

# Exercise Evaluation Report

## Wellington District SAREX 2021

Location: Tararua Forest Park

Date: November 12 – 14 2021

Report version: FINAL

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## Executive Summary

The Annual Wellington District SAREX was held over the weekend of November 12 – 14 2021.

The exercise was attended by Wellington District Police SAR Squad members and Wellington and Wairarapa LandSAR and Amateur Radio Emergency Communications (AREC) volunteers.

Newer Incident Management Team (IMT) recruits worked alongside experienced members of the IMT to manage the real-time exercise with actual people in the field.

Field Team recruits also worked alongside experienced members to gain further experience and refresh and practice search and rescue skills in a realistic SAR setting.

The IMT and Field teams were tested in a realistic setting that provided opportunities to further develop their skills and abilities.

While the Aim of the exercise was largely met, a number of opportunities to improve future SAREXes and similar SAROPs are outlined in the recommendations.

# 1. Recommendations

## General

- Refresh and update the Wairarapa SAR Pre-plan;
- Expand the pool of prospective Wairarapa Incident IMT members as part of succession planning – consider progressing existing Management Support (MSU) members to IMT Managers, and recruiting new LandSAR members directly into the IMT;
- Undertake functional training for the wider AREC Group;
- Appoint a Comms Manager who participates in and contributes to IMT Meetings;
- Consider adding individual SARTrack logins to each user group;

## SAREX specific

- Ensure that consultation in the Planning stages clearly identifies the needs and shortcomings of the participants. These should then be reflected in the Aim, Objectives and Key Performance Indicators (KPIs) for the SAREX;
- Introduce multiple scenarios consecutively as opposed to running both scenarios concurrently; split the Incident Action Plans;
- Consider a shift structure where the outgoing IMT hands over when teams are actually in the field and on task;
- Ensure there is an agreed adverse weather contingency plan for Missing Parties and Field Team members;

## 2. Introduction

Police Instructions require each District to conduct one Land and one Marine SAREX annually; this was the annual Land SAREX for Wellington District, hosted in Masterton by Wairarapa Police and LandSAR.

The SAREX was designed to be a real-time Land exercise held in an area that has a history of SAR incidents with limited Communications. Field teams were required to stay overnight in the bush.

The Incident Management Teams were required to Plan the response for two separate scenarios; resources (Police and LSAR) were to be tasked accordingly.

The Initial Response was planned by Wairarapa IMT members on Friday evening into Saturday morning; the “incident” was handed over to Wellington LandSAR and Police mid-morning on Saturday.

The event concluded on Sunday, with all teams extracted from the field by noon.

## 3. Background

### 3.1. Background to the Exercise

Police have recently recruited new members into both Wellington and Wairarapa SAR Squads as reserves. A number of Police SAR Squad members have also recently taken up the role of On Call Duty Officer and Incident Controller.

Wellington Land SAR have also recruited and trained a group of new members to supplement more experienced and confident IMT members.

Wellington and Wairarapa occasionally work together to resolve SAR incidents.

The exercise was intended to provide Wellington and Wairarapa IMT and Field staff that are new to the roles an opportunity to carry out their respective roles alongside experienced members.

### 3.2. Dates, location, organising agency(s), key people

|                             |  |
|-----------------------------|--|
| <b>DATE:</b>                | November 12/13/14  |
| <b>LOCATIONS:</b>           | ICP – SAR Base, Hood Aerodrome Masterton;<br>Search area – Atiwhakatu, Waingawa &<br>Ruamahanga catchments |
| <b>ORGANISING AGENCIES:</b> | NZ Police, Wairarapa LandSAR,  |
| <b>KEY PEOPLE:</b>          | Sgt Tony Matheson, Constable Richard Butler, Sgt<br>Paul Curd, Murray Johnston, Claire Pettigrew           |

### 3.3. Participating organisations

- NZ Police – Wellington & Wairarapa SAR Squad
- Wairarapa LandSAR including IMT & Field personnel
- Wellington LandSAR including IMT & Field personnel
- AREC Wellington & Wairarapa

### **3.4. Exercise aim**

To carry out a multi-agency search giving IMT and Field staff that are new to the roles the opportunity to carry out these roles alongside experienced members.

### **3.5. Key Exercise objectives**

- Planning documents demonstrate preparedness;
- SAR partners collaborate effectively;
- The IMT effectively manages the exercise;
- Information is effectively managed and communicated during the response;
- SAR operational personnel refresh and practise search and rescue skills;
- Risk awareness and management is demonstrated by all exercise participants;

### **3.6. Exercise Scenarios**

2 separate scenarios ran concurrently for this SAREX:

1. A group of 3 inexperienced hikers are overdue from a 2-day trip in the Waingawa River area. They entered the Park from Kiriwhakapapa on Wednesday and were due to be picked up at the Pines on Thursday. The party intended to walk to Cow Creek Hut, head south on the track, camp overnight then exit the Park via Mitre Flats Hut and the Barra Track. When the SAREX commenced, they were over 24 hours overdue.
2. An experienced hunter is overdue from a 3-day trip. He was dropped off at the Pines on Tuesday and was due to be picked up at Holdsworth Lodge on Thursday. His intention was to head to Mitre Flats via the Barra track, stay at the hut overnight then head up to Mid King Biv. After another night at Mid King he planned to head to Holdsworth via the main range, Baldy track into Atiwhakatu thence to Holdsworth. When the SAREX commenced, he was also over 24 hours overdue

## **4. Evaluation Methodology**

### **4.1. The agreed outcomes of the evaluation activity**

A report to be written outlining observations of the SAREX in relation to the stated objectives and the KPIs.

Recommendations to be made based on those observations.

### **4.2. Evaluation scope**

To observe the Incident Management Team at the ICP and report on performance that included ability to function, manage communications and achieve the objectives set for the exercise.

### **4.3. Aspects of the exercise observed, what was not observed**

#### Observed:

- Exercise management and coordination;
- Interaction between EXCON and SAREX participants;
- Actions of the IMT from 1900hrs Friday to 1400hrs Sunday;
- Team briefings prior to the deployment of Field Team members;
- Communications between SAR base and Field teams;
- Demobilisation and debrief of Teams

#### Not observed:

- Actions of teams in the field

### **4.4. The process followed in preparing and submitting the report**

Consultation was made with Wellington District SAR coordinator Sgt Paul Curd approximately 2 weeks before the SAREX. There was no interaction with the Exercise planners (scenario) prior to the SAREX.

The initial Plan was supplied; Objectives and Key Performance Indicators were developed by Sgt Curd.

The evaluator attended the SAREX from Friday night through to Sunday afternoon.

Evidence was collected by observations and notes taken at the time.



#### 4.5. Other information

The party of 3 “overdue” hikers separated in accordance with their instructions. One of the hikers set off a beacon as instructed, but kept moving as he was genuinely unwell and wanted to get to shelter. A search team was tracking the beacon, but he got to Mitre Flats hut before them. He walked out on Sunday.

Scenario 2 ended prematurely after the solo “overdue” hunter fell in river and injured himself; he was able to self extract to Mitre Flats hut and walk out on Sunday.

## **5. Findings**

### **EXERCISE PLANNING**

The concept plan for the SAREX was developed by Sgt Tony Matheson, who was unavailable to attend the actual exercise. Constable Richard Butler took over from him to act as Exercise Control with assistance from Murray Johnston.

The initial plan outlined timings, instructions for two separate Missing Party groups and included a comprehensive Safety Plan.

The Purpose, Aim and Objectives of the SAREX were developed by Sgt Paul Curd shortly before the SAREX.

The intention was to use of Amalgamated Helicopters for Repeater deployment and extraction of Teams on Sunday. This was prevented by the weather.

### **EXERCISE CONDUCT**

#### **Friday November 12<sup>th</sup>**

The Missing Parties were briefed and deployed to the field mid-afternoon; the original scenarios were adjusted at the 11<sup>th</sup> hour due to unavailability of some personnel.

The exercise proper commenced at 7pm with a briefing delivered to the Wairarapa IMT. They elected to combine the management of both Missing Party scenarios due to the close proximity of the scenarios and the assessment that weather conditions were unlikely to allow use of the helicopter. Setting up a 2nd IMT as the exercise progressed was discussed.

A single Action Plan was developed to cover both Missing Party scenarios.

Adverse weather was predicted for the weekend and had already been raised; the need to consider abandoning the exercise for safety reasons was discussed.

Information Collection Planning commenced and identified further information that was required. Requests for information from the IMT were managed by Constable Richard Butler.

Missing Party profiles were developed, including a comprehensive list of information required, questions to be asked from potential sources of information.

Appropriate use was made of LandSAR members with good local area knowledge.

Planning continued into Friday evening and early Saturday morning. Initial taskings were identified and written onto triplicate task sheets for the following morning.

Taskings had been written to cover both scenarios

#### **Saturday November 13<sup>th</sup>**

A full complement of Wellington LandSAR volunteers arrived on Saturday morning along with Wellington Police SAR Squad members.

A comprehensive Exercise briefing was delivered to Teams and Team Leaders; tasks were allocated to those teams along with Tasking packs containing Laminated maps.

A detailed helicopter Safety Briefing was delivered by the local operator; weather conditions prevented any further use of the helicopter, and teams were driven to their start points.

The exercise was handed over to the Wellington IMT while Field teams were being deployed. Teams commenced tasks early Saturday afternoon.

The new IMT reviewed the IAP along with the tasks that were underway; they elected to separate the Action Plans in order to manage each scenario independently.

Information Collection Planning continued with requests for information delivered by EXCON.

Operational logs were established and maintained.

Regular IMT meetings were held during the afternoon; scenarios were developed, analysed and reviewed appropriately. Taskings were created from those scenarios.

Plans were developed for overnight shelter for teams and extraction the following day.

One of the hikers in the group of 3 separated from his group as instructed and set off his beacon. A search team was tasked to track the beacon.

A second hiker was located towards the end of the day; he was assessed appropriately, and was accompanied to shelter at a nearby hut with other Search Teams.

The search focus then changed to the one MP who had not been located. A Team was tasked to find him, but returned to shelter after a short time to escape the weather.

All teams were stood down in either huts or campsites before the IMT closed down for the night.

### **No Duff**

The solo Missing Party suffered an injury from a fall and self-extracted to Mitre Flats Hut.

The hiker who set off his beacon was genuinely unwell and decided to keep moving. He got to Mitre Flats hut before the search team who was tracking him.

The IMT considered helicopter extraction for both Missing Parties, but they were able to walk out with SAR Teams the following day.

The required reports have been completed for both incidents.

### **Sunday November 14<sup>th</sup>**

Demobilisation planning commenced; the last "Missing" hiker self-located and walked out with a SAR Team.

All teams were returned to base for debriefing and return of equipment.

A comprehensive IMT debrief was held before the exercise concluded.

## **EXERCISE EVALUATION AGAINST OBJECTIVES / KPIs (refer Appendix A)**

The SAREX was evaluated against Objectives and KPIs developed by the Wellington District SAR coordinator.

KPIs were

- Achieved
- Partly achieved
- Not achieved

## 6. Conclusions

The SAREX largely achieved the Aim which was to give IMT and Field staff that are new to the roles the opportunity to carry out these roles alongside experienced members.

Both scenarios were realistic and designed to challenge Field Teams.

The area of operation for the SAREX was appropriate in that it has a history of SAR incidents with limited Communications. Field teams were deployed into realistic terrain and weather conditions.

The opportunity for new Wairarapa IMT members to work alongside more experienced Wellington members was lost. Instead, both groups worked in isolation with very little interaction. This exercise primarily benefitted Wellington IMT members.

The initial Plan outlined proposed timings, broad guidelines and detailed instructions for the “Missing Parties”. However, wider consultation in the Planning stages of the exercise may have better tailored the specific Objectives and KPIs for the SAREX to identified needs and shortcomings (refer recommendations).

It was identified early that the severe weather may require a re-evaluation of the plan, However, there was no written contingency plan to adjust the exercise to the predicted adverse weather conditions.

There was a lot of double handling of the initial tasks which were handwritten in triplicate then later entered into SARTRack.

A lot of good ideas that came out of the Friday evening IMT meeting were not written down.

The incoming IMT had a lot of information to take in with 2 scenarios happening concurrently and 8 Teams tasked and heading into the field. A shift structure where the outgoing IMT handed over after teams were actually in the field and on task may have been more beneficial for the incoming IMT to gain situational awareness.

The helicopter briefing took around 2 hours; teams did not get into the field until lunchtime. It may be worth considering alternative ways of delivering the helo briefing prior to the exercise.

A few of the longer serving Wairarapa SAR members have years and years of local area knowledge and experience; there is a need to identify, train and mentor new members to pass on some of that knowledge and build the Wairarapa IMT capability (refer recommendations).

The exercise also identified that further training would be beneficial for radio operators.

The SAREX complied with Covid Alert Level 2 Restrictions.

## Appendix A

# Key Performance Indicators

### Review readiness plan(s) to identify any gaps

| KPI  | Comments  |
|--|---|
| Planning documents are not in conflict with each other                             | The Wairarapa SAR Pre-plan was developed several years ago, and is more of a general plan that includes basic Initial Response tasks, a list of key contacts and a number of SAR documents.<br><br>The PrePlan was not referred to in any depth for this exercise and would benefit from a refresh and update and could also include notes on where to find relevant information, e.g. river flows, track conditions, contact numbers for SMEs and people with up-to-date local area knowledge. |
| Planning documents integrate with each other and support operational effectiveness |   |
| All planning documents support health and safety best practice                     |   |

### Appropriate agencies are selected for and participate in SAR exercises

| KPI  | Achieved? | Comments   |
|--|-----------|--|
| All agencies required for the exercise participate and collaborate effectively | Achieved  | All relevant agencies attended and were on site as part of the exercise. Police, LandSAR and AREC worked together to achieve the Objectives of the Action Plans. |

### IMT operates within the CIMS principles

| KPI  | Achieved? | Comments   |
|--|-----------|--|
| IMT structure is in accordance with CIMS                                   | Achieved  | The IMT structure was appropriate for the exercise. CIMS Planning and Intel functions were combined for the Initial Response, then separated after the handover.   |
| IMT roles and responsibilities are in accordance with CIMS                 | Achieved  | IMT Roles and responsibilities pre-assigned to Wellington LandSAR IMT personnel to matched newer members with more experienced IMT personnel. Mentors demonstrated sound understanding of their roles. Prompt cards and reference folders for each of the CIMS Functions helped Function personnel stay on track |
| IMT operation ensures integrated information management and communications | Achieved  | Regular IMT meetings were held; IMT function managers contributed to those meetings to ensure all participants were on the same page.  |
| Situational awareness is maintained  | Achieved  | IMT members demonstrated good understanding of the environment, situation, likely developments and implications.   |

### IMT operates in accordance with the CIMS model

| KPI  | Achieved? | Comments  |
|--|-----------|---|
| ICP established  | Achieved  | Wairarapa SAR operate from a designated and well-equipped Incident Control Point that appropriately accommodates the IMT, Comms and SAR Equipment.  |
| Appropriate structure established                      | Achieved  | The IMT structure for the initial response reflected the limited number of Wairarapa IMT trained personnel available. Planning and Intel functions were combined.<br>The IMT structure after the Handover to Wellington LandSAR had been pre-determined and was appropriate to manage 2 concurrent scenarios.<br>The establishment of the Response Manager position to support the Incident Controller after the handover was appropriate |
| Documentation is completed                             | Achieved  | Hard copy files were prepared for both scenarios, supported by SARTrack documents   |
| IAP is established for the initial operational period  | Achieved  | Both scenarios were covered by one IAP for the Initial Response; this reflected Initial "Bike Wheel" model to determine initial tasks.  |
| IAP is updated for subsequent operational period       | Achieved  | The incoming IMT developed individual Action Plans for each scenario. Objectives and Strategies for both scenarios were reviewed and adjusted as required   |
| IAP review meetings are conducted by the IC            | Achieved  | The incoming IC and Response Manager reviewed the IAP that had been developed for their shift. The IAP was reviewed as part of regular IMT meetings   |
| IC leads regular IMT briefings                         | Achieved  | Regular IMT meetings were led by either the IC or Response Manager.   |
| IMT function managers undertake regular team briefings | Achieved  | Individual Function managers attended and contributed to regular IMT meetings   |



**The IMT activates and manages appropriate resources to meet the demands of the exercise**

| <b>KPI</b>  | <b>Achieved?</b> | <b>Comments</b>  |
|---|------------------|--|
| Logistical support is provided as required  | Achieved         | All field members were instructed to come equipped to camp out overnight. Appropriate additional Team equipment was supplied. Teams returning to Base at the end of the exercise were fed and watered. The IMT offered accommodation options for anyone with long distances to drive home at the end of the exercise.  |
| Taskings are appropriate to the resources   | Achieved         | The number and composition of the Teams was pre-determined in order to match new and experienced members. Tasks were developed and allocated appropriately to those teams. Laminated maps were provided to all teams.  |
| Resources are supported to operate in accordance with health and safety practices | Achieved         | A comprehensive LandSAR Safety Plan was written prior to the exercise. A full helicopter Safety Briefing was delivered to all field team members. The adverse weather and its effect on river levels was communicated to all participants. It was stressed that Team members could pull the pin at any stage. The SAREX was conducted in accordance with Covid Level 2 Guidelines. |
| Task execution is monitored   | Achieved         | Team progress was tracked via SARTrack and logged appropriately.   |
| Tasked resources are debriefed at the completion of each task                     | Achieved         | Debriefs of initial tasks were undertaken via radio; Search Effort was evaluated and recorded at the completion of the exercise.   |
| All teams are debriefed on completion of exercise                                 | Achieved         | All Teams were debriefed using the Search Effort Evaluation format upon return to the ICP  |
| Safety briefings are conducted during the operation                               | Achieved         | Team Leaders monitored the safety and well-being of teams during the exercise. Take 5 checks in the field were completed as required. No incidents to Team members were reported.  |
| Planning process is documented  | Achieved         | Incident Action Plans were prepared and displayed appropriately in the ICP. Hard copy files were prepared for both scenarios.  |

**The IMT activates and manages appropriate resources to meet the demands of the exercise (cont'd)**

| KPI   | Achieved? | Comments  |
|---|-----------|---|
| Planning is established for the next operational period | Achieved  | The incoming IMT reviewed the Initial Action Plan and elected to create separate plans for each scenario to remove ambiguity. Appropriate plans were developed to extract the Missing Parties once they had been located and assessed, along with plans for overnight shelter for teams and extraction the following day. |

**Tasking of resources by the IMT is in accordance with search management principles**

| KPI  | Achieved? | Comments   |
|--|-----------|--|
| Tasking is supported by evidence-based scenario analysis | Achieved  | Scenarios were developed based on Subject profiles, terrain, weather and clues located. Scenarios were analysed to determine the likelihood of each scenario and drive the search effort |
| Tasking is consistent with search urgency                | Achieved  | Search Urgency was completed and documented early in the Initial Response. Immediate Response was determined. Tasks reflected that.  |
| Tasking is supported by missing person behaviour         | Achieved  | LBP references (Publications and the Mobile app) were consulted; initial taskings reflected statistics and the Bike Wheel model.   |

**The IMT utilises SARTrack to support the demands of the exercise**

| KPI   | Achieved? | Comments  |
|---|-----------|---|
| SARTrack set up and operational capability is completed in a suitable timeframe | Achieved  | Both SAR Groups use SARTrack which was set up at the commencement of the exercise.  |
| IMT personnel can operate SARTrack as required for the response                 | Achieved  | Members of both LandSAR groups demonstrated knowledge of the capability of SARTrack.<br><i>Note: Some AREC members appeared less conversant with the programme and would benefit from more SARTrack exposure and training</i> |
| SARTrack remains operational throughout the response period                     | Achieved  | No notifiable issues with SARTrack were reported.<br><i>Note: Wellington &amp; Wairarapa have different SARTrack Group IDs; Wellington members don't have Wairarapa logins and vv.</i>  |

### IMT maintains situational awareness

| KPI  | Achieved? | Comments  |
|--|-----------|---|
| Briefings and debriefings are conducted                                | Achieved  | The Initial briefing to the IMT was completed on Friday, followed by a full exercise briefing on Saturday morning to Field Team members followed by a separate briefing to Team Leaders.<br>Radio frequencies & location of repeaters were covered off appropriately.<br>The IMT Handover briefing on Saturday morning followed the CIMS function-to-function format. Relevant and appropriate questions were asked.<br>All Teams were debriefed using the Search Effort Evaluation format at the conclusion of the exercise. |
| Information is relayed appropriately and in time                       | Achieved  | The outgoing IC outlined the adverse weather and its effect on river levels to all participants. It was stressed that Team members could pull the pin at any stage if they were not comfortable.<br>Information from Teams in the field was logged and reviewed appropriately.  |
| Information received within the IMT is analysed                        | Achieved  | Information including clues, MP information, terrain and weather conditions in the field was analysed appropriately.<br>Clues located were analysed to determine significance and relevance.  |
| Information is collated and disseminated within the IMT as appropriate | Achieved  | Information required was identified, collated in the Information Plan and disseminated appropriately.<br>Significant information/Intel received or required was raised during regular IMT meetings.   |
| IMT planning meetings are conducted on a regular basis                 | Achieved  | The first IMT Meeting was held on Friday at 2006hrs. Regular meetings were held throughout the remainder of the exercise.   |
| Information for next operational period is established                 | Achieved  | The first IMT meeting on Friday identified further information that was required. Information required following the shift handover was identified, collated on the Information Plan and tasked appropriately.  |
| IMT is continuously aware of resource progress, welfare and activities | Achieved  | Timelines were used appropriately.<br>Status/Location of teams was maintained by Operations and displayed in the IMT<br>All teams were issued with SARTrack radios.   |

### IMT records and processes information consistent with the CIMS Intelligence Cycle

| KPI   | Achieved? | Comments   |
|---|-----------|--|
| An Intelligence Collection Plan is maintained             | Achieved  | Initial Information required was identified written up on whiteboards; a more formal Information Collection Plan was then developed and updated to reflect information required              |
| Radio logs are maintained and analysed                    | Achieved  | SARTrack was used for logging radio messages.<br><b>NOTE: Some radio messages were not read as they were written and in their entirety.</b>  |
| Incoming information is analysed                          | Achieved  | Information including clues, MP information, terrain and weather conditions in the field was analysed appropriately.<br>Clues located were analysed to determine significance and relevance. |
| Team debriefs are analysed                                | Achieved  | Appropriate messages from teams were fed into the Intel function   |
| Intelligence products are disseminated to other functions | Achieved  | Sitreps, status reports and Missing Party profiles were developed and disseminated at IMT meetings   |

**Information is effectively managed and communicated during the response**

| KPI  | Achieved? | Comments  |
|--|-----------|---|
| Information is collated and disseminated within the IMT as appropriate | Achieved  | Information requirements were recorded onto the Information Collection Plan; requests for information were directed to and managed by EXCON         |
| Information received within the IMT is analysed and corroborated       | Achieved  | Clues located were analysed to determine significance and relevance.<br>Information delivered by EXCON was appropriately analysed and corroborated. |
| Actionable intelligence is developed                                   | Achieved  | Information Collection Planning commenced early in the exercise   |

**IMT and field team communications follow SOPs**

| KPI   | Achieved?       | Comments   |
|---|-----------------|--|
| Field teams follow radio schedules and protocols                        | Partly achieved | Teams had issues meeting Sked times – possibly due to known issues with VHF Comms in the area of operation.  |
| Information from IMT to field teams follows SOPs                        | Partly achieved | Messages to Teams were entered into SARTrack and relayed by Radio Operators<br><b>NOTE: Some radio messages were not being read as they were written and in their entirety.</b>  |
| Communication lines between IMT and field teams operate effectively     | Partly achieved | Refer above comment  |
| Communication systems are operational in a timely manner                | Achieved        | A portable VHF repeater was deployed before the exercise commenced   |
| Communication systems remain operational throughout the response period | Partly achieved | The area of operation has known issues with Comms; a portable VHF repeater was deployed which addressed some of those gaps.<br>All teams were issued with HF; only one team used HF but reported no response from the ICP. |

**Relationships between Iwi and local Police and SAR groups are strengthened**

| KPI  | Achieved? | Comments   |
|--|-----------|--|
| Iwi representatives are informed of the exercise and area of operation | Achieved  | The local Police ILO was consulted prior to the exercise |

**Risk awareness and management is demonstrated by all exercise participants**

| KPI   | Achieved? | Comments  |
|---|-----------|---|
| All participants understand their personal responsibilities in regard to risks                              | Achieved  | The general briefing covered risks and hazards, and reiterated the poor weather forecast and the possibility that the exercise may be shortened<br>Team Leaders conducted pre-deployment checks with their Team members (SEARCHERS format)                        |
| Risk management systems and processes appropriate to the nature and complexity of the situation are defined | Achieved  | Team Leaders conducted pre-deployment checks with their Team members (SEARCHERS format)<br>A Hazard management board was prepared and displayed in the ICP.<br>The Safety Manager function was allocated.<br>No night searching was undertaken for safety reasons |
| Briefing information appropriately addresses identified risks   | Achieved  | A comprehensive LandSAR Safety Plan was written and communicated to all participants at the Exercise briefing.<br>The main briefing explained the risks and hazards, particularly with expected rain and the effect on river levels.                              |

## SAR operational personnel refresh and practice search and rescue skills

| KPI  | Achieved?          | Comments   |
|--|--------------------|--|
| SAR field teams apply appropriate search techniques  | Partially achieved | Teams attempted to apply appropriate Search Techniques but reported that adverse weather conditions affected the effectiveness of tracking, voice appeals and sound lines.   |
| Field support resources (e.g. AREC, helicopter) perform to the standard of their specialty | Partially achieved | A detailed helicopter Safety Briefing was delivered by the local operator; however, weather conditions prevented any further use of helicopter support.<br>AREC provided, maintained and monitored Comms using both the existing repeaters and a portable repeater.  |
| Missing party is located   | Partially achieved | Adverse weather, illness and injury to two of the “Missing Parties” impacted on the SAREX. Only one missing party was located by a SAR Team.   |
| Teams undertake taskings in line with the IAP  | Partially achieved | Initial (“reflex”) taskings focused on searching lineal features; the incoming IMT reviewed the IAP, expanded the Objectives and strategies and developed further taskings (e.g. Containment).<br><i>Note: Most teams reported that they were “smashed” by the weather; some made the decision to cut short their task and head to shelter for safety reasons.</i> |
| Teams provide regular updates  | Partially achieved | The area of operation has known issues with VHF Comms which affected the delivery of regular updates.<br>Only one team used HF but reported no response from the ICP.  |

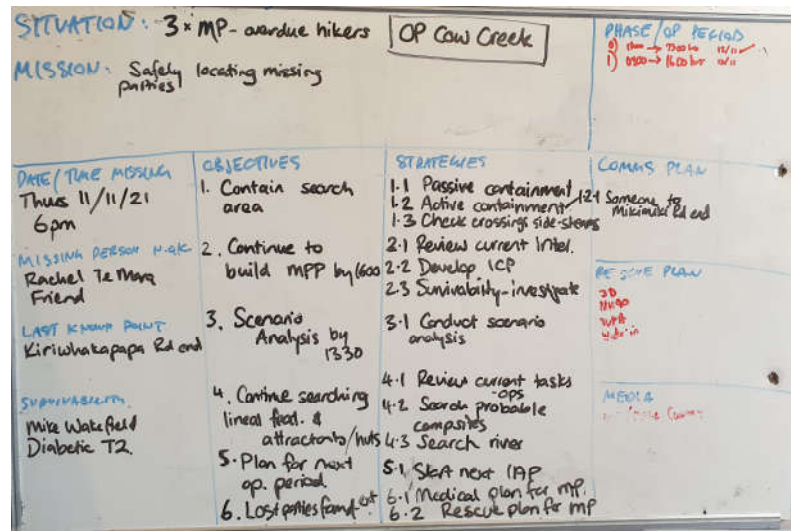
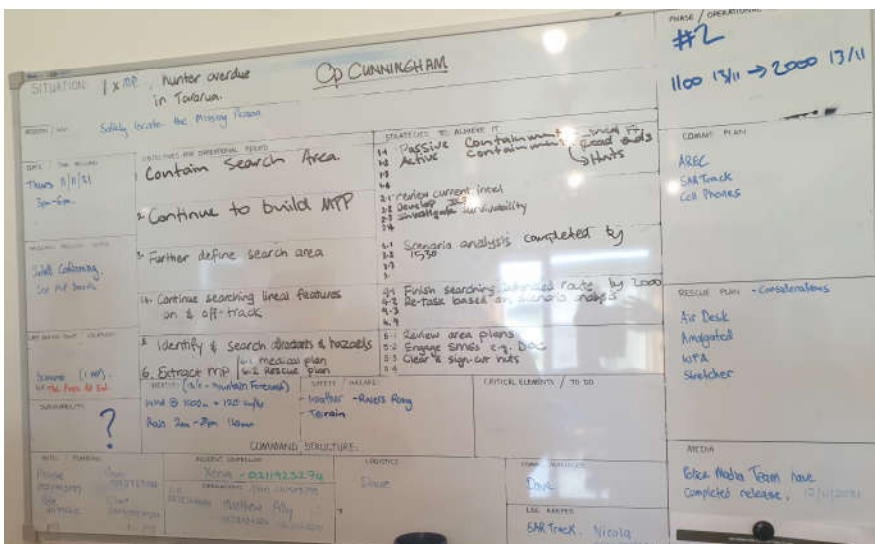
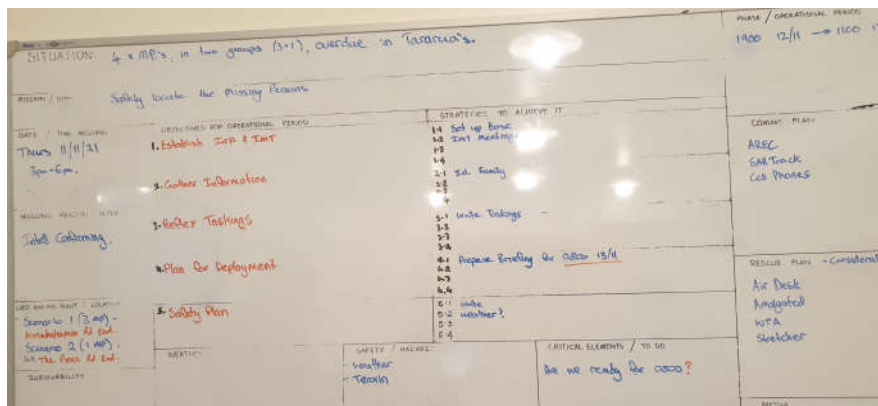


### SAR operational personnel refresh and practice search and rescue skills (cont'd)

| KPI   | Achieved?          | Comments  |
|---|--------------------|---|
| Teams provide accurate and timely information to the IMT        | Partially achieved | The area of operation has known issues with VHF Comms which affected the timely delivery of information to the IMT.<br>Only one team used HF but reported no response from the ICP.   |
| Team GPS tracking is consistent with tasking                    | Achieved           | SARTrack radios were issued to all teams; provision was made for GPX tracks to be downloaded at the conclusion of the exercise.   |
| Missing party is fully assessed on discovery                    | Partially achieved | Adverse weather, illness and injury to two of the "Missing Parties" impacted on the SAREX. Only one missing party was located by a SAR Team.<br>The medical assessment of that person was appropriate, and his status was radioed back to base. The Team discussed different options for extraction.<br>The solo Missing Party suffered an injury after falling in a river. He self-extracted to a hut.<br>Another Missing Party activated his beacon but suffered an illness and self-extracted to the same hut.<br>SAR Teams assessed both missing parties at the hut and advised IMT accordingly. Helicopter extraction was considered but not possible.<br>SAR Teams were tasked to the location of the 4th Missing Party but he had "recovered" as per EXCON instructions and met the team as they were heading towards him. |
| The safety of the missing party is maintained during recovery   | Achieved           | The injured/ill Missing Parties were accompanied by SAR Teams overnight and during demobilisation.<br>Teams stayed together and looked after each other and the Missing Parties.  |
| The safety of search team members is maintained during recovery | Achieved           | Teams stayed together and looked after each other during the SAREX including recovery.  |
| Radio communications are maintained                             | Partially achieved | The area of operation has known issues with Comms; a portable VHF repeater was deployed which addressed some of those gaps.<br>All teams were issued with HF; only one team used HF but reported no response from the ICP.<br><a href="#">Lesson identified: You need to go outside the hut to trigger the VHF repeater...</a>  |

|   |          |  |
|---|----------|--|
| IMT records location and status of all field resources                      | Achieved | A Team Status and Location board was established and updated regularly. The IMT knew where every Team was at all times.  |
| Field teams are fully briefed   | Achieved | A general briefing was delivered to all team members on Saturday morning; a more detailed brief along with tasking packs was delivered to Team Leaders after that briefing.<br>Laminated maps were provided in anticipation of wet weather                           |
| Field teams are debriefed   | Achieved | The IMT completed written debriefs using the Search Effort Evaluation format for all Teams at the conclusion of the exercise.  |
| Field team welfare is managed throughout the exercise and on demobilisation | Achieved | Team leaders managed the welfare of their team members in the field.<br>All teams were fed and watered once they returned to the ICP at the conclusion of the exercise.<br>Accommodation was offered to those driving home to Wellington at the end of the exercise. |
| Field teams are demobilised   | Achieved |  |

# Appendix B - Images



MIKE'S MEDICAL CONDITION - NOK - DOCTOR  
 ALL BOOT DETAILS  
 FOOD & WRAPPER DETAILS  
 P.L.B - HAVE THEY GOT IT - WHO OWNS IT - REGISTERED?  
 PHONE DETAILS FOR ALL 4  
 GEOFFS TENT SIZE & COLOUR  
 COOKER TYPES  
 WHO ELSE THEY'VE TALKED TO - WORK / CLUBS  
 INTERVIEW PEOPLE WHO DROPPED THEM OFF  
 CHECK HOMES FOR NOTES, GEAR, ANYTHING ELSE  
 HOW DO MIKE, GEOFF & BRET KNOW EACH OTHER - TRIPS TOGETHER?  
 - DO THEY GET ON?  
 WHAT IS PETE HUNTING  
 MAP OR MAPS ON GPS  
 EXPERIENCE IN BOTH HUNTING & BUSHCRAFT & TOPS TRAVEL  
 WHAT SHELTER

GEOFF MCGILLIE  
 53 YEARS OLD MUD BULD 1.00M  
 NIL HAIR?  
 BLACK SHORTS, BLACK SHIRT  
 BLUE CANVAS PACK (OLD MACPAC)  
 GREY SNOW GAITORS  
 MENDLE BOOTS  
 PRIMUS, TENT, SLEEPING BAG  
 FOOD FOR 4 DAYS  
 Q's  
 BOOT SIZE  
 PRIMUS DETAILS  
 TENT SIZE & COLOUR  
 FOOD DETAILS

PETE CUNNINGHAM  
 64 yrs old, SOLID BLD, 180 CM GREY HAIR  
 SWAZI GEAR, MICRO TROUSERS  
 ORANGE TOP  
 BLUE PACK, ORANGE TARP  
 JET BOIL  
 RIFLE 708CAL SCOPE & SUPPRESSOR  
 HUNTING KNIVES x 2  
 GPS, RANGE FINDER, BINOS,  
 HEADLAMPS x 2  
 TRAMPING BOOTS  
 Q's BOOT SIZE & TYPE

## INFORMATION COLLECTION PLAN



|                                  |                  |
|----------------------------------|------------------|
| Operation name: SAREX Cunningham | Time: 12.25      |
| Prepared by: Phoebe F            | Date: 13/11/2021 |

| Information Required   | Source                            | Person/Team Assigned | Date/Time Assigned | Notes |
|--|-----------------------------------|----------------------|--------------------|-------|
| Next of Kin information  | informant                         |                      |                    |       |
| Pete's hunting habits (what he hunts, where he hunts)  | informant, NoK, associates        |                      |                    |       |
| Pete's gears (boot size, brand of top, pack, tarp, type of jetboil, brand of GPS, range finder food) | informant, NoK, home search       |                      |                    |       |
| Medical conditions?  | NoK, doctor                       |                      |                    |       |
| Tramping associates, membership in tramping /hunting club?   | NoK                               |                      |                    |       |
| More detailed intention  | NoK, associates, home search      |                      |                    |       |
| LKP and DOT  | Hut book                          |                      |                    |       |
| Popular hunting spots in the area  | local knowledge?<br>Wairarapa IMT |                      |                    |       |
|  |                                   |                      |                    |       |

Approved: *J Higgins Xena*      Date/time: 1349 hours 13/11/2021





### MISSING PERSON INFO

| NAME       | WAKEFIELD<br>MIKE<br>45<br>MALE | MAGNIE<br>Scott<br>53<br>MALE | MAIN<br>Brett<br>54<br>MALE | CUNNINGHAM<br>PETE<br>64<br>MALE |
|------------|---------------------------------|-------------------------------|-----------------------------|----------------------------------|
| PROFESSION | Police Officer                  | Constable                     | Constable                   |                                  |
| ETHNICITY  | CAUCASIAN                       | EUROPEAN                      | CAUCASIAN                   | EUROPEAN                         |
| HAIR       | BLONDE                          | Greying                       | Greying                     | Gray                             |
| BUILD      | MEDIUM BUILD<br>6 FT 2"         | Medium build<br>170           | Medium Build<br>177cm       | SOLID BUILD<br>180cm             |

### EQUIPMENT

Refer list under 'Clothing'

Phil/Steve/ Joe

Margaret/Liz/Sandra

David

David Bray

### TIME LINE

NOV 2021

Tue 9th 0000

Wed 10th 0000

Thurs 11th 0000

12 3pm

12 3pm

12 3pm

In at 4th floor

In at Kitchin/Kyaga

### SEARCH URGENCY DESK

Scenario 1) PARTIAL THEFT = 19

Scenario 2) HUNTER = 22

HOLDSWORTH EE 196

2) Lutteridge DOC 5

1) Portable To Diary ES 57

2) HF

### LAST KNOWN POINT

Rachael Te Maea  
WAIKAKA  
FRIEND

Peter Baldy  
Gladstone  
Mate

### CLOTHING

|                       |                    |                      |
|-----------------------|--------------------|----------------------|
| GREEN FIBRE           | Blue rain Coat.    | Swezi Gear.          |
| T SHIRT               | Black Polo.        | Orange top.          |
| SHIRT                 | Black Casual       | Microfibre trousers. |
| SKATE BOOTS (Sneaker) | Blue hie bag.      | Orange tarp.         |
|                       | Green tarp.        | Jet ball.            |
|                       | Blue sleeping bag. | Rifle 708 Cal.       |
|                       | Primo Tent.        | Supe. Suppressor.    |
|                       | Scarpa boots.      | Hunting knives.      |
|                       | Gas canter.        | GPs                  |
|                       | Backcountry Food.  | Binos                |
|                       | Green Gaiters.     | Headlight x 2        |
|                       | Black Thermal.     | Pack - blue          |

# HAZARD AND RISK MANAGEMENT BOARD

OPERATION NAME:  
CUNNINGHAM / LOW CREEK

AREA: EASTERN TARAEVAS  
(ATIWHAKATU TO KIRIWHAKATAPA (UP TO BALOH / MID-KWA))

DATE: 12-13 NOV 2021

| HAZARDS/RISKS                     | ELIMINATE/MINIMISE | How/Controls   | Conseq. | Likelihood |
|-----------------------------------|--------------------|--|---------|------------|
| WEATHER - RAW (EXPOSURE)          | MINIMISE           | TEAMS CARRY APPROPRIATE WET WEATHER WEAR. (REFER TO SAFETY)  |         |            |
| - WIND                            | MINIMISE           | TEAMS REPORT ON WEATHER PRIOR TO UNDERTAKING TASKINGS  |         |            |
| - VISIBILITY                      | MINIMISE           | TEAMS TASKINGS NOT INCLUDING TOP TRAVEL IN LOW-VIZ (UNLESS TRACKED)  |         |            |
| WINDFALL                          | MINIMISE           | Notify during debrief to change transport  |         |            |
| FATIGUE                           | MINIMISE           | LIVER CROSSINGS ONLY IF LOW-LEVEL. INCLUDE IN TASKINGS TO TAKE S AT CROSSING POINTS.   |         |            |
| RIVERS                            | ELIMINATE/MINIMISE | MINIMISE OFF-TRACK TASKS (UNLESS EVIDENCE-LED)   |         |            |
| STEEP/UNEVEN TERRAIN              | MINIMISE           | ABANDON PLANNING IN POOR WEATHER / PRE-FLIGHT BRIEFING   |         |            |
| AIRCRAFT (HELD)                   | ELIMINATE          | WEAR HI-VIZ, NOISE AND WHISTLES AROUND HIGH-PROBABILITY AREAS  |         |            |
| MOVING VEHICLES                   | MINIMISE           | LOOK-UP WHEN CHOOSING CASPETS, MINIMISE STATIONARY ASSEMBLY BEHIND   |         |            |
| FIREARMS/WEAPONS                  | MINIMISE           | MEDICAL INFO, USE CAMSAR COVID-19 FIELD LEVEL 2 PROTOCOLS (IPE).   |         |            |
| WIDOW-MAKERS                      | MINIMISE           | <p>↳ Check recent Locations of</p> <p>↳ DOGS ON LEAD, PARK IN ALLOCATED SPACES interest</p> <p>↳ CONSERVATIVE APPROACH - DECENT BOOTS w GOOD EDGES</p> |         |            |
| COVID-19 (THREAT/HP. ENLARGEMENT) | MINIMISE           |  |         |            |
| AERODROME                         | MINIMISE           |  |         |            |
| SLIPPERY UNDERFOOT                | MINIMISE           |  |         |            |
| CONTAMINATION (AMS)               | ELIMINATE          | GOOD DEBRIEF PROCEDURES/TIDINESS OF FACILITY   |         |            |



| Team 1 T1  | Team 2 T102   | Team 3 T103  | Team 4 T104   | Team 5 T105   | Team 6 T201  | Team 7 T202   | Team 8 T203  | Team 9 T204                        |
|--|---|--|---|---|--|---|--|------------------------------------|
| Task 6<br>LKP: AT<br>@ 0715<br>ANWALK<br>→ RANAK<br>JEFF 1050<br>Vehicle 12<br>LOGS, PROGRESS, & CLUBS | Task 7<br>LKP: MF<br>@ 2700<br>PRES 1000<br>BYRNE (C-P)<br>Vehicle 12 | Task 19<br>LKP: CC<br>@ 2200<br>Extract<br>Brett +<br>Bert<br>→ 4th Area<br>Vehicle 12<br>BYRNE 1200 | Task 20<br>LKP: CC<br>@ 2200<br>Process the<br>Saddle 1<br>Saddle 2<br>→ 4th Area<br>Vehicle 12 | Task 18<br>LKP: CC<br>@ 0740<br>Old track<br>→ M. Bay<br>Red End<br>6A<br>Vehicle of<br>JEFF 1200 | Task 7<br>LKP: MF<br>@<br>Extract<br>Mig + walk<br>out | Task 27<br>LKP: MF<br>@<br>Extract<br>Mike<br>Silby @ 1000<br>LKP: MF<br>PAUL | Task 28<br>LKP: MF<br>@<br>Extract<br>Pete<br>PINES 1000<br>Vehicle 12<br>TA |                                    |
| T1<br>ON TRAIL<br>WALK OUT<br>1500<br>@ Annaram  | T2<br>ON TRAIL<br>WALK OUT<br>@ MF                                    | T3<br>---  | T4<br>ON TRAIL<br>WALK OUT<br>@ CC  | T5<br>ON TRAIL<br>WALK OUT<br>@ CC  | T6<br>ON TRAIL<br>WALK OUT<br>@ CC                     | T7<br>ON TRAIL<br>WALK OUT<br>@ CC  | T8<br>ON TRAIL<br>WALK OUT<br>@ CC   | T9<br>ON TRAIL<br>WALK OUT<br>@ CC |
| ATTITUDE<br>EXTRACT OUT  |   | COM DECK<br>ESTIMATE<br>BEETLE<br>Task 19<br>+ Report<br>To Man (Mon)                                | COM DECK<br>Task 20   | COM DECK<br>Task 18   | MIRE 116   | MIRE 116<br>ESTIMATE<br>ALICE   | MIRE 116<br>@<br>God to walk   |                                    |

| RESCUE PLAN             |   |   | OPERATION: CONCRETE | DATE/TIME<br>0900 14/11/21 |
|-------------------------|---|---|---------------------|----------------------------|
|                         | URGENT SCENARIO   | NON-URGENT SCENARIO   |                     |                            |
| INITIAL ACTION          | PATIENT SURVEY / STABILISATION<br>TEAM RADIO SITREP<br>TEAMS ASSEMBLE AT FIND POINT | PATIENT SURVEY<br>TEAM RADIO / SITREP<br>TEAMS ASSEMBLE AT FIND POINT |                     |                            |
| EXTRACT METHOD          | STRETCHER (MRO NOT AVAILABLE)<br>WALK-OUT (PATIENT SELF EXTRACT)                    | WALK-OUT (PATIENT SELF EXTRACT)                                       |                     |                            |
| ASSEMBLY AREA / STAGING | KIRIWHAKARA ROADEND FOR P/U<br>↓<br>SARBASE HOOP AREADROME<br>W/LA PLEE             | KIRIWHAKARA ROAD END FOR P/U<br>↓<br>SARBASE HOOP AREADROME           |                     |                            |
| ASSETS                  | 4x4 VEHICLES - AMBULANCE<br>(IF REQUIRED)   | 4x4 VEHICLES  |                     |                            |
| DEMOS                   | TEAM DEMOS PROCESS<br>(DEBRIEF, LEAD CHECK-IN)                                      | TEAM DEMOS PROCESS<br>(DEBRIEF, LEAD CHECK-IN)                        |                     |                            |

