



New Zealand Search and Rescue Council

Pre-meeting update from Surf Life Saving NZ

SLSNZ attended the first part of the meeting to provide an update on their business. SLSNZ noted:

- Overall it was a relatively quiet summer; this was in part due to the weather which wasn't as consistently warm as the summer before.
- SLSNZ membership continues to grow, Lifeguard numbers are stable.
- Maintained the same number of patrol hours as the year before.
- Number of rescues down to 33% - this is more in line with the 2011/12 summer.
- Number of beach drowning down from 12 to 10 (Oct – April).
- 50% of those were 'would-be' rescuers, this is fairly unusual.
- Focus for SLSNZ for the next 12 months is around maintaining a healthy financial position, aspects of Health and Safety and looking longer term in terms of strategy and sustainability.

Minutes of Meeting

**New Zealand Search and Rescue Council
Thursday 29 May 2014, 1.00pm
Boardroom, Ministry of Transport
Level 6 SAA Tower, 89 The Terrace, Wellington**

Attendees:

Martin Matthews – MoT (Chair)
Mike Rusbatch – NZ Police
Keith Manch – MNZ
Graeme Harris – CAA
Tony Davies – NZDF

Present:

Joe Green – NZ Police
Bruce Johnson – NZ Police
Nigel Clifford – RCCNZ
Carl van der Meulen – NZSAR
Duncan Ferner – NZSAR
Rachel Roberts – NZSAR
Amy Kirby – MoT (Minutes)

Apologies:

Mike Bush – NZ Police
Mike Edginton - DOC

1. Welcome

Martin Matthews (Chair) opened the meeting by thanking those who had contributed to the successful NZSAR awards evening held 13 May. Martin felt this event was a step-up from previous years and had a good feel in terms of atmosphere and tone. It was also good to see the awards getting positive media coverage.

2. Apologies

Mike Edginton – DOC
Police Commissioner Mike Bush – Police

3. Minutes from previous meeting

Minutes from the Council meeting held on 4 March 2014 were accepted as a true and accurate record and **approved** by the Council.

4. Matters Arising from previous meeting

Item 7 – Section 9(1) Funding Review

- Council covering letter was prepared
- MoT briefing note was sent to Joint Ministers
- Joint Ministers agreed with the recommendations.

Item 9 – National Training Framework

- SAR Consultative Committee, Programme Advisory Committee and Training Governance group are or will be giving them consideration.

Item 11 – Risk Framework

- Health and Safety on the agenda for discussion at today's meeting.
- "SAR Information" changed to yellow.

Item 12 – Performance Measures

- SAR Council members have provided advice.

5. Joint Service level Agreement monitoring report

A summary report for the 1 January – 31 March 2014 quarter was distributed prior to the meeting. During the quarter there were 610 SAROPs and 28 lives saved.

Issues and Updates:

Coastguard:

- Have no issues or updates to report.

SLSNZ:

- SLSNZ has a Strategic Plan and budget approved for the 2014/15.
- 10 drowning's at beaches during the Labour weekend to Easter season. 5 of these were 'would-be rescuers'.

- SLSNZ has appointed a Medical Director (Dr Angela Veric), to ensure safe and legal administration of pain relief practices for clubs and members.

LandSAR:

- LandSAR has focussed its effort in embedding the improved systems and procedures for training courses and administration tasks.
- Progress is being made on the following:
 - Competencies Framework
 - Safety Management System
 - Wander Framework Implementation
 - LandSAR website and Learning Management System upgrade.

AREC: No issues or updates to report.

The Council **noted** the Joint Service level Agreement monitoring report.

6. Sector Update

The sector update report was distributed prior to the meeting. Further to the report NZDF provided an update on their involvement in the search of MH370.

International Search for MH370 – Update from NZDF. The Council was briefed on the NZDF involvement in the search for MH370. This was a challenging activity but well run due to the collaborative nature of all the parties involved. The Council commented that this is a good opportunity to ensure NZSAR makes the most of the lessons learned from this experience and also to think about our own preparation if this type of large scale incident was to happen within the NZSRR. The ICAO note (item 15a.) was brought into the discussion.

The Council agreed it is imperative to ensure NZ have the capabilities and processes available should something of this scale happen here and to make the most of the opportunity to have been involved in such a large search operation.

The Secretariat is to prepare a letter to DPMC on this matter and if they agree, coordinate a meeting between key agencies, including DPMC and Australian Maritime Safety Authority (responsible for SAR in Australia) to discuss the matter with a view to forming a common understanding of how NZ Inc might respond. A possible next step would be to run an educative/experiential desktop scenario at the whole of Government level focussing on DESC processes, managing domestic and international communications along with similar issues. Ideally, and should appropriate funding be identified by the NZSAR Council, this would be followed at some point with a larger scale exercise that would integrate operational players into the process.

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

Action: The Council **directed** the Secretariat to prepare a letter to DPMC outlining the Council's concerns around the possibility of a MH370 type incident within the NZSRR and seek their guidance.

7. Risk Framework

A copy of the Risk Framework was distributed prior to the meeting. Changes following the last Consultative Committee and Council meetings were incorporated into this latest version. Changes to the risk matrix include a "post treatment" assessment, the "SAR information" risk has been changed to yellow and it now includes a new Health and Safety risk. The Council commented that the Risk matrix provides a good foundation moving forward and should be added to the agenda as a standard item for future meetings so Council members can discuss and reevaluate as necessary.

The Council **endorsed** the Risk Matrix.

Action: Add the risk matrix as a standing agenda item to future Council meetings.

8 Strategic Discussion - Health and Safety

The Council had previously requested that Health and Safety be included in the NZSAR Risk Matrix. Discussion focussed on ensuring that organisation contingency plans aren't too complex and enables volunteers to feel safe in what they do but not too cumbersome. It was noted that many SAR organisations had sought assistance from expert Health and Safety consultants to help guide their Health and Safety planning.

The Council noted that it seeks "assurance" from the SAR health and safety systems. The Council discussed the agreed NZSAR and coordinating authority health and safety policies and procedures including the "approach" document (17 May 2013), the NZSAR strategic occupational health & safety committee (inaugural meeting 11 February 2014) and the inclusion of health and safety requirements and reporting processes in the Joint SLA's. The Council also appreciated the additional efforts of SAR agencies to focus on health and safety matters in a collaborative manner.

The Council asked the Secretariat to work with Police and RCCNZ representatives to engage with MBIE / WorkSafe about the sector and its H&S systems.

9. 2014/15 NSSP

A paper on this item was distributed prior to the meeting. Following discussion, the Council **approved** the 2014/15 NSSP.

10. Draft SLA Letters

The Secretariat distributed draft copies for the NZSAR Council Service Level Agreement letters to SLA partners for Council comment prior to the meeting. The Council approved three of the four letters and directed that changes were to be made to the fourth letter

Action: The Secretariat is to amend the SLA letters as directed and forward them to the Chair for signature.

11. Annual Performance Measurement for MoT

The Ministry of Transport requires performance evidence about the NZSAR Secretariat for its annual report. The Council members present completed the short performance questionnaire and passed them to the Secretariat for collation.

Action: The Secretariat is to collate the Councils responses and forward the results to the MoT.

12. Council engagement with the SAR sector

The Council discussed the sector engagement paper prepared by the Secretariat. Following discussion, it was **agreed** that:

- The next “combined” meeting would be changed to a workshop focussing on the NZSAR risk matrix and the NZSAR strategic plan. The workshop is to be preceded by a luncheon.
- Council members would be invited to observe NZSAR Consultative Committee meetings.
- On occasion, invitation will be offered to representatives from Coastguard, SLSNZ and LandSAR to sit in and confidentially observe and participate in NZSAR Council meetings in a non-voting capacity.

13. 2013/14 NSSP Update

- Data Normalisation: Currently behind schedule but is progressing.
- Data Standard: Currently in the information gathering stage. This project will commence shortly.
- Data Collection Implementation: This project will require an allocation of Police and MNZ resources (funding) to realise the I.T. implementation of the SAR data standard once it is completed.

Action. Police and MNZ agree in principle to consider making changes to their SAR data systems to align them with the agreed SAR data standard (once it is completed),

Police and RCCNZ noted that:

- ❖ It is not possible to guarantee the ability to fund changes without an understanding of the costs involved.
- ❖ This will be subject to the usual project/IT development processes (scoping, requirements, prioritization, etc).
- Information Analysis: This will begin once the data normalisation phase is complete.

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

15. General Business

- a) **ICAO** – covered earlier in the meeting – see item 6.
- b) **START** – An NZSAR learning and knowledge management system is now available online. It's free to access and use.
- c) **International SAR Conference Auckland – 2018?** – After a short discussion Council members agreed this is not something that aligns well with NZSAR Council goals. The Council prefers to invest funding and resources into local workshops and events to address specific needs.

Next meeting:

The next NZSAR Council meeting will be held on 21 August 2014 at 1.00pm in a workshop style meeting with the Consultative Committee. This will be preceded by a luncheon.

The meeting concluded at 3.00pm.

Martin Matthews
Chair
NZSAR Council

Item	Decisions / Action	Responsibility
3. Minutes of Previous Meeting	Minutes from the Council meeting held on 4 March 2014 were accepted as a true and accurate record and approved by the Council.	
5. JSLA Monitoring report.	The Council noted the Joint Service level Agreement monitoring report.	
6. Sector Update	The Council noted the Sector update report. Action. The Council directed the Secretariat to prepare a letter to DPMC outlining the Councils concerns around the possibility of a MH370 type incident within the NZSRR and seek their guidance.	Secretariat
7. Risk Framework	The Council endorsed the Risk Matrix. Action: Add the risk matrix as a standing agenda item to future Council meetings.	Secretariat
8. Health and Safety	The Council seeks “assurance” from the SAR health and safety systems. The Council asked the Secretariat with Police and RCCNZ representatives to engage with MBIE / WorkSafe about the sector and its H&S systems.	Secretariat
9. 2014/15 NSSP	The Council approved the 2014/15 NSSP.	
10. Draft SLA letters	Action: The Secretariat is to amend the SLA letters as directed and forward them to the Chair signature.	Secretariat
11. Annual performance measurement for MoT	Action: The Secretariat is to collate the Councils responses and forward the results to the MoT.	Secretariat

Item	Decisions / Action	Responsibility
<p>12. Council engagement with the SAR Sector</p>	<p>The Council agreed that:</p> <ul style="list-style-type: none"> ➤ The next “combined” meeting would be changed to a workshop focussing on the NZSAR risk matrix and the NZSAR strategic plan. The workshop is to be preceded by a luncheon. ➤ Council members would be invited to observe NZSAR Consultative Committee meetings. ➤ On occasion, invitation will be offered to representatives from Coastguard, SLSNZ and LandSAR to sit in and confidentially observe and participate in NZSAR Council meetings in a non-voting capacity. 	<p>Secretariat</p>
<p>13. 2013/14 NSSP Update</p>	<p>Action. Police and MNZ agree in principle to consider making changes to their SAR data systems to align them with the agreed SAR data standard (once it is completed),</p> <p>Police and RCCNZ noted that:</p> <ul style="list-style-type: none"> ❖ It is not possible to guarantee the ability to fund changes without an understanding of the costs involved. ❖ This will be subject to the usual project/IT development processes (scoping, requirements, prioritization, etc). 	<p>Police and MNZ</p>



New Zealand Search and Rescue

22 August 2013

MOSR5-13

NZSAR RISK MANAGEMENT POLICY

1. NZSAR has adopted AS/NZS ISO 31000:2009 *Risk management – Principles and guidelines*, the international standard on risk management that has been adopted in New Zealand and Australia. This risk management policy is based on the guidance and terminology set out in AS/NZS ISO 31000.

2. Risk is defined in AS/NZS ISO 31000 as “the effect of uncertainty on objectives”. This definition is supported by the following five notes.

Note 1: An effect is a deviation from the expected – positive or negative.

Note 2: Objectives can have different aspects such as financial, health and safety, and environmental goals and can apply at different levels such as strategic, organisation-wide, project, product, and process.

Note 3: Risk is often characterised by reference to potential events, consequences, or a combination of these and how they can affect the achievement of objectives.

Note 4: Risk is often expressed in terms of a combination of the consequences of an event or a change in circumstances, and the associated likelihood of occurrence.

Note 5: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood.

Policy

3. It is the risk management policy of NZSAR to:
- provide strategic risk governance to all search and rescue agencies in New Zealand
 - monitor the New Zealand and global search and rescue context to help identify and understand changes affecting or likely to affect New Zealand search and rescue activities
 - identify, analyse and evaluate strategic risks to or arising from New Zealand search and rescue agencies
 - recommend any treatments considered necessary for the better management of strategic risks assessed as unacceptable
 - communicate and consult on strategic risks with key stakeholders

- Maintain a register of NZSAR risks including risk controls and treatments.
- Facilitate consistent and effective risk communications to stakeholders who might need operational search and rescue services.

Implementation of the policy

4. It is the responsibility of the NZSAR Secretariat to report to the NZSAR Council on strategic search and rescue risk-related matters. The Secretariat shall consult with members of the NZSAR Council and members of the NZSAR Consultative Committee and with other stakeholders on:

- strategic search and rescue risks
- current controls for those risks and the effectiveness of those controls
- (for risks considered unacceptable) treatment options and implementation of selected treatments.

COMMON ARRANGEMENTS FOR RISK MANAGEMENT

Annual review

5. The NZSAR Secretariat shall arrange for an annual review of the context of NZSAR to help identify any significant changes requiring revision of this policy. As directed by the NZSAR Council, the review may include members of the Council, Consultative Committee and third parties. Generally, the Secretariat shall collate and circulate to review participants information indicating changes in the context of NZSAR, including:

- the cultural, social, political, legal, regulatory, financial, technological, economic, natural and competitive environment (international, national, regional or local) context
- key drivers and trends having impact on the objectives of NZSAR
- relationships with, and perceptions and values of, key stakeholders
- Operational search and rescue capabilities, understood in terms of resources and knowledge (e.g., capital, time, people, processes, systems and technologies) that may impact on strategic search and rescue arrangements.

6. Review participants shall then review the risk register to determine if:

- assessed risks have changed in nature or level
- Risk controls and treatments remain adequate to manage those risks.

7. Arising from the annual review, the NZSAR Secretariat shall prepare an annual risk report to the NZSAR Council for approval or amendment.

Risk assessments

8. NZSAR strategic objectives are aligned with government policy. While many key risks will be strategic, some may arise from operational SAR activities but with the potential to impact on the strategic objectives.

Risk identification

9. Risks to NZSAR can be identified by workshops with members of the Consultative Committee or as a result of communications from the NZSAR Council or other stakeholders. The annual review of the risk management policy should include a facilitated workshop to identify new risks or changes in previously assessed risks.

10. Each risk should be named to identify risk sources, causes, events and consequences.

Risk analysis

11. Risks to NZSAR should be analysed to provide an understanding of the nature of each risk and then an estimate of the level of each risk. This may require some research into risk sources, causes of events, events and the consequences of events. Public (including media) perceptions should be included in any analysis. Any existing controls should be included in the analysis.

Risk analysis using Structured What-If-Then Analysis (SWIFT)

12. The nature of identified risks can be analysed using SWIFT in a workshop by a team of experienced SAR people use an appropriate list of prompt words or phrases developed before the workshop. A facilitator encourages team members to ask questions or provide information about the item under analysis by phrasing questions starting with:

- “What if ...?”
- “What would happen if ...?”
- “Could someone or something ...?”
- “Has anyone or anything ever ...?”

13. This helps ensure all risk events or changes in circumstances and their consequences and impacts have been identified. For each risk analysed, the relevant controls are also identified and evaluated for efficiency and effectiveness. If a risk is considered to be unacceptable, treatment options may be identified and recorded.

Risk evaluation

14. Using the results of the SWIFT risk analysis the NZSAR Council then determines if the level of risk is acceptable “as is”.

Risk treatment

15. For risks determined to be unacceptable “as is”, treatment options should be developed. Generally, risk treatments will require either:

- avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk; or
- removing the source of the risk; or
- changing the nature and magnitude of likelihood; or
- changing the consequences; or
- sharing the risk with another party or parties; or
- Retaining the risk by choice.

16. The “retaining the risk by choice” option may arise due to current lack of resources or appropriate technology.

Routine management of NZSAR risks

17. The NZSAR Secretariat shall monitor risk controls to ensure they are operating as intended. If controls are not operating effectively, the Secretariat shall take appropriate action.

18. For risks that are determined to be unacceptable, the Secretariat shall implement or arrange for the implementation of agreed risk treatments and shall report on progress to the NZSAR Council and relevant stakeholders.



Duncan Ferner
Secretariat Manger
New Zealand Search and Rescue

Annex A - Policy Definitions

Annex B – Risk Consequence Assessment Categories

Annex C – Likelihood / Consequences Assessment Guide

Annex A

Policy Definitions

Unless otherwise stated, the following definitions are taken from the standard AS/NZS ISO 31000:2009. *Risk management – Principles and guidelines*.

Risk governance is “the identification, assessment, management and communication of risks in a broad context. It includes the totality of actors, rules, conventions, processes and mechanisms concerned with how relevant risk information is collected, analysed and communicated, and how and by whom management decisions are taken and implemented” (IRGC, 2009).

External context is the “external environment in which the organisation seeks to achieve its objectives.

Note: External context can include:

- The cultural, social, political, legal, regulatory, financial, technological, economic, natural and competitive environment, whether international, national, regional or local.
- Key drivers and trends having impact on the objectives of the organisation; and relationships with, and perceptions and values of external stakeholders.

Internal context is the “internal environment in which the organisation seeks to achieve its objectives

Note: Internal context can include:

- governance, organisational structure, roles and accountabilities;
- policies, objectives, and the strategies that are in place to achieve them;
- the capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, processes, systems and technologies);
- information systems, information flows and decision-making processes (both formal and informal);
- relationships with, and perceptions and values of, internal stakeholders;
- the organisation's culture;
- standards, guidelines and models adopted by the organisation; and form and extent of contractual relationships.

Risk is “the effect of uncertainty on objectives.

Note 1: An effect is a deviation from the expected – positive or negative.

Note 2: Objectives can have different aspects such as financial, health and safety, and environmental goals and can apply at different levels such as strategic, organisation-wide, project, product, and process.

Note 3: Risk is often characterised by reference to potential events, consequences, or a combination of these and how they can affect the achievement of objectives.

Note 4: Risk is often expressed in terms of a combination of the consequences of an event or a change in circumstances, and the associated likelihood of occurrence.

Note 5: Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of, an event, its consequence, or likelihood”.

Event is an “occurrence or change of a particular set of circumstances.

Note 1 An event can be one or more occurrences, and can have several causes.

Note 2 an event can consist of something not happening.

Note 3 an event can sometimes be referred to as an ‘incident’ or ‘accident’.

Note 4 an event without consequences can also be referred to as a ‘near miss’, ‘incident’, ‘near hit’ or ‘close call”

Risk management framework is a “set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation”.

Risk management process is the “systematic application of management policies, procedures and practices to the tasks of communicating, establishing the context, identifying, and analysing, evaluating, treating, monitoring and reviewing risk”.

Risk assessment is “the overall process of risk identification, risk analysis and risk evaluation”.

Risk identification is the “process of finding, recognising and describing risks”.

Risk analysis is the “process to comprehend the nature of risk and to determine the level of risk.

Note 1: Risk analysis provides the basis for risk evaluation and decisions about risk treatment.

Note 2: Risk analysis includes risk estimation”.

Risk evaluation is the “process of comparing the results of risk analysis against risk criteria to determine whether the level of risk is acceptable or tolerable.

Note: Risk evaluation assists in the decision about risk treatment”.

Risk criteria are the “terms of reference by which the significance of risk is assessed.

Note 1 Risk criteria are based on organisational objectives, and external and internal context.

Note 2 Risk criteria can be derived from standards, laws, policies and other requirements”.

Risk source is an “element which alone or in combination has the intrinsic potential to give rise to risk.

Note: A risk source can be tangible or intangible”.

Control is a “measure that is modifying risk.

Note 1 Controls include any process, policy, device, practice, or other actions which modify risk.

Note 2 Controls may not always exert the intended or assumed modifying effect”

Risk treatment is the “process of developing, selecting and implementing controls

Note 1 Risk treatment can involve:

- avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk;
- seeking an opportunity by deciding to start or continue with an activity likely to create or enhance the risk;
- removing the source of the risk;
- changing the nature and magnitude of likelihood;
- changing the consequences;
- sharing the risk with another party or parties; and
- Retaining the risk by choice.

Note 2: Risk treatments that deal with negative consequences are sometimes referred to as risk mitigation, risk elimination, risk prevention, risk reduction, risk repression and risk correction.

Note 3: Risk treatment can create new risks or modify existing risks”.

Stakeholder is a “person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision or activity.

Note: A decision maker can be a stakeholder”.

Annex B Risk Consequence Assessment Categories

The table below is a guide for determining the consequence level (impact of the risk event occurring). Depending on its nature, a risk event may include several columns.

Level of Impact	Consequence Assessment Categories		
	Achievement of goals	Financial Impact	Political / Reputation Impact
Insignificant (1)	It is likely that there will be no impact on NZSAR goals being achieved.	Insignificant financial impact on NZSAR.	Occurrence of the risk event is not visible internally or externally. No explanation required.
Minor (2)	It is likely the goals would still be achievable but with some minor inconvenience	Minor financial impact on NZSAR.	Occurrence of the risk event would not be visible externally. Some explanation/accountability would be required internally.
Moderate (3)	The affected goal(s) would still be achieved but only with significant difficulty.	Moderate financial impact on NZSAR.	It is likely the risk event would be visible to key internal and external stakeholders. Some damage (actual or perceived) to NZSAR's reputation.
Major (4)	The occurrence of the risk event would result in one or more of the goals definitely not being achieved.	Major financial impact on NZSAR.	The risk event would be highly visible to key internal and external stakeholders and the public. Major damage (actual or perceived) to NZSAR's reputation.
Severe (5)	The occurrence of the risk event would result in the majority of NZSAR's strategic goals definitely not being achieved.	Severe financial impact on NZSAR.	The risk event is highly visible nationally and internationally causing irreversible damage to NZSAR's reputation.

Annex C – Likelihood / Consequences Assessment Guide

			Consequences				
			1	2	3	4	5
			Insignificant	Minor	Moderate	Major	Severe
Likelihood	5	Certain Almost certain to occur in most circumstances (75%+ probability)	Medium (5)	Medium (10)	High (15)	High (20)	High (25)
	4	Likely Likely to occur frequently (50% - 80% probability)	Low (4)	Medium (8)	Medium (12)	High (16)	High (20)
	3	Possible Might Occur at some time (25% - 50% probability)	Low (3)	Low (6)	Medium (9)	Medium (12)	High (15)
	2	Unlikely Could Occur at some time (less than 25% probability)	Low (2)	Low (4)	Low (6)	Medium (8)	Medium (10)
	1	Rare May occur but only in exceptional circumstances	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)



New Zealand Search and Rescue Secretariat

MOSR1-5

26 May 2014

NZSAR Council

OPTIMISING THE NZSAR COUNCIL'S SECTOR ENGAGEMENT

Issues.

I have concerns about the effectiveness and value of the Council's current formal sector engagement arrangements. I understand the intent of the Council engagement is to support good quality, insightful decision making by being adequately informed of sector issues, concerns and priorities. At the same time key sector organisations seek a regular opportunity to directly speak with and influence Council decision making.

For the first four years of its operation, the Council had no specific arrangements to assist its sector engagement. The annual combined Council & Consultative Committee meeting commenced April 2006. From November 2011, the Council invited service level agreement representatives to speak directly with Council members prior to your meetings. In addition, most Council members engage directly with the wider SAR sector in an informal manner as your duties and interests allow. While these arrangements are of benefit, it may be worthwhile exploring other ways to optimise the Council engagement with the sector.

If the Council was to reconsider its approach to its sector engagement, the following four methods are possible options:

1. **No Change.** One Council & Consultative Committee combined meeting annually, one SLA partner attendance ahead of remaining three meetings for 20 minutes, plus ad hoc engagement.
2. **Permanent Representation.** One representative SLA partner attend all NZSAR Council meetings on an annually rotating basis as an observer/participant (not member). No annual combined meeting.
3. **Open / Closed Sessions.** Council meetings are organised into open and closed sessions. Sector representatives (main 3 SLA partners?) attend the open sessions of all Council meetings as observer/participants (not members). No annual combined meeting.
4. **Open / Closed Meetings.** Two Council meetings annually are open for their duration. Sector representatives (main 3 SLA partners?) invited to attend open meetings as observer/participants (not members). No annual combined meeting.

Discussion

The combined meeting normally has around 25 – 30 people present. The scale and nature of this meeting seems to hinder both meaningful discussions and decision making.

While the direct SLA partner to Council engagement is normally less stilted, there frequently appears to be only modest depth or purpose to the engagement. I have received a number of comments over the past few years questioning the nature and/or value of this form of engagement.

While sector engagement is useful, the Council must also have the capacity and privacy to enter into free and frank discussions on a variety of issues. Depending on the topic, the presence of one or more non-Council SAR sector partners is likely to hinder fully open discussions.

Conclusion

Formal engagement with the wider SAR sector is intended to support the function of the NZSAR Council. The current arrangements have weaknesses and other possibilities exist.

I would be grateful if the Council would consider this matter and provide guidance about its preferred method of SAR sector engagement.



Duncan Ferner
Secretariat Manager
New Zealand Search and Rescue

**CONCLUSIONS AND RECOMMENDATIONS
SPECIAL MEETING ON GLOBAL FLIGHT TRACKING
MONTRÉAL, 12-13 MAY 2014**

The International Civil Aviation Organization (ICAO), upon the completion of this Special Meeting on Global Flight Tracking of Aircraft, forged consensus among its Member States and the international air transport industry sector on the near-term priority to track airline flights, no matter their global location or destination. Furthermore, the meeting established a framework for future efforts in this regard for the medium and long term.

The meeting concluded that:

NEAR-TERM

- a) global tracking of airline flights will be pursued as a matter of priority to provide early notice of and response to abnormal flight behaviour;
- b) a DRAFT concept of operations on flight tracking will be developed that includes a clear definition of the objectives of flight tracking that ensures that information is provided in a timely fashion to the right people to support search and rescue, recovery and accident investigation activities, as well as, the roles and responsibilities of all stakeholders;
- c) under the ICAO framework, the contribution by the industry through an Aircraft Tracking Task Force (ATTF) will help address the near-term needs for flight tracking;
- d) ICAO will consider establishing a short term joint ICAO/IATA advisory group to support the global tracking initiative;
- e) airlines will be encouraged to use existing equipment and procedures to the extent possible to support flight tracking pending the outcome of the AATF;
- f) in partnership with the Task Force, ICAO will develop guidance material, based on available flight tracking best practices;
- g) a FINAL high level concept of operations should be delivered to the ICAO High Level Safety Conference (HLSC 2015, February, Montreal);
- h) ICAO should increase its resources allocated to the Search and Rescue in order to improve the effectiveness across national and regional boundaries;

- i) ICAO should, in collaboration with a pool of search and rescue experts, identify and address operational search and rescue challenges with implementation of existing Annex 12 provisions, and provide assistance to States, including aiding in the setting of priorities for the mid and long term;
- j) ICAO should facilitate the sharing of experience and lessons learned from States that were recently involved in accidents where flight tracking could have facilitated search and rescue efforts to all other States;
- k) ICAO should strongly encourage States to regularly run practice exercises involving airlines operation centres, air navigation service providers (ANSPs) and rescue coordination centres (RCCs) to test and verify their ability to respond and coordinate together in an integrated manner to abnormal flight behaviour scenarios;

MID-TERM

- l) ICAO performance based provisions should be developed, using a multidisciplinary approach, on flight tracking to support the location of an accident site in a timely manner for the purpose of search and rescue and accident investigation;
- m) ICAO performance based provisions addressing flight tracking requirements should be sufficiently flexible to accommodate regional needs and be commensurate to operational situations;
- n) ICAO should encourage States and International Telecommunication Union (ITU) to take action, at the earliest opportunity, to provide the necessary spectrum allocations as emerging aviation needs are identified. This includes spectrum for satellite and radio services used for safety of life aviation services. ICAO encourages ITU to place this on the Agenda for the upcoming ITU World Radio Conference 2015;
- o) COSPAS-SARSAT should be invited to continue to investigate, within its own program and in partnership with the industry, the means of improving the reliability and utility of emergency locator transmitter (ELTs), particularly in the context of flight tracking during a distress event; and

LONG-TERM

- p) ICAO should work in coordination with ITU to develop aviation requirements for network communications associated with remote storage of flight information.

- End -

New Zealand Search and Rescue Council

Notice of Meeting
1-3 pm Thursday 29 May 2014
Te Waka Boardroom Ministry of Transport
Level 6, SAS Tower
89 The Terrace, Wellington

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

AGENDA

1.	Welcome (Coffee & Tea available)	Chair
2.	Apologies	Chair
3.	Minutes of meeting held 4 Mar 14 – <i>for approval</i>	All
4.	Matters arising from the Minutes	All
5.	SLA monitoring report: Jan – Mar 14 quarter – <i>paper</i>	Snr Adv
6.	Sector update – <i>paper</i>	Snr Adv
7.	Risk Framework - <i>for discussion</i>	Council
8.	Strategic Discussion - Health and Safety	Council
9.	2014/15 Draft NSSP – <i>for approval</i>	Sec Mgr
10.	Draft SLA Letters – <i>for guidance/approval</i>	Council
11.	Annual performance measurement for MoT - <i>paper</i>	Sec Mgr
12.	Council engagement with sector - <i>discussion</i>	Sec Mgr
13.	2013/14 NSSP update	Sec Mgr
	a. Information projects	
	b. 2012/13 finance update	
14.	General Business	
	a. ICAO recommendation re exercises for missing aircraft	Council
	b. START demonstration	Sec Mgr
	c. IMRF/SAR Conferences 2018/19	Sec Mgr

Next Meeting:

NZSAR Council and Consultative Committee - 21 August 2014



New Zealand Search and Rescue

Minutes of Meeting

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

Attendees:

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

Present:

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

1. Welcome

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

2. Apologies

Mike Edington - DOC

3. Minutes from previous meeting

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

4. Matters Arising from previous meeting

Item 9: Section 9(1) funding proposal

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

Item 12: Meetings for 2014

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

Item 13: Emergency CE's forum

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

Item 13: Deferred items

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

5. Joint Service level Agreement monitoring report

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

Issues and Updates:

Coastguard:

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

SLSNZ:

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

LandSAR:

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

AREC:

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

6. Sector Update

The sector update report was distributed prior to the meeting.

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

7. Draft Section 9(1) Funding Review

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

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

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

Following extensive discussion, the Council:

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

8. NZSAR Awards

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

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

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

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

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

9. National Training Framework

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

❖ The Council:

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

10. SLA Draft Provisions

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

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

11. Risk Framework

The Council discussed the current NZSAR risk matrix.

❖ The Council:

- **Decided** it will review one risk matrix item at each meeting, and indicated that it would be beneficial for the Consultative Committee to do the same.
- **Directed** that Health & Safety be added to the risk matrix.
- **Agreed** that health & safety will be the risk matrix topic for discussion at the next Council meeting.
- **Noted** that the New Zealand's SAR governance arrangements should be included in the relevant briefings to incoming ministers.

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

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

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

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

❖ The Council:

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

12. Performance Measurement

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

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

13. Examination of the SAR System

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

14. National SAR Support Programme

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

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

13. General Business

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

Next meeting:

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

The meeting concluded at 3.00pm.

Martin Matthews
Chair
NZSAR Council

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

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

MOSR 3-1

8 May 2014

NZSAR Council
NZSAR Consultative Committee

**Joint Service Level Agreement monitoring report:
1 January - 31 March 2014 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				

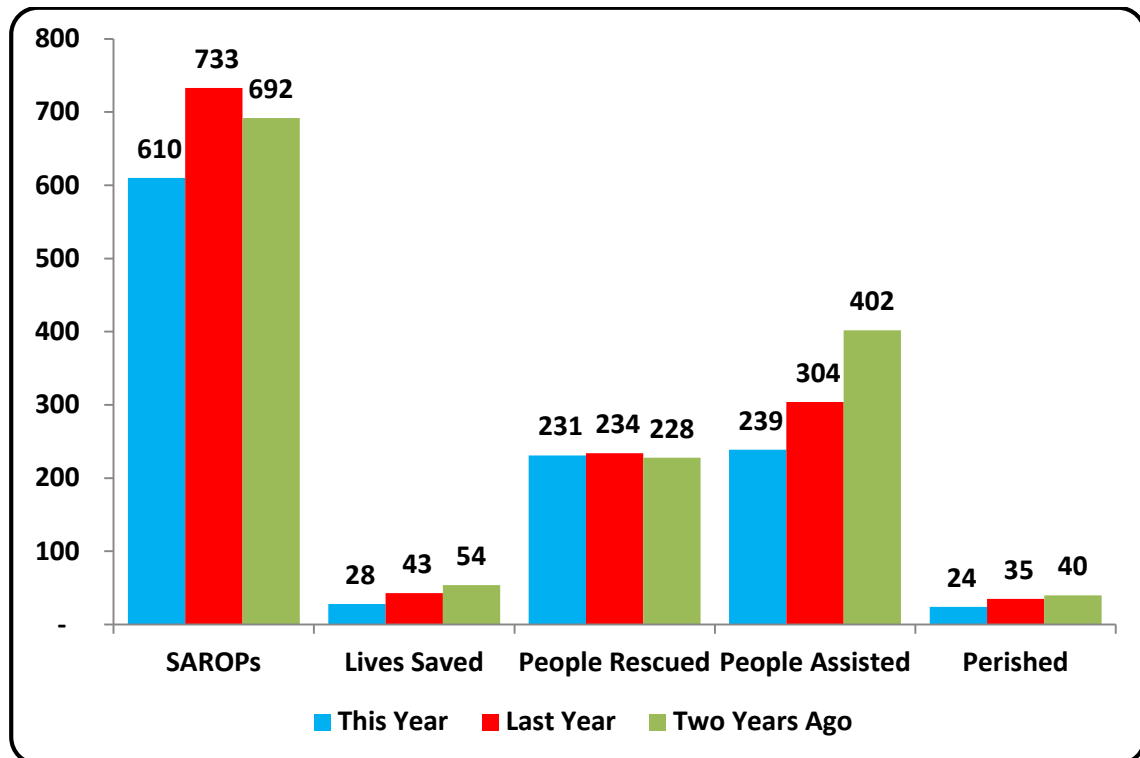
2. A summary of activity as reported by the SLA partners for the quarter.

Outputs	Coastguard	LandSAR	AREC	SLSNZ	Totals
SAROPs Attended	141	55	10	18	--
Volunteers Involved	894	545	29	80	1,548
Volunteer Hours	1,997	3,895	225	166	6,283

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

Measures	Police	RCCNZ	Totals
SAROPs	374	236	610
Lives at Risk	400	644	1,044
Lives Saved	21	7	28
People Rescued	178	53	231
People Assisted	183	56	239
LandSAR Taskings	72	0	72
Coastguard Taskings	87	7	94
SLSNZ Taskings	20	0	20
AREC Taskings	13	0	13
Performance of SLA Partners	Satisfactory	Satisfactory	Satisfactory

4. The graph below provides a comparison with the same quarter for the previous two years. There was a 28% decrease in the number of category 1 SAROPs during the quarter, compared with last year. This continues the trend observed during the October-December quarter. It is possible that this trend is related to the summer weather over the last two years.



Summary of Issues and Updates

5. Coastguard

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

6. LandSAR NZ

- During the quarter LandSAR has focussed its effort in embedding the improved systems and procedures for training courses and administration tasks.
- Progress is being made on the following four key projects, which will result in improvements to the SAR services that LandSAR provides to the Coordinating Authorities:
 - i. Competencies Framework
 - ii. Safety Management System
 - iii. Wander Framework Implementation
 - iv. LandSAR website and Learning Management System upgrade

7. Surf Life Saving New Zealand

- SLSNZ has a Strategic Plan and budget approved for the 2014/15 year, following the Board planning workshop at the end of February.
- During the Labour Weekend to Easter season, there have been 10 drowning's at beaches. Five of these were 'would-be-rescuers'.
- SLSNZ has appointed a Medical Director (Dr Angela Veric), as they have now assumed responsibility to ensure safe and legal practices for our clubs and members in the administration of pain relief.

8. AREC

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

Carl van der Meulen
Senior Advisor
NZSAR Secretariat



New Zealand Search and Rescue

3 June 2014

MOSR 2-5

Jeff Sayer
AREC
767 Upper Plain Road
Masterton 5888

Dear Jeff,

NZSAR COUNCIL SERVICE LEVEL AGREEMENT EXPECTATIONS FOR 2014-15

The NZSAR Council seeks the adequate provision of safe and competent search and rescue services for all areas of New Zealand. The joint Service Level Agreement (SLA) is intended to assist AREC maintain a robust organisation, as well as developing and sustaining your search and rescue capabilities for use by the coordinating authorities. It is also our desire that the SLA contributes directly to the achievement of NZSAR Council goals.

NZSAR Council (Crown) SLA payments are to be applied toward those activities where the benefits are widely felt and/or less tangible in nature and, hence, less amenable to funding by third parties. Examples of the sorts of activities that could fall into this category include the following:

- The governance and management of AREC.
- Research and analysis aimed at making AREC, and the system as a whole, as efficient and effective as possible.
- Cross agency initiatives, because of the benefits that such initiatives potentially have for the sustainability of the system as a whole.

As part of our leadership role, the Council seeks to shape and direct the sector and would like to see AREC focus its SLA funding in 2014-15 on these areas:

1. Assisting AREC to meet SAR Health and Safety and other legal obligations.
2. Implementing IT changes resulting from the (yet to be finalised) NZSAR data standard.
3. Supporting AREC develop robust governance and financial management arrangements.
4. Supporting AREC's active participation in multi-agency forums, SAR exercises and collective training events.

With these priorities in mind, the Council would be grateful if AREC could respond in writing by Wednesday 4 July 2014 outlining ARECs 2014/15 planned expenditure of SLA funding.

The Council is pleased with the relationship we have with AREC and trusts this is reciprocated. We are especially impressed by the dedication and commitment of AREC's volunteers as they provide search and rescue services to the coordinating authorities.

Martin Matthews
Chair
New Zealand Search and Rescue Council

19 May 2014

NZSAR RISK MATRIX

Risk #	Risk Description	Reasons or Causes	Consequences	Likelihood	Consequences	Risk Level (reviewed)	Risk Treatment(s)	Post Treatment (planned for)	Comments/Examples
2014/01	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 2014/01/A: SAR Data Standard In consultation with operational SAR agencies, develop and document an agreed SAR data standard for collection, collation and analysis.	(14/15 NSSP)	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 2014/01/B: Data exchange and storage Establish and maintain a single repository for all SAR data.	(14/15 NSSP)	
						(May 14)	Risk treatment 2014/01/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.	(Ongoing)	
						(May 14)	Risk treatment 2014/01/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.	(14/15 NSSP)	
2014/02	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	(May 14)	Risk treatment 2014/02/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.	(Ongoing)	
		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	(May 14)	Risk treatment 2014/02/B: Funded SAR SLAs Continue to support key SAR providing agencies with appropriately funded three year Service Level Agreements.	(Ongoing)	

19 May 2014

Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level (reviewed)	Risk Treatment(s)	Post Treatment (Planned for)	Comments/Examples
2014/03	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	(May 14)	Risk treatment 2014/03/A: Redevelop NZSAR Core Training Curriculum Redevelop the 2009 NZSAR Core Training Curriculum and update its content. Include process and procedures around SAR Adult and Community Education options.	(Complete and under action)	Development of the NZSAR Training Framework commenced in 2013.
						(May 14)	Risk treatment 2014/03/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.	(Ongoing)	NZSAR supports the conduct of Police District SAREXs
2014/04	Risks exist around volunteer recruitment, retention and training.	Changing demographics and attitudes, increasing work demands impact on volunteer recruitment, availability and longevity with the SAR sector.	The SAR sector is highly reliant on volunteers for the safe delivery of effective SAR services. <ul style="list-style-type: none"> 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	(May 14)	Risk treatment 2014/04/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. 	(Ongoing)	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.				(May 14)	Risk treatment 2014/04/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.	(Ongoing)	
		Trained SAR Volunteers can be difficult to retain and motivate in areas where little SAR activity occurs.				(May 14)	Risk treatment 2014/04/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.	(Ongoing)	

Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level (Reviewed)	Risk Treatment(s)	Post Treatment (Planned for)	Comments/Examples
2014/05	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 2014/05/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.	(Ongoing)	Example - Safety Code material. Example: Safety Partnership.
						(May 14)	Treatment option 2014/05/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.	(Ongoing)	
						(May 14)	Treatment option 2014/05/C: Support domestic safety organisations. Support the SAR prevention efforts of domestic safety information providing agencies. Encourage and harmonise collaborative action.	(Ongoing)	
2014/06	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 14)	Treatment option 2014/06/A: Develop mass rescue policy and plans. In conjunction with partner agencies, develop appropriate mass rescue policies and plans.	(14/15 NSSP)	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 14)	Treatment option 2014/06/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.	(14/15 NSSP)	

Risk #	Risk Description	Reasons or Causes	Consequences	Probability	Impact	Risk Level (Reviewed)	Risk Treatment(s)	Post Treatment (planned for)	Comments/Examples
2014/07	MEOSAR Delay Delay in development of the new MEOSAR ground station	A substantial delay in the development of the new ground station for receipt of satellite data from emergency locator beacons is likely to result in an inability to receive distress signals from the new medium-altitude satellites. Due to: <ul style="list-style-type: none"> Lack of or insufficient funding; Poor project management; and, Technical faults. 	Consequences include: <ul style="list-style-type: none"> Failure to meet international aviation and maritime agreements Damage to the international reputation of New Zealand. 	Rare	Major	(May 14)	Treatment option 2014/07/A: Build and commission a ground station suitable for the MEOSAR satellites Joint planning with Australia is ongoing. Capital finance has been approved and operational finance approved in principle. Tenders have been requested. The project is tracking well.	(Underway)	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.
2014/08	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 14)	Treatment Option 2014/08/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.	(13/14 and 14/15 NSSP)	
		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 14)	Treatment Option 2014/08/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.	(14/15 NSSP)	



NZSAR Secretariat and National SAR Support Programme

2014 / 2015 Work Plan

MOSR2-1

Impact: Support the provision of effective search and rescue services for people in distress throughout the NZSRR

Item	Outputs	Responsibility	Finance	NZSAR Goals
NZSAR Workshops and Seminars			\$68,000	
Wander workshop	Two day multi agency workshop to discuss wander SAR reduction ,readiness and response techniques	NZSAR Secretariat / Contract	\$15,000	1,2,3
Land Search Management Seminar	Partial assistance for a Land Search Management Seminar	LandSAR	\$10,000	1,2,3
SAREX planning meeting	Full day Police and SAR partner meeting to plan SAREXs and other SAR issues. April 2015	NZSAR Secretariat	\$10,000	1,2,3
Helicopter Workshop	Workshop for aviation owners and operators	RCCNZ	\$15,000	1,2,3
SAR partner seminar support	Support to MSC's avalanche mtg 12-14 Jun 15 (\$5k) Support to LandSAR 2 yearly conference Oct 14 (\$4k)	NZSAR Secretariat	\$9,000	2,3
Workshop, Awards & meeting organising support	Event planning and administrative support for significant NZSAR events including workshops, training and awards	NZSAR Secretariat	\$9,000	1,2
SAR Information and IT			\$109,500	
SARNET maintenance	Maintain and service the SARNET collaboration tool.	NZSAR Secretariat / IT Rescue Solutions	\$8,000	1
SAR Dashboard	Create online SAR dashboard able to represent key SAR statistics and data	NZSAR Secretariat / IT Rescue Solutions	\$10,000	1,2,3,4
Data normalisation	Collate and normalise historic SAR data	Contractor	\$5,000	1,2,4
Data collection review and advice	Review and plan future SAR data collection	Contractor	\$12,000	1,2,4
Data collection implementation	Create IT system to collect SAR data	Contractor	\$30,000	1,2,4
Operational Analysis	Comparative analysis of SAR assets and operations	Contractor	\$12,000	1,2
NZSAR resource database upgrade	Upgrade the capabilities of the NZSAR resource database	Contractor	\$15,000	2,3
Resource Database maintenance	Maintain and support the NZSAR Resource Database	ITRS	\$12,500	2,3

Item	Outputs	Responsibility	Finance	NZSAR Goals
SAR Research and Reviews			\$34,000	
Review of Search and Rescue in NZ	Review of search and rescues strategic and organisational arrangements	Contractor	\$15,000	1,2,3,4
Avalanche Advisory Independent Review	An independent review of NZ inc's avalanche advisory needs and requirements	Contractor	\$12,000	1,2,3,4
Search and Rescue Funding Part 2	Examination of all non-governmental SAR funding and expenditure	NZIER	\$7,000	1,2
SAR Documentation			\$5,000	
SAR Forms and guidelines	Maintain SAR sector forms and guidelines		\$5,000	2,3
Training and Training Development			\$115,000	
Training advice and support	Training advice and support	Contractor	\$10,000	1,2,3
Air observer training	One air observer training event	RCCNZ / Police	\$20,000	2,3
Air Observer pre course material	Develop and host air observer on line pre course material	Contractor	\$30,000	2,3
Marine Formal search planning	Develop Marine Formal search planning course material	Contractor	\$10,000	2,3
Land Formal search planning	Complete the development of the Land Formal search planning course.	Contractor	\$10,000	2,3
START	Maintain and update START	IT Rescue Solutions	\$5,000	1,2,3
Search and Rescue Exercises			\$65,000	
NZSAR support for SAREX's	SAREX development, monitoring and debrief support for 10 Police Districts. (\$5k per SAREX)	NZ Police / Secretariat	\$50,000	1,2,3
Mass rescue SAREXs	Scope plan and run two desktop mass rescue SAREX activities	NZSAR Secretariat	\$15,000	1,2,3

Item	Outputs	Responsibility	Finance	NZSAR Goals
Prevention Initiatives			\$87,000	
AdventureSmart Communications	Maintain and update AdventureSmart, Promote linkages, Support the prevention partnership including social media	Turn of Phrase	\$12,000	4
AdventureSmart site maintenance	Technical AdventureSmart website maintenance	Wired IT Solutions	\$10,000	4
AdventureSmart graphic design	AdventureSmart graphic design tasks as required	Bunkhouse	\$2,000	4
Printing and advertising	Limited printing and placement of AdventureSmart material	Contract	\$24,000	4
Visitor intentions process maintenance	Maintain and promote the visitor intentions	MSC (contract)	\$10,000	4
Safety Code storage and distribution	Safety Code storage and distribution targeting inbound tourists	Jasons	\$17,000	4
Wander entity establishment phase 2	Develop and document Regional wander entities	LandSAR	\$12,000	2,4
NZSAR Secretariat			\$157,500	
Strategic Communications	Communications advice incl Link Newsletters, Annual report, prevention activity & knowledge management	Secretariat	\$26,000	1,2,4
NZSAR Website Maintenance	Maintain and update the NZSAR website including the development of a training package	Secretariat	\$6,000	1,3,4
NZSAR Awards and various catering	Host the NZSAR Awards for 2013	Secretariat	\$30,000	1,2,3,4
Printing and graphic design Link/AR	Printing and graphic design costs for Link, annual report, prevention activity and miscellaneous.	Secretariat	\$27,000	1,2,3,4
International Travel	Attend the Australian NATSAR, NESTOC meetings and the EuroSAR conference	Secretariat	\$26,000	1,2,3,4
Domestic travel	Secretariat domestic travel costs plus sector travel support	Secretariat	\$29,500	1,2,3,4
Conference fees	Secretariat conference fees	Secretariat	\$3,000	1,2,3,4
NZSAR miscellaneous	Secretariat costs for individual training, phones, IT etc	Secretariat	\$5,000	1,2,3,4
Health and Safety advice	Technical H & S advice to implement NZSAR H&S strategy	Secretariat/Contractor	\$4,000	1,2,3
Risk Management advice	Technical risk management advice as required	Secretariat/Contractor	\$1,000	1,2,3

Item	Outputs	Responsibility	Finance	NZSAR Goals
Deferred Activities			\$195,000	
Air observer training	One air observer training event	RCCNZ / Police	\$20,000	
SAR Evaluators seminar	Identify SAR evaluators requirements and requisite training	NZSAR Secretariat	\$10,000	
Prevention knowledge research	Research into public knowledge of SAR prevention measures and optimal delivery channels		\$15,000	
Research - Land Incidents	Land incident occurrence, evidence and usage	Contract	\$10,000	
Technology workshop	One day workshop multi agency to discuss SAR Technology and land communication issues	NZSAR Secretariat	\$8,000	
Training - On line material (START)	Develop online SAR training material for START	Contract	\$30,000	
Boating intentions process establishment and maintenance	Create, maintain and update a revised boating intentions process	Contract	\$12,000	
Land Participation	Repeat land participation	Contract	\$25,000	
SAR Expectations research	Research into expectations and experiences of SAR service delivery	Contract	\$25,000	
Marine SAR workshop	Marine SAR workshop	NZSAR Secretariat	\$40,000	

NZSAR Council Goals

As part of the NZSAR Council role to shape and lead the combined efforts of New Zealand's search and rescue sector, it seeks to attain these goals.

1. A robust and integrated SAR system

We seek a collective, cross sector culture of being "one SAR body" within an integrated SAR sector. The sector will continually work on improving its effectiveness and efficiency. We will continue to improve our understanding of ourselves, our relationship with other SAR agencies, our operations, external influences and the risks to the sector. We will use this information to improve common SAR practices and procedures to ensure the safe delivery of effective SAR services.

2. Efficient and sustainable SAR organisations

The sector will further enhance its internal and external organisation and communications. We will be as efficient as possible with secure funding adequate to meet the known SAR need. We will make key decisions based on good quality information. We will also adapt our organisations to meet the changing environment and ensure we are effective at delivering SAR services and we are located appropriately with adequate equipment matched to the identified SAR requirements.

3. Capable SAR people

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

4. Reduced demand for SAR services

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



New Zealand Search and Rescue

3 June 2014

MOSR 2-5

Jeff Sayer
AREC
767 Upper Plain Road
Masterton 5888

Dear Jeff,

NZSAR COUNCIL SERVICE LEVEL AGREEMENT EXPECTATIONS FOR 2014-15

The NZSAR Council seeks the adequate provision of safe and competent search and rescue services for all areas of New Zealand. The joint Service Level Agreement (SLA) is intended to assist AREC maintain a robust organisation, as well as developing and sustaining your search and rescue capabilities for use by the coordinating authorities. It is also our desire that the SLA contributes directly to the achievement of NZSAR Council goals.

NZSAR Council (Crown) SLA payments are to be applied toward those activities where the benefits are widely felt and/or less tangible in nature and, hence, less amenable to funding by third parties. Examples of the sorts of activities that could fall into this category include the following:

- The governance and management of AREC.
- Research and analysis aimed at making AREC, and the system as a whole, as efficient and effective as possible.
- Cross agency initiatives, because of the benefits that such initiatives potentially have for the sustainability of the system as a whole.

As part of our leadership role, the Council seeks to shape and direct the sector and would like to see AREC focus its SLA funding in 2014-15 on these areas:

1. Assisting AREC to meet SAR Health and Safety and other legal obligations.
2. Implementing IT changes resulting from the (yet to be finalised) NZSAR data standard.
3. Supporting AREC develop robust governance and financial management arrangements.
4. Supporting AREC's active participation in multi-agency forums, SAR exercises and collective training events.

With these priorities in mind, the Council would be grateful if AREC could respond in writing by Wednesday 4 July 2014 outlining ARECs 2014/15 planned expenditure of SLA funding.

The Council is pleased with the relationship we have with AREC and trusts this is reciprocated. We are especially impressed by the dedication and commitment of AREC's volunteers as they provide search and rescue services to the coordinating authorities.

Martin Matthews
Chair
New Zealand Search and Rescue Council



New Zealand Search and Rescue

5 June 2014

MOSR 2-2

Patrick Holmes
Coastguard New Zealand
PO Box 33559
Takapuna
Auckland 0740

Dear Patrick,

NZSAR COUNCIL SERVICE LEVEL AGREEMENT EXPECTATIONS FOR 2014-15

The NZSAR Council seeks the adequate provision of safe and competent search and rescue services for all areas of New Zealand. The joint Service Level Agreement (SLA) is intended to assist Coastguard maintain a robust organisation, as well as developing and sustaining your search and rescue capabilities for use by the coordinating authorities. It is also our desire that the SLA contributes directly to the achievement of NZSAR Council goals.

NZSAR Council (Crown) SLA payments are to be applied toward those activities where the benefits are widely felt and/or less tangible in nature and, hence, less amenable to funding by third parties. Examples of the sorts of activities that could fall into this category include the following:

- The governance and management of Coastguard NZ.
- Research and analysis aimed at making Coastguard, and the system as a whole, as efficient and effective as possible.
- Cross agency initiatives, because of the benefits that such initiatives potentially have for the sustainability of the system as a whole.

As part of our leadership role, the Council seeks to shape and direct the sector and would like to see Coastguard focus its SLA funding in 2014-15 on these areas:

1. Assisting Coastguard to meet SAR Health and Safety and other legal obligations.
2. Implementing IT changes resulting from the (yet to be finalised) NZSAR data standard.
3. To support Coastguard's continued work to rationalise its governance and management arrangements to be as effective and financially efficient as possible.

4. Supporting Coastguard's active participation in multi-agency forums, SAR exercises and collective training events.

The NZSAR Council is concerned that Coastguard's current federated governance model appears outdated and no longer fit for purpose. Given the scale, nature and role of Coastguard, the Council perceives the current arrangements as inefficient, expensive and not supportive of timely or effective decision making. We recognise however, that decisions on the structure and governance of Coastguard are matters for the organisation to determine, and understand there has been a commitment made to retain the existing arrangements. In view of our concerns about value for money, we have decided that no SLA funds may be used to support the operation of the four regional Coastguard Governance Boards.

With these priorities in mind, the Council would be grateful if Coastguard NZ could respond in writing by Wednesday 4 July 2014 outlining Coastguards 2014/15 planned expenditure of SLA funding.

The Council is pleased with the relationship we have with Coastguard and trusts this is reciprocated. We are especially impressed by the dedication and commitment of Coastguard's professional volunteers as they provide search and rescue services to the coordinating authorities.

Martin Matthews
Chair
New Zealand Search and Rescue Council



New Zealand Search and Rescue

3 June 2013

MOSR 2-3

Harry Maher
LandSAR New Zealand
PO Box 29082
Christchurch 8053

Dear Harry,

NZSAR COUNCIL SERVICE LEVEL AGREEMENT EXPECTATIONS FOR 2014-15

The NZSAR Council seeks the adequate provision of safe and competent search and rescue services for all areas of New Zealand. The joint service level agreement (SLA) is intended to assist LandSAR maintain a robust organisation, as well as developing and sustaining your search and rescue capabilities for use by the coordinating authorities. It is also our desire that the SLA contributes directly to the achievement of NZSAR Council goals.

NZSAR Council (Crown) SLA payments are to be applied toward those activities where the benefits are widely felt and/or less tangible in nature and, hence, less amenable to funding by third parties. Examples of the sorts of activities that could fall into this category include the following:

- The governance and management of LandSAR.
- Research and analysis aimed at making LandSAR, and the system as a whole, as efficient and effective as possible.
- Cross agency initiatives, because of the benefits that such initiatives potentially have for the sustainability of the system as a whole.

As part of our leadership role, the Council seeks to shape and direct the sector and would like to see LandSAR focus its SLA funding in 2014-15 on these areas:

1. Assisting LandSAR to meet SAR Health and Safety and other legal obligations.
2. Implementing IT changes resulting from the (yet to be finalised) NZSAR data standard.
3. Supporting LandSAR's Governance, management and financial requirements.
4. Supporting LandSAR's active participation in multi-agency forums, SAR exercises and collective training events.
5. Continued work in implementing the Wander framework.

With these priorities in mind, the Council would be grateful if LandSAR could respond in writing by Wednesday 4 July 2014 outlining LandSAR's 2014/15 planned expenditure of SLA funding.

The Council is pleased with the relationship we have with LandSAR and trusts this is reciprocated. We are especially impressed by the dedication and commitment of LandSAR's professional volunteers as they provide search and rescue services to the coordinating authorities.

Martin Matthews
Chair
New Zealand Search and Rescue Council



New Zealand Search and Rescue

3 June 2014

MOSR 2-4

Paul Dalton
Surf Life Saving New Zealand
PO Box 39129
Wellington Mail Centre
Lower Hutt 5045

Dear Paul,

NZSAR COUNCIL SERVICE LEVEL AGREEMENT EXPECTATIONS FOR 2014-15

The NZSAR Council seeks the adequate provision of safe and competent search and rescue services for all areas of New Zealand. The joint Service Level Agreement (SLA) is intended to assist Surf Life Saving New Zealand (SLSNZ) maintain a robust organisation, as well as developing and sustaining your search and rescue capabilities for use by the coordinating authorities. It is also our desire that the SLA contributes directly to the achievement of NZSAR Council goals.

NZSAR Council (Crown) SLA payments are to be applied toward those activities where the benefits are widely felt and/or less tangible in nature and, hence, less amenable to funding by third parties. Examples of the sorts of activities that could fall into this category include the following:

- The governance and management of SLSNZ.
- Research and analysis aimed at making SLSNZ, and the system as a whole, as efficient and effective as possible.
- Cross agency initiatives, because of the benefits that such initiatives potentially have for the sustainability of the system as a whole.

As part of our leadership role, the Council seeks to shape and direct the sector and would like to see SLSNZ focus its SLA funding in 2014-15 on these areas:

1. Assisting SLSNZ to meet SAR Health and Safety and other legal obligations.
2. Implementing IT changes resulting from the (yet to be finalised) NZSAR data standard.
3. Supporting SLSNZ's Governance, management and financial requirements (excluding the SLSNZ Northern Region Board).
4. Supporting SLSNZ's active participation in multi-agency forums, SAR exercises and collective training events.

With these priorities in mind, the Council would be grateful if LandSAR could respond in writing by Wednesday 4 July 2014 outlining SLSNZ's 2014/15 planned expenditure of SLA funding.

The Council is pleased with the relationship we have with SLSNZ and trusts this is reciprocated. We are especially impressed by the dedication and commitment of SLSNZ's professional volunteers as they provide search and rescue services to the coordinating authorities.

Martin Matthews
Chair
New Zealand Search and Rescue Council



New Zealand Search and Rescue Secretariat

To: NZSAR Council Members	MEMORANDUM
From: Duncan Ferner	
Date: 26 May 2014	

NZSAR SECRETARIAT PERFORMANCE 2013/14

The Ministry of Transport requires performance evidence about the NZSAR Secretariat for its annual report. The Secretariat is required to provide to the satisfaction of the NZSAR Council:

- *effective leadership and strategic coordination to the New Zealand search and rescue sector; and*
- *effective support services and policy advice.*

To assess and report on this, I would be grateful if you could indicate your assessments for the following questions:

Most dissatisfied		Scale		Very satisfied
1	2	3	4	5

<i>The NZSAR Secretariat supports the NZSAR Council by providing effective leadership to the New Zealand search and rescue sector.</i>				
1	2	3	4	5

<i>The NZSAR Secretariat supports the NZSAR Council by providing effective strategic coordination to the New Zealand search and rescue sector.</i>				
1	2	3	4	5

<i>The NZSAR Secretariat provides effective support services to the NZSAR Council.</i>				
1	2	3	4	5

<i>The NZSAR Secretariat provides effective policy advice to the NZSAR Council.</i>				
1	2	3	4	5

Duncan Ferner
Secretariat Manager
New Zealand Search and Rescue

NZSAR

New Zealand Search
and Rescue



NZSAR Council Meeting 29 May 2014



Item 2. Apologies

- Mike Edginton - DOC
- Mike Bush – Police

Welcome

- Mike Rusbatch – Police

Item 3. Previous Minutes

Minutes for approval:

- Council Meeting of 4 March 2014



Item 4. Matters Arising

Item 7: Section 9(1) Funding Review

- Council covering letter was prepared
- MoT briefing note was sent to Joint Ministers
- Joint Ministers agreed with the recommendations

Item 9: National Training Framework

- SAR Consultative Committee, Programme Advisory Committee and Training Governance group are or will be giving them consideration

Item 11: Risk Framework

- H&S is on the agenda for discussion
- “SAR Information” changed to yellow

Item 12: Performance Measures

- SAR Council members have provided advice.



5. SLA Monitoring Report

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



5. SLA Monitoring Report

Summary for the 1 January – 31 March 14 Quarter

Measures	Police	RCCNZ	Totals
SAROPs	374	236	610
Lives at Risk	400	644	1,044
Lives Saved	21	7	28
People Rescued	178	53	231
People Assisted	183	56	239
LandSAR Taskings	72	0	72
Coastguard Taskings	87	7	94
AREC Taskings	20	0	20
SLSNZ Taskings	13	0	13
Performance of SLA Partners	Satisfactory	Satisfactory	Satisfactory



5. SLA Monitoring Report

Summary for the 1 January - 31 March 14 Quarter

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

Outputs	Coastguard	LandSAR	AREC	SLSNZ	Totals
SAROPs Attended	141	55	10	18	--
Volunteers Involved	894	545	29	80	1,548
Volunteer Hours	1,997	3,895	225	166	6,283

2,370 Coastguard volunteers responded to 904 non-SAR related calls for assistance during the quarter.



5. SLA Monitoring Report

Coastguard

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

SLSNZ

- SLSNZ has a Strategic Plan and budget approved for the 2014/15 year.
- 10 drowning's at beaches during the Labour Weekend to Easter season. 5 of these were 'would-be-rescuers'.
- SLSNZ has appointed a Medical Director (Dr Angela Veric), to ensure safe and legal administration of pain relief practices for clubs and members.



5. SLA Monitoring Report

LandSAR

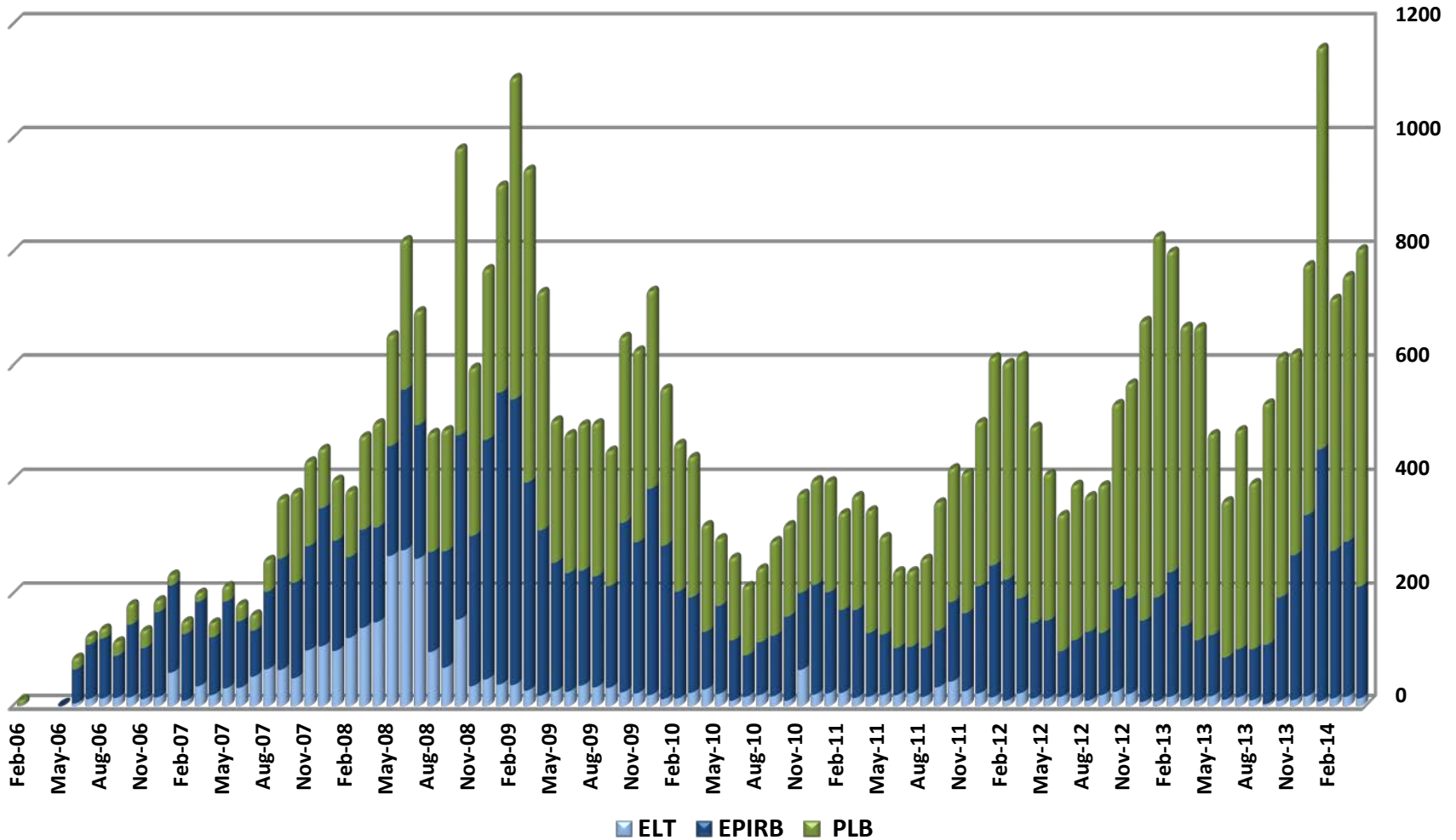
- Has focussed its effort in embedding the improved systems and procedures for training courses and administration tasks.
- Progress is being made on the following :
 1. Competencies Framework
 2. Safety Management System
 3. Wander Framework Implementation
 4. LandSAR website and Learning Management System upgrade

AREC

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



5. Beacon Registrations (44,389)



6. Sector Update



Paper distributed

Detachment Summary

KIWI RESCUE 795



INTERNATIONAL SEARCH FOR MH370

Summary Information – Kiwi Rescue 795

- **Detachment Duration:** 53 Days
- **Total Hours Flown:** 285
- **Search Missions Completed:** 27
- **Search Hours:** 100
- **Search Area Covered:** 1.55 Million Square Kilometres including both Radar and Visual searches. This is the equivalent of searching the entire area of New Zealand 6 times over.
- **Detachment:** 69 personnel were involved in the search over 53 days. This includes Aircrew, Maintainers, Air Liaison Officers and Suppliers. The Detachment were located in Malaysia for eight days before relocating to Perth for the following 45 days. The typical NZ footprint in Perth on any given day was 20. Personnel were cycled out approximately every 2-3 weeks. The total Air Task Group numbers exceeded 600, including Defence Personnel from China, Japan, South Korea, Malaysia, United States and of course Australia. New Zealand completed approximately 10% of all search hours provided in the International Search effort. The sole RNZAF Orion involved in the search had an excellent sortie completion rate, dropping just one flight over the entire 7 weeks of searching.
- **Media Carried:** 37 media carried from various agencies based out of New Zealand, Australia, Singapore, China, America and the UK. Most regularly Kiwi Rescue 795 carried media representing BBC, CNN, ABC and The Associated Press.
- **Rate of Effort:** Regularly aircrew members flew close to Orion Aircraft Type hours limits in as little as 3 weeks (150hrs). At this point they were replaced by a fresh aircrew from 5 Squadron. Some aircrew cycled through the Detachment twice and searched from both Penang (Malaysia) in the early phases of the search effort, then later from Perth. These crew members will have flown the equivalent of 6 months worth of flying (at a standard rate of effort) in as little as 7 weeks. This was a very high rate of effort and crew fatigue had to be carefully managed by RNZAF Command.
- **Duty Day:** Work days were typically 15hrs long for the aircrew. This included 3 hours of pre-flight planning and preparation duties, 11 hours of flying, then 1 hour of post mission activity including reporting of information to AMSA/RCC AUS.
- **Distances:** The search areas were anywhere between 1000-1500nm from Perth. At 1500nm this is the equivalent of flying from Bluff to the edge of Antarctica, searching for 1-2 hours, then returning. It would take the aircraft up to 5hrs to reach the search area depending upon distance and prevailing winds.
- **Searching:** Achievable search times varied between 2-5 hours depending upon how far from Perth the directed search area was. During the search the aircraft slows to approximately 400kmph providing observers with the best opportunity to detect any debris from MH370. Any debris located was reported to AMSA/RCC AUS and if possible, Rescue 795 directed surface assets to the objects for recovery.
- **International Relations:** Throughout the Detachment, working relationships were developed and fostered with representatives from all participating nations of China, Japan, South Korea, Malaysia, United States and Australia.
- **Additional SAR Assistance:** On 26 Apr Kiwi Rescue 795 successfully co-ordinated the rescue of a passenger on-board a sinking sailing vessel 80nm off the coast on Perth. This occurred during the return from a scheduled days searching in the MH370 search area.



INTERNATIONAL SEARCH FOR MH370



UNCLASSIFIED: RESCUE 795 SORTIE 5445

ONTASK 310318z OFFTASK 310722z

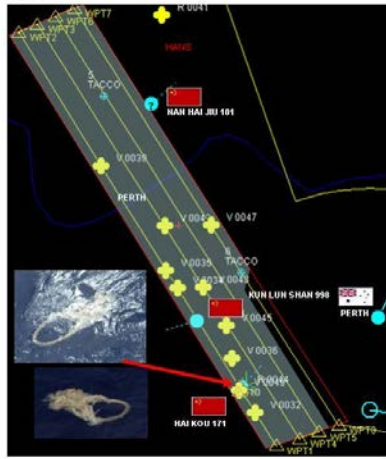
RESCUE 795 31 MARCH SEARCH AREA



UNCLASSIFIED: RESCUE 795 SORTIE 5454

ONTASK 160359z OFFTASK 160743z

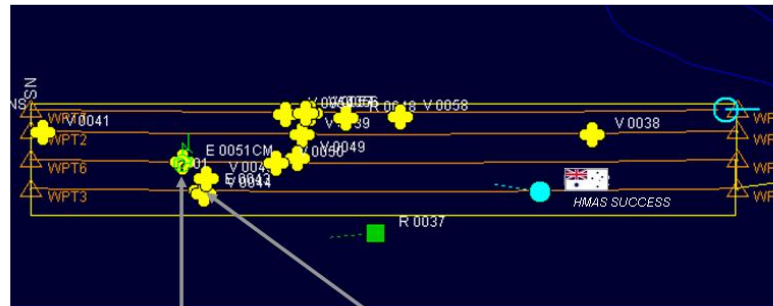
RESCUE 795 16 APRIL SEARCH AREA



- Visual Primary, Radar secondary search of area H40
- 9 small white objects sighted, nil significance
- Sighted 2m object on first leg px 2901.47s 09348.57e, probable rope.
- At AMSA's request, assisted in recovery of object, by Hai Kou 171.
- Hai Kou 171 sighted object 2 minutes prior to PLE.
- 90% of search area completed.



UNCLASSIFIED



OBJECT 2. POSSIBLE FISHING GEAR
3247.47S 09259.13E AT 310640Z. MARKER BUOY DEPLOYED



OBJECT 1. POSSIBLE FISHING NET
3255.5S 09305.2E AT 310449Z

- 100% of area covered.
- Poor search conditions in eastern 1/4, good elsewhere
- HMAS SUCCESS in area

UNCLASSIFIED

Deployment Days	Missions flown	Total Flight Hours	Time on Search
53	27	285	100.0

UNCLASSIFIED

7. Risk Framework

- NZSAR Council Risk Matrix updated
- Now includes “post treatment” assessment
- Reduced “SAR Information” risk to yellow
- Treatment - \$ for land recreation messaging removed.
- Included new Risk – Health and Safety



8. Health & 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.



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.

Item 9. 14/15 NSSP

Proposed Projects	Allocation
Workshops and seminars	\$68,000
Information and IT	\$109,500
Research and Reviews	\$34,000
Documentation	\$5,000
Training and training development	\$115,000
Exercises	\$65,000
Prevention	\$87,000
Secretariat	\$157,500
Total	\$611,000

- Request **Approval** of the 2014/2015 NSSP



Item 10. Draft SLA Letters

- All letters include general phases from the 2013 Martin Jenkins SLA review. Govt funding for:
 - The governance and management of XXXX.
 - Research and analysis aimed at making XXXX, and the system as a whole, as efficient and effective as possible.
 - Cross agency initiatives, because of the benefits that such initiatives potentially have for the sustainability of the system as a whole.



Item 10. Draft SLA Letters

- All priorities similar:
 - Assisting XXXX to meet SAR Health and Safety and other legal obligations.
 - Implementing IT changes resulting from the (yet to be finalised) NZSAR data standard.
 - To support XXXX continued work to rationalise its governance and management arrangements to be as effective and financially efficient as possible.
 - Supporting XXXX active participation in multi-agency forums, SAR exercises and collective training events.



Item 10. Draft SLA Letters

- Coastguard addition:

The NZSAR Council believes Coastguard's current federated governance model is outdated and no longer fit for purpose. Given the scale, nature and role of Coastguard, the Council perceives the current arrangements as inefficient, expensive and not supportive of timely or effective decision making. No SLA funds may be used to support the existence or operation of the four regional Coastguard Governance Boards.



Item 11. Annual Measurement

- For reporting purposes:

➤ MOT Annual Report  Ministry of **Transport**
TE MANATŪ WAKA

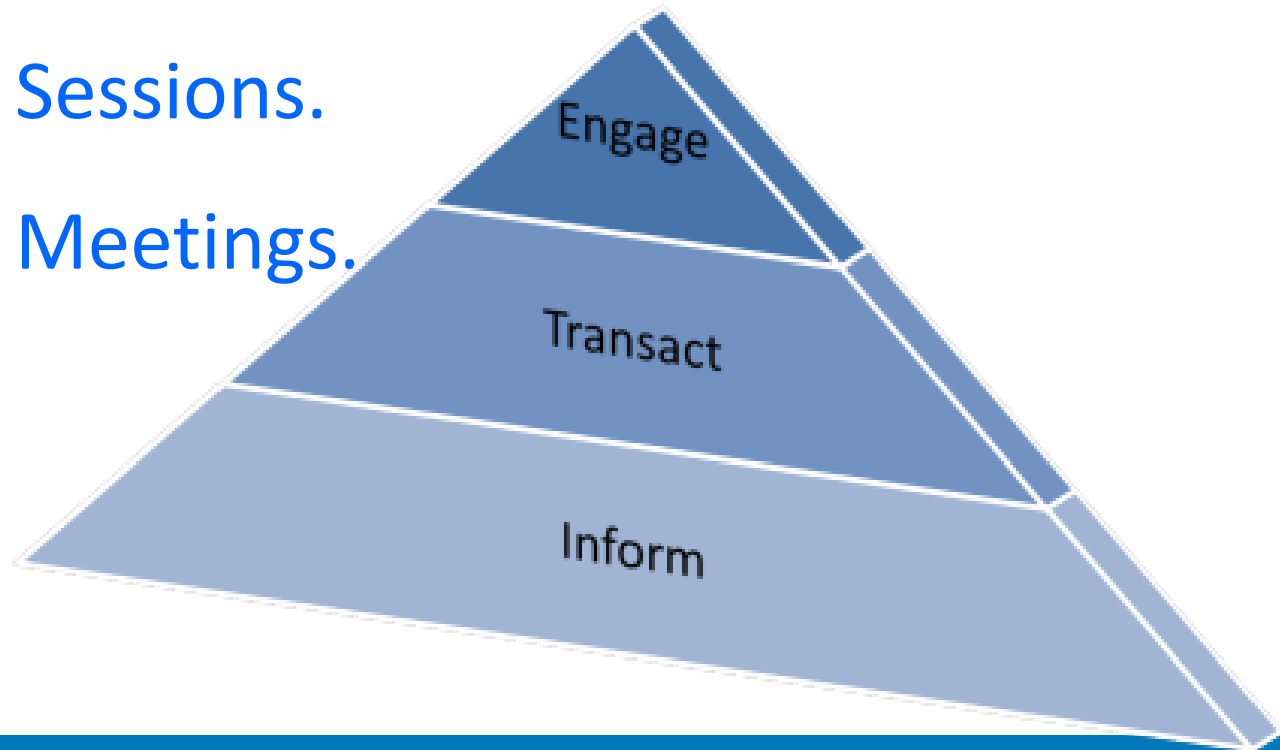
➤ Estimates Process



Item 12. Sector Engagement

Possible options:

- No Change.
- Permanent Representation.
- Open / Closed Sessions.
- Open / Closed Meetings.



Item 13. 2013/14 NSSP Update

Information Projects:

- a. Data Normalisation. Behind schedule but happening.
- b. Data Standard. Information gathering phase. Commence shortly.
- c. Data Collection Implementation. Will require Police and MNZ resources (\$).
- d. Information analysis. Commence once a. is complete.

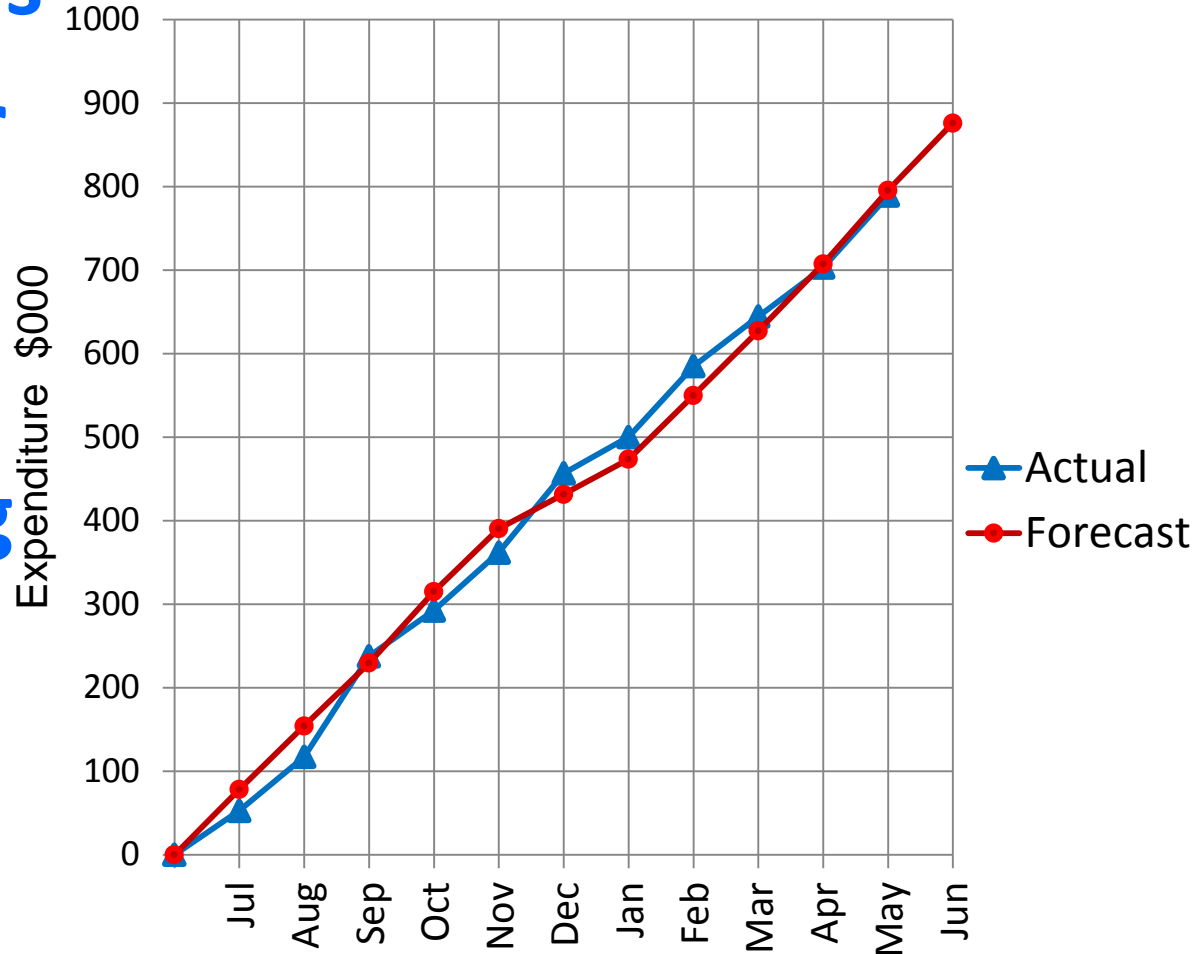


Item 13. 2013/14 NSSP Update

Council finances
are on track for
year end.

\$61k remaining

Total SARS Expenses to 31 May
Actuals vs Forecast



13. 2013/14 NSSP

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

Item 14. General Business

a. ICAO

ICAO should strongly encourage States to regularly run practice exercises involving airlines operation centres, air navigation service providers (ANSPs) and rescue coordination centres (RCCs) to test and verify their ability to respond and coordinate together in an integrated manner to abnormal flight behaviour scenarios;



Item 14. General Business

b.



- ✓ On line learning management system.
- ✓ Contains SAR knowledge.
- ✓ Free to access and use.

Item 14. General Business

c. International SAR Conference Auckland 2018?

- IMRF



- Tall ships fleet. - Commemorate Capt Cook visit to NZ
- Land SAR component?



NZSAR

New Zealand Search
and Rescue



NZSAR Council Meeting 29 May 2014

ENDS

