



New Zealand Search and Rescue Administration Manual

New Zealand Search and Rescue Council

March 2011

Foreword

This document is a companion to the *New Zealand Search and Rescue Plan 2009 - 2014* and the *Framework for the New Zealand Search and Rescue Region*, and should be read in conjunction with those publications. As a whole they describe the strategic, governance, operational and administrative responsibilities, policies and processes that are endorsed by the New Zealand Search and Rescue Council and put into effect through the collaborative activity of the organisations that make up the New Zealand Search and Rescue (NZSAR) sector.

1 The *New Zealand Search and Rescue Plan 2009 - 2014* sets out:

- the purpose, vision, values and parameters for search and rescue activities in the New Zealand Search and Rescue Region; and
- the goals adopted by the NZSAR Council in order to lead the combined efforts of New Zealand's search and rescue sector.

2 The *Framework for the New Zealand Search and Rescue Region* outlines how the strategic *Plan* is managed and put into operation. It describes the background, scope and responsibilities of the NZSAR sector, and its strategic and operational management. It also depicts significant NZSAR policies, provides a descriptive outline of the authorities and organisations that make up the sector, and includes:

- New Zealand's international obligations;
- the governance structure for SAR in New Zealand;
- operating systems and procedures – notably the International Aeronautical and Maritime Search and Rescue (IAMSAR) Manual, and the Coordinated Incident Management System (CIMS); and a
- glossary of abbreviations, terms and definitions.

3 This *New Zealand Search and Rescue Administration Manual* elaborates the *Plan* and the *Framework* by detailing:

- the Terms of Reference for the NZSAR Council, the NZSAR Secretariat and the NZSAR Consultative Committee;
- the NZSAR Award Programme;
- the NZSAR Review, Investigation or Inquiry Policy;
- international contacts;
- training and exercising;
- the NZSAR Statistics Plan;
- the NZSAR Communications Strategy (including the website);
- matters regarding performance assessment, risk management and insurance;
- research and innovation; and
- Memoranda of Understanding and Service Level Agreements.

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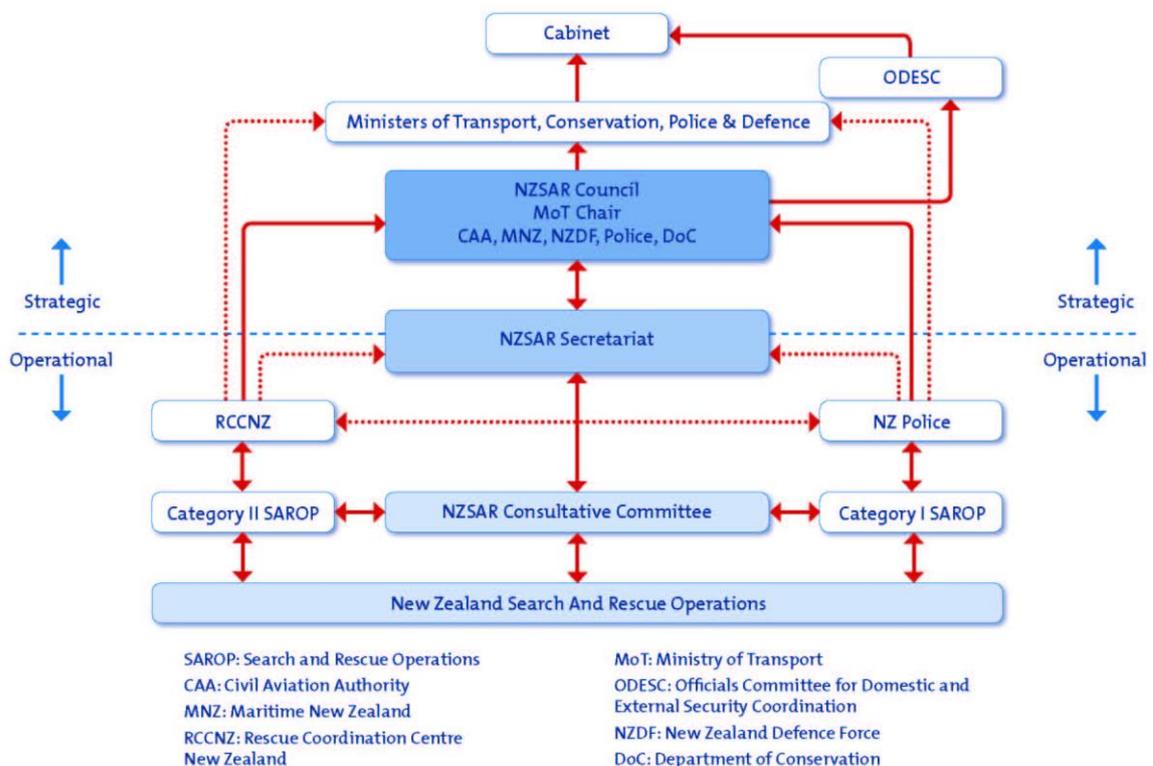
1 Introduction

Search and Rescue (SAR) is the activity of locating and recovering persons either in distress, potential distress or missing and delivering them to a place of safety.

The New Zealand Search and Rescue (NZSAR) sector aims to provide effective search and rescue services throughout New Zealand's Search and Rescue Region (NZSRR) for those reported in trouble either on land, on water, or in the air and for those reported missing.

The sector is an integrated organisation of search and rescue co-ordinators and search and rescue units using established communications infrastructure and well-developed skills and procedures.

2 NZSAR Governance and Management



Responsibility for New Zealand SAR policy lies with the **Government**. Services are managed and coordinated by several core departments and state agencies, namely New Zealand Police, Maritime NZ, the Civil Aviation Authority, the New Zealand Defence Force and the Ministry of Transport. Other agencies, such as the Ministry of Civil Defence and Emergency Management, are responsible for wider and complementary policies regarding rescue activities.

The **NZSAR Council** provides national strategic governance to New Zealand search and rescue. In keeping with the Council's high level strategic function, its membership is drawn from the chief executives of the Ministry of Transport (chair), New Zealand Police, New Zealand Defence Force, Maritime NZ, the Civil Aviation Authority and, most recently, the Department of Conservation.

The NZSAR Council can report to government either through the Council members' responsible Ministers and/or through the Domestic and External Security Co-ordination channels, as illustrated below.

The **NZSAR Consultative Committee** provides expert advice to the NZSAR Council. It also creates and strengthens linkages across participants within the New Zealand SAR sector. The Committee also provides a forum for all stakeholders, including voluntary groups, to discuss SAR issues.

The **NZSAR Secretariat** supports the Council in providing leadership to the sector and chairs the Consultative Committee. The Secretariat works from (but is not part of) the Ministry of Transport.

3 NZSAR Council Terms of Reference

Purpose

To provide national level strategic governance to the New Zealand Search and Rescue (SAR) sector.

Objectives

- To provide strategic search and rescue policy advice to government.
- To provide strong strategic coordination and leadership for all search and rescue strategies (sea, land and air) within New Zealand's search and rescue region.
- To provide a centralised public voice for strategic SAR issues.
- To monitor New Zealand international SAR obligations and provide strategic advice to the Government when needed.
- To establish and maintain New Zealand's Search and Rescue:
 - Vision
 - Mission
 - Goals
 - Plan

and monitor performance agreements and goals within the plan.

Scope and Operation

While the Council is responsible for the provision of national level strategic governance to the New Zealand Search and Rescue (NZSAR) sector, it does not have a role in the coordination or execution of search and rescue operations at the functional operational or tactical levels. Nor does it have a role with the narrower issues associated with performance of the functional responsibilities of individual SAR delivery agencies.

The Council is supported by the NZSAR Secretariat and the NZSAR Consultative Committee. The Secretariat provides the Council with support services, policy advice and implements agreed measures to effectively coordinate strategic SAR in New Zealand. The Consultative Committee is a forum for all New Zealand based SAR stakeholders. The Committee provides advice to the Council and informs the strategic decision making process.

The Council, Secretariat and Consultative Committee operate cohesively to ensure the objectives are successfully delivered.

Membership and Composition

In keeping with the Council's high level strategic function, its membership is composed of the Chief Executives (or delegated to a person from the senior executive level) of the following government agencies:

- Ministry of Transport (Chair)
- New Zealand Police
- New Zealand Defence Force
- Maritime New Zealand
- Civil Aviation Authority
- Department of Conservation

Representation from other agencies with an interest in matters before the Council, including the NZSAR Consultative Committee, may attend by request or invitation.

Secretariat and secretarial functions for the Council are provided by the Secretariat who is to be in attendance at Council meetings.

Quorum

The Council quorum shall be attendees present from a minimum of four of the member organisations.

Accountabilities

Group - The NZSAR Council formally reports to the Government through the Domestic and External Security Co-ordination (DESC) system. This occurs via the Officials' Domestic and External Security Committee (ODESC). The Council reports to Cabinet via the appropriate Minister.

The important relationship between the Council and the wider SAR Community is supported by and maintained through the NZSAR Secretariat and the NZSAR Consultative Committee.

Individual Member - Individual NZSAR Council members are expected to:

- attend, to the greatest extent possible, all meetings of the Council;
- examine issues before the council from a strategic viewpoint not withstanding individual agency responsibilities;
- support a consensus decision-making approach; and

- support and endorse the decisions of the Council.

External Communication and Media - The Chair of the NZSAR Council is responsible for the conduct of all of the Council's external communications and media activity. The Chair is supported in this role by the NZSAR Secretariat.

Processes

Meetings. The NZSAR Council is to meet at least three times per year. The Chair may call additional meetings as required.

Meetings will follow an agenda which is to be circulated in draft to members for their consideration and comment in advance of the relevant meeting.

Minutes of meetings and a record of decisions made will be kept and confirmed at the next meeting of the Council.

Papers are to be circulated for member's consideration in advance of the relevant meeting where possible.

Consideration of issues and related decisions can be made outside of formal meetings as required through processes agreed to by members.

Conflicts of Interest. Occasionally, potential or actual conflicts of interest may arise between NZSAR Council members (or the organisations they represent) and the delivery of the Council's objectives. In such cases, members (or their representatives) should declare the potential conflict of interest to the Chair at the beginning of each meeting. Members holding or representing the conflict of interest may participate in discussions but are to withdraw from the decision making process in relation to the area of potential conflict.

Administration. The Secretariat will provide administrative support to the Council as required.

The costs for members to attend meetings are to be borne by their respective organisations.

4 NZSAR Secretariat Terms of Reference

Purpose

To provide the New Zealand Search and Rescue (NZSAR) Council with support services, policy advice and the implementation of agreed measures in order to give effective leadership and strategic coordination to the New Zealand search and rescue sector.

Objectives

To assist the Council in the provision of strong strategic coordination and leadership for all search and rescue (sea, land and air) within New Zealand's search and rescue region.

To support the Council by:

- maintaining NZSAR's key documentation;
- maintaining strong domestic and international SAR linkages;
- monitoring New Zealand's domestic and international SAR obligations; and
- responding to SAR issues as they arise and providing relevant advice to the NZSAR Council.

Scope and Operation

The Secretariat does not have a role in the coordination or execution of search and rescue operations at the functional operational or tactical levels. Nor does it have a role with established performance and functional responsibilities of individual SAR delivery agencies.

The Secretariat supports the Council and provides leadership to the Consultative Committee. The Secretariat provides the Council with support services, policy advice and implements agreed measures to effectively coordinate SAR in New Zealand. The Consultative Committee is a forum for all New Zealand based SAR stakeholders. The Committee provides advice to the Council and informs the strategic decision making process.

The Council, Secretariat and Consultative Committee operate cohesively to ensure the objectives are successfully delivered.

Composition

The Secretariat is modelled on the Canadian National SAR Secretariat. It is comprised of a Secretariat manager, a senior advisor and other resources as required for project specific work.

Accountabilities

The Secretariat is accountable to the Council.

For day-to-day matters and administrative convenience, the Secretariat utilises the Ministry of Transport financial, human resource and administrative accountability processes.

External Communication and Media

The Secretariat supports the Council by providing advice and support for the Council's external communications and media activity.

Processes

The Secretariat supports the processes of the Council and the Consultative Committee.

Internal processes are arranged by the Secretariat Manager.

Administration

While the Secretariat provides administrative support to the Council and the Consultative Committee as required, it is in turn administered and accommodated by the Ministry of Transport.

5 NZSAR Consultative Committee Terms of Reference

Purpose

To provide a national forum for all New Zealand SAR stakeholders including voluntary groups.

Objectives

To inform the strategic decision making process of the NZSAR Council

To share initiatives, processes and knowledge as appropriate for the betterment of SAR in New Zealand as well as to create and strengthen linkages across participants within the New Zealand SAR Sector.

To work collectively in order to deliver objectives within the national SAR strategic plan.

To inform the Council and Secretariat of SAR issues as it affects individual or collective organisations

To provide information as necessary to enable the validation and monitoring of national SAR service and financial performance, standards, training, agreements and documentation relevant to all participants in New Zealand SAR.

- To inform the Secretariat in its provision of strategic search and rescue policy advice to the Council; and
- To inform, support and deliver New Zealand's search and rescue:
 - Vision
 - Mission
 - Goals
 - Plan

Scope and Operation

While individual member organisations do, the Consultative Committee as a collective body does not have a role in the coordination or execution of search and rescue operations at the functional operational or tactical levels.

The Consultative Committee is provided leadership and support by the Secretariat. The Consultative Committee is a forum for all New Zealand based SAR stakeholders. The Committee provides advice to the Council and informs the strategic decision making process.

The Council, Secretariat and Consultative Committee operate cohesively to ensure the objectives are successfully delivered.

Membership and Composition

NZSAR Consultative Committee membership is drawn from the leadership of the many organisations and stakeholders involved with New Zealand SAR. These include (but are not limited to):

- NZSAR Secretariat (Chair)
- Maritime New Zealand
- Civil Aviation Authority
- New Zealand Police
- New Zealand Defence Force
- Department of Conservation
- Ministry of Transport
- Land Search and Rescue Inc
- Royal New Zealand Coastguard Federation
- Aviation Industry Association
- Amateur Radio Emergency Communications
- Rescue Co-ordination Centre New Zealand
- Ambulance New Zealand
- New Zealand Mountain Safety Council
- New Zealand Fire Service
- Maritime Operations Centre
- Surf Life Saving NZ
- Federation of Commercial Fishermen
- Antarctica New Zealand
- Search and Rescue Institute of New Zealand

Representation from other agencies or persons with an interest in matters before the Consultative Committee may attend by request or invitation.

Secretariat and secretarial functions for the Consultative Committee are provided by the NZSAR Secretariat.

Quorum

The Council quorum shall be attendees present from a minimum of 60% of the member organisations.

Accountabilities

Group. The Consultative Committee provides advice to the Council and informs the Secretariat.

Individual Member. Individual SAR Consultative Committee members are expected to:

- attend, to the greatest extent possible, all meetings of the Consultative Committee;
- provide viewpoints on issues representative of their member organisation;
- support a consensus approach to decision-making; and,
- support and endorse the decisions or agreed advice of the Consultative Committee

External Communication and Media. The Chair of the Consultative Committee is responsible for the conduct of all of the Consultative Committee external communications and media activity.

Meetings. The Consultative Committee is to meet approximately four times per year. The chair may call additional meetings as required.

Meetings will follow an agenda which is to be circulated in draft to members for their consideration and comment in advance of the relevant meeting. Minutes of meetings and a record of decisions made will be kept and confirmed at the next meeting of the Consultative Committee. Papers are to be circulated for members consideration in advance of the relevant meeting where possible.

Consideration of issues and related decisions can be made outside of formal meetings as required through processes agreed to by members.

Administration

The Secretariat will provide administrative support to the Consultative Committee as required.

The costs for members to attend meetings are to be borne by their respective organisations.

The organisations that make up the New Zealand SAR sector, and their responsibilities and roles, are described in Part 3 of the Framework for the New Zealand Search and Rescue Region.

6 NZSAR Award Programme

About The Awards

Searching for, and rescuing people is a complex, often difficult task that occurs in all kinds of weather and usually in demanding locations. The people who work or volunteer their time and skills in this area, and those that support them, often receive little public recognition for the feats they achieve and the sustained effort they put in to accomplish these tasks. The New Zealand Search and Rescue (NZSAR) Council has established two annual national awards to recognise worthy achievements in the field of search and rescue in the New Zealand Search and Rescue Region:

- **New Zealand Search and Rescue Gold Award.** Commencing in 1999, this annual award honours the person, group or organisation that has made the most significant contribution to search and rescue in the New Zealand Search and Rescue Region during that year or over a sustained period. One NZSAR Award can be awarded each year. It was renamed as the NZSAR Gold Award in 2008.
- **New Zealand Search and Rescue Certificates of Achievement.** Commencing in 2008, the certificate is awarded to people, groups or organisations that have made an important contribution to search and rescue in the New Zealand Search and Rescue Region during that year or over a sustained period. More than one NZSAR Certificate may be awarded each year.

While some specific acts of Search and Rescue (SAR) heroism or conspicuous service have drawn honours from the Royal New Zealand Honours system, and others have received awards from their own organisations, such recognition often does not reach the public or others involved in the wider SAR community.

The NZSAR Council's award programme is intended primarily for those people, groups or organisations that have made important contributions to SAR in New Zealand and deserve recognition at a national level.

The NZSAR Council's award scheme is intended to give formal and public recognition to those involved in search and rescue in New Zealand. It is also intended to raise community awareness about the efforts of the volunteers and paid personnel in the SAR sector and celebrate their success. Both the NZSAR Gold Award and the Certificate are judged and presented annually by the NZSAR Council.

Criteria

The key criteria for both the award and the certificate are 'those that have made a significant contribution to search and rescue in the New Zealand Search and Rescue Region during that year or over a sustained period'.

Process

To be considered for the Gold Award or the Certificate, a nomination must be prepared and forwarded to the NZSAR Secretariat no later than the last day in

December annually. This nomination is to be submitted by an individual or organisation in the belief that the nominee has fulfilled the criteria.

A sub-committee of the NZSAR Consultative Committee will review all the nominations for the year and make recommendations to the NZSAR Council about who should be considered for recognition in ranked order. The NZSAR Council will then consider the recommendations and decide who will be the recipients. The Secretariat will manage this process.

If, in the opinion of the NZSAR Council, there is no nomination of sufficiently high standard to qualify, a decision may be made not to present the Gold Award or Certificate for any given year.

Individuals, groups and entire organisations are eligible for either forms of NZSAR Council recognition. Judging of the nominations will be on the basis of information contained in the nomination form and supporting documentation. The decision of the NZSAR Council will be final and no correspondence will be entered into.

Details of the nomination and any supporting evidence (such as photographs, reports, letters, witness contact details etc) should be attached to the nomination form.

The nomination form can be downloaded from www.nzsar.org.nz or requested from the NZSAR Secretariat Manager. Once completed, please forward it to NZSAR Secretariat Manager for collation.

SAR Secretariat Manager
NZ Search and Rescue Council
PO Box 3175
Wellington

Eligibility

1. Any type of contribution to SAR in the NZ Search and Rescue Region shall be considered for nominating an individual or organisation for the NZSAR awards programme.
2. The nominee must have performed outstanding work in the field of SAR above and beyond routine work and service.
3. The contribution may be in the form of sustained effort over a period of time or for a particular incident or set of incidents.
4. The NZSAR Gold Award and Certificate of Achievement may be granted posthumously.
5. If an individual or organisation has been nominated for a NZSAR Gold Award in the past, whether or not they received an award or certificate, substantial new information must be presented for the NZSAR Council to consider this nomination. A list of past recipients is contained on this website.

6. An individual who has received an NZ Royal Honour from the Governor General previously for a particular incident cannot be considered for recognition by the NZSAR Council award programme for that same contribution or incident.

7. The information contained in the nomination is the basis for the evaluation, so it must be complete and fully justify the nomination. The NZSAR Council will not routinely contact the nominator or seek any supplementary information.

Preparation and Submission of Nominations

1. All nominations shall use the NZSAR Council awards programme nomination form and follow the attached guidelines for preparing the nominations.

2. Nominations shall be submitted no later than the last day of December in any given year. Nominations received after the deadline date will be filed for consideration in the next year's awards programme.

3. A nomination can be submitted by any person over the age of 18, who is familiar with the contribution of the individual or organisation being submitted.

4. An individual cannot nominate himself/herself or the organisation with which he or she is affiliated.

5. A good nomination will use plain language to tell the NZSAR Council what the nominee has done and how the contribution has helped SAR. The outcome and the process of the contribution must be described and substantiated.

6. A current biographical sketch, including dates of active participation in organisations, and any awards or honours earned by the nominee, is useful to the NZSAR Council.

7. Dates and details about the nominee's work and how it has affected their community and SAR in general provides the NZSAR Council with a valuable decision-making tool.

8. All nominations must be signed and seconded.

Nominations are to be submitted to:

NZSAR Secretariat
NZ Search and Rescue Council
PO Box 3175
Wellington

Selection

The nominations will be considered using the following guidelines and any others considered relevant by the NZSAR Council:

SAR services

- Changes or improvements to SAR
- Positive impact of changes
- Range/scope of impact
- Fundraising

Dedication

- Years of service to SAR
- Amount of effort
- Role/impact

Extraordinary rescue effort

- Result
- Use of SAR techniques
- Personal risk

Leadership

- Leadership activities
- Number of years as SAR group/team leader

Development of a new technique or technology

- Introduction of SAR technique or technology
- Success of the new technique or technology
- Scale of effort

Education and prevention

- Identification of a need for a programme
- Introduction of a successful SAR educational or prevention programme
- Application of the programme
- Success of the programme
- Scale of effort

Selection Process

1. The NZSAR Council is the selection panel.
2. References may be checked upon receipt of nomination.
3. The NZSAR Secretariat will manage the nomination and awards process
4. A sub-committee of the NZSAR Consultative Committee will rank the eligible nominations and provide advice to the NZSAR Council.
5. The nominations will then be considered by the NZSAR Council who will make the final and incontestable decision regarding recipients. The nomination with the highest merit will receive the NZSAR Gold Award.
6. The NZSAR Secretariat will notify the Gold Award and Certificate recipients and all nominators once the NZSAR Council has made its decision.
7. NZSAR Gold Award and Certificate recipients' identification will be officially announced at an awards ceremony arranged by the NZSAR Secretariat.
8. The NZSAR Secretariat will provide news releases on the Gold Award and Certificate recipients to the appropriate media.

Guidelines for Preparing Nominations

1. Fill out the candidate information on the application form.
2. Write the reasons for the nomination in the area provided and use a separate sheet if necessary. Describe in a qualitative manner:
 - the nature of the candidate's contribution to SAR (achievements applying to this nomination);
 - the significance of the candidate's contribution to SAR (including the importance of the contributions and the benefits resulting from them);
 - the context of the contribution (including background against which the contributions were made and problems overcome).
3. For individuals, provide an up-to-date biographical sketch of the nominee on a separate sheet.
4. Fill out the nominator and seconder information on the application form. Ensure these are signed. You may include other references (with names and contact information) to corroborate the information provided in the nomination if you wish.
5. Attach all relevant supporting documentation, including endorsements. Submit nomination to the NZSAR Secretariat not later than the last day of January.

Frequently Asked Questions

When was the NZSAR Council Awards programme established?

The NZSAR Council Awards programme was introduced in 1999 to acknowledge outstanding search and rescue work by individuals, groups and organisations in the New Zealand Search and Rescue Region. The programme also serves to raise awareness of SAR efforts across the country. The structure of the awards programme was updated in 2007 to include the NZSAR Gold Award and Certificates of Achievement.

Are there separate awards for paid and volunteer SAR personnel?

No. Both the New Zealand Search and Rescue Gold Award and the Certificate can be awarded to either paid or volunteer SAR personnel.

Are the awards only for lifetime achievement in SAR?

No. Any significant contribution to SAR in the New Zealand Search and Rescue Region should be considered in nominating an individual or organization for the NZSAR Councils awards programme. The nominee must have performed outstanding work in the field of SAR above and beyond routine work and service. The contribution may be in the form of sustained effort over a period of time or for a particular incident or group of incidents.

Can organisations, groups and individuals be nominated?

Yes.

How many awards are given out each year?

Only one NZSAR Gold Award can be presented each year. Several Certificates of Achievement may be presented, depending on the calibre of the nominations.

Will the Gold Award and Certificates be presented each year?

The NZSAR Council may decide on occasion not to present the Gold Award or Certificate if, in their opinion, the nominations do not warrant their presentation.

Where can I find the names of previous recipients?

Information about past SAR Award and Certificate of Achievement recipients can be found on the NZSAR web site.

Can a previous winner be nominated again?

Yes. The organisation/group/person will be judged only on achievements since the previous award was received. For those who have been nominated in the past (and have not won), previous nomination information can be updated and will be considered for the present nomination.

Can people from the same organisation be nominated?

Yes. You may nominate as many people as you like, but please fill out separate forms for each nominee, unless you are nominating the group or organisation as a whole.

Do I fill out separate forms for the Gold Award and Certificate of Achievement?

No. All nominees are considered for both the NZSAR Gold Award and a Certificate. The nomination with the highest merit will receive the NZSAR Gold Award.

Are the nominations confidential?

Yes. We do not contact nominees unless asked to do so by the nominator. We contact the winners prior to the awards ceremony to confirm their attendance and other details.

When do nominations close?

Nominations close on the last day of January annually.



New Zealand Search and Rescue

7. NZSAR Award Programme Nomination Form

Full name of the individual(s)/Group/organisation

Nominee Contact Details

Address

Home ()

Work ()

Email:

Occupation (<i>if applicable/relevant</i>)
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Brief description of how the person, group or organisation has made an outstanding or significant contribution to Search and Rescue in the New Zealand Search and Rescue Region. Refer to the www.nzsar.org.nz website for instructions on how to complete this form. Supporting documents/photos can be attached.

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Nominated by:

Seconded by:

Name

Name

Address

Address

Phone ()

Phone ()

Fax ()

Fax ()

E Mail

E Mail

Signature

Signature

I certify that the information contained in this nomination is true and correct

I certify that the information contained in this nomination is true and correct

Date / /

Date / /

8 NZSAR Review, Investigation or Inquiry Policy

The New Zealand Search and Rescue (NZSAR) Council may, on occasion, wish to establish a review, investigation or inquiry into a Search and Rescue (SAR) matter. These matters may typically (but are not restricted to) be:

- of considerable public importance;
- of concern to the NZSAR Council or one or more of its component organisations;
- in response to an identified need or concern raised by NZSAR Council members;
- in relation to matters of procedure, policy, administration, jurisdiction, finance or operation;
- in response to a complaint; or,
- where a review or inquiry is deemed the most appropriate method to establish the specifics about a matter and make recommendations about appropriate remedial action.

The principles that underpin reviews, investigations or inquiries into serious SAR matters are that:

- the starting point is to investigate the SAR matter, not the assumption that a person or organisation is at fault.
- the review, investigation or inquiry process must be independent, competent, proportionate and timely.
- where possible, the focus should be on learning lessons and identification of measures needed to prevent recurrence of the matter, not apportioning blame.

The establishment of a review, investigation or inquiry by the NZSAR Council should be endorsed by a majority of its members and recorded in the minutes of the next available NZSAR Council meeting. The funding of the review, investigation or inquiry will also need to be resolved by the Council. The NZSAR Council is solely responsible for determining the terms of reference for any review, investigation or inquiry it chooses to establish.

The establishment of a review, investigation or inquiry by the NZSAR Council does not inhibit or restrict the occurrence any other form of governmental investigation. These may include:

- Commissions of inquiry;
- Statutory inquiries (i.e. CAA, Coroner, Maritime NZ);
- Ministerial inquiries;
- Select Committee inquiries;
- Police Complaints Authority inquiries;
- Ombudsman inquiries; or,
- any other Statutory Commissions.

9 NZSAR International Contact

Background

The New Zealand Search and Rescue (NZSAR) sector has a wide range of international interaction, much of which involves expensive international travel from New Zealand. Contact ranges from official delegations representing the New Zealand government through organisation specific international travel to informal arrangements conducted by individual members of the NZSAR sector. New Zealand's SAR sector also receives international guests on a regular basis. These international contacts have largely evolved in response to specific needs of individual NZSAR sector organisations. Much of this international contact relates to New Zealand's international SAR obligations.

The NZSAR Council has a strategic role with regard to New Zealand's international SAR contact as described in the Council's terms of reference, namely;

- to provide strong strategic co-ordination and leadership for all search and rescue strategies (sea, land and air) within New Zealand's search and rescue region; and
- to monitor New Zealand international SAR obligations and provide strategic advice to the Government when needed.

In addition, one of the NZSAR Council goals is to achieve a culture of "one SAR body". The uncoordinated nature of New Zealand's international SAR contact has not assisted in achieving this goal or presenting a "NZ Inc" approach to such interaction.

Discussion

The government segment of the SAR sector is regularly represented internationally by officials from Maritime New Zealand (MNZ), Civil Aviation Authority (CAA), New Zealand Police and occasionally by the NZSAR Secretariat and the Ministry of Foreign Affairs and Trade (MFAT). Some international SAR contact is also conducted by individuals to whom SAR is not a primary responsibility. This is particularly common in New Zealand delegations to forums where SAR is only a peripheral matter. International delegations also visit New Zealand to share information, conduct audits etc.

The non-government segment of the sector also has considerable international contact with peer organisations, at international forums and also by individual members who travel at their own expense.

International Obligations - New Zealand has international obligations in respect of SAR as a signatory to the conventions on International Civil Aviation (1944), Safety of Life at Sea (1974 – amended 2000), and Search and Rescue (1979). New Zealand's large Search and Rescue Region encompasses a number of Pacific Islands, includes a large segment of Antarctica and the Ross Dependency and extends to the South Pole. It also shares boundaries with several other Search and Rescue Regions (SRR). This necessitates a close and pragmatic relationship with both the neighbouring SRRs and with the Pacific Islands within our SRR. In addition,

New Zealand has a particularly close SAR relationship with Australia and makes heavy use of the international COSPAS-SARSAT distress beacon system.

An initial survey of existing or historic governmental international SAR contact is below. In addition to the listed contact, Antarctica New Zealand has close and regular contact with the United States Antarctic program and other Antarctic programmes to ensure the safety of all personnel visiting Antarctica.

The non-government sector also has international obligations. While these are, in the most part, organisationally specific, there is a collective benefit from sharing the relevant lessons and contacts made from international connections.

Issues - The nature of New Zealand's international SAR contact raises several issues:

- The current approach lacks coherency and coordination. The absence of identified strategic priorities for international contact and the lack of coordination may have led the NZSAR sector to have excessive contact in some areas and possibly a lack of desirable contact in others.
- The NZSAR Council does not receive adequate information about impending international contact or the results of any such contact. This situation makes it difficult for the Council to monitor New Zealand's International SAR obligations.
- Cross organisational communication regarding international contact is haphazard. In particular, the lessons from the NZSAR sectors international contact are generally not shared. This results in a lost opportunity to maximise the potential to learn from the sectors overall international contact. These may include:
 - new international SAR requirements or regulation;
 - new or developed SAR technique or procedure.
 - new or improved SAR technology.
- Our external message and image to our international contacts is also uncoordinated. This has the potential to make us appear fragmented and less professional than we could otherwise appear with a coordinated "NZ Inc" approach.

While the NZSAR sector is comprised of a number of discrete organisations, each with their own objectives, priorities and funding for international contact, the NZSAR Council has a responsibility to provide strategic guidance and to monitor New Zealand's international SAR obligations.

Leadership.

To give structure and coherency to New Zealand's international contact, the NZSAR Council will provide leadership to the sector by:

- stating its priorities and expectations regarding international SAR inter-action;
- providing mechanisms to assure the NZSAR Council that the sector is meeting New Zealand's international SAR obligations;
- providing mechanisms to assist the sector share information and contacts gained from the New Zealand SAR inter-action; and
- directing NZSAR Secretariat resources be made available to enable NZSAR representatives to present a professional "NZ Inc, one SAR body" image to international contacts.

Priorities

The NZSAR Council's international interaction priorities are:

1. contact which meets New Zealand's international SAR obligations and technical requirements.
2. contact that maintains and/or enhances New Zealand's SAR relationship with countries within, or neighbouring the NZSRR.
3. opportunities for SAR training and skill enhancement.
4. contact in support of international SAR networking, acquiring general SAR knowledge and identifying potential SAR technologies and equipment.
5. contact that assists other countries and regions in developing their own SAR skills and capacity.

Information gathering and sharing - The NZSAR Council needs sufficient (but not excessive) information to assure itself that the sector is meeting New Zealand's international SAR obligations. To achieve this, it is suggested that the NZSAR Council request government based SAR agencies to provide it with:

1. an annual indication of projected SAR related travel;
2. a summary of post travel reports by New Zealand representatives;
3. notification of international SAR guests to New Zealand; and
4. any reports or evaluations made of New Zealand's SAR organisation, performance or capacity.

Once the Council possesses this information, it should be in a position to make informed judgements about government based SAR international interaction.

In terms of the wider non-governmental sector, it is recommended that the NZSAR Council encourage the NZSAR Consultative Committee member organisations to use the NZSAR Consultative Committee as a venue and opportunity to advise the collective SAR community of international SAR contact and any relevant results.

This information can then be shared internally and passed to the Council as appropriate via the Secretariat.

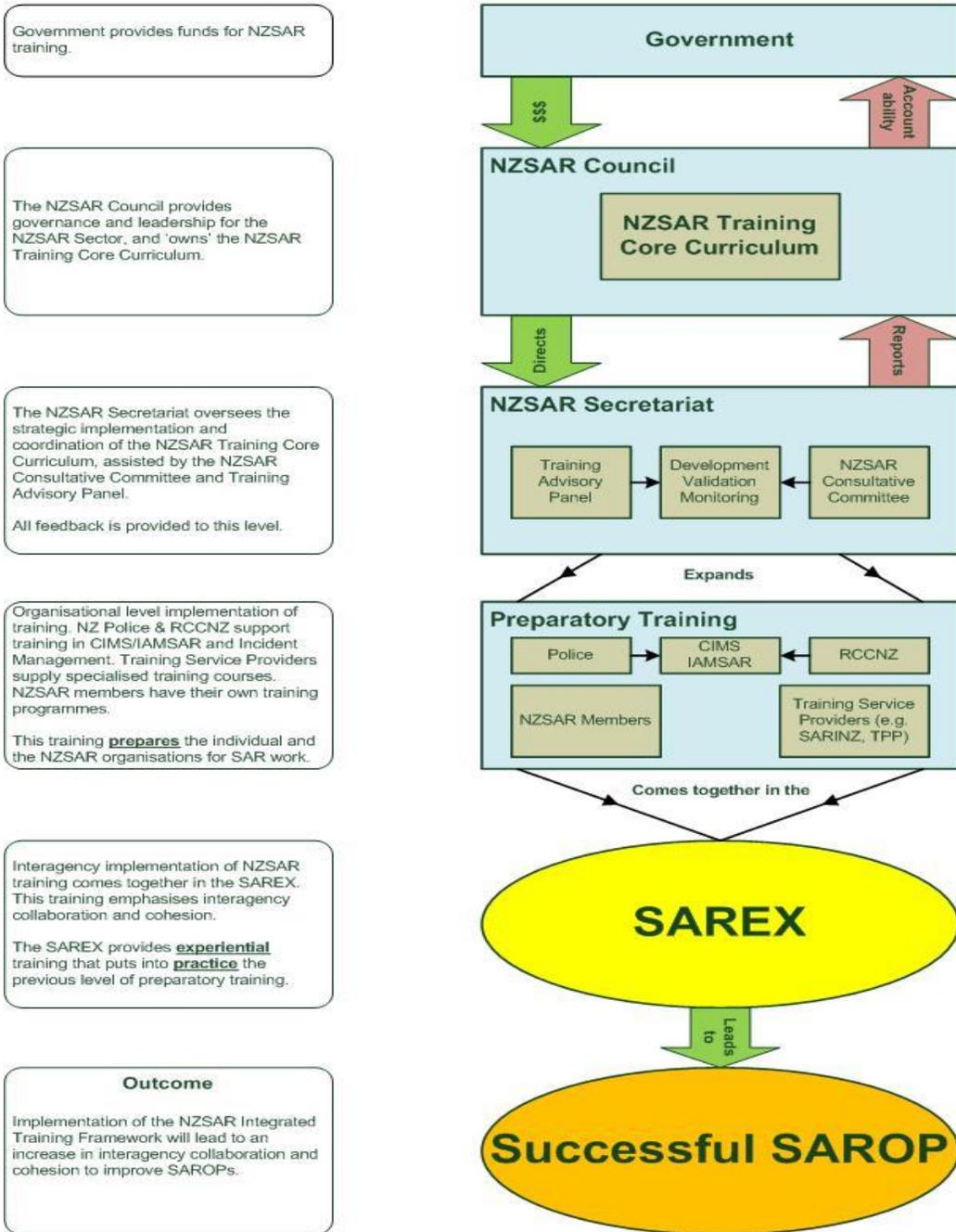
One SAR Body - To assist the council in achieving its stated goal of a culture of “one SAR body”, NZSAR Secretariat will:

- develop core material for use by NZSAR sector members in international situations;
- develop a template guide for post contact reports to the NZSAR Council; and
- provide assistance to NZSAR sector member’s organisations in presenting a coordinated “NZ Inc” approach to international SAR contact on request.

10 NZSAR Integrated Training Framework

The NZSAR training framework provides a comprehensive training structure for New Zealand's SAR Sector. It helps individuals and organisations build greater connections, particularly during search and rescue operations (SAROPs).

NZSAR Integrated Training Framework



The NZSAR Council-commissioned 2009 report, *Improving Search and Rescue Outcomes Through Inter-agency Collaboration and Training*, confirmed that SAR in New Zealand would benefit significantly if sector organisations and individuals were able to

communicate better, share their expertise and resources, plan and train together and commit to working together with goodwill.

NZSAR Training Core Curriculum

At the heart of the NZSAR integrated training framework is the NZSAR Training Core Curriculum which was developed under contract to the NZSAR Council. There are already many courses and other training activities offered throughout the SAR community, and every organisation has its own approach to promoting competence and development amongst its staff and members. As well, there are many 'public' courses designed to increase operational skills.

The Core Curriculum does not interfere with any of that, rather it brings together the essence of several existing courses, adding a strategic level that overarches what is on offer already. It provides a platform that supports the development (or redevelopment) of providers' courses in a cohesive, integrated way.

The content is arranged into eighteen Topics, each expanded into Subtopics.

- 1 Government Policy and SAR Governance
- 2 NZ SAR Structure and Organisations
- 3 Law, Ethics and Guidelines
- 4 International
- 5 Research & development
- 6 Preventative SAR
- 7 Risk Management
- 8 SAR Technology
- 9 Investigation & Search Planning
- 10 Rescue Planning
- 11 Management
- 12 Medical and welfare
- 13 Media management
- 14 Incident Management
- 15 Major Resource Utilisation
- 16 Incident Review and Evaluation
- 17 Training and Assessment
- 18 Common terminology - Glossary

The Core Curriculum can be downloaded at:

<http://searchandrescuecouncil.org.nz/publications/203-training-and-education>

11 NZSAR Exercises (SAREXs)

The NZSAR Integrated Training Framework, as illustrated in the previous section, demonstrates the centrality of the SAREX in SAR training and its importance in ensuring successful SAROP outcomes.

Types of SAREX

There are a wide variety of SAREXs which are variously used to inform, train, assess, refresh and test individuals, teams and organisations. SAREXs may also be used to follow on from individual training, evaluate plans, validate operating procedures, and test equipment and to assess future training needs. Common forms of exercise within New Zealand's SAR community include:

- *Orientation exercise.* An orientation exercise may also be referred to as a 'walk through'. It puts people in a place where they would work during an event, or uses them as participants in a demonstration of an activity. This type of exercise is used to familiarise the players with an activity.
- *Drill exercise.* Also called training stand. In a drill exercise people physically handle specific equipment or perform a specific procedure. The exercise usually has a time frame element and is used to test the procedures. A number of these may be combined into Round Robin exercises which are typically used to teach or refresh skills for individuals, teams or groups by use of a series of small training events or stands. Each stand would normally be focused on a particular skill or task and include an instructor/evaluator.
- *Tabletop exercise.* Usually based on a specific plan or topic as a means to train staff and evaluate plans for review. Scenarios are based on particular areas of response or worsening conditions. A presentation/paper based exercise usually working in multi-agency groups. Conclusions from exercise can be used when updating the plan.

Participants are presented with a situation or problem that they are required to discuss and formulate the appropriate response or solution. Normally, the exercise requires no simulation other than a scenario and/or prewritten exercise injects. This type of exercise is used to practice problem solving and coordination of services with or without time pressures. There is no deployment or actual use of equipment or resources.

- *Functional exercise.* A functional exercise may also be referred to as an 'operational' or a 'tactical' exercise. It takes place in an operational environment and requires participants to perform the functions of their roles. A normally complex response activity is simulated, which lacks only the people "on the ground" to create a full-scale exercise. Participants interact within a simulated environment through an exercise control group who provide prewritten injects

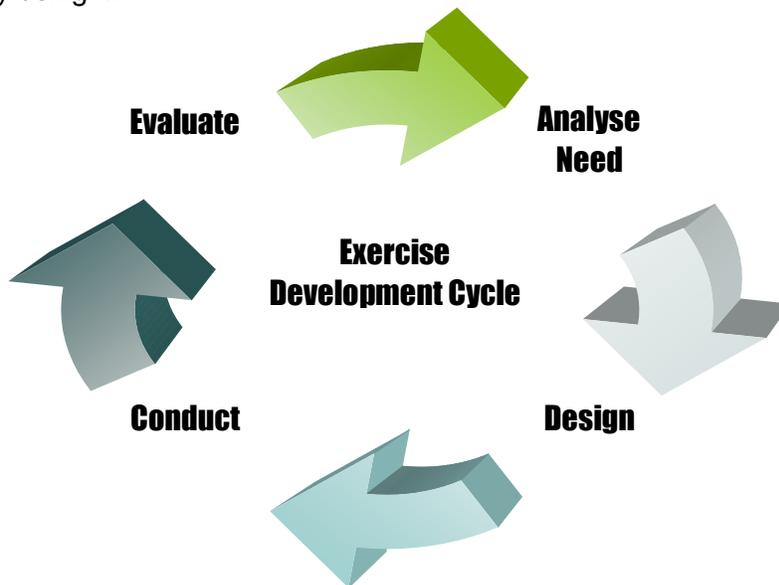
and respond to questions and tasks developing out of the exercise. Functional exercises normally involve multi-agency participation (real or simulated) and it can focus on one or many geographical areas. This type of exercise is used to practice multiple SAR functions e.g. direction and control, resource management and communications.

- *Full scale exercise.* A full scale exercise may also be referred to as a 'practical' or 'field' exercise. These include the movement or deployment of people and resources to include physical response 'on the ground' to a simulated situation. They can be 'ground' focused only or may include the higher level response structures, and they can be simple (single agency) or complex (multi agency). These exercises are typically used to test all aspects of a component of emergency management. This type of exercise takes many months of planning and can be tightly managed. The exercise play may include time lapses to move the participants through an extended situation covering 2 days.

Exercise Development and Planning

Multi-year planning, agency engagement, and resource management are essential ongoing processes that provide the basis for the planning, conduct and evaluation of exercises. The success of individual exercises relies on the execution of four distinct stages, which are collectively known as the exercise development cycle: analyse the need, design the exercise, conduct the exercise and evaluate the exercise.

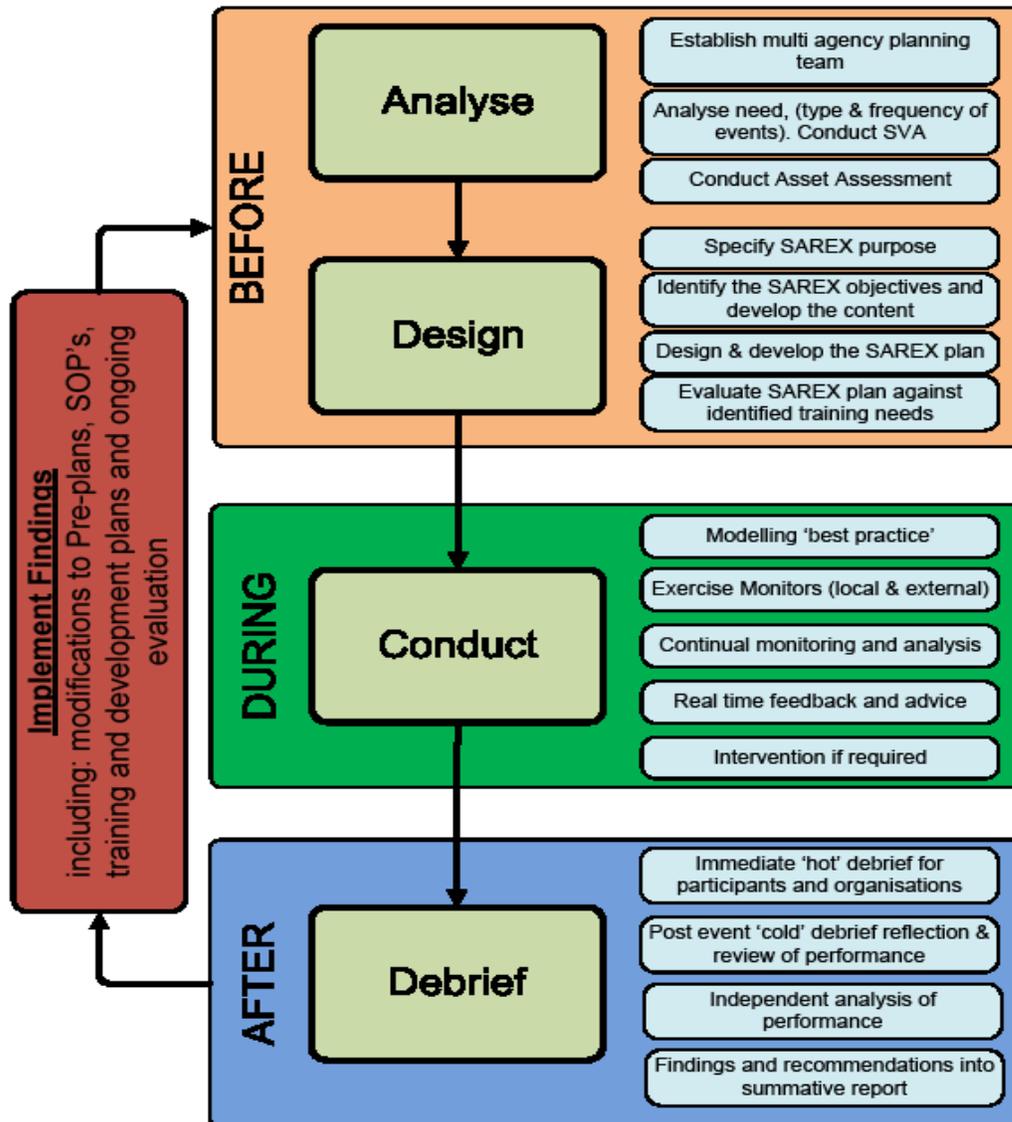
The exercise development cycle applies to all types and levels of exercise regardless of a SAR agency's size or budget. The process is flexible enough to meet the unique needs of the agency using it.



Detailed analysis and explanations on how to apply each part of this cycle is contained in *CDEM Exercises – Director's guideline for Civil Defence Emergency Management Groups [DGL010/09]*.

In 2010 SAR practitioners (with acknowledgement to SARINZ) developed a guide specifically intended to assist SAREX planners.

SAREX Planning Guide



For more information about SAREX planning, training and events – go to:

<http://searchandrescuecouncil.org.nz/component/search/SAREX/>

12 NZSAR Statistics Policy

(Reserved)



NZSAR SAR Operation Statistics
To be recorded by Coordinating Agencies

Incident Description	Descriptor
Unique incident number	<ul style="list-style-type: none"> • NZ Police event number - The event number allocated by the NZ Police to Category 1 SAROPs (i.e. W002495428). • RCCNZ tasking number – The tasking number allocated by RCCNZ to Category 2 SAROPs (i.e. 1234/09)
Method of Alert	Beacon/ radio/111 call etc
Coordinating Agency	NZ Police or RCCNZ
Location of Incident	<ul style="list-style-type: none"> • SAROP location. The location of where a person or people were rescued from <u>OR</u>, if no rescue occurred, the last know location of the missing person(s). <ul style="list-style-type: none"> ○ Land. Land SAROP locations are to be provided in a format accurate to 100m preceded and include a short written description of the location. <ul style="list-style-type: none"> ▪ <u>Preferred:</u> 14 figure NZMG eastings and northings (for example NZMG 2688290,5992594, Wairongionai Track, Rimutaka Range) From September 2009 this format needs to change to NZMT eastings and northings. ▪ <u>Alternate:</u> 6 figure grid reference plus the relevant map sheet number (for example map sheet BJ29 GR 123 456, Eastern side Mt Taranaki, Taranaki) ○ Marine. Marine SAROP locations are to be provided in latitude/longitude format accurate to 100m and short written description of the location. <ul style="list-style-type: none"> ▪ <u>Preferred:</u> Decimal degree notation (Degrees with minutes and seconds incorporated as a decimal number and rounded as required i.e. 13.32861° N, 65.45671W). ▪ <u>Alternate:</u> Partial decimal notation (Degrees, minutes and seconds expressed as a decimal fraction of minutes: i.e. 13°19.717' N, 65°14.825' E) ▪ <u>Second Alternate:</u> Standard notation, (Degrees, minutes, seconds i.e. 13°19'43" N, 65°14'53" E)
Date Time Duration	<ul style="list-style-type: none"> • All from rescuers perspective. • Time is from alert (start of SAROP) to completion of the SAROP (stand down of assets) or decision to suspend. • Duration is elapsed time of the SAROP in hours

Incident Description	Descriptor
<p>Type of SAR:</p> <p>Air</p> <p>Land</p> <p>Marine</p> <p>Category</p>	
<p><u>SAR Resources used:</u> Organisations(s) Location(s) Major Asset (s) Assessment</p>	<ul style="list-style-type: none"> • Organisations used to effect the SAROP. (i.e. LandSAR, Coastguard and Life Flight Trust Helicopter Wellington etc) • Assessment. Assessment by the coordinating agencies of the SAR services used by the coordinating agency of each providing agency in terms of: <ul style="list-style-type: none"> ○ Timeliness ○ Quantity ○ Appropriateness ○ Provision of skilled personnel (reported quarterly) • Resources used. Significant SAR resources utilised for the SAROP not including people. • SAROP numbers. Total number of people used during SAROP: <ul style="list-style-type: none"> ○ The total number of non-volunteers used during the SAROP. ○ The total number of volunteers used during the SAROP
<p>Were the person(s) rescued from a known point location?</p>	<p>i.e. – Was an extensive search required or was it a rescue without any significant search being required?</p>
<p><u>Number(s):</u></p> <p>At risk comprising:</p> <ul style="list-style-type: none"> ○ Lives saved ○ Lives rescued ○ Lives assisted ○ Number perished ○ Not Located 	<ul style="list-style-type: none"> • Number at risk. A number that totals the following sub groups: <ul style="list-style-type: none"> ○ <u>Lives saved:</u> Where, if SAR agencies had not intervened, life would definitely have been lost. ○ <u>Lives rescued:</u> Where SAR agencies locate and rescue a person or people at risk and return them to a safe location. ○ <u>Lives assisted:</u> Where SAR agencies aid a person or people at low risk, but who, if left, would be at risk. ○ <u>Number perished:</u> Where SAR agencies respond to an incident and locate a person or people who have perished. ○ <u>Not located:</u> Where SAR agencies are unable to locate the person or people at risk.

Incident Description	Descriptor
Was the SAROP valid or could it be considered a unnecessary, false or hoax event?	<p>SAROP Validity A short assessment of the nature and validity of the SAROP</p> <p>Assess if the SAROP was:</p> <ul style="list-style-type: none"> • <u>Valid/Normal SAROP:</u> (Default) A genuine requirement for a SAROP being conducted due to a distress situation. The rescued persons had sufficient capability for the activity and took adequate preparation. • <u>Inadequate preparation or capability:</u> A genuine need for a SAROP due to a distress situation but caused by inadequate preparation or capability by the individual(s) to undertake the activity. • <u>Questionable need for SAROP:</u> Possible that the supposed distress situation did not merit a SAROP i.e. "I'm tired, hungry, cold etc." May also involve inadequate preparation and/or capability. View point and experience of the rescued person should be considered. • <u>Hoax/False SAROP:</u> Where a false or hoax request for SAR assistance is made.
Repeat SAR	If known – where the person(s) at risk have previously been assisted by the coordinating agencies.
Age(s) and gender(s)	The age and gender of each person at risk
Nationality	The nationality of each person at risk. Intended to measure of international tourists needing SAR services
<p>Injuries</p> <p>Being:</p> <ul style="list-style-type: none"> • None/uninjured • Minor Injury • Serious Injury • Fatal injury/deceased 	<p>Every person at risk is to be allocated an injury classification:</p> <ul style="list-style-type: none"> • None/uninjured • Minor Injury • Serious Injury • Fatal injury/deceased <p>Additional written description to illustrate circumstance, support and amplify the checkbox assessment would be helpful. For example Suspected self inflicted/suicide</p>
SAROP outcome	Resolved or otherwise
Cost of SAROP	The cost of resources used to conduct the SAROP. Not including fixed costs.

NZSAR SAR Operation Statistics

To be captured by Agencies with Service Level Agreements

- **NZ Police event number** - The event number allocated by the NZ Police to Category 1 SAROPs (i.e. W002495428).
- **RCCNZ tasking number** – The tasking number allocated by RCCNZ to Category 2 SAROPs (i.e. 1234/09).
- **SAROP location.** The location of where a person or people were rescued from OR, if no rescue occurred, the last know location of the missing person(s).
 - **Land.** Land SAROP locations are to be provided in a format accurate to 100m preceded and include a short written description of the location.
 - Preferred: 14 figure NZMG eastings and northings (for example NZMG 2688290,5992594, Wairongionai Track, Rimutaka Range) From September 2009 this format needs to change to NZMT eastings and northings.
 - Alternate: 6 figure grid reference plus the relevant map sheet number (for example map sheet BJ29 GR 123 456, Eastern side Mt Taranaki, Taranaki)
 - **Marine.** Marine SAROP locations are to be provided in latitude/longitude format accurate to 100m and short written description of the location.
 - Preferred: Decimal degree notation (Degrees with minutes and seconds incorporated as a decimal number and rounded as required i.e. 13.32861° N, 65.45671W).
 - Alternate: Partial decimal notation (Degrees, minutes and seconds expressed as a decimal fraction of minutes: i.e. 13°19.717' N, 65°14. 825' E)
 - Second Alternate: Standard notation, (Degrees, minutes, seconds i.e. 13°19'43" N, 65°14'53" E)
- **Nature of SAROP.** A short written description of the SAROP. (For example, hunter missing in Tararua ranges or 12m launch overdue vicinity Raglan with 3 people on board)
- **Number at risk.** A number that totals the following sub groups:
 - Lives saved: Where, if SAR agencies had not intervened, life would definitely have been lost.
 - Lives rescued: Where SAR agencies locate and rescue a person or people at risk and return them to a safe location.

- Lives assisted: Where SAR agencies aid a person or people at low risk, but who, if left, would be at risk.
- Number perished: Where SAR agencies respond to an incident and locate a person or people who have perished.
- Not Located: Where SAR agencies are unable to locate the person or people at risk.
- **Resources used**. Significant SAR resources utilised for the SAROP not including people.
- **Volunteers numbers**. The total number of volunteers used during the SAROP.
- **Volunteer hours**. The total number of hour's volunteers spent conducting the SAROP.

SAR data of statistical interest.

SAR coordinating and providing agencies are encouraged to capture the following data for research and preventative purposes:

Lessons	
What activity were the persons involved in leading to the SAR incident?	
What survival/safety equipment were they using/carrying?	
What survival/safety knowledge did they have regarding their planned activity	
What caused the need for a SAROP?	
What can be learned from the conduct of the SAR?	
What steps could be taken to prevent the SAR occurring in the first place?	
Was the person(s) who needed rescue part of a organised group?	

13 NZSAR Communications Strategy

Environmental Scan

NZSAR's strategic plan¹ identifies the need to develop a national public relations strategy. Responsibility for this currently lies with the Chairman and Secretariat, who have to shift their focus from their core responsibilities to personally managing all media and public relations communications.

There is a lack of media, public and stakeholder understanding of how the Search and Rescue Council fits in with the government departments, and search and rescue organisations and agencies. This lack of understanding is also evident amongst volunteers whose organisations make up NZSAR. The message about what the NZSAR council, the secretariat and the consultative committee do at a practical level is not adequately filtering down to the member organisations and their volunteers.

Communication with NZSAR members is a priority if the council's 2nd strategic goal "Achieve a culture of "One SAR body" is to be achieved. NZSAR should be communicating its role, as well as operating a supportive and facilitative communications programme, that will enable a free flow of information between all areas of Search and Rescue in New Zealand.

Day to day operational communication is the responsibility of the two co-ordinating agencies, Maritime NZ and the Police. NZSAR's role is to continue to develop open communication lines between the council, the secretariat the consultative committee and the people who conduct SAR operations.

Communications Objectives

- Raise the existing awareness level about the NZSAR Council within the wider NZSAR Community.
- Establish NZSAR as a lead agency within the search and rescue sector, leading 'a culture of one SAR body'.
- Create a collaborative and cohesive response to common issues affecting the sector, by bringing together member organisations and using their networks and experiences.
- Enable a free-flow of information from NZSAR to members and other stakeholders by developing and maintaining two way communication channels.
- Ensure background information about NZSAR is readily available to internal and external audiences.
- Promote the positive work the sector does on both a national and local level.
- Assist the smaller NZSAR organisations with public relations activities.

¹ NZSAR Strategic Plan 2004- 2014

Key Messages

The Search and Rescue Council:

- has senior and credible members providing high level strategic governance to all search and rescue agencies;
- is supported by a Secretariat;
- provides leadership and advocacy for the search and rescue sector;
- represents a respected and credible sector with a clear focus and goals;
- provides strong strategic co-ordination for all search and rescue operations in the New Zealand SAR region;
- develops and maintains the New Zealand search and rescue strategy;
- ensures all search and rescue organisations and agencies are strategically and operationally aligned;
- is responsible for providing strategic policy advice to Government;
- ensures that the membership's collective experience and knowledge is central to formulating effective Government policy;
- identifies/analyses strategic risks and addresses them to avoid operational failure;
- understands how crucial it is for New Zealand to have a search and rescue sector that is cohesive with effective communication flows between all agencies; and
- promotes and makes visible the enormous contribution of the search and rescue sector to our society.

Key Stakeholders

The NZSAR Council

Chief executives or senior officials from:

- Ministry of Transport
- Maritime NZ
- Civil Aviation Authority
- NZ Police
- NZ Defence Force
- Department of Conservation.

NZSAR Consultative Committee

- NZSAR Secretariat
- Maritime NZ
- Civil Aviation Authority
- NZ Police

- NZ Defence Force
- Department of Conservation
- Ministry of Transport
- Land Search and Rescue Inc
- Royal New Zealand Coastguard Federation
- Aviation Industry Association
- Amateur Radio Emergency Communications
- National Rescue Coordination Centre
- Ambulance New Zealand
- NZ Mountain Safety Council
- NZ Fire Service
- Maritime Operations Centre
- Surf Life Saving NZ
- Antarctica New Zealand
- Federation of Commercial Fishermen
- Search and Rescue Institute of New Zealand

SAR Sector

- Search and rescue organisations and agencies
- Search and rescue volunteers.

Central Government

- Ministers
- Government MPs
- Opposition MPs.

Local/Regional Government

- Politicians
- Managers
- Local Government NZ (LGNZ).

Other Interested parties

- Recreational clubs
- Trampers
- Fisherpersons – commercial and recreational
- Skiers and snowboarders
- Mountain climbers
- Surfers
- Rock climbers
- Amateur pilots
- Skifield operators
- Tourists
- Educators
- At risk members of the public eg dementia patients

Sponsors

- Sponsors of member organisations

Media

- National newspapers
- Regional newspapers
- Radio networks
- Maori and Pacific radio stations
- Television NZ
- TV3
- Maori TV
- Prime Television

Specialist magazines

- Boating New Zealand
- Fish and Game New Zealand
- New Zealand Wilderness
- New Zealand Surfing
- Sailing New Zealand
- New Zealand Snowboarder
- New Zealand Bike
- New Zealand Fisherman
- New Zealand Fishing News
- New Zealand Shipping Gazette

General Public

Tactics

- Employ a contractor for 5/6 hours a week to implement a communications strategy and initiate communication plans.
- Build on communication tools already in place and initiate new ones.
- Build relationships that result in organisations and agencies understanding the value of NZSAR.
- Establish NZSAR as leading 'a culture of one SAR body' by becoming a conduit of easily accessible information from across the SAR sector.
- Encourage dialogue amongst committee members.
- Communications contractor to act as a media facilitator for smaller organisations with no communication support.
- Communications contractor to attend Council and committee meetings, when appropriate, to brief members on planned communication initiatives and explain

how they fit in with the wider responsibilities of the Council and search and rescue sector.

- Determine a process that allows NZSAR to provide credible/ practical information to its stakeholders.
- Build awareness amongst key sector audiences by NZSAR Council, Consultative Committee members and the secretariat attending sector events.
- Seek speaking opportunities to highlight search and rescue operations or related issues.

Specific Outputs

- Publish a quarterly NZSAR newsletter – this would be provided to key stakeholders in an electronic and hard copy versions. It would contain news and information about NZSAR work, profiles from the Consultative Committee members, as well as any relevant material from the wider sector.
- Produce an annual report highlighting the NZSAR's achievements and its intentions for the year ahead.
- Reorganise the website – promote the website as a repository for information about NZSAR and member organisations.
- Widely promote and encourage entries to existing SARS Awards.
- Initiate a meeting of communication staff within the sector to investigate whether there should be a project team set up to co-ordinate ongoing collaboration.
- Pre-prepare articles about the SAR Council that can be sent to SAR publications and newsletters e.g. the NRCC quarterly newsletter. The articles should provide information about what the SAR Council is working on and its latest achievements.
- Collect/compile information which is readily available to provide to members, media and other stakeholders on request. This should include fact sheets about NZSAR and the sector, relevant research, sector profiles etc.
- Compile a “good news file” filled with stories of the diverse sector at work, for newsletters and specialist publications.
- Target specific individual journalists for briefings and set up regular meetings with strategic media outlets.
- Monitor the media and hold a file of stories relating to the SAR sector.
- Encourage use of the NZSAR logo where appropriate, ensuring members are aware it can only be used with the authorisation of NZSAR.

Evaluation

- Survey member organisations about the usefulness of the newsletter/fact sheets and other communication material.
- Identify whether there is increased knowledge within the sector about the work NZSAR is doing.
- Monitor media coverage – are SAR messages getting a fair and balanced hearing?
- Monitor and record increased engagement of common issues within the sector.
- Monitor and record increased engagement from other stakeholders.

14 NZSAR Website

(Reserved)



15 NZSAR Insurance

(Reserved)



16 NZSAR Research and Innovation

(Reserved)



17 NZSAR Risk Management

(Reserved)



18 NZSAR Performance Measurement

(Reserved)



19 NZSAR Memoranda of Understanding and Service Level Agreements

(Reserved)

20 NZSAR Monitoring and Assessment

Estimates Performance Measures for PLA funded SAR

Departmental

	2010/11		2011/12
Performance Measures	Budgeted Standard	Estimated Actual Standard	Budget Standard
Provision of: <ul style="list-style-type: none"> - effective leadership and strategic coordination to the New Zealand search and rescue sector; and - effective support services and policy advice to the satisfaction of the New Zealand Search and Rescue (NZSAR) Council 	80%	80%	80%
Delivery of the national search and rescue support programme agreed by the NZ Search and Rescue Council.	100%	80%	100%

Non Departmental

	2010/11		2011/12
Performance Measures	Budgeted Standard	Estimated Actual Standard	Budget Standard
Rescue Coordination Centre performance enhancement, sustainability improvements and surge capacity.	See MNZ output class 3.1 "SAR Coordination"	See MNZ output class 3.1 "SAR Coordination"	See MNZ output class 3.1 "SAR Coordination"
Provision of expert search and rescue services to the satisfaction of SAR coordinating authorities	100%	100%	100%
Percentage of lives saved + lives rescued + lives assisted relative to lives at risk	90%	92%	90%

21 Search and Rescue Prevention

(Reserved)

22. Knowledge Management

(Reserved)