

Exercise Evaluation Report

Operation Waka Ama

Location: IMT Hamilton field teams Raglan and Whangamatā

Date: 25th & 26th November 2023

Report version: Final

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Executive Summary

Marine SAR Agencies participate in exercises that consider or simulate real-life situations. These exercises aim to improve Operational readiness and identify any gaps or weaknesses in the SOP's of all participating Agencies. They also clarify roles, demonstrate agency capabilities and provide a sound training platform.

The exercises occurred on Saturday 24th November in Hamilton with an IMT desktop exercise and concluded on Sunday 25th planning to search in two locations. Both run simultaneously around the coast of Raglan and Whangamatā, respectively. Due to adverse weather reports for the West Coast of Waikato on Sunday, the search component for Raglan on Sunday was cancelled.

The two phases tested the IMT's ability to effectively manage the incident within the CIMS process in phase one. The on-water scenario will test the participant's ability to work together to achieve the outcomes required by the Incident Action Plan in phase two.

This report reflects only the observations during the two phases of the exercise and focuses on the three objectives set by the Exercise Directors.

It makes recommendations for the improvement of the planning process for the MSAREX at the Director Level, the improvement of IMT situational awareness and the improvement of Health and Safety applications in the IMT from the field.

1. Recommendations

- 1 Running the two separate IMTs alongside each other provides a learning advantage. Senior SAR team members can compare the two IMTs, how each decision point was navigated, their decision-making processes, and the information flow and processing. From these comparative observations, real-time learnings can be shared between the two teams of seniors and then applied during the exercise to whichever team benefitted from the learnings, if not both

- 2 When developing an Incident Action plan, to keep it achievable and meet SMART objectives, set time intervals that allow manageable sections of the operation to be checked regularly and steady progress monitored at these checkpoints.

- 3 Establish an identifiable layout and flow between the various CIMS functions within the IMT room. Have the Police Officers wear identifiable CIM vests. Use flow charts to assist with information flow and management. A good layout helps track information flows during the operation.

- 4 Applying a SAR Forms planner grid to assist with the Information gathering and flow assists the team in identifying at a glance which CIMS function is responsible for what information and what direction it needs to flow for processing back into the system to assist the accurate running of the operation.

- 5 Add a Marine Flow Diagram to provide a pathway for appropriate decision-making. The Diagram prioritises safety within the environment and the need to get a response underway as soon as possible. It also concludes with a Rescue Plan and references the Search Area Determination and Search Area Coverage sheets, all required in planning a measured response.

2. Introduction

Periodically, Marine SAR Agencies participate in exercises that consider or simulate real-life situations. The aims of these exercises are to improve Operational readiness and identify any gaps or weaknesses in the SOPs of all participating Agencies. They also clarify roles, demonstrate agency capabilities, and provide a sound training plan.

The New Zealand Police, Waikato Police SAR District, has requested that selected Coastguard Units and Surf Life Saving Clubs take part in a combined MSAREX to provide training for and test the capabilities of on-water Marine SAR resources to work together in a multi-agency SAR response, under the direction of an Incident Management team working within the CIMS process.

Needs Assessment:

A need assessment with this MSAREX has been carried out and is fully documented on the attached NZSAR SAREX guidelines planning sheet.

Likewise, the specific MSAREX objectives and key performance indicators set by the MSAREX Directors have also been documented on the NZSAR SAREX planning sheet.

Functions to be exercised:

- Multi-agency and intergroup coordination, emphasising the IMT roles and responsibilities, are in accordance with CIMS and overseen by the IC.
- The communications and information processing between participating SAR Agencies, from the IMT to all the contributing SAR Agencies, using the designated communications plan. It is managed by the communications system but processed by the intelligence function.
- The IMT's ability to manage appropriate resources to meet the demands of the exercise. Overseen by the Operations team.
- The IMT's ability to support the SAR Agency resources throughout the exercise, processed by the logistics.
- The IMT's ability to maintain situational awareness during the MSAREX.
- The IMT's ability to implement SAR processes of the SAR Agencies for managing field-based personnel. Facilitated by clear collaboration between the IC and ICPs

Objective 1

SAR partners collaborate effectively to test the ability of a multi-agency IMT to maintain liaison for inter-agency engagement effectively.

Objective 2

To set up ICPs and put into place an Action Plan to exercise the documentation of the formal planning process within the IMT; while exercising the control and coordination functions of the on-water resources in implementing the IMT's Plan.

Objective 3

To test the ability of On-Water Resources (Coastguard and Surf Lifesaving) to work effectively together to complete the tasks assigned to them by the IMT, while operating within all their SOPs. And to test communications between the various participating agencies with an emphasis on communication between IMT and On-Water Resources

Operation Waka Ama :

Operation Waka Ama is a Marine SAREX that incorporates the activation of a number of Coastguard Units/Surf Lifesaving SAR Squads to respond to an on-water Marine SAR Scenario. The SAR response will be coordinated by a Police Incident Controller utilising a Multi-Agency IMT. It will test the IMT's ability to manage the incident effectively within the CIMS process. The on-water scenarios will test the participant's ability to work together to achieve the outcomes required by the Incident Action Plan. It will also present the opportunity to identify any communication problems between the on-water resources and the IMT.

Coordinating Authority:

New Zealand Police.

Exercise writing Agency:

Surf Lifesaving New Zealand.

Participating Agencies:

New Zealand Police, Coastguard Eastern Region, Whitianga Coastguard, Tairua/Pauanui Coastguard, Whangamata Coastguard, Raglan Coastguard, Whangamata Surf Lifesaving Club, Tairua Surf Lifesaving Club, Pauanui Surf Lifesaving Club, Waihi Surf Lifesaving Club, Raglan Surf Lifesaving Club and KSAR land Search and Rescue

EXERCISE COORDINATING INSTRUCTIONS

Situation:

Ground:

Phase One

On Saturday, November 24th, the IMT desktop exercise commenced in Hamilton. The Incident Management Team (IMT) will be based at the Emergency Operations Centre (EOC) in the CDEM at the Genesis building, corner of Bryce and Tristram Street, Hamilton.

Phase Two

Sunday 25th, in two locations, both run simultaneously around the coast of Raglan and Whangamatā, a scenario built around a mass rescue following a Waka Ama collision with a speed boat was exercised.

This exercise's Incident Control Point (ICP) will be based at the TBA Raglan, TBA Whangamata.

Mission:

To ascertain how effectively a Multi-Agency IMT working from a centralised ICP can manage the on-water scenario of this exercise in terms of utilising gathered information, formulating an effective Action Plan, establishing effective communication with on-water resources, and coordinating and controlling the SAR response within existing SOPs.

To test how the on-water resources of multi-agencies can effectively work together to complete the tasks assigned to them by the IMT, how they communicate with the IMT, how their SOPs mesh, and to identify any changes needed to improve the efficiency and effectiveness of their response.

3. Background

3.1 Background to the Exercise

Operation Waka Ama is a Marine SAREX that incorporates the activation of a number of Coastguard Units/Surf Life Saving Clubs to respond to an on-water Marine SAR Scenario. The SAR response will be coordinated by a Police Incident Controller utilising a Multi-Agency IMT. It will test the IMT's ability to manage the incident effectively within the CIMS process. The on-water scenario will test the participant's ability to work together to achieve the outcomes required by the Incident Action Plan. It will also present the opportunity to identify any communication problems between the on-water resources and the IMT.

Due to the geographical spread of the Waikato Police District, the Waikato Police developed the exercise in two phases that independently operated in two separate areas, one on the east coast and the other on the west. On the first day, two independent IMTs worked in separate rooms in the same building on similar scenarios, only differing with local place names, etc. The field operations split and operated on their respective coasts on the second day.

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

Phase One

On Saturday, November 24th, the IMT desktop exercise commenced in Hamilton. The Incident Management Team (IMT) will be based at the Emergency Operations Centre (EOC) in the CDEM at the Genesis building, corner of Bryce and Tristram Street, Hamilton.

Phase Two

Sunday 25th, in two locations, both run simultaneously around the coast of Raglan and Whangamatā, a scenario built around a mass rescue following a Waka Ama collision with a speed boat was exercised.

The Incident Control Point (ICP) for this exercise will be based at the Surf Lifesaving Building in Raglan and Coastguard Whangamata.

3.3 Participating organisations

New Zealand Police, Coastguard Eastern Region, Whitianga Coastguard, Tairua/Pauanui Coastguard, Whangamata Coastguard, Raglan Coastguard, Whangamata Surf Lifesaving Club, Tairua Surf Lifesaving Club, Pauanui Surf Lifesaving Club, Waihi Surf Lifesaving Club, Raglan Surf Lifesaving Club and KSAR land Search and Rescue

3.4 Exercise aim

To exercise an IMT comprising of multi-agency and police personnel, ascertaining how effectively they are working from a centralised EOC to develop tasks to manage the on-water scenario of this exercise to utilise gathered information, formulating an effective Action Plan, establishing effective communication with on-water resources and coordinating and controlling the SAR response within existing SOP's.

To test how the on-water resources of Multi-agencies can effectively work together to complete the tasks assigned to them by the IMT. How they communicate with the IMT. How their SOPs mesh and to identify any changes needed to improve the efficiency and effectiveness of their response.

3.5 Exercise objectives

Objective 1

SAR partners collaborate effectively to test the ability of a multi-agency IMT to maintain liaison for inter-agency engagement effectively.

Objective 2

To set up ICPs and put into place an Action Plan to exercise the documentation of the formal planning process within the IMT while exercising the control and coordination functions of the on-water resources in implementing the IMT's Plan.

Objective 3

To test the ability of On-Water Resources (Coastguard and Surf Lifesaving) to work effectively together to complete the tasks assigned to them by the IMT, while operating within all their SOPs. And to test communications between the various participating agencies with an emphasis on communication between IMT and On-Water Resources

3.6 Exercise Scenario

On Saturday, 25th November 2023, at 0730, a Waka Ama vessel with adults and teens launched from _____ to go out on the water for training. Six people were on board (6 POB), and they were supported by a small aluminium support vessel with 3 POB. All crew on board the Waka Ama and support boats wore lifejackets.

At approximately 0850, a small 5m boat with 3 POBs ran into the Waka Ama vessel, causing significant damage and throwing people into the water. The boat, which was reported stolen overnight, then decamped, fleeing the scene. The support boat gave chase and is no longer on the scene with the Waka Ama boat.

At 0930, the support boat runs out of fuel or has a mechanical failure. They call 111 and report being powerless and drifting towards rocks. The phone call then drops, and they cannot connect again.

The stolen boat is not in the immediate vicinity.

Members of the public witnessed the crash and called 111 at 0857, stating that there were persons in the water, boat debris, and unknown injuries. The boat was last seen between 500m and a KM offshore.

Stolen Boat:

A 5M fibreglass boat with full fuel tanks was stolen from a local property. Owners had prepared it to go out on early morning of 25th November. At 0230, the owner heard vehicles outside the property and went to investigate. He disturbed four men loitering around the boat, which was trailered and attached to a Ute. The owner was assaulted, and his vehicle keys were stolen. The Stolen Ute was found earlier today at a nearby boat ramp.

A witness's description of the boat that rammed the Waka Ama crew matches that of the stolen boat.

4. Evaluation Methodology

4.1 The agreed outcomes of the evaluation activity

To test and highlight points that work well when local support agencies respond to marine events.

To identify any areas and opportunities for improvement.

To provide a learning environment for Volunteers and Police.

To enhance future inter-agency cooperation.

Theme	Objectives	Contributing Objectives	KPI
Integrated response	SAR partners collaborate effectively	Appropriate agencies are selected for and participate in the SAR exercise	<ul style="list-style-type: none"> All agencies participating collaborate effectively. Liaison arrangements for inter-agency engagement are maintained
Incident Management Team	The IMT effectively manages the exercise	IMT operates within the CIMS principles	<ul style="list-style-type: none"> IMT roles and responsibilities are in accordance with CIMS. Information is communicated within and across agencies. Situational awareness is maintained
Theme Incident Management Team	Objectives	Contributing Objectives IMT supports resources throughout the exercise.	<ol style="list-style-type: none"> KPI <ul style="list-style-type: none"> Taskings are appropriate to the resources. Resources are supported to operate in accordance with health and safety practices. Resourced by trainers or mentors. Task execution is monitored. Tasked resources are debriefed after each task. All teams are debriefed on completion of the exercise. Safety briefings are conducted during the operation
Incident Management Team		IMT maintains situational awareness	<ul style="list-style-type: none"> Briefings and debriefings are conducted Information is relayed appropriately and on time. Information received within the IMT is analysed Information is collated and disseminated within the IMT as appropriate

			<ul style="list-style-type: none"> • IMT planning meetings are conducted on a regular basis. • Information for the next operational period is established. IMT is continuously aware of resource progress, welfare and activities
Field Response	SAR operational personnel refresh and practise search and rescue skills	Implement SAR processes for managing field-based personnel	<ul style="list-style-type: none"> • Radio communications are maintained. • IMT records the location and status of all field resources. • Field teams are fully briefed. • Field teams are debriefed. • Field team welfare is managed throughout the exercise and on demobilisation. • Field teams are demobilised

4.2 Evaluation scope

The evaluation was spread between two operational zones: the in-house IMT and the Field at the EOC in Hamilton on Saturday and the ICP in Whangamatā on Sunday. I was situated in the field at the start of the Scenario to observe and evaluate the field operations and communication between the IMT and the assets on the water.

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

Objective 3

To test the ability of a multi-agency IMT to effectively set up an ICP, The ICP in Raglan on Sunday was not evaluated by Me but by an SLSNZ Staff member and only by the SLSNZ assets.

4.4 The process followed in preparing and submitting the report

I was invited to a Planning meeting on 2nd/10/2023. Present were some of the exercise Directors.

Sergeant Alton Trembl and Lynette Horn DSARAC Waikato Police SAR the Lead Agency New Zealand Police.

The SAREX KPIs were set by the SAREX Directors back in October 2023

I was requested to evaluate the SAREX on 3rd/10/2023, and Alton accepted this on that day.

Allan Mundy Surf Lifesaving New Zealand National Search and Rescue Manager,
Regional Manager.

We agreed to split the evaluation between the two main activities, the IMT (on land) and the in-the-field (on water), with separate evaluations being compiled on Sunday in Raglan and Whangamata.

Looking at the aims and objectives requested by the Police and contributing SAR agencies, the directors considered inviting the MSAR teams into the SAREX to ensure all appropriate units were given the chance to be involved in a meaningful way.

The decision to split the observations between Objective 1 and 2 and Objective 3, respectively, with separate evaluations being compiled, was confirmed at a pre-exercise meeting for the exercise period to run over two separate days.

The report development protocol

Following the hot debrief, a draft report will be written and sent to the directors for comment. A final report will be generated following the draft feedback comments.

4.5 Other information

The observations for this report were taken from three sites

- 1 Within the IMT in the EOC in Hamilton during the Per Operation Briefing, this included observing the set up and reading of the Operational Rules and instructions.
- 2 Whangamata Beach Tower Surf Club gear shed and the SFP.
- 3 Raglan Beach Tower Surf Club gear shed and the SFP.
- 4 ICPs on Sunday TBA during the IMTEX on Saturday the day before.

5. Findings

Objective 1

SAR partners collaborate effectively to test the ability of a multi-agency IMT to maintain liaison for inter-agency engagement effectively.

Running the two separate IMTs alongside each other provided an unexpected learning advantage. The senior SAR team members could compare the two IMTs, how each decision point was navigated, their decision-making processes, and the information flow and processing. From these comparative observations, real-time learnings were shared between the two teams of seniors and then applied during the exercise to whichever team benefitted from the learnings, if not both. The vivid nature of this comparative approach, I felt, augmented the learning progression of all those present. Not to mention myself.

The teams were a mix of Volunteer SAR Agency personnel led by a Police Officer from the Waikato Police District SAR team. Most of the Police Staff placed in the IMT were relatively new to their SAR roles and had limited experience in the roles assigned to them. However, they were all supported by a Senior Officer with significant experience. The Volunteers were a mix of experienced and not-so-experienced operators in the IMT context; they were all given time to discuss and self-appoint each other into roles they felt could most benefit the MSAREX and their personal development.

The Exercise Planning Team briefed all the participants on the objectives of the exercise. Emphasising the collaborative learning outcomes focus for the teams. This had a calming effect on all those in the room. Agencies and Police were relatively relaxed in their approach to the task at hand at the start of the exercise.

The early activity within both IMTs' was progressive but chaotic. Subsections of the IMT, Planning, Logistics, and Operations all got down to their knitting, but there was confusion around a clear direction in which the IMT was heading. The lack of clarity was partly due to the MSAREX scenario being dropped on everyone simultaneously, not a real-world situation. Following the initiation of the MSAREX scenario, both ICs were quickly overrun with requests for information and decisions that each independent function of the IMT 'needed'.

As each function of the IMT became established, information began to be processed, and decisions were made. Each IMT was handed a folder that included a Contents page outlining the chronological storage of key NZSAR Forms and planners required to be used in managing information through the operation (Exercise).

The folders had copies of the Land SAR response guidelines, Land SAR Flow Diagram, and IMT Responsibilities Land SAR Response. However, this was Marine Search, and there wasn't a Marine Forms Flow Diagram.

Land SAR Response Guidelines vs Marine Forms Flow Diagram

Each IMT was supplied with a folder that included many of the NZSAR Forms recommended for assisting with information collection, intelligence verification, and response planning. The folder had Land SAR Response Guidelines and a Landform Flow Chart but was missing a Marine Flow Diagram. While both forms provide a pathway for appropriate decision-making, the Marine Flow Diagram has a greater priority on safety within the environment and the need to get a response underway as soon as possible. The Marine Flow Diagram also concludes with a Rescue Plan, references the Search Area Determination, and Search Area Coverage sheets, all required in planning a measured response.

The information collation was, for the most part, comprehensive and completed within 30 minutes of the exercise's completion. The Police team members from each function of the IMT were aware of their documents and where they were to be filled in the folder. However, the folders don't allow for an understanding of where the form (information) comes from and who it was designed to assist once the information is verified. Applying a SAR Forms planner grid to help with the Information gathering and flow assists the team in identifying at a glance which CIMS function is responsible for what information and what direction it needs to flow for processing back into the system to assist the accurate running of the operation.

Filling in the Marine Search Unit forms needs review; both IMTs failed to collect crew information required to check search personnel in and out of the exercise, assuming the Agencies have this in hand, which potentially compromises the Police as the Primary PCBU.

Objective 2

To set up ICPs and put into place an Action Plan to exercise the documentation of the formal planning process within the IMT while exercising the control and coordination functions of the on-water resources in implementing the IMT's Plan.

Due to adverse weather on Waikato's west coast, the Raglan ICP and a portion of the on-water exercise were cancelled.

The IMTs were both able to generate taskings for the search units expected the following day in good time. Having the agency personnel assist the police in planning and logistics resulted in achievable tasks that required little adjustment by the search assets the following day.

It's important that tasks are written with agencies to ensure the requested effect is achieved and that the agency sets out how the teams will take action on the required effect. The multi-agency teams must keep clear boundaries within each agency when planning the field response. Maintaining each agency command line provides clear tasking responsibility within each PCBU back up directly to the Incident Controller. On one occasion, a Coastguard unit was established as an On-Seen Command; this is appropriate if the command only covers the Coastguard assets; however, when queried, the intent was to run a command post for all on-water assets. Agencies cannot assume command over another agency's assets unless it's a shared command, with each component within the shared command managing its own assets. The alternative would be for an agency to command another agency's assets while accepting the PCBU responsibility under the Health and Safety Act 2015. This would require a comprehensive understanding of the other agency's standard operating procedures and scope of operation.

Objective 3

To test the ability of On-Water Resources (Coastguard and Surf Lifesaving) to work effectively together to complete the tasks assigned to them by the IMT while operating within all their SOPs. And to test communications between the various participating agencies with an emphasis on communication between IMT and On-Water Resources.

The IMT at the Whangamata Coastguard was smaller than the IMT at the Waikato EOC. The coloured CIMS vests helped facilitate the flow of information and enabled the smaller room to function well.

The tasks sent out to the agency on-water teams needed to include more geographical information. Some taskings to the Coastguard included GPS latitude and longitudinal coordinates, but most of the Surf Tasks were ambiguous. For example, 'All stations for vessel drifting towards rocks off Whanga, 2POB. Engine problems. It could have been augmented with an N, S, E or W description and a distance along the coast from a known landmark.

The communication between the IMT and agencies was good. Coastguards' positioning was well documented with track-plus; therefore, when radio communication was poor, their position, along with the direction and velocity of travel, was available.

Surf Lifesaving had issues tracking their positions, which provided the IMT with a lack of situational awareness. However, their communication network was very good, with very few black spots. SLSNZ has confirmed that the tracking issues have now been rectified in areas with digital radio coverage.

Interagency communication on the water was problematic, and both agencies' personnel struggled with applying the Coms channel plan given to them by the IMT. There was a lack of understanding of when and what kinds of messaging should be applied to the channel plan. Training on the area channel plan and more on-water training for the units within the greater Coromandel area would alleviate these issues.

6. Conclusions

Objective 1

SAR partners collaborate effectively to test the ability of a multi-agency IMT to maintain liaison for inter-agency engagement effectively.

When planning a SAREX, consider a staged approach. Invite members of the IMT and Field teams to enter the exercise using a staged approach and apply a timeline that better reflects a real-world approach. A staged approach may allow the IMT time to process their roles and functions better. It will also highlight other challenges, such as resource lags, in a real-world situation. It would remove the chaotic start that an all-in approach often creates.

Develop SAR operational Folders for a Marine Operation to pair with the Land operation folders. The inclusion of the Marine Flow Diagram for appropriate decision-making in a marine context will allow for a greater priority on safety within the environment and the need for a more urgent response. The Marine Flow Diagram also concludes with a Rescue Plan, which was missing in the IAP. It references the Search Area Determination and Search Area Coverage sheets, all required in planning a measured response.

Filling in the Marine Search Unit forms needs review; failing to collect crew information required to check search personnel in and out of the exercise could potentially compromise the Police as the Primary PCBU.

Running the two separate IMTs alongside each other provided an unexpected learning advantage. Comparative observations and real-time learnings can be shared between the two teams of seniors and then applied during the exercise to whichever team benefitted from the learnings, if not both. The vivid nature of this comparative approach augments the learning progression of all those present.

Objective 2

To set up ICPs and put into place an Action Plan to exercise the documentation of the formal planning process within the IMT; while exercising the control and coordination functions of the on-water resources in implementing the IMT's Plan.

Having the agency personnel assist the police in planning and logistics resulted in achievable tasks that required little adjustment by the search assets the following day. The IMTs were both able to generate taskings for the search units in good time.

When planning the field response, the multi-agency teams must maintain clear boundaries within each agency. Maintaining each agency command line provides clear tasking responsibility within each PCBU, which is backed up directly to the Incident Controller.

Agencies must not assume command over another agency's assets when placing a craft as an on-seen command unless it's a shared command, with each component within the shared command managing its own assets. Therefore, each agency has a representative on the command vessel.

Objective 3

To test the ability of On-Water Resources (Coastguard and Surf Lifesaving) to work effectively together to complete the tasks assigned to them by the IMT while operating within all their SOPs. And to test communications between the various participating agencies with an emphasis on communication between IMT and On-Water Resources.

Coloured CIMS vests help facilitate the flow of information and enable the IMT room to function well.

To reduce target acquisition time, tasks sent to the agency on-water teams needed to include more geographical information, an N, S, E, or W description, and a distance along the coast from a known landmark.

SLSNZ has confirmed that the tracking issues have now been rectified in areas with digital radio coverage. Surf Lifesaving issues tracking their positions caused the IMT to lack situational awareness.

Training on the area channel plan and more on-water training for the units within the greater Coromandel area would alleviate interagency communication on the water and help develop a better understanding of when and what messaging should be applied to the channel plan.

7. Appendix

2023 Marine SAREX OBJECTIVES Operation Waka Ama Whangamata IMT

Theme	Objectives	Contributing Objectives	KPI	Achieved Not Achieved	Comments
Integrated response	SAR partners collaborate effectively	Appropriate agencies are selected for and participate in the SAR exercise	<ol style="list-style-type: none"> 1. All agencies participating collaborate effectively 2. Liaison arrangements for inter-agency engagement are maintained 	A	All ready preselected Surf Lifesaving and Coastguard
				A	Yes, time was made for introductions.
Incident Management Team	The IMT effectively manages the exercise	IMT operates within the CIMS principles	<ol style="list-style-type: none"> 1. IMT roles and responsibilities are in accordance with CIMS. 2. Information is communicated within and across agencies. 	A	CIMS vests were used to identify roles, and a folder with appropriate docs was made available.
				A	The IC regularly held Sit Reps and actively managed the team, keeping them in their respective roles. A radio coms plan was issued to crews Recommend IMT doc flow charts be placed on each table
Incident Management Team	The IMT effectively manages the exercise.	The IMT activates and manages appropriate resources to meet the demands of the exercise.	<ol style="list-style-type: none"> 1. IMT briefings follow the GSMEAC format. 2. IMT sources equipment and resources for the response 3. IMT ensures suitable communications for the incident are established. 4. Tasked resources are controlled and coordinated in line with the IAP. 5. Succession planning for IMT / Field Teams is established 	A	GSMEAC undertook and recorded
				NA	Assets were sourced, but no O/C or Crew information was documented.
				A	A radio coms plan was issued to crews.
				A	The IAP was generated.
					IAP had too long a time period. 09:15 to 21:15hrs

2023 Marine SAREX OBJECTIVES Operation Waka Ama Whangamata IMT

Theme	Objectives	Contributing Objectives	KPI	Achieved Not Achieved	Comments
Incident Management Team	The IMT effectively manages the exercise	IMT supports resources throughout the exercise.	<ul style="list-style-type: none"> • Taskings are appropriate to the resources. • Resources are supported to operate in accordance with health and safety practices. • Resourced by trainers or mentors. • Task execution is monitored. • Tasked resources are debriefed after each task. • All teams are debriefed on completion of the exercise. 	A	Tasking sheets on the 25 th were not comprehensive key information, missing Radio channels, crew names, O/C 26 th .
				NA	A Safety Plan was developed but not linked to the Marine Search Unit Tasking sheet for crew names. Without the names, the crew can't be signed in and out of the search.
				A	A well-set-out IMT docs folder was provided to IMT, and this will need some updates to include the Marine forms flow chart.
				A	Coastguard monitoring was made easier with vessel tracking, and Surf more difficult without tracking. Software that links tracks from vessels into the TV monitors in the IMT Room would benefit all.
				A	This was heard, although not documented.
				A	A comprehensive debrief was held upon exercise completion.

2023 Marine SAREX OBJECTIVES Operation Waka Ama Whangamata IMT

Theme	Objectives	Contributing Objectives	KPI	Achieved Not Achieved	Comments
Incident Management Team	The IMT effectively manages the exercise	IMT maintains situational awareness	<ul style="list-style-type: none"> • Briefings and debriefings are conducted • Information is relayed appropriately and on time. • Information received within the IMT is analysed. • Information is collated and disseminated within the IMT as appropriate. • IMT planning meetings are conducted on a regular basis. • Information for the next operational period is established. • IMT is continuously aware of resource progress, welfare and activities 	A	Briefing by the Exercise Controller, not the Incident Controller, for accuracy
				A	In the beginning, confusion existed within the flow of information and decision-making, but this was rectified once the tables in the IMT were changed to match the IMT forms flow.
				A	Items found, sit reps, and a comprehensive comms log were taken.
				A	Operations initially interrogated information, but this was rectified following intervention from Senior SAR Police, who placed Intel back into the role. Team members were reminded of what each of their IMT roles entailed.
				A	Regular Sit Reps were held, with 10-minute warnings before the report was due.
				NA	IAP did not reflect the SIT Rep reporting period, and IMT had a time period that was too long. 09:15 to 21:15hrs
				A NA	Coastguard was made easier with vessel tracking. Surf is more difficult without tracking.

2023 Marine SAREX OBJECTIVES Operation Waka Ama Whangamata IMT

Theme	Objectives	Contributing Objectives	KPI	Achieved	Not Achieved	Comments
Field Response	SAR operational personnel refresh and practise search and rescue skills	Implement SAR processes for managing field-based personnel	<ul style="list-style-type: none"> • Radio communications are maintained. • Situational awareness is maintained • IMT records the location and status of all field resources. • Field teams are fully briefed. • Field teams are debriefed. • Field team welfare is managed throughout the exercise and on demobilisation. • Field teams are demobilised 	Coastguard	A	Recommend training on interphase with Surf Recommend training on radio relay
				Surf Lifesaving Police	A A	
				Coastguard Surf Lifesaving	A NA	Complete the GIS GPS tracking application In SurfCom.
				Police	A	
				Coastguard Surf Lifesaving Police	A A A	Through TracPlus via TV monitor Done via Radio coms
				Coastguard Surf Lifesaving Police	A A A	
				Coastguard Surf Lifesaving Police	A A A	
				Coastguard Surf Lifesaving Police	A A A	
				Coastguard Surf Lifesaving Police	A A A	

2023 Marine SAREX OBJECTIVES Operation Waka Ama Raglan IMT

Theme	Objectives	Contributing Objectives	KPI	Achieved Not Achieved	Comments
Integrated response	SAR partners collaborate effectively	Appropriate agencies are selected for and participate in the SAR exercise	<ul style="list-style-type: none"> All agencies participating collaborate effectively Liaison arrangements for inter-agency engagement are maintained 	A	Already preselected Surf Lifesaving and Coastguard
				A	Yes, time was made for introductions.
Incident Management Team	The IMT effectively manages the exercise	IMT operates within the CIMS principles	<ul style="list-style-type: none"> IMT roles and responsibilities are in accordance with CIMS. Information is communicated within and across agencies. 	A	CIMS vests were used to identify roles, and a folder with appropriate docs was made available.
				A	The IC regularly held Sit Reps and actively managed the team, keeping them in their respective roles. A radio coms plan was issued to crews Recommend IMT doc flow charts be placed on each table
Incident Management Team	The IMT effectively manages the exercise	The IMT activates and manages appropriate resources to meet the demands of the exercise	<ol style="list-style-type: none"> IMT briefings follow the GSMEAC format. IMT sources equipment and resources for the response IMT ensures suitable communications for the incident are established. Tasked resources are controlled and coordinated in line with the IAP. Succession planning for IMT / Field Teams is established 	A	GSMEAC undertook and recorded
				NA	Assets were sourced, but no Crew information was documented. The IMTs ability to ensure all are signed in to the search are signed out is compromised. Police, being the Primary PCBU, need evidence the agencies are doing this, not just assuming it.
				A	A radio coms plan was issued to crews.
				A	The IAP was generated. IAP had too long a time period. 08:15 to 15:00hrs and therefore didn't have any relevance to the task completion time.
				A	Evidence of crew management and succession planning in the IMT running log

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Incident Management Team	The IMT effectively manages the exercise	IMT supports resources throughout the exercise.	<ul style="list-style-type: none"> • Taskings are appropriate to the resources. • Resources are supported to operate in accordance with health and safety practices. • Resourced by trainers or mentors. 	A	Tasking sheets on the 25 th were missing crew names.
				NA	A Safety Plan was developed but not linked to the Marine Search Unit Tasking sheet for crew names; without the names, the crew can't be signed in and out of the search.
				A	A well-set-out IMT docs folder was provided to IMT, and this will need some updates to include the Marine forms flow chart.

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Incident Management Team	The IMT effectively manages the exercise	IMT maintains situational awareness	<ul style="list-style-type: none"> Briefings and debriefings are conducted 	A	Briefing by the Exercise Controller, not the Incident Controller, for accuracy
			<ul style="list-style-type: none"> Information is relayed appropriately and on time. 	A	The room's set-up was consistent with the flow of information through an IMT, which assisted the team in processing information in good time. An IMT docs flow diagram will also assist in this.
			<ul style="list-style-type: none"> Information received within the IMT is analysed 	A	Items found, sit reps, and a comprehensive comms log were taken.
			<ul style="list-style-type: none"> Information is collated and disseminated within the IMT as appropriate 	A	Operations initially interrogated information, but this was rectified following intervention from Senior SAR Police, who placed Intel back into the role. Team members were reminded of what each of their IMT roles entailed.
			<ul style="list-style-type: none"> IMT planning meetings are conducted on a regular basis. 	A	Regular Sit Reps were held, with 10-minute warnings before the report was due.
			<ul style="list-style-type: none"> Information for the next operational period is established. 	NA	IAP did not reflect the SIT Rep reporting period, and IMT had a time period that was too long. 09:15 to 21:15hrs