendered Pegasus unusable for significant periods. This effectively prevents any off-continent

¹ Source: Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR)

² Source: XXXVIII Antarctic Treaty Consultative Meeting 2015 IAATO Overview of Antarctic Tourism

aviation SAR support from all wheeled aircraft, both the USAF C-17 and all RNZAF platforms (P-3, C-130 and B757).

- c. The Williams Field skiway is used only by ski –equipped aircraft (typically the US Air National Guard LC-130 and DC3 Basler/Twin Otter aircraft operated on contract). As such, it is not an option even as an alternate runway for any RNZAF or US C17 aircraft should Pegasus be unavailable.
15. Scientific evidence suggests that sea ice conditions are becoming more challenging for operators in the Antarctic, and the most challenging region is the Ross Sea.³ For example, the sea ice in the Ross Sea is extending further from shore with areas of increased thickness, and the Ross Sea is the most difficult area of Antarctica for scientists to accurately model sea ice trends. This increased challenge for operators increases the risk that SAR responses will require vessels with significant ice breaking capability. Evidence from recent SAR operations coordinated by JRCC Australia (*RV Akademik Schokalskiy*) and RCCNZ (*FV Sparta* and *FV Antarctic Chieftain*) support this.

Logistical impacts:

16. The key asset for long range searching in New Zealand is the RNZAF P-3K2 Orion. In the event of a SAR, the aircraft has the range to operate in some parts of the Ross Sea and return to NZ without refuelling. However, if deploying to the southern most area of the Ross Sea, where fishing vessels, passenger ships and pleasure craft have typically operated, the time on station reduces significantly. Refuelling at Pegasus provides only a minimal increase in available search time as all missions from Pegasus are planned to land in NZ rather than rely upon the ability to recover to Pegasus. The availability of an alternate airfield sufficiently separate to place it in a different weather pattern to which the aircraft could recover following an Antarctic SAR mission could significantly increase the available search time.
17. In addition, even if Pegasus runway is serviceable, inclement weather can prevent landing. RNZAF aircraft cannot depart New Zealand for Antarctica without a favourable weather forecast at Pegasus. The absence of alternate runways in the Ross Sea region requires all aircraft currently operated by the RNZAF to maintain a Point of Safe Return (PSR – the distance at which the aircraft can safely return to New Zealand) that ranges between approximately 1 hour (P-3K2) to 2.5 hours (C-130) flight time north of Pegasus. Current statistics indicate that approximately 40% of all scheduled logistics flights each season from New Zealand to Pegasus are postponed due to unfavourable weather forecasts.

Reputational risk

18. Recently the NZSAR Council commissioned a review of New Zealand SAR governance arrangements. The report highlighted the risks associated with a lack of understanding in the general public, but also potentially with Ministers and Government, leading to unrealistic expectations around SAR response in the

³ Source: 2015 COMNAP Sea Ice Challenges Workshop

remote parts of NZ's search and rescue region (surface assets deployed from New Zealand would take about ten days sailing to reach the area, and six to eight hours by air, if (and only if) there was a serviceable runway on the continent).

19. The Governance review recommends key stakeholders are informed of these limitations in order to manage reputational risk.

Challenges for Antarctic SAR – historical and potential

20. Noting that these challenges are not restricted to NZDF resources, recent history indicates that there are significant challenges with providing SAR services in the Antarctic and Southern Ocean in areas very remote from mainland New Zealand and prone to extreme weather conditions. Appendix 1 highlights these challenges from recent examples. In summary, the following challenges are associated in an NZ coordinated response:

- NZDF aircraft do not have the range to provide substantial search capabilities deep into the Ross Sea from the NZ mainland
- Pegasus Runway, a critical base point for air assets in Antarctic SAR, has become unreliable in recent years, and NZ lacks alternative suitable runways on the Antarctic Continent
- NZ vessels have very little icebreaking capacity, which means that RCCNZ is entirely reliant on foreign vessels (like the US Coastguard Polar Star), which may not be available/in the region, or vessels of opportunity, whose capabilities may be unknown
- Because of the remoteness of the region, the timeframe for any rescue operation is likely to be days rather than hours. This may damage New Zealand's reputation.

21. In addition, although historically SAR operations coordinated for ships and aircraft in the Ross Sea Region have not required a Mass Rescue Operation (MRO) response, many craft operating in the area have the capacity to carry more than 100 people. This means the possibility must be considered that a MRO response will be required in the future. While RNZAF may be available, whether as a single platform or multiple aircraft, to uplift 100-plus survivors from Antarctica and deliver them to New Zealand it is possible, however unlikely, that New Zealand may need to approach either the US or Australia for the use of a C17 or Airbus A319 aircraft.

Opportunities to reduce or mitigate risks with Antarctic SAR

22. A key factor in protecting New Zealand's reputation is to ensure that key local and international stakeholders are aware of the challenges associated with SAR in the Antarctic region, and limitations in NZ's response capability.

Alternate Runway

23. Beyond this, there are a number of opportunities to enhance SAR responses in the Antarctic, one of which is to establish a suitable alternate runway in the Ross Sea Region. To this end, the current Italian proposal to build a hard-rock runway in

Terra Nova Bay (approximately 350 km north of Scott Base) should be noted. This proposal may be considered at the Antarctic Treaty Consultative Meeting in 2016. From a SAR perspective, this hard rock runway is highly desirable, providing a contingency base for RNZAF C-130 SAR assets if the Pegasus Runway is unusable due to melting or poor weather. The NZSAR Council could notify MFAT of the desirability of the hard-rock runway for Antarctic SAR, so this could be taken into consideration in developing the NZ position on this runway.

24. The appropriate mechanism for informing MFAT of the view of the NZSAR council is through the Head of the Antarctic and Southern Ocean Unit, Environment Division, who is responsible for NZs position on Antarctic policy, and can raise the matter internally as appropriate.

Air and Sea SAR assets

25. Any aircraft with a greater range and endurance will increase the available time on station and/or the capability to extend the range further south.
26. NZDF is currently determining needs for future assets, as the current fleet of C-130s are due for replacement in 2020, and the B757 in 2023. There are a limited range of options that have sufficient range to make a return trip from NZ to Scott Base (and the surrounding region) without refuelling, however this capability would provide a significant boost to Antarctic SAR. Conversely, selection of aircraft that had lesser range but other benefits (i.e. lower cost and therefore a larger fleet) would further dilute Antarctic air based SAR capabilities.
27. It is recommended that the NZSAR Council formally notify MOD and NZDF of the SAR benefits of NZDF air assets with greater range and capacity, and risks inherent in any reduction of range
28. In order to boost rescue capability in the Ross Sea region and reduce reliance on foreign vessels and the impact to National Antarctic Programmes, New Zealand should consider securing access to a vessel with increased ice breaking capability. Whether this should factor into any decisions around future procurement of NZDF vessels is a matter for Government to decide. Another possibility for consideration is that Australia is currently in the process of procuring a new ice breaker (scheduled for 2019 to replace the *RV Aurora Australis*). While no consultation with Australia has been undertaken, some agreement around access for SAR response might be possible.
29. It is recommended that the NZSAR Council consider raising with NZDF and/or at appropriate government forums (for example the Hazards and Risks Board) the risks associated with NZ having no access to an ice-breaking capable vessel, so that they can be incorporated into future policy and procurement decisions.

Next Steps

30. If the NZSAR Council agrees with the recommendations of this paper, the NZSAR Secretariat would prepare letters to MFAT, MOD and NZDF advising what capabilities are desirable for Antarctic SAR response, and raising the risks identified in this paper to the appropriate government forums.

Mike Hill

Manager

Rescue Coordination Centre New
Zealand

Appendix 1: Historical SAR operations that support identified risks⁴

Since 2004, 19 Search and Rescue (SAR) incidents have occurred in the Ross Sea region of Antarctica, within the broader region for which New Zealand has Search and Rescue coordination responsibility (NZSRR). 331 lives have been assisted and 33 lives lost. Some key examples that demonstrate the challenges of providing Antarctic SAR are:

2008

A UK flagged fishing vessel broke down in pack ice. This necessitated the delivery of engine parts to prevent the situation deteriorating to the point where a life-saving response would have been required. No NZDF aircraft had both the payload and the endurance to conduct an air-drop and return to New Zealand. In this operation a US C17 was available to support the response, and the vessel was successfully assisted.

2010

A Korean fishing vessel sunk with the loss of 22 lives. Although the delay in notification eliminated the effectiveness of any aerial search operation, had timely notification been received the distance from New Zealand would have been too great for current NZ SAR aircraft to conduct any searching (regardless of whether there had been an appropriate airstrip on the Antarctic continent to repair to).

2012

A Russian fishing vessel was holed and taking on water in thick sea ice conditions. A RNZAF C-130 aircraft conducted two air-drops to deliver pumps and salvage equipment that allowed the 32 crew to remain aboard. Had weather conditions not allowed the C-130 to land at Pegasus there was no suitable alternate airfield, as such this life-saving operation could not have taken place.

During the second phase of this SAR operation a Korean ice-breaking capable ship berthed in New Zealand was the closest ship capable of reaching the fishing vessel to clear a passage and escort it from the ice. New Zealand has no ship that would have been capable for this operation. The RNZN Off-shore Patrol Vessels (OPV) are ice strengthened to operate in relatively thin, first-year ice conditions.

2015

An Australian fishing vessel became trapped in multi-year ice and was disabled. The US Coast Guard ice breaker Polar Star was diverted to break the vessel from the ice and provide escort to clear water. Again, if the US vessel was not proximate to the casualty, the operation may have had a different outcome as there are no NZ vessels that could have cleared the ice to assist the vessel.

⁴ Reference: New Zealand IP 14 to ATCM XXXVI 2013



New Zealand Search and Rescue

12 November 2015

NZSAR1-1

ADDITIONAL NZSAR COUNCIL MEMBER – DECISION PAPER

1. The 2015 NZSAR Governance Review recommended that the 'the NZSAR Council develops a process through which membership of the NZSAR Council is enhanced by adding representation from supporting NGO's'. The NZSAR Council accepted the recommendation and undertook to 'develop considered options for enlarged membership of the NZSAR Council'.

2. The initial aim was to have options decided and membership implemented by November 2015. This has been revised to February 2016 to allow a more deliberate consultative process.

3. The NZSAR Consultative Committee met on 5 November and discussed this matter at length. The Committee welcomes the membership enlargement and has strong expectations that the representative will attend all NZSAR Consultative Committee meetings in addition to the NZSAR Council meetings in order to facilitate more effective representation.

Role and Function

4. In broad terms, the intended role of the representative is to:
 - a. Contribute meaningfully to the Council's strategic leadership, policy and advisory functions.
 - b. Represent the non-governmental elements of the SAR sector at the NZSAR Council.
 - c. Be a conduit of NZSAR Council thinking back to the wider SAR sector.

Person Specification

5. Ideally, the person will demonstrate the following characteristics:
 - a. Have a sound, practical understanding of the SAR sector.
 - b. Be able to take a non-conflicted, non-partisan approach to matters before the Council.

- c. Possess skill or experience at the governance level.
- d. Have an affinity to the voluntary part of the SAR sector (desirable but not mandatory).
- e. Be willing and able to meet with the SAR NGO sector on occasion to better understand their views and issues.
- f. Be capable and willing to speak to the collected views of the wider NGO sector as appropriate within the NZSAR Council.
- g. Be available to meet with the NZSAR Council 3 times annually, the NZSAR Consultative Committee 3 times annually and an additional combined meeting.
- h. Be discreet. No security clearance is required.
- i. Be considered suitable by the NZSAR Council.
- j. Act with integrity.

Term

The Consultative Committee recommends a term of two years.

Appointment Process

6. The NZSAR Consultative Committee discussed several options including:
 - a. Selected ex-officio from the organisations contributing to the SAR sector.
 - b. Elected or directly nominated by the NZSAR Consultative Committee.
 - c. Council Chair invite a person affiliated to SAR to become a Council member.
 - d. By Ministerial appointment.
 - e. By rotation. Presumably drawn from: LandSAR; Coastguard; SLSNZ; Aviation NZ Helicopter Division.
7. Following lengthy discussion, the Consultative Committee recommended a two stage process where the NZSAR Council identifies a suitable person and then seeks endorsement for that person from the Consultative Committee.

Administration.

8. Given the extensive commitment, the NZSAR Secretariat should fund the travel and remuneration costs of the position at standard Ministry of Transport board appointment rates.

Recommendations

9. The NZSAR Council is recommended to:
 - A. **Agree** to the appointment of a suitable person to represent the non-governmental elements of the SAR sector within the NZSAR Council for a term of two years.

- B. **Agree** that the person will be selected by the NZSAR Council and endorsed by the NZSAR Consultative Committee.
- C. **Confirm** that the NZSAR Secretariat will fund the travel and remuneration costs of the position as per the State Services Commissions '*Board Appointment and Induction Guidelines*'¹ and DPMCs '*Fees framework for members appointed to bodies in which the Crown has an interest*'². (CO (12) 6).

Duncan Ferner
Secretariat Manager
NZSAR Council

Enclosure: NZSAR Governance Review paragraph 35

¹ <http://www.ssc.govt.nz/node/9106>
² (CO (12) 6).

NZSAR Governance Review – paragraph 35

35. *The current composition of the SAR Council represents the government's interests well because it is comprised only of representatives of government agencies. But there remains some risk that the reliance on the participation by Non-Governmental Organizations (NGO) for the effectiveness of the SAR sector is not matched by representation on the SAR Council and they lack an ability to influence strategic decisions. The review was told the NGO participants and partners were heard by the Council from time to time but it was felt their value to the SAR system was not represented properly. If the SAR Council was to act as a board to provide the strategic direction for the SAR sector as a whole, then its membership should be widened to include non-governmental representation. Including one or two NGO representatives on the SAR Council would widen representation, provide additional perspectives in the Council's discussions, and it would enhance the Council's credibility with the sector and recognize the vital part the sector's NGOs play in the SAR arrangements. Wider representation would help to minimize the perception that the government's interest in SAR dominates others'. The challenge lies in developing a process that will provide greater representation from the NGOs. The additional representatives could be selected ex-officio from the organizations contributing to the SAR sector, or the Council Chair could invite one or two affiliated to SAR to become Council members. Alternatively, the representatives could be Ministerial appointments. Irrespective of the process, the over-riding criteria should be that members of the Council can contribute meaningfully to the Council's strategic policy and advisory function and to do that with a bi-partisan approach. The SAR Council should develop a process through which membership of the SAR Council is enhanced by adding representatives from supporting NGOs.*

13 November 2015

NZSAR RISK MATRIX

Risk #	Risk Description	Reasons or Causes	Consequences	Likelihood	Impact	Risk Level (reviewed)	Risk Treatment(s)	Post Treatment	Comments/Examples
2015/01	SAR Information Search and rescue information is inadequate or unreliable for future planning.	SAR data collection is fragmented, lacks cohesion and is typically collected to meet the requirements of individual organisations. Properly analysed longitudinal information is difficult for decision makers to access. Data gaps and omissions render sound analysis difficult. In some instances, excessive detail is being collected. Insufficient focus is placed on the analysis of existing data. Drivers of SAR demand such as activity participation is not well understood.	Without reliable information, NZSAR will be unable to identify strategic changes and opportunities for the SAR community. Effective decision making is compromised by the lack of reliable, analysed data. Information can also be hard to access as it can reside within silos.	Certain	Moderate	(May 14)	Risk treatment 2015/01/A: SAR Data Standard 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)	Risk treatment 2015/01/B: Data exchange and storage Establish and maintain a single repository for all SAR data.		
						(May 14)	Risk treatment 2015/01/C: Data analysis 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)	Risk treatment 2015/01/D: SAR Operational Analysis Conduct an operational analysis of SAR need mapped to SAR resources. Assist SAR providing agencies to reshape their organisations to match proven SAR need.		
2015/02	SAR funding The sector experiences funding sufficiency and volatility risks.	Sufficiency. 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)	Risk treatment 2015/02/A: SAR Funding Maintain an overall SAR funding picture. Work with other key SAR funders to sustain adequate supply. Maintain adequate PLA funding to meet Council goals.		
		Volatility. 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)	Risk treatment 2015/02/B: Funded SAR SLAs Continue to support key SAR providing agencies with appropriately funded three year Service Level Agreements.		

13 November 2015

Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level (reviewed)	Risk Treatment(s)	Post Treatment	Comments/Examples
2015/03	Cohesive SAR Training The SAR sectors training lacks cohesion and a sector focussed integrated training framework.	SAR training has evolved, developed and is often delivered within organisational silos. The perspectives of individual organisations have frequently taken precedence over the needs and goals of the wider sector.	Training variances can impact on sector collaboration and degrade inter agency and internal cohesion. Training divergence can lead to incompatible incident management systems, different understanding of language and incompatible expectations, SAR processes and priorities. These factors can contribute to deficient SAR services, inefficiencies and potentially avoidable loss of life.	High	Moderate	(Nov 15)	Risk treatment 2015/03/A: Suitable individual SAR skill acquisition training is available funded and sound. SAR (ACE) funded skill acquisition training is available for SAR people so that they may achieve the relevant SAR competencies at no cost to themselves.		
						(Nov 15)	Risk treatment 2015/03/B: Collaborative SAR training and exercising Continue cooperative and collaborative training, exercising and relationship building. See treatment option 2014/04/A for a treatment option based on cross-agency training.		NZSAR supports the conduct of Police District SAREXs
2015/04	Volunteerism 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.	<p>The SAR sector is highly reliant on volunteers for the safe delivery of effective SAR services.</p> <ul style="list-style-type: none"> Insufficient numbers of volunteers in the right locations is likely to impact on the safe delivery of effective SAR services. Volunteer turbulence increases the training burden and inhibits the formation of SAR leaders. Excessive training demands, poor or infrequent exercises and/or onerous administrative requirements deter people from volunteering and discourage existing volunteers from remaining. Infrequent utilisation for SAROPs can be dispiriting and discourage long term engagement. 	Unlikely	Moderate	(Nov 15)	Risk treatment 2015/04/A: Maintain good information on SAR volunteers <ul style="list-style-type: none"> Maintain good information about SAR volunteers and their expectations. Assist SAR organisations with information around recruitment and retention of volunteers to help ensure a sufficient number in areas and types of need. Ensure administrative requirements are not excessive. 		NZSAR supports the conduct of Police District SAREXs
		Growing public and legal expectations of SAR performance and competence impacts upon the training and commitment levels of SAR volunteers.				(Nov 15)	Risk treatment 2014/05/B: Support SAR training alignment to the NZ Qualifications Framework (NZQF) 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.				(Nov 15)	Risk treatment 2015/04/C: Quality SAR Exercises The conduct of good quality, appropriately focussed and well evaluated SAR exercises is important as they enhance readiness, reinforce training and build cohesiveness and morale within the SAR sector.		

Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level (Reviewed)	Risk Treatment(s)	Post Treatment	Comments/Examples
2015/05	Recreational Knowledge 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"> Decrease in public knowledge about recreational safety. Increase in the range of recreational activities. Little investment in proactive safety message promotion – particularly land, snow and avalanche safety information. Lack of understanding by inbound tourists about New Zealand’s conditions and weather. Poor coordination and cohesion between the plethora of competing agencies which provide safety advice. 	<ul style="list-style-type: none"> Individuals fail to take adequate precautions and/or responsibility for their own safety. Unacceptable levels of harm to New Zealand residents and foreign tourists. Harm to the reputation of New Zealand as a tourist destination. Unrealistic public expectations of the SAR sector. 	Likely	Moderate	(May 14)	Risk treatment 2015/05/A: Ensure the public has access to good quality, consistent safety advice. Maintain the NZSAR Adventure Smart website (http://adventuresmart.org.nz/) and support the promulgation of consistent sector messaging.	Green	Example - Safety Code material. Example: Safety Partnership.
						(May 14)	Treatment option 2015/05/B: Recreational safety - provision of consistent information to the media. Support the relevant agencies to provide timely information to the media on personal responsibilities and better preparation when undertaking outdoor recreational activities.	Yellow	
						(May 14)	Treatment option 2015/05/C: Support domestic safety organisations. Support the SAR prevention efforts of domestic safety information providing agencies. Encourage and harmonise collaborative action.	Green	
						(Nov 15)	Treatment option 2015/05/D: Develop an NZ Inc Recreational Safety Strategy.	Yellow	
2015/06	Mass Rescue Event Catastrophic mass rescue event overwhelms SAR capabilities.	New Zealand’s SAR sector has very limited capacity to respond to large scale SAR events. New Zealand has a very large SAR region with little or no SAR assets in much of the region. Significant numbers of vessels and aircraft with large amounts of passengers transit the NZSRR.	<ul style="list-style-type: none"> Significant numbers of people injured or killed that could have been rescued. Severe reputational damage to SAR agencies. Severe reputational harm to New Zealand as a tourist destination. 	Rare	Severe	(May 15)	Treatment option 2015/06/A: Develop mass rescue policy and plans. In conjunction with partner agencies, develop appropriate mass rescue policies and plans.	Yellow	This risk is seen as high consequence but low likelihood. It is mainly controlled by the professionalism of ships officers and pilots together with advanced technology to help navigate such ships.
						(May 15)	Treatment option 2015/06/B: Conduct regular mass rescue exercises. In conjunction with partner agencies, exercise the mass rescue plans in all Police districts to validate and refine them.	Yellow	
2015/07	COSPAS SARSAT failures LEOSAR satellite degrade or LEOLUT failure before the MEOSAR system is ready.	<ul style="list-style-type: none"> Failure of the NZ LEOLUT prior to the MEOSAR system being accepted into service Failure of LEO SAR satellites before the MEOSAR system is accepted into service. 	<ul style="list-style-type: none"> NZ unable to receive distress beacon activations. NZ unable to assist Australian SRR related beacon activations. Entire COSPAS SARSAT system rendered partially or totally ineffective. 	Rare	Major	(Nov 15)	Treatment option 2015/07/A: Engage with LEO LUT providers to fix or replace the NZ LEO LUT. Should this be necessary – it would only likely be necessary for a short period and could be costly.	Green	Existing low-altitude and high-altitude satellites are being replaced by medium-altitude satellites. In 2016-2017 the existing ground station will no longer be reliable and the aviation and maritime SAR capabilities will reduce.
							Treatment option 2015/07/B: Advance the in-service date for the MEOSAR system. The MEOSAR system is currently undergoing trials and it may be possible to bring it into service earlier than planned.		

Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level (Reviewed)	Risk Treatment(s)	Post Treatment	Comments/Examples
2015/08	Health and Safety Incident or audit exposes SAR sector health and safety deficiencies.	NZ's H&S regulatory environment is changing. The SAR sector needs to adapt to the new requirements and implement the required changes for the SAR context.	SAR organisations fail to implement appropriate / necessary H&S processes and procedures and in the event of an audit or plans to mitigate severely negative H&S incident are: <ul style="list-style-type: none"> Exposed to risk of prosecution. Suffer reputational damage. Experience an outflow of personnel due to perceived risk. 	Unlikely	Major	(May 15)	Treatment Option 2015/08/A: Implement sound H&S processes and procedures NZSAR Council H&S processes and procedures for the SAR sector have been approved and are being implemented. The four SLA documents include H&S provisions from Jul 2014. SAR sector H&S monitoring and reporting has commenced.		
		SAROPs and SAREXs often expose SAR people to an array of hazardous environments and situations. The sector is likely to experience a significant H&S related incident at some point.	<ul style="list-style-type: none"> Experience an outflow of personnel due to excessive H&S process requirements. Likely to expect significant external pressure / investigation / regulation / over watch following the trigger event. 	Rare	Severe	(May 15)	Treatment Option 2015/08/B: H&S incident contingency planning 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.		
2015/09	SAR Expectations 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	(July 2015)	Treatment Option 2015/09/A: Advise senior stakeholders of SAR Sector capabilities and limitations 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				Treatment Option 2015/09/B: Advise media stakeholders of SAR Sector capabilities and limitations 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)	Treatment Option 2015/09/C: Undertake a benchmarking survey of SAR expectations Engage with the public on occasions to ascertain what their expectations of SAR are and measure trends in expectations.		
2015/10	SAR Technology 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	(Nov 15)	Treatment Option 2015/10/A: 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.				Treatment Option 2015/10/B: Seek funding to permit the establishment of a contestable SAR initiatives fund.		



New Zealand Search and Rescue Strategic Occupational Health and Safety Committee Meeting

Tuesday 27 August 2015
10:00 am – 12:00 pm
Ministry of Transport
Level 6, 89 The Terrace
Wellington

DRAFT MINUTES

Attendees:

Helen Parkes – Health and Safety Consultant
Paul Dalton – CEO, SLSNZ
Carl van der Meulen - NZSAR
Harry Mahr – LandSAR
Duncan Ferner – NZSAR
Mike Hill – RCCNZ
Rhett Emery –
Dave Dittmer – DOC
Jo Holden – NZ Police
Joe Green – NZ Police
Bryce Fleury and Nigel – Worksafe NZ
Peter Healy – Coastguard
David Waters – Ambulance NZ
Samantha Sharif – Aviation NZ

1. Welcome and introduction

Duncan opened the meeting and welcomed attendees, noting introductions of new members and emergency procedures.
Previous minutes are affirmed. To be signed by Duncan Ferner.

2. Apologies

Please note the following arrived late into the meeting:
Bryce and Nigel – Worksafe NZ. Arrived at 11:25am.
Samantha Sharif – Aviation NZ. Arrived at 11:45am.

3. Previous minutes (meeting of 21 August 2014)

Taken as read.

The following points were noted in accordance to previous minutes and actions requested:

- a) It was noted Mike is working on circulating Post-Rena related information around SAR resources. Can't send out yet, waiting on others before distribution.
Ongoing.

Action:

- Continue working on distribution of information related to non-standard SAR resource. Responsibility : Mike
- Give feedback on draft. Responsibility: Helen, Duncan

b) It was noted Duncan has spoken to one of the coroners (from NZ coronial service) and an initial relationship was established. Still interested in discussing coronial service re: SAR. Looking for opportunity to invite coroners to next event to foster this relationship/discuss this further.

Action:

- Duncan to continue to work on this. Ongoing.

c) Mike discussed drafting of compliance sub group. Queries included how to operationalise the concerns. Concept and ideas have been drafted, looking to implement. Ongoing project.

Action:

- Mike to continue his work on compliance sub group TOR. Continue discussions regarding what it looks like.

4. The SAR sector's health and safety performance (past 6 months).

- H&S Reports: LandSAR, Coastguard NZ, SLSNZ
 - Results of any H&S Visits or audits last 6 months:
 - H&S Incidents last 6 months:
 - Progress against previously agreed objectives:

a) Report by Harry Mahr – LandSAR:

Taken as read.

Key points discussed:

- Focused on developing the support material for volunteers.
- The fatal risk analysis has been carried out.
- It was noted water and rivers are high risk, driving and vehicles as secondary risk.
- Continuing to work on and roll out new paperwork/forms.

It was queried whether SAR is aiming to create a one-doc approach/compiling health and safety information as one. (Standardisation).

Action:

- Attend and discuss standardisation of H&S forms at LandSAR meeting. Responsibility: Pete

It was noted this report was concise and straight forward. Great to see the example of the near miss. It was agreed to encourage more workers to come forward with these sorts of examples in order to be able to learn from it/take preventative measures in the future against similar situations.

b) Report by Peter Healey – Coastguard NZ

Taken as read.

Key Points discussed:

- New Safety Management system project is ongoing.
- Majority training of regional managers has been completed. Last few to take place in next few weeks.
- Currently inputting data into VAULT and in initial stage of roll out.
- Met the compliance deadline and given authority to use coastguard for next ten years, (Coastguard seen as a low risk organisation.) Pleased with result.
- MISHAP reporting – creating clear lines of communication/information to volunteers as well as easy to use reporting methods. Project and discussion ongoing.
- Health and safety training ongoing. Ready to put approximately 70 through training camp.
- Formation of Health and safety forums for regions and establishing a representative/point of contact in each region also.

Action:

- Peter to review formatting of report and use template equivalent to Harry's earlier report (listed above, item A) for future reference.

c) Report by Paul Dalton – SLSNZ:

Taken as read.

Key points discussed:

- On an operational sense not much to report.
- Checking all Call out squads are up to standard and know all H&S rules.
- Looking to raise the standard of work
- Lifeguards away from SAR ops is where the focus is at as SLSNZ are comfortable with the day to day operations of the organisation.

Carl observed that he has heard of call out squads training taking place in winter – benefits including keeping them out of the water. This was noted by Paul with more research to be undertaken with this in mind.

Action:

- Dave Dittmer to prepare a similar report to these listed above in time for next meeting.

5. Review of health and safety objectives

Taken as read. No updates to report at this stage.

6. Health and safety objectives for the next 6 months.

- It was agreed to look at linking objectives to critical risks – specifically in the long term as not ready yet.
- Also intend to have more aligned reporting going forward, marrying objectives across organisations part of SAR. However all are at different points of development at this stage.
- It was also noted to make sure all individual objectives are included in greater report for SAR as per every 6-12 months.
- Joe observed not all SAR policies are being used in all regions of police. Prompted a discussion for each organisation to look into training, particularly in regards to Team leader level training and if a different system is needed.

Action:

- Compare and review training in accordance to top level of SAR training.
Responsibility: All

7. Actions and / or resources required to improve health and safety performance:

Please see item 6.

8. Agency approaches and development update

i. Post RCCNZ Legal opinion H&S Developments

Regarding review of current H&S practices within SAR and associate organisations (Police NZ, LandSAR, RCCNZ) to ensure all are taking all practical steps to ensure safety.

Key issues discussed:

- Ongoing focus on safety. Comply with all regulations.
- Currently bound by legislation, which notes: although delivery may be done by contractors accountability is still on organisation.
- It was noted there is often confusion as to who was leading the SAR ops – Working on putting systems and procedures in place to fix this and limit blind spots and/or assumptions.
- Currently drafting steps of policy and practices. Wording to be concise with 'Opt Out' clause clearly listed etc. Possible ideas include creating scripts and sending out reminders for risk assessment rules. Look into training in more detail (SAR managers' course etc), and create a comms plan around what is happening and clarify links back to project work.
- Looking at this from both a long and short term viewpoint.
- Next steps: looking at working on timeframes, milestones and clear deliverables.

- Carl observed that the US incident action report listed the safety of responders first across all their reports. Given high importance to responder's safety.

Action:

- Mike to keep everyone informed of developments

ii. Post Helicopter workshop H&S developments:

Key items discussed:

- Communication between agencies on H&S developments is crucial, also to communicate expectations.
- Include a representative on the work group. SAR representative + H&S representative.
- Dedicated vehicles to despatch and assets of opportunity: This section needs discussion and planning.
- Queries were brought up regarding risk management and who is responsible.
- Need to decide who the H&S representative would be when agencies are joined/working together.
- Regulator needs to clear up any grey lines.

It was noted by David as still progressing, supported by the government too. Timeline is October for this. Ongoing.

iii. LSAR H&S Scenario Modelling:

Please see previous section.

iv. Integration of H&S into SAR training:

Discussion of integration in which it was noted that modules and standards of this type do exist already, such as The Outdoor Risk Management Course. (NZQA standards.)

Action:

- Peter to research these courses and modules to present at next meeting.

v. IndustrySmart – possibility for SAR?

Helen discussed new technology (IndustrySmart) that helps organisations ensure workplace health and safety, training and compliance requirements are met.

Usually works through a chip/QR code/barcode on an ID card that is scanned and able to bring up all information specific to that worker – including details on their most recent training. David observed this could also be a way to keep track of who is on site or not due to a 'tag in/tag out' system.

It was concluded by all as a great idea to keep in mind for the future. On a practical level it would work, concerns regarding costs and logistics though. Research and planning ongoing. Long term thinking.

9. Update of H&S Legislation: (Worksafe)

Outlined new legislation and its affect of the workplace, noting differences. Also noted in detail the definition of PCBU's and other workers including volunteers and their role according to the legislation. It was confirmed that:

- The PCBU concept was created to fill in gaps in the Health and Safety Employee Act, pointing out who is responsible for incidents, who to consult with etc. Ensuring the safety of all workers and volunteers.
- Voluntary associations are not affected by the legislation.
- Contractors are counted as workers.
- Acknowledging there is risk involved. Ensuring the training, planning, procedures and equipment is up to scratch.
- In practice not much different to current SAR standards.
- Need more clarification on Assets of Opportunity and how they fit into this model. Discussed implementing more controlled practices. Ongoing.

Please Note: Bryce is the point of contact for any questions regarding this legislation.

More information will be posted on the Workplace website within the next month.

10. Other business

- *Samatha joined the meeting.*

- Carl and Mike have been attending regular incident management meetings in the city. Intend to present at next meeting from more of a CIMS model regarding H&S.
- Bangkok Bombing: concerns regarding how to keep in touch/keep track of colleagues who are travelling. Mike is looking into tools/apps/technology that may solve this issue.

Actions:

- Mike to discuss with MFAT as they may have ideas and/or technology they already use for this issue.

Meeting ended 11:55 pm.

Next Meeting: TBC

Duncan Ferner
Chair
NZSAR Strategic H&S Committee

Action Table:

Ser	Action	Responsibility
3	Continue working on distribution of information related to non-standard SAR resource	Mike
3	Look over draft related to non-standard SAR resource and give feedback.	Helen, Duncan
3	Duncan to continue to work with NZ coronial service and to foster a relationship here.	Duncan
3	Continue work on compliance sub group TOR. Continue discussions regarding what it looks like.	RCCNZ/Mike
4	Attend and discuss standardisation of H&S forms at LandSAR meeting.	Pete
4	Review formatting of report and use template equivalent to Harry's report for next meeting.	Pete
4	Dave Dittmer to prepare a similar report in time for next meeting.	Dave Dittmer
6	Compare and review training in accordance to top level of SAR training.	All
8	Keep up to date (and report back) with any developments regarding RCCNZ legal opinion and framework.	Mike
8	Research current modules/courses (NZQA standards) and present at next meeting.	Pete
10	Discuss technology options to track colleagues when travelling with MFAT and similar.	Mike

File NZSAR 2-2

30 October 2015

NZSAR Council
NZSAR Consultative Committee

Exercise Series RAUORA – Initial Report

1. **Introduction.** The NZSAR Council has directed that a series of exercises be conducted around the country, to ensure the recently developed MRO Strategic Policy, and Police and RCCNZ MRO Readiness Plans are fit for purpose. These exercises have been conducted as part of the NZSAR Council's National SAR Support Plan (NSSP) for 2014/15 and 2015/16.
2. Nine Police Districts have been exercised between October 2014 and October 2015. The combined Auckland Districts are due to be exercised in March 2016.
3. This paper is an initial report for the NZSAR Council and NZSAR Consultative Committee, with a collated table of recommendations contained at appendix 1.
4. **Exercise objectives.** The national objectives for the exercise series are:
 1. Ensuring there is national consistency in readiness plans
 2. Knowledge of the plan in each Police District
 3. Knowledge of the linkages between agencies
 4. Confirmation that agency roles and responsibilities in the plans are correct
 5. Confirmation that each agency has an understanding of their respective roles and responsibilities for MRO events
 6. Co-ordinating Authorities identify the physical locations for various phases of an MRO
5. **Exercise scope.** The following items are included in the exercises:
 - Determining inter-agency coordination responsibilities
 - Initial coordination activities
 - The search and rescue phase of an MRO event (i.e. rescue, shore-side coordination, reconciliation, welfare arrangements)
 - The escalation and notification processes for MRO events

The following items are excluded from the exercises:

- Whole of government response arrangements
- Non search and rescue phases of MRO events (pollution response, mass fatalities, investigation, recovery, etc.)

6. **Exercise design & conduct.** Exercises are prepared using the exercise documentation templates provided by the National Exercise Programme cluster. Each exercise is conducted in two parts:

1. An orientation exercise to step through the MRO Readiness Plans for each District.
2. A tabletop discussion exercise using a presented narrative scenario for that District.

7. Exercises have been facilitated by Emergency Preparedness Services, and have been evaluated by experienced search and rescue coordinators and/or operations managers.

8. Overall, the exercises have been very well attended by a wide range of participants representing organisations that would likely be involved in either direct or supporting roles in any mass rescue incident (table 1).

Date Held	District	Participants	Agencies	Evaluator
1 Oct 2014	Southern	41	15	Phil Burgess (NZSAR) Ryan O'Rourke (Selwyn District Council)
29 May 2015	Central	52	21	Joe Green (PNHQ)
25 June 2015	Bay of Plenty	55	16	Joe Green (PNHQ)
28 July 2015	Northland	71	21	Ants Harmer (Police)
14 August 2015	Tasman	53	21	Joe Green (PNHQ)
16 September 2015	Waikato	53	17	Joe Green (PNHQ)
1 October 2015	Canterbury	59	26	Joe Green (PNHQ)
6 October 2015	Eastern	40	17	Brent Crown (Police)
13 October 2015	Wellington	85	39	Joe Green (PNHQ) Paul Craven (RCCNZ)

Table 1 Summary of RAUORA exercises conducted to date

9. **Key findings.** The recommendations have highlighted a number of key findings about the various MRO Readiness Plans. These include:

1. A lack of consistency across the Plans (by District and Coordinating Authority)
2. Many Plans do not align with CIMS 2nd Edition
3. Some Plans have been prepared for localised marine incidents, rather than for all MRO hazards across the whole of the Police District

Carl van der Meulen
Senior Advisor
New Zealand Search and Rescue

Appendix 1: Recommendations

Serial	Area	Recommendation	Responsibility
(Southern 2014) - 1	Objective 1	The district plan does not align with CIMS 2 nd edition	Police / PNHQ
(Southern 2014) - 2	Objective 2	District plan needs to cover the entire Southern District	Police
(Southern 2014) - 3	Exercise Conduct	Crucial to start exercise with a very good briefing	Exercise Facilitator
(Southern 2014) - 4	Objective 5	Subject to available funding it would be valuable to have some police attend MRO exercise in other districts to see how others are doing it	Police
(Central 2015) - 1	Objective 1	Police and RCCNZ should prepare a combined introduction for all District MRO Plans, which could include: <ul style="list-style-type: none"> • Overview • MRO identification • MRO Coordination • Police/RCCNZ Call Procedure Flow chart • MRO Plan tailored for the District requirements 	Police and RCCNZ
(Central 2015) - 2	Objective 2	The Central District MRO Plan needs to factor other environments and scenarios into the Plan, rather than being strictly marine focused.	Central District Police
(Central 2015) - 3	Exercise Planning	Consideration should be given to using timed injects to control the flow of the scenario.	Exercise Planning Team
(Central 2015) - 4	Exercise Planning	The exercise should allow the Incident Controller to ensure a full IMT is set up and staff briefed.	Exercise Planning Team
(Central 2015) - 5	Exercise Conduct	Exercise participants need to be clearly identified.	Exercise Facilitator

Serial	Area	Recommendation	Responsibility
(Central 2015) - 6	Exercise Conduct	Exercise observers need to be given rules regarding conduct during the exercise.	Exercise Facilitator
(BOP 2015) - 1	Objective 1	National template to be amended to ensure that transport plans and welfare/reconciliation centres are set up (or people directed to set them up) immediately on being advised of the MRO event (and before IMT is formed).	PNHQ and Police Districts
(BOP 2015) - 2	Objective 2	PNHQ to complete forms template to support control and command	PNHQ
(BOP 2015) - 3	Objective 4	Appoint a safety advisor early.	Police
(BOP 2015) - 4	Exercise Planning	The scenario has to be over whelming, so it is not considered business as usual.	Exercise Planning Team
(BOP 2015) - 5	Exercise Planning	Better management of elapsed time will help exercise run more smoothly	Exercise Planning Team
(NORTHLAND 2015) - 1	Objective 1	It would be useful to have a cruise ship representative in the room for the exercise day.	Exercise Planning Team
(NORTHLAND 2015) - 2	Objective 1	Include NZ Customs and the ITOC system in the MRO template.	PNHQ
(NORTHLAND 2015) - 3	Objective 1	District plan should be expanded to include MRO events other than Maritime	Police
(NORTHLAND 2015) - 4	Exercise Planning	Consider having all participants for the MRO in the same room so that they know what each other are doing	Exercise Planning Team
(NORTHLAND 2015) - 5	Exercise Planning	Have information regarding the exercise (number rescued, status of ship and life rafts, etc.) available for RCCNZ to pass to IMT	Exercise Planning Team
(NORTHLAND 2015) - 6	Exercise Planning	Find way to better engage people not directly involved in the Tabletop Exercise	Exercise Planning Team

Serial	Area	Recommendation	Responsibility
(Tasman 2015) - 1	Objective 1	Police IMT need to ensure there is a liaison appointed alongside the SAR coordinator acting as RCCNZ On Scene Coordinator so that the IMT is aware of SAR operations. RCCNZ also needs to ensure that Police have a liaison in RCCNZ Operations room.	Police / RCCNZ
(Tasman 2015) - 2	Objective 1	Police and RCCNZ plans need to be aligned to CIMS 2 nd edition	Police / RCCNZ
(Tasman 2015) - 3	Objective 2	District plan very focused on Marine incident in Marlborough. Needs to cover the entire district, and incidents other than Marine	Police District
(Tasman 2015) - 4	Exercise Conduct	More structure required for “outside agencies” during the exercise phase	Exercise Planning Team
(Tasman 2015) - 5	Exercise Conduct	Some outside agencies felt “surplus to requirements” during exercise. Felt they could have been better used by Police IMT team	Exercise Facilitator
(Waikato 2015) - 1	Objective 1	‘Lessons learned’ from Rauora Exercises need to be captured Nationally and MRO template updated accordingly	PNHQ
(Waikato 2015) - 2	Objective 2	Waikato IMT appointed a Risk Safety Manager who formulated a higher risk plan. This should be incorporated into MRO planning	Police
(Waikato 2015) - 3	Objective 2	The District Commander appointed people from other agencies to head CIMS functions (i.e. Welfare and PIM). This is appropriate - police should use the best people for CIMS functions even if they are not from Police.	PNHQ
(Waikato 2015) - 4	Objective 4	Use the MRO plan as intended – a series of task cards that can be handed out, very quickly standing up the response required	Police
(Waikato 2015) - 5	Exercise Conduct	Need to include “outside agencies” more during the exercise phase	Exercise Planning Team

Serial	Area	Recommendation	Responsibility
(Canterbury 2015) - 1	Objective 1	Police and RCCNZ plans need to be aligned to CIMS 2 nd edition	Police / RCCNZ
(Canterbury 2015) - 2	Objective 2	Plan needs to cover the entire district, and incidents other than Marine	Police District
(Canterbury 2015) - 3	Objective 3	When Police Districts are updating their plans, following revised template being distributed, they should fine tune plan in consultation with local supporting agencies	PNHQ / Police
(Canterbury 2015) - 4	Objective 5	District Commander should consider assigning CIMS manager roles to other agencies (such as Logistics to NZDF)	Police
(Canterbury 2015) - 5	Exercise Conduct	Be more concise on what the outcome of the day is at the start so all agencies see where they fit in earlier in the piece	Exercise Facilitator
(Canterbury 2015) - 6	Exercise Conduct	Need to include “outside agencies” more during the exercise phase	Exercise Planning Team
(Eastern 2015) -1	Objective 1	Acting District Commander “walked the floor” keeping each team focused on task. This was a good example of how a Local Controller should engage with their teams and should be encouraged in the MRO template	PNHQ
(Eastern 2015) -2	Objective 1	Police and RCCNZ plans need to be aligned to CIMS 2 nd edition	Police / RCCNZ
(Eastern 2015) - 3	Objective 2	Plan needs to cover the entire district and incidents other than Marine	Police District
(Eastern 2015) - 4	Objective 2	Police should use correct CIMS terminology when working with other agencies (participant recommendation)	Police
(Eastern 2015) - 5	Exercise Conduct	Reinforce that CIMS functional groups should work within the scope of their group and not work outside of their allocated tasks	Police

Serial	Area	Recommendation	Responsibility
(Eastern 2015) - 6	Exercise Conduct	Need to include "outside agencies" more during the exercise phase	Exercise Planning Team
(Wellington 2015) - 1	Objective 1	RCCNZ and Police District plans need to be updated to CIMS 2 nd edition and be more closely aligned with each other	Police / RCCNZ
(Wellington 2015) - 2	Objective 2	The relationship between Police and RCCNZ needs to be understood in a MRO. The Local Controller has a responsibility to SAR, even it is a CAT II operation being coordinated by RCCNZ.	Police / RCCNZ
(Wellington 2015) - 3	Objective 2	Police District Plan needs to cover the entire district including Wairarapa Coast	Police
(Wellington 2015) - 4	Objective 3	Police and other agencies should have arrangement on where key functional groups will meet in the initial action phase	Police
(Wellington 2015) - 5	Objective 3	Liaisons from CIMS functional groups should sit in other groups as appropriate (i.e. Logistics should have a liaison sitting in Operations group so they have an understanding of what resources will be required before actual request is made)	Police / Other Agencies
(Wellington 2015) - 6	Objective 5	A briefing with all IMT functional leaders should be held prior to the individual group beginning their planning. This will ensure that all of the functional teams are working to the same overall plan and are clear on who is doing what	Police

Summary Report for the July – Sep 2015 Quarter

1. Brochure Activity

- 20,879 brochures distributed (vrs 26,150 previous quarter).
- Brochures on hand at end of quarter = 39,971 50,000 order placed for summer
- Jasons ran the AdventureSmart adverts in the Holiday Parks and Campgrounds 2016 directory (print run of 180,000) and the six versions of the national Route Planners. While free-of-charge these are Jasons last print publications.

2. Website Maintenance and Analytics

Site	Same ¼ last year	This quarter	Comment
Main site	5002	5436	Small increase
Mobile site	511	1788	More than tripled
Visitor Intentions	TBC	TBC	

- People are also spending a little more time on the site and the bounce rate has dropped.

3. Social Media

- The AdventureSmart Facebook had 102 'likes' at 30 June 2015 and 110 at 30 September. The most popular post this quarter were a link to a story on TV3 about compasses and maps still being relevant, which reached 182 people.
- The end of September saw the beginning of the Safer Boating Week campaign, which AdventureSmart is supporting on Facebook.

4. Other Activity

- Safety Partnership met in September and agreed on activity for Summer 15/16
- Tourism Radio are advertising AdventureSmart in motorhomes throughout the country (as from July 2014).
- In July, NZSAR spoke at the Tourism Industry Association's annual The Great Adventure Conference.
- Research was undertaken to understand how Kiwis and international visitors are picking up outdoor safety messages, and to check awareness of AdventureSmart and the three Safety Codes. Results were discussed at the Safety Partnership meeting in September and all safety partners agreed to collaborate further about promoting the Codes and website.

5. Next Steps

- The process of trademarking the AdventureSmart logo was initiated.
- Development of the TOR for the NZ Inc Recreational Safety Strategy will commence shortly

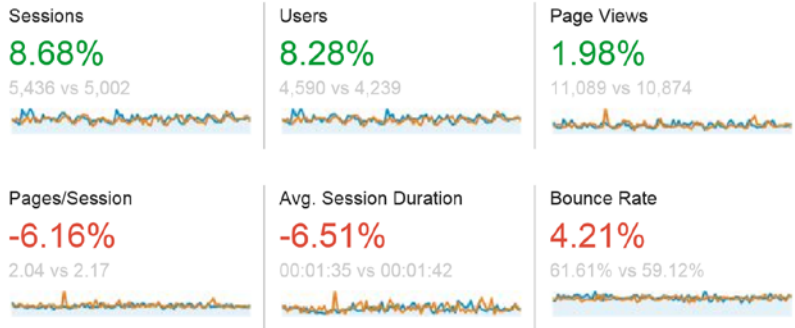
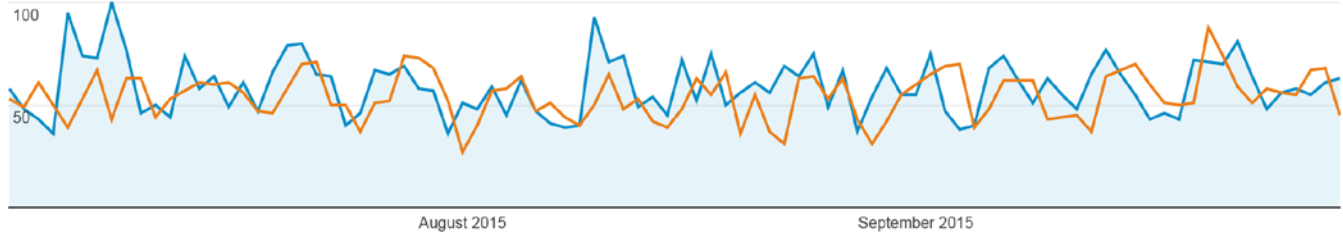
Audience Overview

1 Jul 2015 - 30 Sep 2015
Compare to: 1 Jul 2014 - 30 Sep 2014



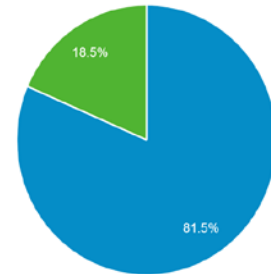
Overview

01-Jul-2015 - 30-Sep-2015: ● Sessions
01-Jul-2014 - 30-Sep-2014: ● Sessions



■ New Visitor ■ Returning Visitor

01-Jul-2015 - 30-Sep-2015



Adventure Smart Mobile - http://m.adv... [Go to this report](#)
Adventure Smart Mobile

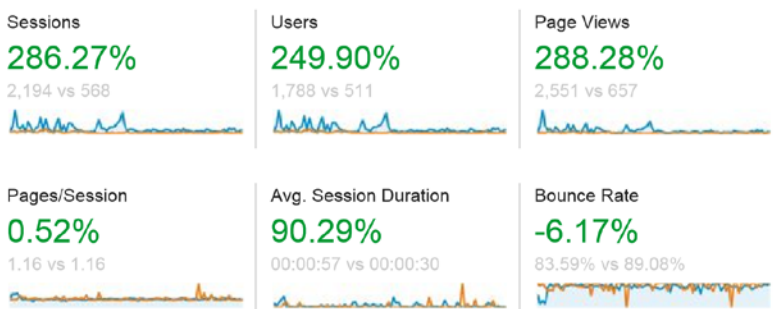
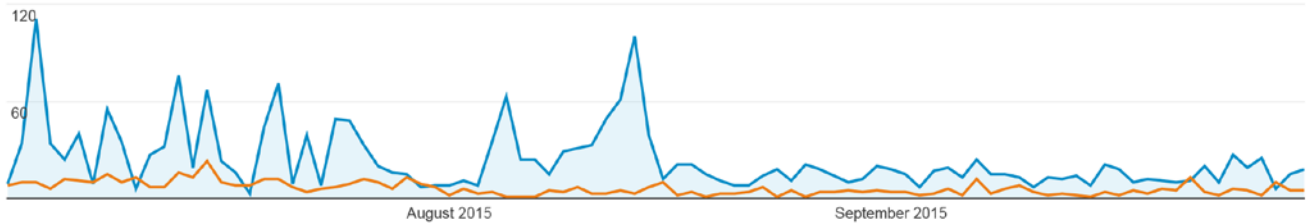
Audience Overview

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Compare to: 1 Jul 2014 - 30 Sep 2014



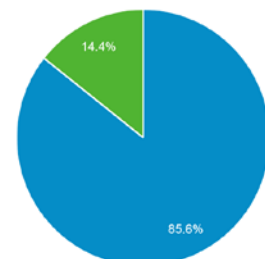
Overview

01-Jul-2015 - 30-Sep-2015: ● Sessions
01-Jul-2014 - 30-Sep-2014: ● Sessions



■ New Visitor ■ Returning Visitor

01-Jul-2015 - 30-Sep-2015



12 November 2015

NZSAR12-1

REVISION OF SEARCH AND RESCUE (SAR) SECTOR FUNDING

General

1. The Government's expenditure on search and rescue in the 2014/15 year is estimated at approximately [REDACTED]. In addition, the functions of the broader search and rescue sector (including prevention) attracts well over [REDACTED] in funding from sources such as the Lotteries Grants Board, local or regional trusts, sponsorship, donations, memberships and other community sources.
2. The delivery of SAR services is a collective endeavour. In a similar manner, the funding of SAR services is also a shared responsibility. Within the sphere of direct Government control, two primary sources of funding exist: Crown and hypothecated.
3. **Crown funding.** Crown funding for SAR is derived through existing Vote funding allocations. Although not well captured, for SAR in 2014/15 it is estimated that Vote Police expended [REDACTED], Vote Conservation [REDACTED], Vote TEC [REDACTED], Vote Defence [REDACTED] and Vote Transport [REDACTED] – a total of [REDACTED].
4. **Hypothecated Funding.** The Land Transport Management Act (LTMA) 2003, as amended in 2008, 'hypothecates' fuel excise revenue for land transport purposes. Section 9(1) of the Act allows the Ministers of Transport and Finance to approve the expenditure of fuel excise duty derived from recreational boating to pay for search and rescue, recreational boating safety and safety awareness, and activities that benefit the users of 'pleasure' (ie recreational) craft.
5. Funding may be provided up to the estimated annual amount of fuel excise duty paid by users of pleasure craft, which the New Zealand Institute of Economic Research estimated in 2009 to be at least [REDACTED]. Subsequent excise duty rate increases raised the estimate to [REDACTED] by late 2013.
6. A section 9(1) appropriation is fiscally neutral for the Crown but reduces funding available to the National Land Transport Programme. While LTMA Section 9(1) funding as a permanent legislative authority (PLA) does not lapse its SAR components are, by convention, reviewed (and where necessary adjusted) three yearly. The current three year period runs to June 2017. The Section 9(1) funding in 2014/15 was [REDACTED] for SAR and a further [REDACTED] for recreational boating safety - a total of [REDACTED].

Challenges and Opportunities

7. The current multi-source funding model creates a number of challenges both in terms of the SAR systems integration and robustness but also with its efficiency and sustainability.

8. For DOC, Police and NZDF, the delivery of SAR services is a very small output set against their overall responsibilities. Additionally, the SAR function is usually delivered by multi-purpose resources and personnel making it difficult to accurately isolate and attribute SAR costs. However, the size and flexibility of these three agencies allows them to prioritise and scale their investment into SAR as requirements change without any specific reference to SAR in their respective Vote funding arrangements.

9. Maritime NZ's Rescue Coordination Centre (RCCNZ) and the NZSAR Council's Secretariat only deliver SAR services.

10. **RCCNZ.** RCCNZ is funded partly by Crown and partly by hypothecated funding. The Crown funded component (a non-departmental output appropriation (Search and Rescue)) was set in 2004 when the RCCNZ was established at [REDACTED] and increased in 2011/12 to [REDACTED] to reflect an adjustment in the Crown's contribution to the capital charge. Subsequent cost pressures and evolution of the services RCCNZ provides have been funded via several significant increases to its hypothecated allocation.

RCCNZ OPEX (\$ thousands)	13/14	14/15	15/16	16/17
RCCNZ Capability	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Beacons Database & awareness	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Variable SAR Costs	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
MEOSAR LUT Operational costs	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
RCCNZ OPEX Hypothecated sub total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
RCCNZ OPEX Crown sub total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
RCCNZ OPEX Total	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

11. The current installation of the MEOSAR local user terminal is being funded partly by Crown ([REDACTED] CAPEX in 2014/15) and partly by hypothecated (OPEX).

12. The mixed funding model for RCCNZ offers some flexibility but it is somewhat confusing and is administratively awkward. Some people have expressed the view that, given its function, the RCCNZ should be fully funded from the Crown. A principle based review of the source of RCCNZ funding (Crown, hypothecated or mixed) has been discussed by officials several times over the past ten years but has not occurred to date. The MoT does not plan to look into this matter in the near term.

13. **NZSAR.** The Secretariat was initially funded via an unsatisfactory club funding arrangement. It and the service level agreements it administers are now fully funded from hypothecated fuel excise duty. This funding is managed by the Ministry of Transport. The amount of funding the Secretariat receives has increased modestly since the funding was established. The amount allocated towards the SLAs has not changed since their establishment in 2008.

NZSAR (\$thousands)	13/14	14/15	15/16	16/17
NZSAR Secretariat Operation	██████	██████	██████	██████
Secretariat Overhead - paid to MOT	██████	██████	██████	██████
National SAR Support Programme	██████	██████	██████	██████
SAR Reduction (Avalanche Advisory)	██████	██████	██████	██████
Service Level Agreements x 4	██████	██████	██████	██████
NZSAR Hypothecated total	██████	██████	██████	██████

RCCNZ + NZSAR (\$thousands)	13/14	14/15	15/16	16/17
SAR Hypothecated Total	██████	██████	██████	██████

14. **Recreational Boating.** In addition to the funds hypothecated for search and rescue, Maritime NZ accessed ██████ in 2014/15 for recreational boating safety services and safer boating public information.

MNZ Rec Boating (\$ thousands)	13/14	14/15	15/16	16/17
Safer Boating public information	██████	██████	██████	██████
Safety Services - Recreational Boating	██████	██████	██████	██████
MNZ Managed Sub Total	██████	██████	██████	██████

15. **Reviews / Value for Money Assessments.** In the past, each component part of the hypothecated funding has been examined independently and at considerable cost. The RCCNZ and NZSAR SAR reviews are typically drawn together to present a coherent SAR picture and presented to joint Ministers in a briefing note by the MoT on a three yearly cycle. The next briefing note discussing hypothecated SAR funding is due to be presented to joint Ministers in the last quarter of 2016.

16. Joint Ministers have been approached separately and at different times by Maritime NZ for recreational boating safety services and the safer boating public information funding. Additionally, a one off briefing note to Joint Ministers is currently being prepared seeking funding (approximately ██████) to support Coastguard change the frequencies of its radio repeater network due to international changes to marine VHF frequency allocations.

17. **Opportunity.** As December 2015 is the mid point of the current three year funding cycle, it is opportune for the NZSAR Council to consider how it might want officials to approach the development of hypothecated funding advice in 2016. Three approaches have been identified:

- a. **Status quo.** RCCNZ and NZSAR arrange separate independent examinations of their respective hypothecated SAR funding by September 2016 and present them to the NZSAR Council for assessment and subsequent preparation by MoT of a briefing note to Joint Ministers. Recreational/Safer boating funding remains separate and independent from the SAR funding review cycle.
- b. **Combined SAR approach.** RCCNZ and NZSAR commission a combined examination of their respective hypothecated SAR funding for completion by September 2016 and present them to the NZSAR Council for assessment and subsequent preparation by MOT of a briefing note to Joint Ministers. Recreational/Safer boating funding is remains separate and independent from the SAR funding review cycle.
- c. **Joint approach.** MNZ, RCCNZ and NZSAR commission a joint examination of all current and possible future Section 9(1) hypothecated funding by September 2016 and present it to the NZSAR Council for assessment and preparation by MOT of a briefing note to Joint Ministers. This would integrate an examination of Recreational/Safer boating funding and include this funding in the same review cycle as SAR funding.

18. Irrespective of which pathway is selected, robust reviews / value for money assessments are typically expensive. In the past, large consultancy firms have been engaged to undertake them as they provide independence, the requisite skill sets and are backed by their reputation. As a body of existing reviews now exists, options exist for smaller firm or independent contractors to undertake some or all of the preferred work. While they would likely be able to deliver an adequate product at lower cost, they not may present the same 'reputation factor'.

19. I would be grateful for an indication of NZSAR Council preferences on these matters.

Duncan Ferner
Secretariat Manager
NZSAR Council

NZSAR

New Zealand Search
and Rescue



NZSAR Council Meeting

19 November 2015



1. Welcome

- Superintendent Chris Scahill – NZ Police
- Gavin Walker - DOC

2. Apologies

- Commissioner Mike Bush – NZ Police
- Lou Sanson - DOC

3. Minutes

Minutes of the meeting 11 June 2015 for approval



4. Matters Arising (11 June)

Item	Actions	Responsibility
5. Governance Review	Update the NZSAR risk matrix to reflect the identified volunteer and technology risks.	Secretariat
	Implement the agreed responses to the recommendations.	Secretariat
7. SAR Health and Safety	Learn more about the High Hazards meetings.	Secretariat
	Update the NZSAR risk treatments for Health and Safety.	Secretariat
8. SLA Letters of Intent	Sign and send NZSAR SLA intent letters.	Secretariat
12. Coastguard Repeater channel	Assist Coastguard NZ prepare a robust business case for consideration at a later date.	Secretariat
14. Defence White Paper	Engage with Defence to ensure NZSAR is connected to the work around the Defence White Paper	Secretariat



5. Record of Discussion (27 August)

Record of the workshop 27 August 2015 to be endorsed



6. 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				



6. SLA Monitoring Report

Summary for the 1 July – 30 September 2015 Quarter

Measures	Police	RCCNZ	Totals
SAROPs	237	168	399
Lives at Risk	241	441	682
Lives Saved	21	4	25
People Rescued	65	12	77
People Assisted	119	29	148
LandSAR Taskings	63	4	67
Coastguard Taskings	40	1	41
AREC Taskings	9	0	9
SLSNZ Taskings	4	0	4
Performance of SLA Partners	Satisfactory	Satisfactory	Satisfactory



6. SLA Monitoring Report

Summary for the 1 July - 30 September 2015 Quarter

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

Outputs	Coastguard	LandSAR	AREC	SLSNZ	Totals
SAROPs Attended	57	75	14	5	--
Volunteers Involved	422	847	26	15	1,310
Volunteer Hours	1,135	8,870	231	21	10,257

2,216 Coastguard volunteers responded to 250 non-SAR related calls for assistance during the quarter.



6. SLA Monitoring Report

SLSNZ

- The Bay of Plenty / Coromandel Communications Network become fully operational on 20 October.
- The Capital Coast Communications Network is progressing, and is expected to be completed in time for the 2016/17 season.

Coastguard

- Coastguard held their AGM on 17 October.
- The position of National Operations Manager has been disestablished, and a new position of National SAR Training Manager has been created.



6. SLA Monitoring Report

AREC

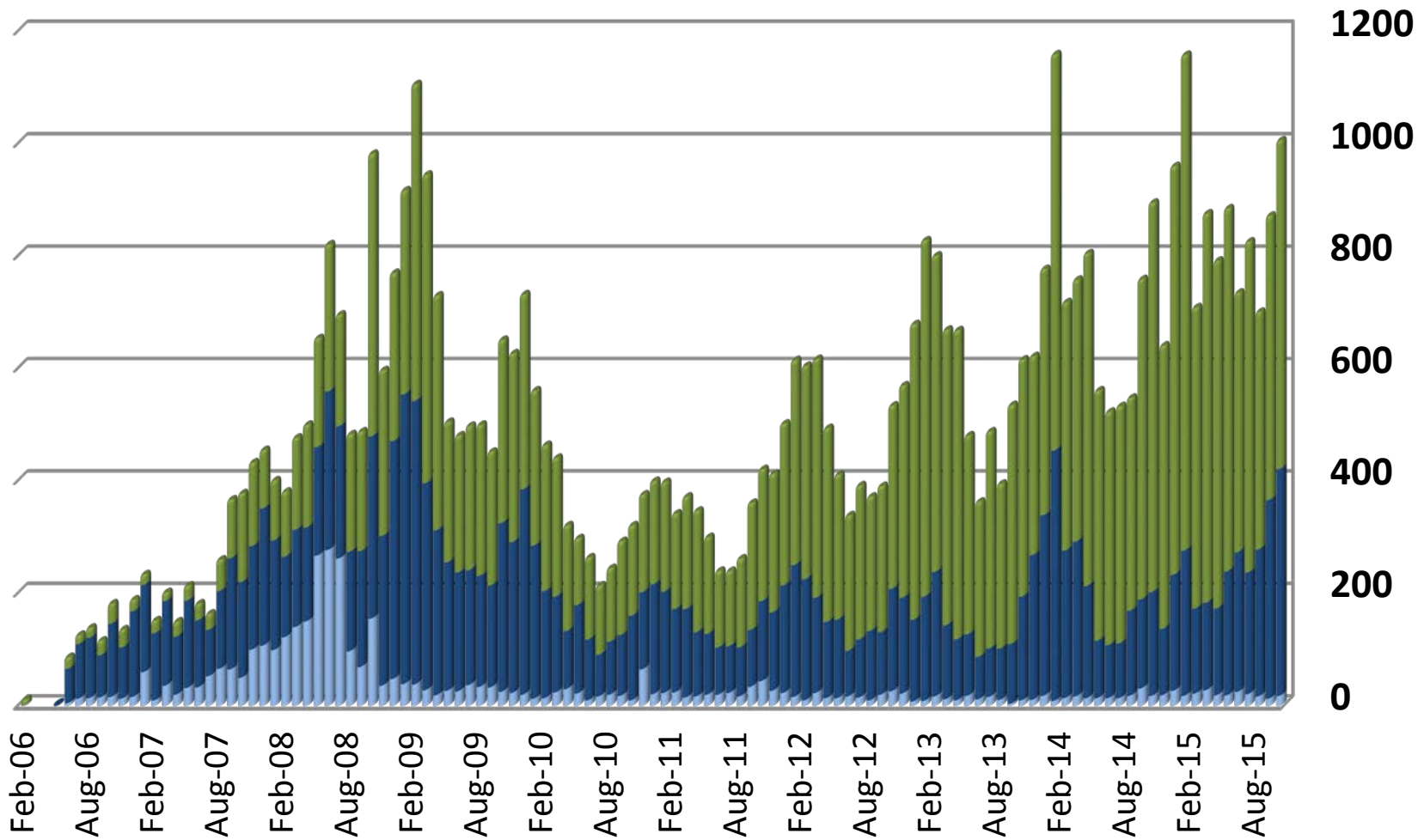
- Have no issues or updates to report for the quarter.

LandSAR

- During the quarter LandSAR has focussed on:
 - Continuation of the deployment of the Safety Management System.
 - Completion of the trial of the new competencies framework assessment system, to be deployed in mid-2016.
 - Completion of the 2015 Group Planning Tool process and preparation of the national 2016 Training Calendar.
- Harry Maher has resigned as CE of LandSAR to take up the position of Director, Health & Safety, at DOC



6. Beacon Registrations (58,315)



7. Sector Update



7a. Pacific SAR Strategy

- Development of SAR governance in the Pacific.
- In 2005 Secretariat of the Pacific Community (SPC)
- *previously called the 'South Pacific Commission'*
- Created the PAC SAR workshops
- The region is home to over 7500 islands and a third of the world's languages - (some barriers)
- The SPC SAR Workshops are driven by the four principals – Aust, French, NZ & USA
- New Zealand has been attending the SPC SAR workshops since 2005.



Miriwani-kari Shima (MI)

Shima ni Ulu-oa-kari Shima

HAWAII (HI)
HAWAII (FR-41)

Okino-kari Shima (NM)

NORTHERN MARIANA ISLANDS
ÎLES MARIANNES DU NORD

Guam

Guam

Wotō (MK)

MARSHALL ISLANDS
ÎLES MARSHALL

Palikir (MH)

PACIFIC OCEAN
Océan Pacifique

Johnston (JM)

FEDERATED STATES OF MICRONESIA
ÉTATS FÉDÉRÉS DE MICRONÉSIE

Belau (FM)

INDONESIA
INDONÉSIE

PAPUA NEW GUINEA
PAPOUASIE-NOUVELLE-GUINÉE

KIRIBATI

Nauru

Nauru

Howland (KI)

Baker (KI)

KIRIBATI

KIRIBATI

CORAL SEA
MER DE CORAIL

SOLOMON ISLANDS
ÎLES SALOMON

TUVALU

TOKELAU

WALLIS & FUTUNA

SAMOA

AMERICAN SAMOA
SAMOA AMÉRICAINES

FIJI
ÎLES FIDJI

VANUATU

TONGA

COOK ISLANDS
ÎLES COOK

FRENCH POLYNESIA
POLYNÉSIE FRANÇAISE

PITCAIRN ISLANDS
PITCAIRN

AUSTRALIA
AUSTRALIE

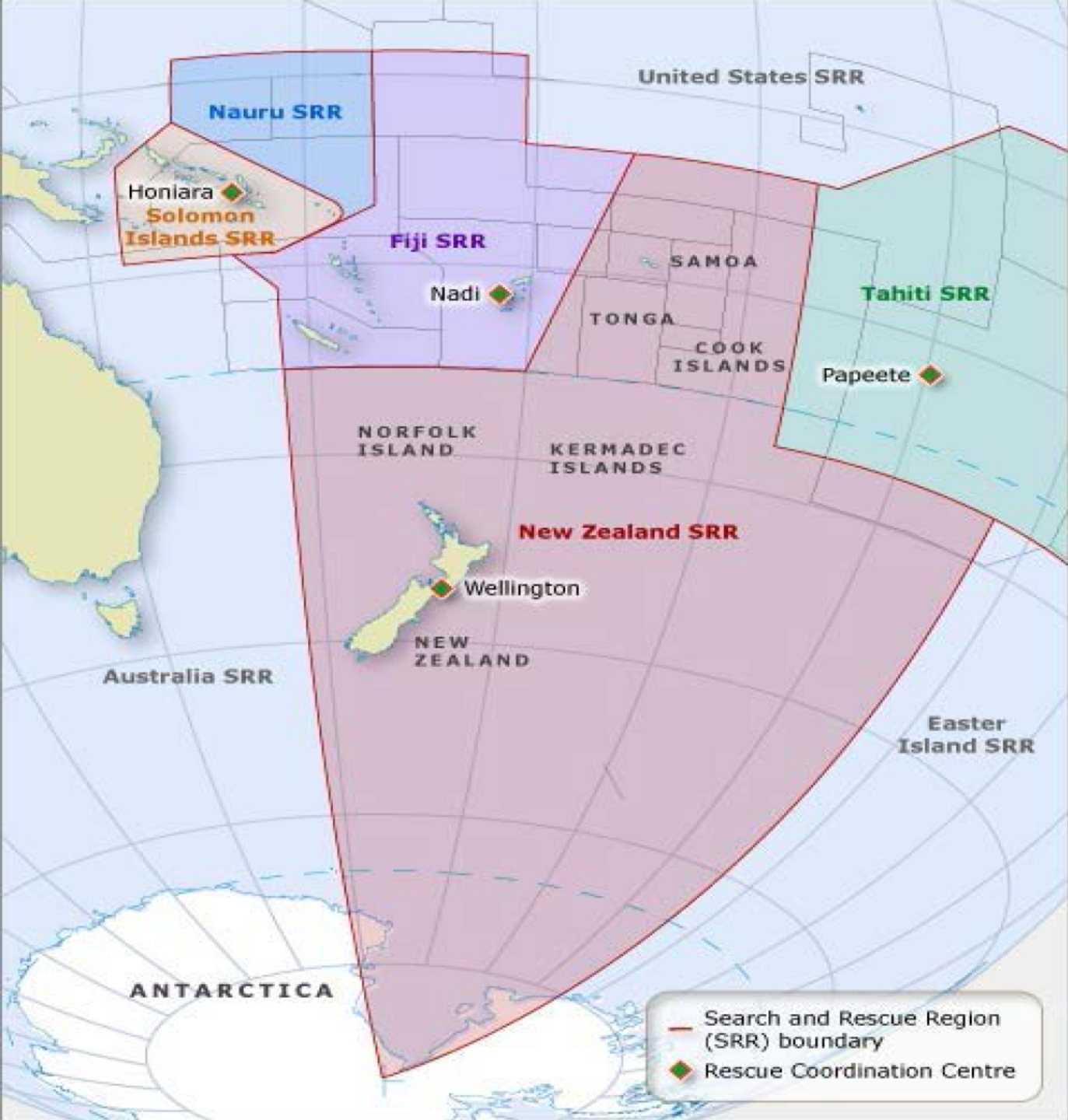
NEW CALEDONIA
NOUVELLE-CALÉDONIE

NORFOLK ISLAND
NORFOLK

NEW ZEALAND
NOUVELLE-ZÉLANDE

TASMAN SEA
MER DE TASMAN

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Pacific SAR Strategy

SPC SAR Workshop History:

2005 – Hawaii

2007 – Hawaii

2009 – Fiji

2011 – Cairns

2013 – Fiji

2015 – Noumea

2017 – New Zealand ???

RCCNZ PACIFIC SAR STRATEGY

- As deputy chair of the Secretariat of the Pacific Community (SPC) on Search and Rescue (SAR) workshops, RCCNZ is regarded as a regional leader.
- At the request of MFAT, RCCNZ has agreed to develop, and where necessary improve, a cooperative approach with harmonised procedures for the conduct of SAR in the Pacific region.
- Specifically, through this initiative, to improve Pacific Islands Countries and Territories (PICTs) capabilities for coordinating and conducting all SAR operations.

Pacific SAR Strategy

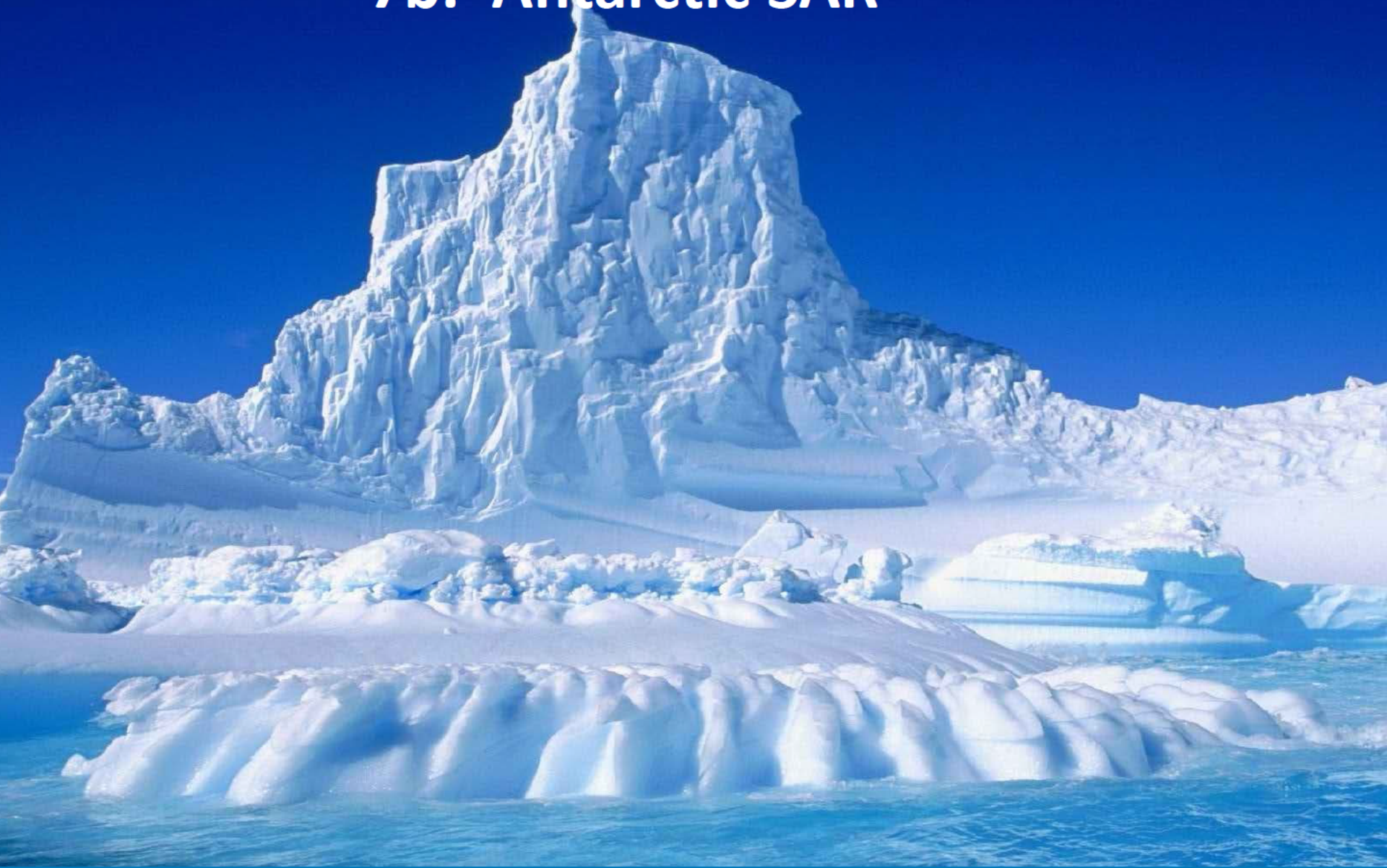
5 phase plan:

1. Pre Scoping phase
2. Scoping
3. Pre delivery phase
4. Delivery
5. Post Delivery (Follow up / Exercise)

	2015	2016	2016	2016	2016	2017	2017	2017	2017	2018	2018	2018	2018
Phase	4th Quarter	1st quarter	2nd Quarter	3rd Quarter	4 h Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4 h Quarter
Pre Scoping	Kiribati	Tonga		Cook Islands		Samoa		Niue		Tokelau			
Scoping - In country	Kiribati		Tonga		Cook Islands		Samoa		Niue		Tokelau		
Pre Delivery of Training		Kiribati		Tonga		Cook Islands		Samoa		Niue		Tokelau	
Delivery Training - In country			Kiribati		Tonga		Cook Islands		Samoa		Niue		Tokelau
Follow up Exercise				Kiribati		Tonga		Cook Islands		Samoa		Niue	
Continuation TRG / Ex					Kiribati		Tonga		Cook Islands		Samoa		

	2015	2016	2016	2016	2016	2017	2017	2017	2017	2018	2018	2018	2018
Phase	4th Quarter	1st quarter	2nd Quarter	3rd Quarter	4 h Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4 h Quarter
STAFF REQUIREMENTS													
Pre Scoping	PC, GL, KB	JD, CR, PC		TBA		TBA		TBA		TBA			
Scoping - In country	GL, KB		JD, KB, PC		TBA		TBA		TBA		TBA		
Pre Delivery of Training		GL, JA & KB		JD, CR		TBA		TBA		TBA		TBA	
Delivery Training - In country			GL & JA		JD, CR		TBA		TBA		TBA		TBA
Follow up Exercise				GL, JA		JD, CR		TBA		TBA		TBA	
Continuation TRG / Ex					GL, JA		JD, CR		TBA		TBA		

7b. Antarctic SAR



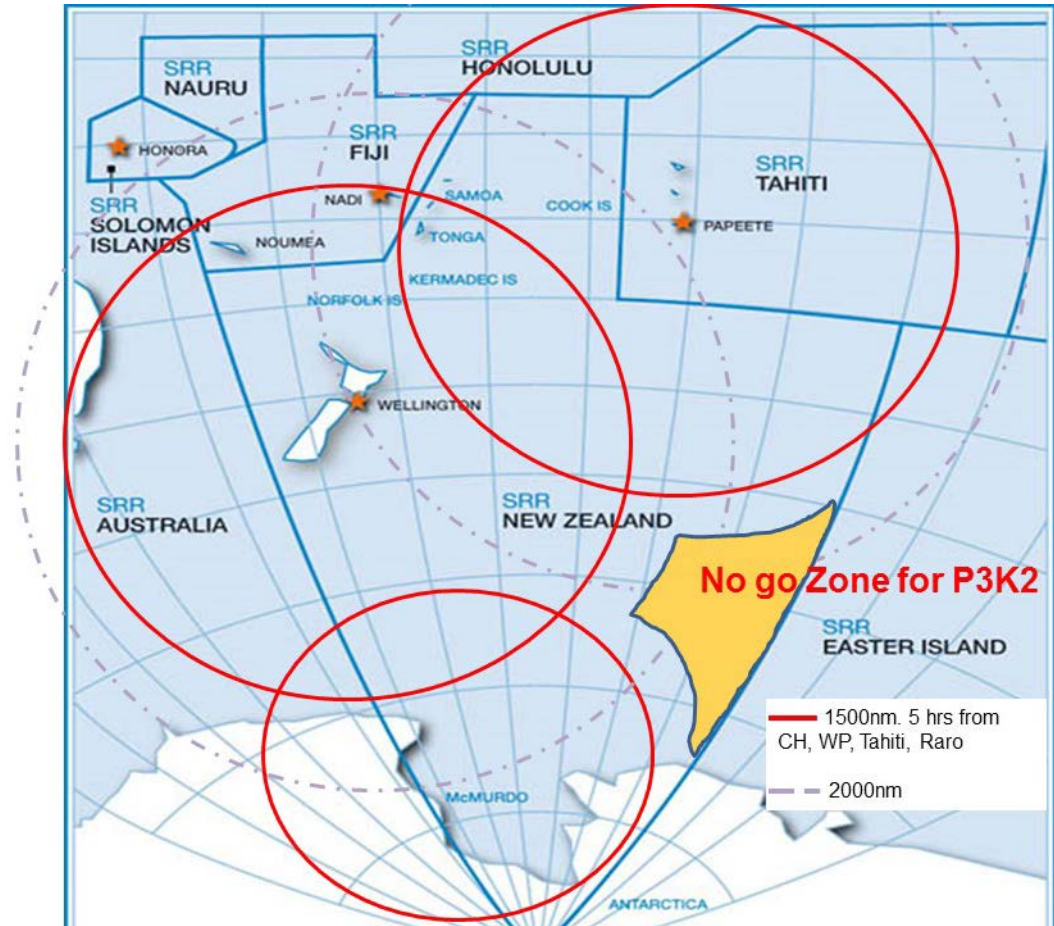
7b. Antarctic SAR

- **Note** that RCCNZ has a clear plan for SAR operations in the Antarctic region and maintains relationships with key stakeholders in the region to enhance preparedness.
- **Note** that since 2004, RCCNZ has coordinated 19 SAR operations within the NZ Search and Rescue Region of the Antarctic, and data on scientific and tourist activity in the area indicates a sustained potential for future SAR operations.
- **Note** that there are significant challenges posed to SAR response capability in the NZ area of responsibility in Antarctica, and significant reliance on foreign capability for this response
- **Note** that there are some opportunities to improve our response capability and reduce the risks associated with Antarctic SAROPs
- **Agree** to formally advise MFAT of the benefits of an appropriate alternate runway in the Ross Sea for SAR responses, so that this can be considered in the formation of Antarctic policy agendas
- **Agree** to formally notify MOD and NZDF of the SAR benefits of NZDF air assets with greater range and capacity, and risks inherent in any reduction of range
- **Consider** how the risks associated with NZ having no access to an ice-breaking capable vessel might appropriately be raised for government consideration.



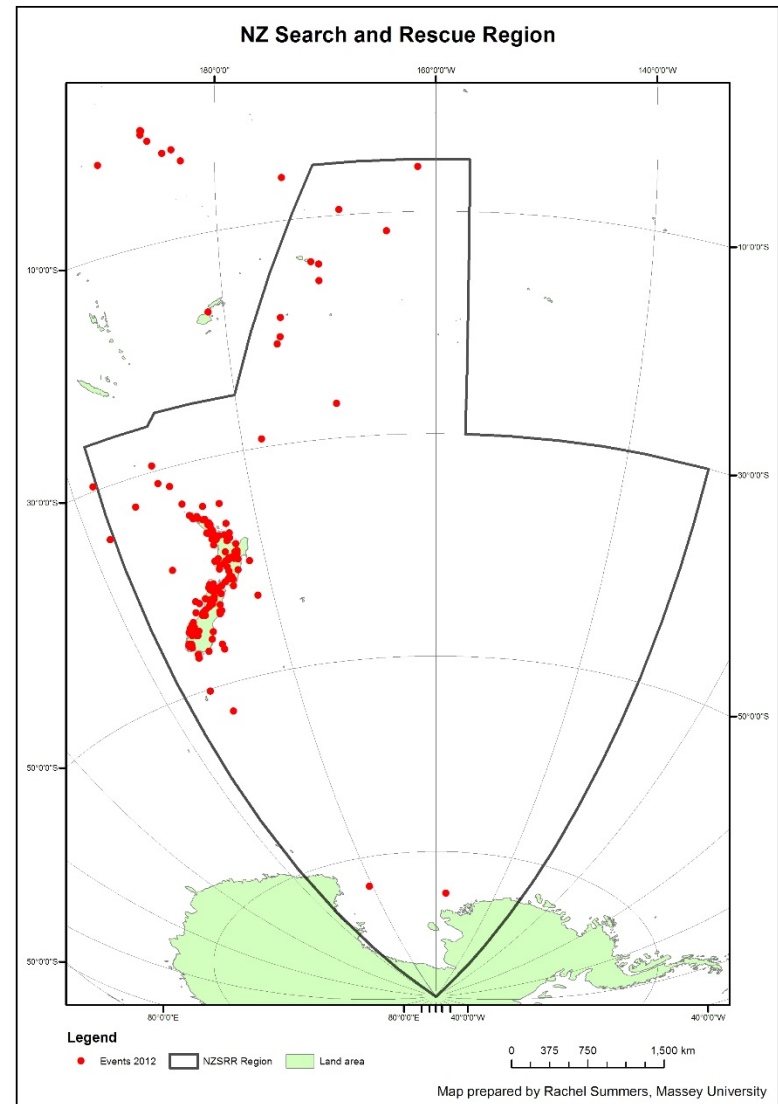
8. Defence White Paper

- Long range maritime
- Rotary
- Surface maritime
- General Logistics
- Mass Rescue
- Ice breaking
- Locating technologies?
- RPAS?
- Comms?



8. Defence White Paper

- Long range maritime
- Rotary
- Surface maritime
- General Logistics
- Mass Rescue
- Ice breaking
- Locating technologies?
- RPAS?
- Comms?



10a. RISK discussion: Health & Safety

New Legislation WEF April 2016

Sector Strategic H&S Committee

- Joined up approach
- Still setting up systems
- Information sharing

Immediate Challenges

- SAR ops involving Helicopter
- Infrequently utilised SAR responders
- Cost to SAR providers / coordinators / system



10b. SAROPs involving Aviation

SAROPs involving Aviation - Some issues:

- Little assurance that all aspects of operations involving helo meet SAR H&S requirements
- Different approach between co-ord authorities
- CAA oversight does not (fully) meet SAR needs
- No collective oversight/ record keeping/ auditing/ verification/ reporting
- Actual engagement with / performance against Air Rescue Standard largely unknown
- Air Rescue standard does not cover all aspects of SAR ops
- No standardised MOUs covering both co-ord authorities



11. SAR Communications

11a. Land Based SAR Communications

Significant change occurring. Propose a project to investigate:

- Operational SAR on land communications needs
- Core responsibilities of: Police/RCCNZ/LandSAR/AREC/DOC etc
- Equipment / training
- Live tracking / H&S
- Access to VHF repeater
- Backbone/network/VOIP/Internet
- Digitalisation/ Encryption / Whole of Govt /EM
- VHF / HF / Satellite
- Land to air / sea
- Compatibility / commonality
- International
- Future trends / needs
- Aim to recommend a viable, affordable pathway forward



11b. Coastguard Repeater Channel

- Business case completed
- MoT briefing note to joint Ministers
- Requirements:
 - Meaningful Participation in Joint Synergies project
 - Centralised CNZ ownership of repeaters



11c. Joint Synergies Project

- Kordia, MNZ, Coastguard (NZSAR observer)
- *A 'collaboration to enhance the quality and surety of the maritime distress and safety communications services they individually and jointly provide within the broader SAR context'.*
- Look at:
 - Infrastructure
 - Technological opportunities
 - Operational synergies

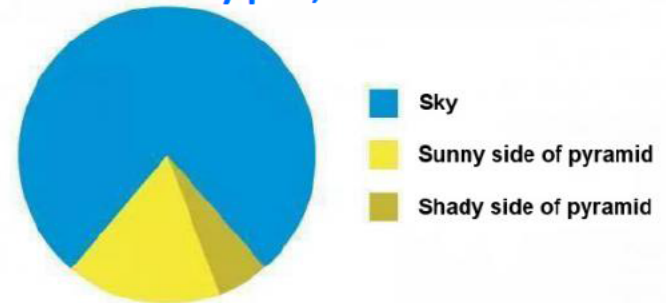


12. 2015/16 NSSP

Workshops & Seminars	SAR Training
• SAR Evaluation Seminar	• Training Support and Advice
• Organisational Support	• Air Observer training & Training material
• SAREX Planning (+Police) Meeting	• Marine Formal Search Planning (aft gap analysis)
SAR Data management and IT	• START material
• Maintain SARNET, Website, START, RDB etc	• Formal Search planning Land (Complete)
• SAR Dashboard	Prevention
• IMT Time Line	• AdventureSmart & Rec Safety Partnership
• Data Store maintenance and operation	• Visitor Intentions
• SAR Data Standard (Continues)	• Safety codes, printing and advertising
SAR Documentation	• Wander Support
• SAR Forms and Guidelines	• NZ Inc Recreational Safety Strategy
Exercises	SAR Research
• Support Police SAREXs	• Fatality Analysis
• MRO SAREXs	• Outdoor Safety Code – evidence base
• Abnormal Flight Behaviours	• SAR Demand and Supply Study – Marine
Secretariat	• Prevention knowledge research
• Communications and publications	• SAR Expectations
• NZSAR Awards	• SAR Demand and Supply study – land
• Travel, meetings, advice, administration etc	• SAR Communications – Land
• Advice	

12a. SAR Data Standard

- Initial draft identified over **300** data elements in the current Police & RCCNZ forms.
- Prioritisation workshops with Police & RCCNZ have reduced these to around 140 data elements.
- Currently working through:
 - Element name and definition
 - Priority and reason for capturing that data (*is it for reporting, LPB, informing prevention work, etc.*)
 - Codeset data (i.e. data element = Beacon type; codeset = ELT, EPIRB, PLB)



12a. SAR Data Standard

- RCCNZ and Police data systems = lotus notes
- Neither is particularly robust
- SAR Data standard will require RCCNZ and Police change to implement
- NZSAR can /will offer a data standard aligned SQL data store.
- Input interface up to Police and RCCNZ
- Please put this IT requirement on your respective IT work programmes
- Anticipate/budget for some \$\$ cost for Police and RCCNZ



12b. Exercise Series RAUORA

- 9 Districts work-shopped/exercised to date.
- Combined Auckland Districts – 31 March 2016.
- Targeted desktop exercises to begin in 2016/17.
- Table of recommendations & key findings.



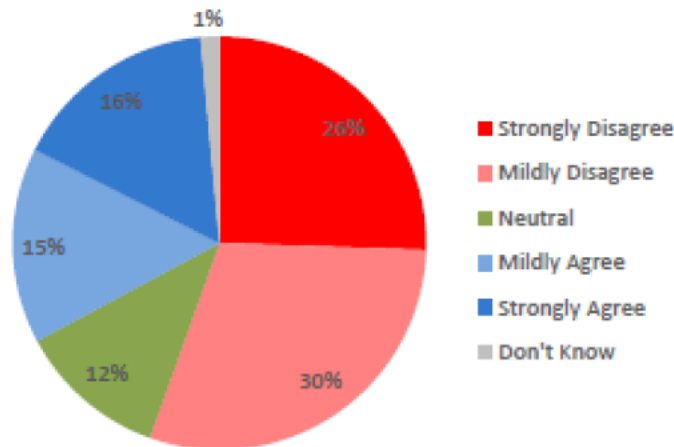
12c. Abnormal Flight Behaviours

- Plan development workshop 25 Nov 2015 at MoT.

12d. Recreational Safety Knowledge

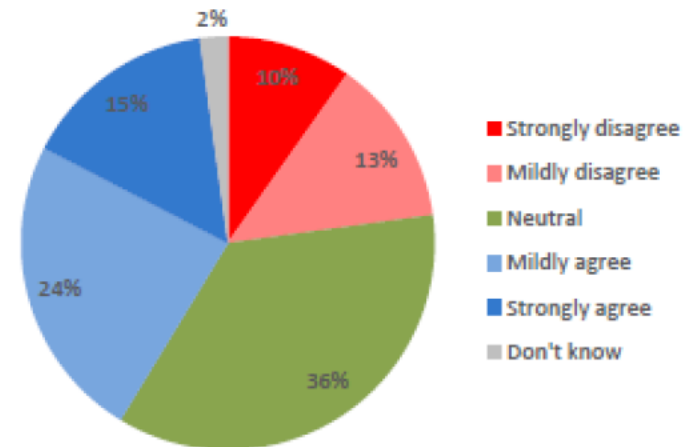
NEW ZEALAND'S WEATHER IS USUALLY VERY PREDICTABLE

New Zealanders



n=137

International Tourists



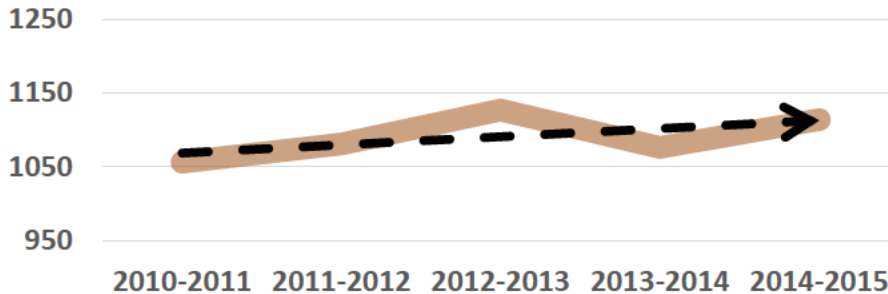
n=92

- Many people have very little safety knowledge
- Social media presents a great opportunity

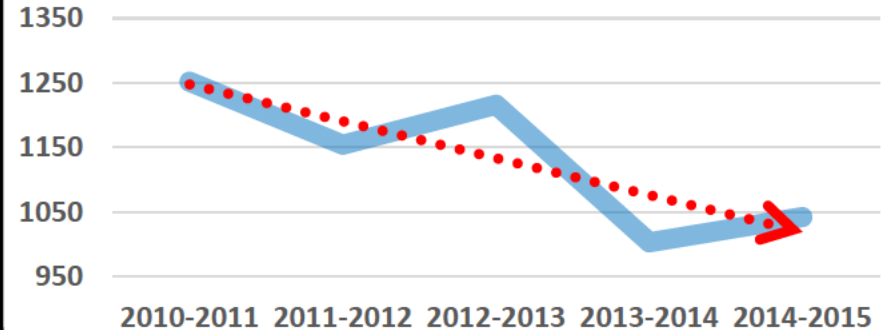


12e. SAR Prevention

Trends Land Incidents

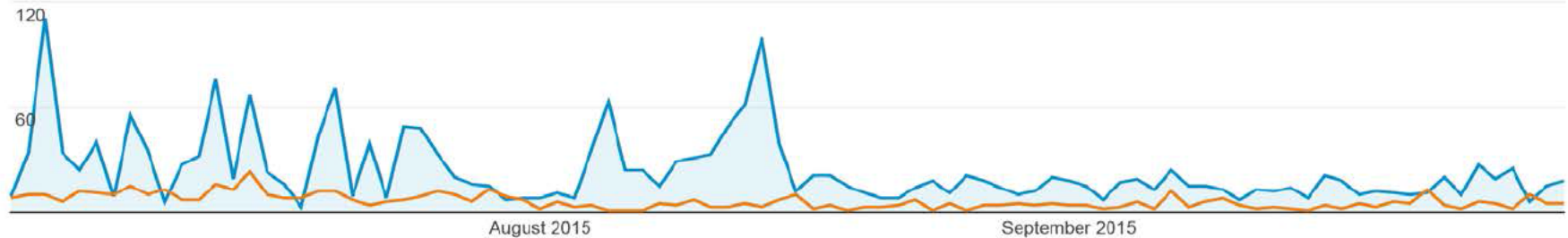


Trends Marine Incidents



- Lots of good work by passionate and engaged people
- Occasional cooperation and collaboration
- Uneven, non risk based approach to SAR prevention

01-Jul-2015 - 30-Sep-2015: ● Sessions
01-Jul-2014 - 30-Sep-2014: ● Sessions



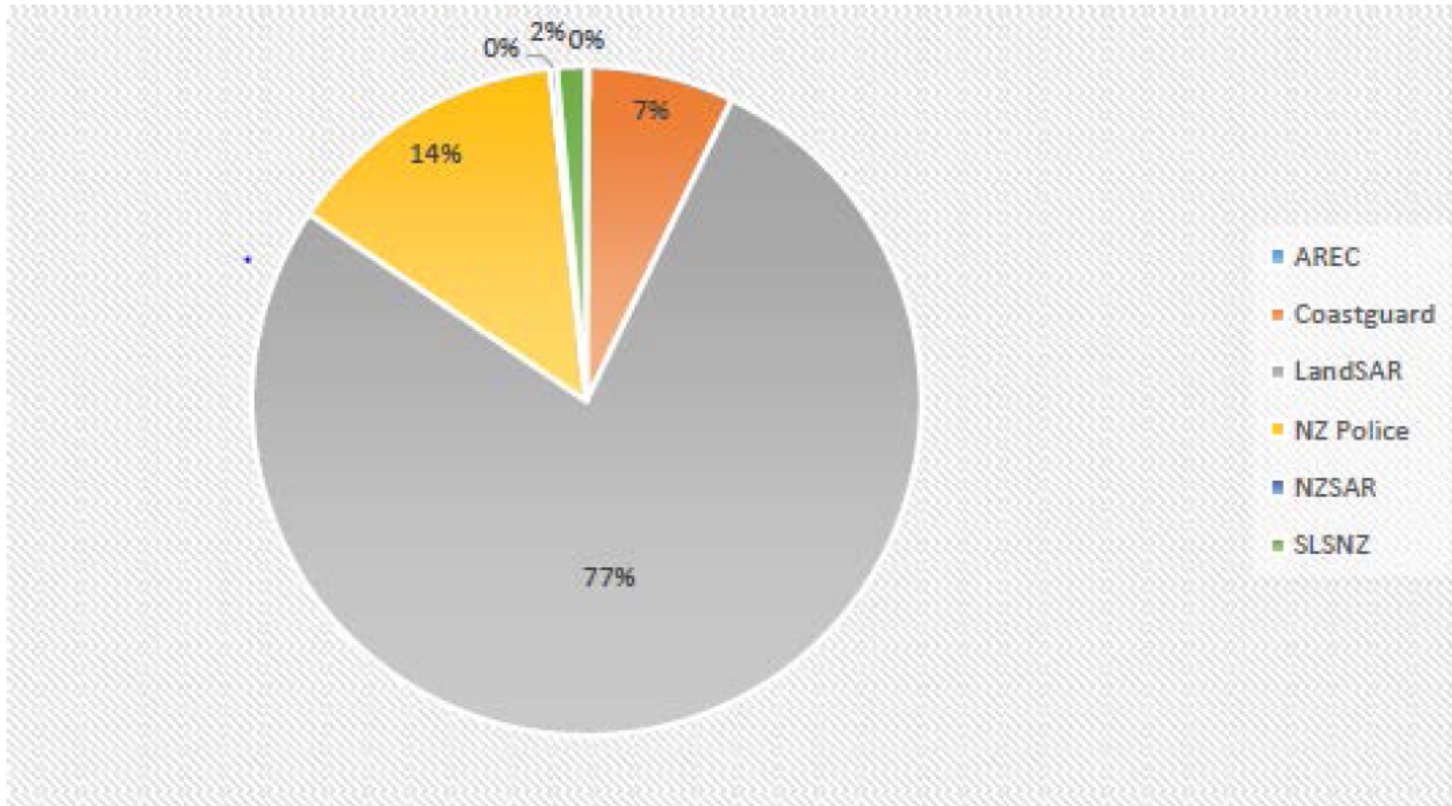
11e. SAR (ACE) Training Update

As at Oct 2015	Oct 2014	Oct 2015
Total SAR ACE EFTs	107.3	137
Number of courses to date	63	87
Number of courses cancelled (YTD)	33	18
Number participants registered for courses	1227	1311
Total number participants attending	943	1175
Average numbers registered for course	19.4	15.6
Average Number attending per course	14.9	13.5
% non-attendance	23.2%	10.4%
% of NZSAR predicted courses (23/124)	18.5%	26.9%



11a. SAR (ACE) Training Update

Enrolments by SAR Agency



13. General Business

a) Avalanche Advisory

- Oral agreement reached.
- Aim to Sign over next few days

a) SAR Sect 9(1) funding from 2017 review process:

- Status quo?
- Combined SAR approach?
- Joint approach?
- Reviewer preference?

13c. Unified Fire and Emergency Service

- Seeking \$23 million of new money dedicated to volunteer support to:
 - attract potential volunteers
 - counter the effect of the urban-rural population drift.
 - implement effective volunteer management
 - increased support for many rural volunteers
 - improve health and safety.
- Working to better access fire capabilities



13. General Business

- d) Australian NATSAR Council meeting
 - Expectations from the public for SAR services
 - All land based PLB incidents will be handed over to State/Territory Police
- e) Pager Replacement.
- f) ICAO/ SAR Inspectorate



NZSAR

New Zealand Search
and Rescue



Meeting dates for 2016:

- 18 February
- 26 May – NZSAR Awards (TBC)
- 2 June
- 11 August – Combined
- 24 November

ENDS

