

SAREX evaluation – Operation Boatie McBoatface

1. Introduction

On Sunday 25 September 2016 a multi-agency marine SAREX was conducted in Canterbury that involved the following agencies:

- NZ Police – Coordinating Authority – IMT & marine observers
- Canterbury Coastguard – 1 x CRV & IMT
- Waimakariri Ashley Coastguard – 1 x CRV & IMT
- Sumner Lifeboat (Coastguard) – 1 x CRV & IMT
- Canterbury Coastguard Air Patrol – 2 x IMT
- Canterbury Surf Lifesaving clubs (SLNZ) – 3 x Rigid Inflatable Boats (RIBs) with crews

The scenario required the search for a 32' yacht with 2 POB that got into trouble and sank about 5 nautical miles off Flea Bay in the vicinity of Akaroa Heads – attached scenario outline refers (appendix 01).

The ICP for the exercise was the Christchurch Central Police Station EOC – St Asaph Street, Christchurch.

The exercise designer and facilitator (Marine Coordinator) was Nick Sears Canterbury Coastguard and the Exercise Controller was Sgt Phil Simmonds, Christchurch Police SAR Coordinator

The exercise was evaluated by Pete Corbett, Training and Development Manager, NZ land Search and Rescue.

2. Exercise objectives

The overall aim or goal of the exercise was to enhance interagency operability between the marine search and rescue and other emergency response agencies in Canterbury.

Whilst sharing the common goal the agency specific objectives were:

Coastguard	<ul style="list-style-type: none"> • Conduct marine transport support for self and other agencies • Practice shore line and maritime search techniques • Undertake patient management and transfer
Police	<ul style="list-style-type: none"> • Manage a multiagency SAR IMT • Test ChCh Central Police Station as a marine ICP (including comms and catering)

Air Patrol	<ul style="list-style-type: none">• Participate in a multi-agency IMT
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It was not stated what SLNZ's objectives were.

Also not stated, but quite apparent, was the need to exercise all agencies capability's in the relatively remote location of Akaroa and the general marine environment east of Banks Peninsula. Cruise ship visits along with the continuing commercial and recreational boating activities create a significant marine SAR vulnerability in this area as demonstrated recently with the sinking of the fishing vessel 'Jubilee' with all loss of life. The vulnerability is further exacerbated by a shortage of marine SAR assets domiciled locally and the difficulty of deploying existing assets from other parts of the Region, which under some weather and sea conditions could be extremely problematic.

3. SAREX evaluation

The principal purpose of the evaluation was to assess, and provide feedback, on the attainment of the learning objectives for the exercise and any lessons learnt to improve future performance.

The evaluator also provided verbal feedback at the hot de-brief of the IMT during the field demobilisation phase.

Due to the relatively remote location of the tactical response the evaluator could only observe the activities within the ICP so is constrained in terms of assessing the achievement of objectives for the marine assets deployed or their performance.

The evaluation has been collated as a series of general observations in the following areas:

- a) Scenario design and facilitation
- b) Coordinated Incident Management
- c) Achievement of objectives

Where significant lessons learnt have been identified, for either improvement or reinforcement, these will be highlighted in grey boxes throughout the report.

The report will conclude with a number of recommendations to improve future performance.

a. Scenario design and facilitation

The SAREX was designed to exercise both the IMT and the tactical response units which is always a challenge due to the risk of the two components compromising the learning outcomes of each other. Providing the IMT with the scenario 2 hours prior to the anticipated tasking and deployment of the marine assets, while artificial, negated this risk by allowing the IMT to develop an initial response plan to immediately task and brief all field responders when they arrived for the exercise. This maximised the time available and created a sense of reality and urgency for the boat crews – this was important given the relatively large distances they had to travel to get to the search area.

Observations

- The scenario was plausible and was loosely based on previous marine incidents in that area

- The exercise was initiated by the Exercise Controller providing the Incident Controller with a script outlining the scenario – initial notification from the partner of a person on board the overdue vessel.
- The initial notification provided the opportunity for the IMT to gather more information as part of the planning process – Trademe advertisement, prior owner of vessel and cell phone location which also provided a Last Known Position (LKP)

- The scenario catered for the ability to provide injects that could be used to manipulate the pace and complexity of the response to assist in the achievement of learning outcomes and objectives e.g. the sightings of smoke by different witnesses using transits to locate a splash point or datum for search planning and an area of high probability for the marine search

- Further to the above point the exercise was constantly monitored by the facilitator and injects were used where appropriate although in hindsight the smoke sightings could have been injected a little earlier to provide greater focus for the marine search and a task for the marine search planners who were underutilised in the absence of a datum for a large part of the exercise

- The IMT was sufficiently resourced to allow more experienced members to mentor and coach the lesser experienced members. The Exercise Controller also had the capacity to provide guidance and advice to the IC who was fulfilling this role for the first time. Both of these factors allowed participants to succeed in their roles and created an excellent learning and supportive environment with high levels of collegiality



- The exercise was manipulated during the marine search phase around the datum to allow two of the vessels to assume the on-scene coordination (OSC) role and practice both creeping line and expanding box (off-set 45⁰) search patterns which would have been extremely useful for getting the various Coastguard units working together
- A simulated visit by the District Commander added an element of realism to the response but was done at a time when it wasn't going to overburden the IC or compromise her learning outcomes

b. Coordinated Incident Management

The IMT was comprised of Police SAR Squad members and Coastguard personnel from all of the Canterbury units.

There was a wide range of SAR IMT capability and experience with the appointed Police IC fulfilling the role for the first time – she did a great job and would have learnt a great deal to make it easier next time.

The Police EOC facility was ideal for the exercise and allowed full use of all information management and search planning processes and tools along with a communications function.

Of note there was no-one from Surf lifesaving at the EOC and the exercise could have benefited from their participation in the IMT – if only to observe in order to gain a greater appreciation of incident management processes and systems to enhance multi-agency operability in the future.

Observations

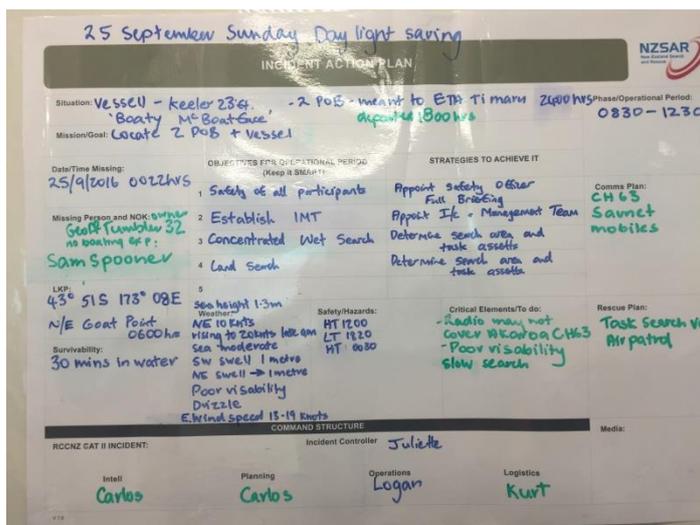
- Upon the IC receiving notification of the scenario she briefed all participants and assigned roles and responsibilities using the CIMS structure based on participant preference or prior experience. All IMT sections were then tasked to fill their respective information gaps – meaning that the information gathering phase started almost immediately
- The Safety Officer role was delegated early and health and safety was constantly being discussed amongst all functional sections within the IMT. An overall objective, as documented in the initial IAP, was the safety of all participants and weather and sea conditions were being closely monitored – both of which could have presented as significant hazards to the rescue vessels. However apart from some tidal information the evaluator did not see a documented safety plan nor was he aware of the safety management system being applied at a management level.
- Regular IMT meetings were convened by the IC which gave all management personnel an opportunity to maintain situational awareness, review the plan and revise as necessary – meeting times were displayed on a whiteboard in the ICP



- The GMSEAC briefing format was used for all IMT briefings. The briefings were clear and concise with the IC demonstrating effective command presence. The briefings could have been enhanced on occasions by allowing the managers to deliver components of the briefing

specific to their functional roles – this empowers the managers and visibly conveys the command and control structure whilst getting buy-in and ownership of the response plan

- The command structure was drawn on a white board for all to see and different coloured vests were issued to the functional managers which created visible command and control
- Although having to be signed into the Police Station for the exercise as a visitor the evaluator saw no evidence of resource tracking either within the IMT or for the field resources
- Status monitoring of all marine assets was documented on the whiteboard along with their current task as well as all Coastguard vessels being live tracked on TrackPlus which was displayed on several monitors and large screens for all IMT personnel to see – in this and other regards the Police EOC worked very well.
- The full suite of marine incident management forms and templates were used from the NZSAR website
- An initial IAP was completed quite quickly and this effectively drove the initial actions shortly after notification. Later on in the exercise a more detailed IAP was developed that would have taken the operation through to demobilisation but also included some forward planning. The only feedback here was that the objectives could have been a little SMART(er) particularly as regards detail and timings.



- Early on in the exercise the Planning Intelligence Manager asked for the Response Plan for the search area – it was discovered that there wasn't one for the Akaroa/Eastern Banks Peninsula marine areas

- SARNet was used effectively for information management throughout the ICP which extended to accessibility by some of the Coastguard rescue

vessels. Improvements to the set-up and use of SARNet was a continuing conversation and a topic for discussion at the de-brief as Police seek ways to continuously improve this important aspect of incident management

- Early on the functionality between the Operations and Planning Intelligence sections appeared to overlap significantly but this probably reflected the need for reactive emergent planning rather than the more proactive planning required when a fixed datum is available for search area determination (SAD – drift modelling etc.) Interesting to note that RCC was unavailable for search area determination due to having live operations to manage at the time
- Plausible scenarios were developed early by Planning Intelligence based on the available evidence and these were ranked using proportion based consensus. The scenario weighting sheet was pinned to a board and it may have been more beneficial for the scenarios to have been written on a whiteboard (which was available) for all to see thus leveraging off

diversity of opinion whilst keeping everyone on the same page to enhance overall situational awareness. In the same vein the scenario analysis process, along with the subject profiling and other investigative outputs could have been briefly outlined at the hourly manager's or IMT meetings for the same reasons.

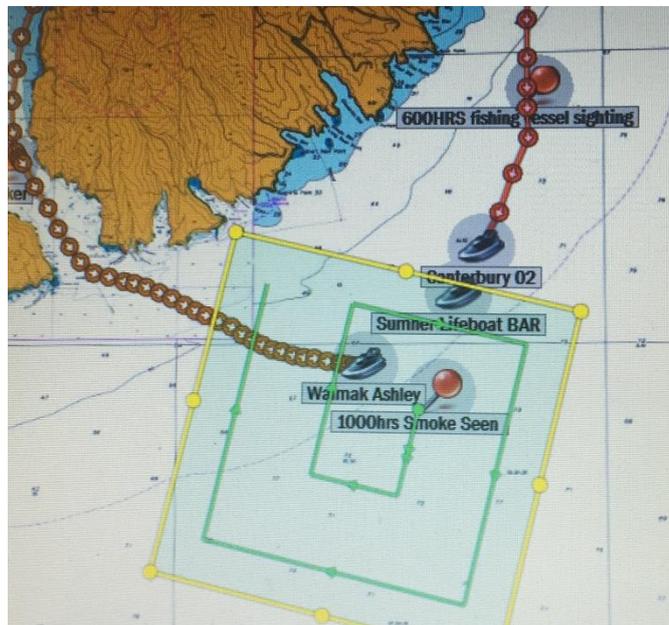


- It appeared that VHF radio communications between the IMT and the Coastguard vessels was reasonably effective (with some room for improvement) however radio communications with the responding Surf Lifesaving units was virtually non-existent with some communications being established using cell phones. During the exercise it was not clearly established what the SLNZ radio

capabilities were and how these could be integrated into the other agencies communications plan – having someone from SLNZ in the IMT could have resolved this issue

- Span of control was well managed however the level of staffing within the IMT probably didn't reflect reality in that the IC had an abundance of available personnel

- Situational awareness at times became an issue for some managers as they were drawn into actually doing the work rather than managing it. A good example of this was when the IC and others started working on the SLNZ communications problem at a time when the Logistics Manager, who had overall responsibility for communications, was idly sitting around with nothing to do – he could have been tasked to resolve this issue. This also came at a time when the results of some investigative work was coming into



the IMT resulting in an increasing degree of analytical complexity requiring managers to stand back and retain a more holistic view of the incident. To everyone's credit once they realised they had fallen into this activity trap they pulled back, gripped things up and regained situational awareness – a great learning opportunity

- There was very effective forward planning conducted by Planning Intelligence with operational periods established, changeovers planned at both a management and tactical level and all logistical and welfare needs considered including demobilisation

- Both media and family liaison roles were delegated early

c. Achievement of objectives

This was a well-planned, supported and executed marine search and rescue exercise.

The goals and objectives set were realistic and worthwhile and in the most part achieved as follows:

Goal or Objective	Details	A/NYA	Comments
Goal	The overall aim or goal of the exercise was to enhance interagency operability between the marine search and rescue and other emergency response agencies in Canterbury	✓	Police, 3 x Coastguard units (both on water and in IMT), Coastguard Air Patrol and SLNZ actively participated in the SAREX. CIMS was used to manage the scenario and all agencies collaboratively worked together to resolve the incident with many lessons learnt at both individual and organisation levels. There is no doubt that the response operability between these marine agencies in Canterbury has been enhanced. These people, who have trained together, will work better together in the event of a real incident – lessons learnt from the ChCh earthquake response and elsewhere.
Coastguard	<ul style="list-style-type: none"> • Conduct marine transport support for self and other agencies 	✓	Two of the 3 CG units had a 1.5 hour passage from their own bases with Waimakariri Ashley trailering their vessel by road – all of which were great learning experiences for future responses in that area. The use of SLNZ RIBs also offered similar learning opportunities particularly for deploying out of their normal patrol areas.
	<ul style="list-style-type: none"> • Practice shore line and maritime search techniques 	✓	All vessels conducted some sort of shoreline search whilst all CG vessels participated in a multi-vessel search pattern using On-scene Coordination
	<ul style="list-style-type: none"> • Undertake patient management and transfer 	X	Apart from a tracked dummy in the water the scenario did not cater for this objective – possibly a cut and paste issue from using an existing SAREX plan?
Police	<ul style="list-style-type: none"> • Manage a multi-agency SAR IMT 	✓	The IMT was comprised of Police, 3 x CG units and air patrol – it could have been improved by having a SLNZ presence in the IMT

	<ul style="list-style-type: none"> • Test ChCh Central Police Station as a marine ICP (including comms and catering) 	✓	The EOC was used and proved to be an effective ICP particularly with increased space and functional separation using the adjoining control room and all of the catering capabilities on hand. Marine communications were also tested with lessons learnt.
Air Patrol	<ul style="list-style-type: none"> • Participate in a multi-agency IMT 	✓	The 2 Air Patrol personnel were assigned to Planning Intelligence and used their expertise to conduct marine search planning and search area determination

The unstated objective of exercising marine SAR resources in the vicinity of Akaroa was done on a ‘suck it and see’ basis to determine the capabilities and limitations of the Canterbury marine SAR agencies operating in this relatively remote area. Given that a SAREX is an experiential learning activity this was entirely appropriate and after hot and cold de-briefs are conducted and feedback analysed from both a management and tactical perspective there is little doubt actions will be identified that will enhance marine SAR capabilities in this area. These will be over and above the recommendations made below.

d. Recommendations

All participating agencies and individuals will have learnt a lot from this SAREX and will have identified areas for improvement which will no doubt be inserted into individual, unit or squad training programmes.

The following recommendations are made to further enhance interagency operability for marine search and rescue in Canterbury:

- Conduct a cold-debrief between all IMT and tactical personnel to capture all learnings from the exercise
- Build on existing interagency marine search and rescue management capabilities
- Develop a marine response plan for Akaroa and the Eastern Banks Peninsula areas
- Explore the communications capabilities of Surf Lifesaving clubs in Canterbury
- Develop a communications plan for the Akaroa and Eastern Banks Peninsula areas

Conduct a cold-debrief between all IMT and tactical personnel to capture all learnings

Due to the distances between the ICP and the search area and the conduct of hot-debriefs in isolation of the individual components of the exercise it is recommended that as many participants as possible gather to hold a cold-debrief and after action review to capture all learnings – particularly after having had time to reflect on individual and team experiences.

This de-brief should occur within two to four weeks of the SAREX and consider ‘where to from here’ for marine search and rescue in Canterbury – the learnings need to be applied.

Build on existing interagency marine search and rescue management capabilities

It is recommended that Canterbury SAR Police create a list of all personnel from the local marine SAR agencies, who are interested in attaining, or have existing, marine search and rescue

management capabilities and create individual and collective role specific training plans which might include:

- Regular interagency marine IMT training – e.g. evening or weekend table tops
- Scheduling and supporting marine SAR management training such as:
 - CIMS 4
 - SAD and SAC
- Followed by:
 - Marine SAR technical course
 - Marine Managing the Response (MMTR, 3 Days)
- The involvement of SLNZ in marine IMT training
- Further marine SAREXs

Develop a marine response plan for Akaroa and the Eastern Banks Peninsula area

Form a multi-agency working group to develop a marine response plan for Akaroa and Eastern Banks Peninsula that may include some of the following components:

- Marine SAR vulnerabilities
- Likely scenarios e.g. cruise ship incident
- Maritime risks and hazards for responders
- Charts and maps of the area
- Resident response capabilities including marine assets (vessels of opportunity) and personnel
- Available facilities – such things as launching ramps, catering and accommodation options, ICP or staging area locations, helicopter landing pads
- Access to afterhours fuel and other logistical requirements
- Communications
- Travel times
- Access to remote bays etc.
- Suitable observation points
- Sources of local information such as sea conditions including weather, tides and currents

The ratified response plan should be disseminated to all marine SAR agencies in Canterbury and be reviewed annually.

The plan could be exercised sometime in the future to test its effectiveness and or extended to include land search and rescue vulnerabilities.

Explore the communications capabilities of Surf Lifesaving clubs in Canterbury

There is a need to work with local Surf Lifesaving clubs to understand what their radio and or other communications capabilities are and how they can be integrated into all other SAR agency communications – both land and marine.

Develop a communications plan for the Akaroa and Eastern Banks Peninsula areas

It is recommended that all SAR agencies in Canterbury collaborate to develop a comprehensive fully integrated communications plan for Banks Peninsula which would include not only the VHF radio marine channels but all forms of radio and cellular communications in the area. The plan should

consider not only the need for tactical resources to communicate with one another in the immediate area but the need to communicate back to the ICP domiciled at the Police EOC or elsewhere.

The plan could also include other response agencies such as Fire Service, Civil Defence and others where appropriate.

Agency collaboration would include AREC who could very well take the lead on this project.

4. Conclusion

This was a well planned and executed marine SAREX that was well supported and attended by participating agencies.

The scenario delivered on all objectives and created a supportive and collaborative learning environment for all participants.

A number of recommendations have been made, which along with all of the other learnings identified at squad, unit, team and individual levels, have the very real potential of enhancing marine SAR capabilities in Canterbury and improving interagency operability which was the overall goal of the exercise.

Report submitted for further consideration.



Pete Corbett

SAREX Evaluator
Training and Development Manager
NZ Land Search and Rescue

OPERATION Boatie McBoatface



**A multi-agency search and
rescue exercise**

25th September 2016

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Situation

Banks Peninsula and surrounding areas attract outdoor recreationalists from all around New Zealand, and from overseas, for both land and marine based activities. Together with a changing demographic and an aging population this creates a significant vulnerability for search and rescue agencies in the region.

In addition, the growing popularity of Banks Peninsula as a stop-over for increasingly larger cruise ships coupled with the existing commercial activity also highlights the vulnerability for further mass casualty type incidents which would require a whole of community response.

The New Zealand Police have mandated authority for all category 1 search and rescue operations and they together with all other designated emergency response agencies in Canterbury have responsibilities to maintain an effective and efficient incident management and response capability.

To attain the desired levels of capability and inter-agency operability, particularly in the absence of regular operational exposure, practitioners need to refresh and practice the skills and knowledge previously learnt so they are ready to respond effectively at a moment's notice often under trying conditions in a multi-agency environment. One way to achieve this is through simulated scenario based learning which requires the participants to use their knowledge to analyse, make decisions and complete tasks in a real life context. It is a powerful way to educate, as it mirrors the way we learn naturally as humans – by doing.

Participating agencies

The following agencies or organisations are participating in the exercise:

- NZ Police - Canterbury
- Coastguard – Canterbury, Waimak, Sumner, South Canterbury, Mackenzie Lakes
- Surf Lifesaving
- Canterbury Air Patrol
- Victims

Mission

The overall aim or goal of the exercise is to enhance interagency operability between the search and rescue and other emergency response agencies in Canterbury.

Agency objectives

All participating agencies and organisations share the same common goal however during the planning phase some agency specific training objectives were identified as outlined below:

Coastguard	<ul style="list-style-type: none">• Conduct marine transport support for self and other agencies• Practice shore line and maritime search techniques• Undertake patient management and transfer• Test ChCh Central Police Station as a marine ICP (including comms and catering)
Police	<ul style="list-style-type: none">• Manage a multiagency SAR IMT
Air Patrol	<ul style="list-style-type: none">• Participate in a multi-agency IMT

Execution

Exercise overview

Operation Boatie McBoatface is a scenario based SAREX held on a Sunday. The IMT participants will be briefed early on the Sunday morning and given 2 hours to plan the response.

When the tactical personnel from the various agencies arrive later in the morning they will be briefed about the exercise, tasked according to the Incident Action Plan (IAP) and deployed without delay.

The exercise will conclude late Sunday afternoon after all personnel have been successfully demobilised and returned to the Incident Control Point (ICP) situated at the Akaroa Police Station where refreshments will be provided followed by a de-briefing and a 'were to from here' conversation so as to ensure benefits are forward looking – refer Timings for further details.

The operational search area will be in the marine areas in the vicinity of Akaroa Harbour and surrounding area's.

Scenario

The scenario is loosely based on a missing vessel that results in multiple casualties.

Briefly the simulated scenario for this exercise involves a vessel being reported missing at sunrise on Sunday morning in the vicinity of Akaroa Heads that creates a variety of response needs including:

- An injured survivor in the water clinging to debris
 - 1 Person made it to shore
- Marine search area

A full outline of the scenario is appended on page 11.

Exercise coordination

An exercise coordination team has been formed to manage and facilitate the exercise and to ensure the safety of all participants and members of the public.

Roles and Responsibilities

The roles and responsibilities of the exercise coordination team are as follows:

Exercise Controller

The Exercise Controller has overall control of the exercise and responsibilities to ensure achievement of the exercise goal and agency objectives and the safety of all participants and members of the public.

Specific responsibilities include:

- Approving the exercise plan, reviewing and revising as required
- Liaising with the evaluators and all participating agencies to ensure the continuity of the exercise
- Briefing the exercise Incident Controller (IC) on the conduct of the exercise and providing him/her with the scenario and a list of available resources and facilities
- Mentoring and coaching the exercise IMT where appropriate to improve performance
- Briefing all field based exercise personnel (participants) on the conduct of the exercise before being briefed, tasked and deployed by the exercise IC
- Liaising with other exercise coordinators and actively manipulating the scenario where required to maximise learning opportunities and prevent complexities or other issues that may compromise the achievement of the goal and or objectives
- Approving the safety plan and working with the Safety Advisor and other exercise coordinators to ensure the health and welfare of all
- Facilitating the exercise de-brief and communicating lessons learnt and other useful information to all participating agencies
- Accounting for all NZSAR funds expended and reporting on the same

Safety Advisor

The Safety Advisor monitors safety conditions and advises the Exercise Controller on measures to eliminate, isolate or minimise the risks to all participating personnel and the public.

Specific responsibilities include:

- Liaison with all participating agencies to ensure operational hazards and risks have been identified
- Ensuring all participating agencies are applying their own safety management systems as appropriate to manage risk
- Briefing the other exercise coordinators on the safety plan and the control measures to be implemented with regular liaison to ensure effectiveness
- Ensuring all incidents and accidents are reported, recorded and investigated as appropriate under the circumstances
- Participating in the exercise de-brief

Media liaison

Media liaison has been retained by the Exercise Controller.

Specific responsibilities include:

- Arranging for media attendance to ensure the best possible coverage for all participating agencies
- Speaking with all forms of media
- Assigning other personnel to speak with the media

Marine Coordinator

The role of the Marine Coordinator is to coordinate all activities occurring in the maritime search area for the exercise.

The Marine Coordinator will have access to a commercial vessel to undertake tasks and will maintain station in the vicinity of the marine search during the marine search phase of the exercise.

Specific responsibilities include:

- Briefing marine role players about likely hazards and control measures
- Deploying all role players into the search area – both land and marine
- Monitoring the health and safety of role player/s deployed in the water and maintaining liaison with the Safety Advisor in all safety matters
- Ensuring the safety of other recreational and commercial boating in the marine search area
- Maintaining regular situation reports (sitreps) with the Exercise Controller and other exercise coordinators and manipulating the scenario where required to maximise learning opportunities and prevent complexities or other issues that may compromise the achievement of the goal and or objectives
- Assisting with demobilisation at the conclusion of the exercise
- Participating in the exercise de-brief

Triage and medical

The triage and medical coordinators are responsible for coordinating all triage and advanced medical or pre-hospital care activities connected with the exercise.

Specific responsibilities include:

- Establishing the role player injuries required to maximise the learning outcomes and achieve the exercise objectives and briefing the assigned role players as regards signs and symptoms that are consistent with the scenario
- Arranging for wound or injury makeup as required for the role players prior to deployment
- Mentoring and coaching all simulated triage and medical care activities including the establishment of any facilities required for that purpose
- Ensuring a real time response capability is maintained for any injuries or medical issues sustained by any person during the exercise
- Maintaining regular situation reports (sitreps) with the Exercise Controller and other exercise coordinators and manipulating the scenario where required to maximise learning opportunities and prevent complexities or other issues that may compromise the achievement of the goal and or objectives
- Participating in the exercise de-brief

Logistics

There is no assigned Logistics Manager – the Exercise Controller retains this functionality.

Catering

Catering is responsible for arranging the refreshments for all participants at the conclusion of the exercise prior to the de-brief.

Communications

Communications is responsible for establishing and maintaining effective communications for the facilitation and coordination of the exercise – this does not include the communications required for the exercise response.

Specific responsibilities include:

- Identifying the communication needs for exercise coordination and developing the communications plan
- Establishing and maintaining the communications network as required including the issuing of radios, spare batteries or other communications gear
- Briefing of all exercise coordination personnel including role players on the communications plan
- Monitoring, reviewing and revising communications plan to ensure effectiveness
- Retrieval of any radios or other communications gear deployed
- If required establishing a message handling and recording capability
- Participate in the exercise de-brief

Resources

Resources are responsible for tracking all human and other resources involved in the exercise including exercise coordinators, role players and participants.

Specific responsibilities include:

- Establishing and maintaining sign-in and sign-out facilities as required
- Maintaining an up to date status record of all participants – refer to resource tracking section later for status designations
- Ensuring all persons have been signed out and accounted for at the conclusion of the exercise
- Participate in the exercise de-brief

Safety

The safety and welfare of all exercise personnel and members of the public must be maintained – this is the highest priority for the Exercise Controller and all others who have a designated duty of care.

Safety is everyone's responsibility – all personnel are encouraged and will be briefed to actively identify and manage all site hazards even if they are not directly involved in that area or activity – and all accidents and or incidents are to be reported to SAREX coordinators as soon as practicable.

Participating agencies will be expected to effectively apply their own Safety Management Systems in accordance with the Health and Safety at Work Act 2015

A Safety Advisor has been appointed for the exercise who will be reporting directly to the Exercise Controller.

In the event of a real incident or accident any radio communications in relation to that will be preceded by the call “this is a no duff call” or words to that effect at least three times requiring all other non-essential exercise communications to cease until such time as the incident has been resolved. The Exercise Controller and Safety Advisor must be advised as soon as practicable.

Evaluation

The exercise will be evaluated by Peter Corbett, LandSAR.

The principal purpose of the evaluation is to assess, and provide feedback, on the attainment of the learning objectives for the exercise and any lessons learnt to improve future performance.

The evaluator will provide verbal feedback at the de-brief and will provide a written report following which will be shared between all participating agencies and organisations.

De-brief

A hot de-brief will be conducted at the conclusion of the exercise to identify:

- Operational aspects that could be improved
- Operational aspects that went well and need to be maintained
- Lessons learnt – what could be done different next time

The de-brief will also consider ‘where to from here’ for all participating agencies or organisations to support a continually improving emergency response environment in Canterbury.

The de-brief will be conducted by the Exercise Controller with assistance from other exercise coordinators and key personnel including the Incident Controller, field personnel and role players.

Administration and Logistics

Timings

The timings for the exercise are as follows:

Day/date	Time	Activity	Responsibility
Sunday 25 Sep	0800 hrs	Mark Whitehouse to drop off Bob at scene. Crews Assemble/Brief at Bases IMT participants arrive at Christchurch Central Police Station for: <ul style="list-style-type: none">○ Exercise briefing – conduct thereof○ Handed scenario – planning commences	MW
	1000hrs	Field participants assemble in the Akaroa area and tasked by IMT.	???
	1300 hrs	All exercise participants stood down	IMT
	1400 hrs	Hot De-Brief – Field Participants via SARNet	IMT
	1430 hrs	BBQ police station	

Catering

All field participants will self-cater. There will be food at the IMT for IMT staff only at 1430hrs

The IMT will arrange their own catering as they would in the real world.

Funding

\$1000 has been obtained from NZSAR to be allocated as follows:

\$200	Fuel for all marine assets / for
\$500	Exercise evaluation fees and ancillary costs
\$100	Food for participants (barbecue lunch and as required)

NZ Police to invoice NZSAR at the conclusion of the SAREX.

Resource tracking

Everyone involved in the exercise will be accounted for.

All persons will sign-in and sign-out of the exercise and their status recorded as either:

- Signed-in – available
- Tasked – where and when
- Stood down – not available
- Stood down – available
- Signed out

Sign-in for field based role players along with any marine or land coordination personnel will occur at the EOC. All other persons will sign-in at the Christchurch central police station EOC or at their local Coastguard base they are deployed from.

Everyone will sign-out from where they signed in from.

Note that status and location monitoring of the field based role players will be the responsibility of either the marine coordinator or land coordinators as appropriate.

Co-ordination and Communication

Co-ordination

The exercise will be coordinated by the following persons in their assigned roles:

Exercise Controller	Phil Simmonds	
Safety Advisor	John Thompson	
Marine Coordinator	Nick Sears	
Catering	Police	
Communications	IMT	
Resource tracking	Police	
Role player liaison	Mark Whitehouse	

Communications

The following communications plan is intended for the coordination of the exercise and does not anticipate any communications needs of the exercise participants.

Exercise Controller	Phil Simmonds	
Safety Advisor	John Thompson	
Marine Coordinator	Nick Sears	
Resource tracking	IMT	
Catering	Police	
Evaluator	Mark Whitehouse	Mobile 021 477 659

Appendix 01 – Operation Boatie McBoatface Scenario

Operation Boatie McBoatface Scenario

Overview – setting the scene – training that goes seriously wrong

The vessel

In the afternoon on Saturday the 24th of September 2016 two individuals are making their way in a new boat from Lyttelton to Timaru.

Two males aged between 30 – 40 bought a new boat in Lyttelton and have decided to take it home to Timaru via sea, departing Lyttelton at 1800hrs after being dropped off by one of their partners.

Their intention is to arrive at Timaru Saturday evening. The partner notified police early Sunday morning after waking to find her partner did not come home and failed to make contact.

The 2 males where not expecting a long journey and did not take overnight gear/supplies.

The Sailing boat had a top speed of 20knts and the 2 men where planning on doing the 120nm in 6 hours and would make it home around midnight. Both men are physically fit and in good health with some boating experience and where very excited about their new purchase.

The incident – where it all goes wrong

The sailing vessel due to the wind conditions could only maintain a speed of 5kts and didn't notify anyone that they would arrive later than planned

At 11 AM on Sunday they were 5nm off Flea Bay when a small fire started on board and due to a lack of equipment could not fight the fire and decided to pull the bung out to put the fire out but the man dropped the bung in the process causing the boat to sink.

One of the men decided to swim to shore to get help as he was a strong swimmer.

Category	location	SAREX objectives	Subsequent action
1 x Person Deceased	In water 5nm off Flea Bay	Marine search, body recovery, reconciliation	Dummy with tracking gear to be left in water.
1 x Survivor	On Land	Multi Vessel Search	Target non-existent and will turn up to conclude the exercise.

Notifications

- Wife tracked partners iPhone and the last known position was 43°41'S, 173°09'E at 0022hrs and no further activity since.
- After All Stations Broadcast, Fishing vessel 'Bigrich' spotted a vessel at around 0600hrs. After looking back on their GPS data the fishing vessels location was 43°51'S, 173°08'E.
- At ? hrs Police receive a call from Donald at 1641 Bayleys Rd, Bearlings Flat, they sighted smoke in line with the Peninsula.
- At ? hrs a second call was made from Jill at the Samon Farm in Lucas Bay stating that approx. 1 hour ago she spotted smoke in line with the Eastern Headland.

Alternative notifications

- The fishing boat gives a compass bearing on the location of smoke used to identify datum if required.
- Commercial Airline spots Bob and give a rough coordinates if required.
- Swimmer made it to land to end search.

Victims required for exercise

1 Dummy (BOB with tracker)