

Proposed AREC Organisational Structure and Role Descriptions

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This report has been prepared on the basis set out in the Contract for Services with the Ministry of Transport. This report is for MOT and the AREC Trustees for their benefit to use at their discretion. Caravel has not verified the reliability or accuracy of any information obtained in the course preparing this report.



Introduction

The governance and structural review of the amateur radio emergency communications (AREC) entity completed in September 2017 included a recommendation that existing AREC roles, titles and functions are reviewed to ensure consistency and clarity.

AREC's organisational structure and functional role descriptions had not been updated to reflect changing emergency communications requirements and stakeholder relationships. The review provided a basis for recommended changes to improve AREC's capabilities and future sustainability.

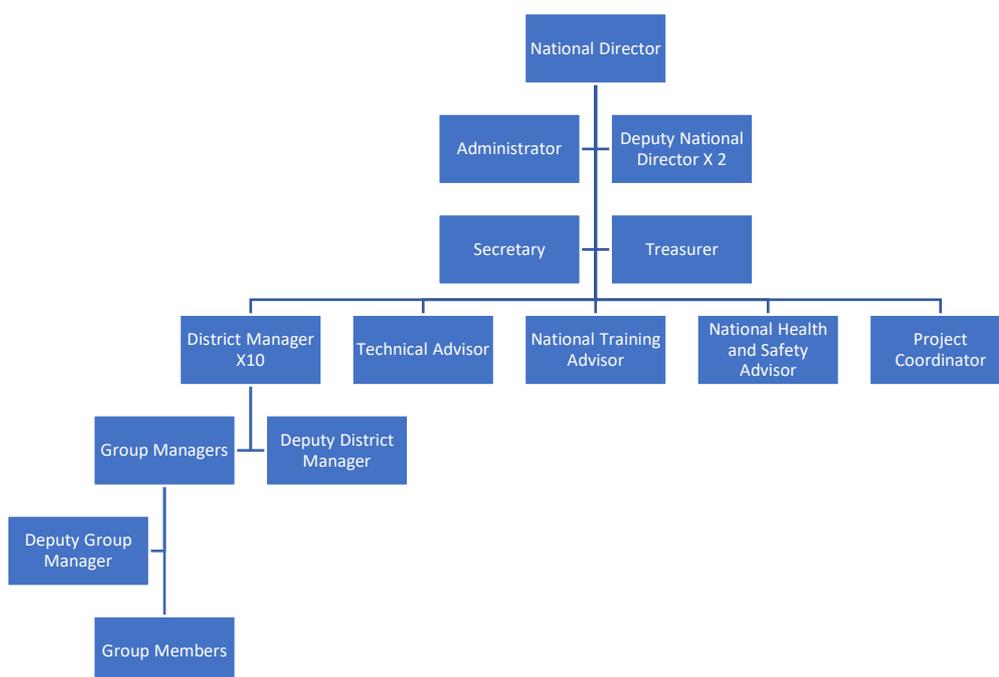
Rationale

AREC's current organisational structure does not reflect the changing environment within which it operates. Organisations have increased responsibilities with the introduction of health and safety legislation. Other roles are necessary to provide transparency and accountability associated with managing public funding.

Descriptions and titles of key AREC roles are outdated and do not reflect their current roles. This may result in confusion about roles and responsibilities for AREC office holders, particularly at the local level.

Revised titles and roles should also be reflected in the Service Level Agreement and Trust Deed documents.

Proposed Structure





Key AREC roles

National / Deputy National Director

The National Director is responsible for overall AREC leadership and governance, including relationship management and coordination with counterparts from other SAR organisations and Government Agencies.

The National Director is appointed on a bi-annual basis by the NZART council. This may be extended for an extra year by mutual agreement. Two Deputy National Directors are also appointed by the NZART Council on the recommendation of the National Director. Each National / Deputy National Director has responsibility for a particular region, namely:

- Northern Region corresponding to the Northland, Auckland (combined), Waikato and Bay of Plenty Police districts.
- Central Region corresponding to Central, Eastern and Wellington Police districts, and
- Southern Region corresponding to the Tasman, Canterbury and Southern Police districts.

The expanded governance and management functions within AREC requires the establishment of an Executive Leadership Team (ELT), comprising the National Director and Deputy National Directors. The ELT would be responsible for establishing and implementing AREC's strategic direction; national integration and collaboration of technology and skills-based training needs; and overall attention to AREC's ongoing effectiveness as an essential component of New Zealand's search and rescue environment.

Specific Executive Leadership Team responsibilities include:

- The general conduct, organisation, and training of AREC on a national basis.
- Engagement or AREC with the NZSAR Secretariat, and attendance at NZSAR Consultative meetings
- Ensuring that all reporting requirements of the SLA with NZSAR are met on time and to the level required
- Liaison with the Ministry of Civil Defence and Emergency Management.
- Obtaining approval from the Radio Spectrum Management business unit of the Ministry of Business, Innovation and Employment for the use of radio frequencies and call signs when required for operational or practice purposes
- The monitoring and clearance of AREC frequencies
- The allocation of equipment to AREC groups
- The administration of AREC funds
- Ensuring that there is appropriate AREC representation at the various NZSAR forums including the STWL(G); Strategic Occupational Health, Safety and Wellness Committee etc.
- The use Training, National Health & Safety, Technical Advisors to assist their strategic planning and direction setting activities.
- Direct the activities of the (proposed) AREC Project Co-ordinator towards the implementation of designated projects designed to enhance and maintain AREC's national capability and capacity.



Each National and Deputy National Director is responsible for the provision and delivery of AREC services within their region. This includes the recommending the appointment of a District Manager for each of the Police districts within their region for ratification by the NZART Council; ensuring the safety and well-being of AREC members when engaged on AREC activities; that trained and experienced AREC members are available to meet the demand for AREC's services.

The Deputy National Directors share the above responsibilities with the National Director and fulfil the role if the National Director is unavailable.

The National Director has final authority for decision making.

District Manager

10 District Managers are appointed by the NZART Council on the recommendation of the AREC ELT.

An AREC District Manager is assigned to each of 10 geographic areas - mirroring the existing Police districts. The responsibilities of a District Manager are as follows:

- Liaison with the Police Co-Ordinator and/or Rescue Coordination Centre (RCCNZ) to support search and rescue operations (SAROPS) within their district.
- Represent AREC at district Search and Rescue meetings.
- In Category 2 searches under the control of RCCNZ, the AREC District Manager will liaise with the Communications Co-ordinator and AREC groups involved in the search to provide communications facilities as required.
- Assist Group Leaders in their Civil Defence and search and rescue activities if requested.
- Build and maintain the required level of operational readiness for each Group within their District as specified in the NZSAR Service Level Agreement.
- Liaise with partners to meet Service Level Agreement obligations.

Each District Manager is responsible to their Deputy / National Director and should report on AREC activities and operations, and meetings with other agencies and SAR organisations within their District. Any matters to be raised at national level meetings should be brought to the attention of the Deputy / National Director prior to such meetings.

One Group or several Groups will endorse a Group Manager who will manage and coordinate the activities within each Group. A Group Manager's endorsement will be ratified by their District Manager and approved by the National / Deputy National Director responsible for their region.

A Deputy District Manager (generally a Group Leader) may be appointed to assist the District Manager, particularly in districts with high SAR demands, or where a higher number of AREC Groups have been established.

Group Leaders report to their District Manager and will liaise with emergency services such as Police, Civil Defence and Search and Rescue at the local level. Each Group Leader is responsible for ensuring that Group members are trained and experienced to support search and rescue operations and exercises, rostering members within the Group and managing their callout through appropriate channels. Each Group Leader is also responsible for members' awareness and adherence to AREC's



national health and safety policies and for accurate reporting of operations, exercises and other activities undertaken by each AREC Group.

AREC Group Members

AREC Group members are local residents who volunteer their time to assist search and rescue operations and related emergency and community activities, utilising their radio communications expertise and experience. AREC Group Members are currently required to be NZART members, where each NZART Branch may form an AREC Group. As AREC representatives, Group members are required to:

- Agree to being placed on a callout roster and be contactable in the event of being notified of a need for their attendance.
- Undertake AREC and other training programmes as required to build and maintain their capability to participate in search and rescue operations and exercises.
- Comply with AREC's Health and Safety policies and practices at all times when participating in AREC activities
- Identify themselves as an AREC Group Member by carrying an AREC identification card and wearing AREC branded clothing and insignia when engaged in AREC activities.

Additional AREC Executive and Advisory Positions

Other executive positions include Treasurer, Secretary and Administrator positions. National Training Advisor, Technical Advisor, National Health and Safety Advisor and Project Coordinator roles are being established to support and promulgate AREC's interests and objectives. Each role is elected at AREC's Annual General Meeting for a period of two years.

AREC has a number of ongoing projects that are necessary to build and maintain its core capabilities and competencies. A formalised approach to providing management and governance for each project will ensure that good practice and transparency is maintained through the project process and build AREC's future delivery capability.

The Project Coordinator is a role created to assist the delivery of AREC's annual project plan and provide governance oversight as mentioned above. The Coordinator would work with nominated project managers to provide support, coordination and reporting to the AREC Executive. Other activities could include oversight of the distribution and installation of AREC equipment and its ongoing maintenance; the provision of communications equipment maintenance services for other SAR organisations such as LandSAR; and the implementation and delivery of a battery replacement programme.

A breakdown of the responsibilities of each role is presented below:

Treasurer

The Treasurer's responsibilities include:

- General financial oversight
 - Oversee and present budgets, accounts and financial statements to the management committee



- Ensure that appropriate financial systems and controls are in place
- Ensure that record-keeping and accounts meet the conditions of funders or statutory bodies
- Ensure compliance with relevant legislation.
- Funding compliance
 - Ensure use of funds complies with conditions set by funding bodies
 - Ensure effective monitoring and reporting as required by funding conditions or Service Level Agreement.
- Financial planning and budgeting
 - Prepare and present budgets for new or ongoing work
 - Advise on financial implications of strategic and operational plans
 - Present revised financial forecasts based on actual spend.
- Financial reporting
 - Present regular reports on the organisation's financial position
 - Prepare accounts for audit and liaising with the auditor, as required
 - Present accounts at the AGM
 - Advise on the organisation's reserves and investment policy.
- Banking, book-keeping and record-keeping
 - Manage bank accounts
 - Set up appropriate systems for book-keeping, payments, lodgements & petty cash
 - Ensure everyone handling money keeps proper records and documentation
- Control of fixed assets
 - Ensure an asset register with details of purchase price and date, location and depreciation is established and maintained.
 - Ensure required insurances are in place.

Secretary

The Secretary is responsible for:

- Ensuring meetings are effectively organised and minuted
 - Liaising with the National Director to plan meetings
 - Receiving agenda items from committee members
 - Circulating agendas and reports
 - Taking minutes
 - Circulating approved minutes
 - Checking that agreed actions are carried out.
- Maintaining effective records and administration
 - Keeping up-to-date contact details (i.e. names, addresses and telephone numbers) for the management committee and (where relevant) ordinary members of the organisation.
 - Filing minutes and reports
 - Keeping a record of the organisation and its activities
 - Keeping a diary of future activities



- Upholding legal requirements
 - Acting as custodian of the organisation's governing documents
 - Checking that a quorum is present at meetings
 - Ensuring elections are in line with stipulated procedures
 - Ensuring charity and company law requirements are met
 - Sitting on appraisal, recruitment and disciplinary panels, as required.
- Communication and correspondence
 - Responding to all committee correspondence
 - Filing all committee correspondence received and copies of replies sent keeping a record of any of the organisation's publications
 - Preparing a report of the organisation's activities for the year, for the Annual General Meeting.

Technical Advisor

The Technical Advisor role includes the following functions.

- Provide technical advice, expertise and recommendations relating to radio communications to AREC's executive leadership team (ELT) and technical project groups.
- Plan, certify and oversee the development of AREC's communications network and service portfolio within an annually allocated budget.
- Define, develop and review applications for network equipment allocations between AREC districts.
- Provide thought leadership for AREC's strategic plans for technical and network development.
- Recommend the procurement and allocation of hand-held equipment that is fit for purpose, homogeneous and interoperable with AREC's partners
- Plan and coordinate technical activities necessary to integrate AREC's equipment and frequency assets
- Provide technical assistance for AREC's local sections on request
- Maintain registers of frequencies allocated to AREC
- Represent AREC's interests in discussions with regulatory bodies such as the Radio Spectrum Management Group within the Ministry of Business, Innovation and Enterprise.

Training Advisor

A training advisor is recommended to implement consistent, fit for purpose training for AREC volunteers, that is aligned with training provided to other SAR groups such as LandSAR. Specific tasks include:

- Research and revise AREC's existing beginner, intermediate and advanced training curriculum based on AREC's and members' requirements.
- Interact and liaise with AREC's partners to ensure consistency in course material and content.
- Ensure that trainers have the necessary skills and experience to deliver the course materials and content in a volunteer-based environment.



- Instil a “Train the Trainer” approach to building and maintaining AREC members’ competencies and experience.
- Work with District Managers to ensure team member competencies through access to appropriate training and experience.
- Develop training delivery plans that ensure training coverage and quality are maximised.
- Develop an annual training budget for AREC approval and track expenditure against delivery.
- Provide input and advice to support AREC’s Senior Leadership Team’s strategic planning activities.
- Research and propose new training requirements to reflect new SAR standards, technologies and practices.
- Develop and maintain a webpage for AREC members to review their minimum training requirements including refresher and upgrade courses

National Health and Safety Advisor

SAROPS events generally occur in environments subject to adverse weather and terrain, with risk of injury from a number of causes. AREC’s Health and Safety plan needs to be promulgated and continually updated to reflect lessons learned and best practice methods of ensuring volunteer safety.

Specific tasks for AREC’s Health and Safety Advisor include:

- Lead the development and implementation of the health and safety plan, identification of risk management and hazard identification
- Update and promulgate AREC’s Health and Safety policy document.
- Work with the AREC Training Advisor to embed health and safety policies and practices within the training curriculum.
- Promote continuous improvements in the use of health and safety systems and tools
- Monitor health and safety processes to ensure compliance with relevant health, safety, quality and environmental standards
- Implement a structured health and safety audit process and ensure all AREC members are aware of the process that will be followed and the timeframes attached
- Promote Health and Safety systems across AREC’s local Sections
- Ensure health and safety systems are easy to use and understood by all AREC members
- Ensure monitoring systems are implemented and maintained
- Report any H & S policy breaches or injuries to the AREC executive and the relevant agencies

AREC Administrator

An AREC Administrator is required to formalise the office functions required to ensure AREC is able to fulfil its reporting obligations and ensure its smooth operations. An indicative list of administration functions includes:

- Compile and submit annual records to Charities Services to retain NZART AREC Emergency Funds Trust's status as a charitable entity.
- Issue and manage AREC member identification cards.



- Ensure that AREC Health and Safety policies are prepared and maintained, and distributed to all AREC Sections.
- Maintain AREC Section Leader /Deputy Leader and local team member records.
- Provide and maintain current details of the AREC organisation including contact lists, available equipment and call out procedures to SAR Coordinating Authorities through agreed channels including the NZSAR Online Resources Database.
- Register expenditure of annual NZSAR grant funding against agreed funding programmes
- Maintain an AREC equipment register with details of location, frequency allocation and maintenance schedule.
- Maintain a register of frequencies assigned to AREC for emergency communications.
- Maintain and refresh details of NZSAR Service Level Agreement reporting requirements
- Prepare and maintain a manual that identifies the processes and outcomes of each of the above tasks to enable future continuity of the role.

The initial workload for the Administrator is estimated to require up to 15 hours per week for the first six months of their engagement, in order to build the systems and processes necessary to establish AREC's core organisational capabilities. This is expected to reduce to 8 – 10 hours per week once there is agreement that the necessary organisational management and reporting capabilities are in place.

The current NZART Administrator has a profound knowledge of AREC's current organisational deficit and the information systems necessary to establish sound governance and management capability. A Service Level Agreement (SLA) should be agreed between NZART and AREC stipulating the work to be undertaken, the responsibilities of AREC and NZART to supporting the Administrator's activities, expectations of quality and continuity of service; and hours and conditions of employment.