Exercise Evaluation Report Waikato Multi-Agency Marine SAREX

Exercise Raglan 2025

Location: Raglan Harbour, Raglan, Waikato

Date: 18th – 19th October

Report version: Final

Evaluator(s): Brandon McCarthy – Contract Evaluator, NZSAR

Contents

Executive Summary

Exercise RAGLAN 2025 was a two-day multi-agency Marine Search and Rescue Exercise (SAREX) held on 18–19 October 2025 in the Raglan Harbour and coastal environment. Led by Waikato Police SAR, it involved Coastguard Raglan and Surf Life Saving Raglan, with support from RCCNZ and NZSAR observers.

The aim was to validate readiness, coordination, and interoperability between marine SAR partners under the Coordinated Incident Management System (CIMS). Objectives, drawn from the 2025 Marine SAREX Objectives, focused on field response, integrated operations, incident management, communication, and risk management.

The exercise followed a three-phase structure, talk-through, tabletop, and live scenario - providing a logical progression from planning through to execution. This approach built shared understanding, confidence, and role clarity before deployment and proved a standout success in strengthening inter-agency collaboration and decision-making.

Adverse weather triggered activation of the safety contingency plan, relocating operations from the outer bar to the inner harbour. The early, coordinated decision demonstrated mature risk management and reinforced a strong safety culture without compromising training outcomes.

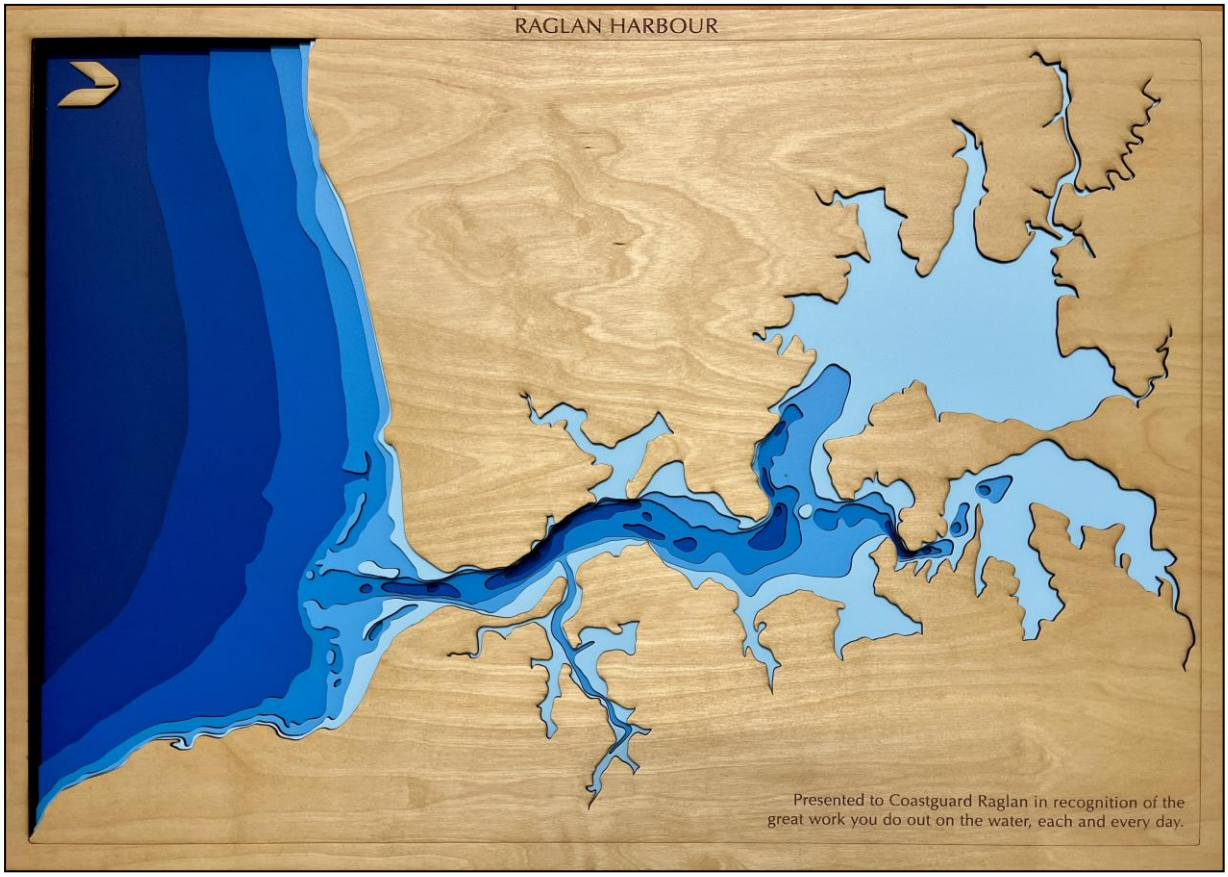
All exercise objectives were achieved. The IMT applied CIMS effectively, communications remained reliable, and field teams displayed high professionalism. Group discussions identified that while communications were generally effective, uncertainty at times existed around which VHF channels should be used during combined operations. This led to a key recommendation to develop a shared SAR pre-plan for the Raglan and wider Waikato coastal area to standardise communications, reduce congestion, and enhance interoperability across agencies.

Participants praised the exercise's emphasis on learning, mentoring, and realism. Experienced staff supported developing IMT members, enhancing capability across agencies. The progressive learning structure was recognised as a best-practice model for future SAREXs.

Exercise RAGLAN 2025 confirmed that Waikato's marine SAR capability is cohesive, adaptable, and safety driven. The event strengthened relationships between Police SAR, Coastguard, Surf Life Saving, and RCCNZ, demonstrating that effective inter-agency collaboration delivers operational excellence even in challenging conditions.

Ongoing combined training through bi-annual table-top exercises and an annual mini-scenario was endorsed by multiple participants to maintain readiness, shared learning, and district-level SAR interoperability.

Overall Assessment: Exercise RAGLAN 2025 was a highly successful, professionally executed, and safely delivered SAREX that met all objectives, reinforced SAR competencies, and set a benchmark for future district-level marine interoperability exercises.



1. Recommendations

1. Adopt the Three-Stage Learning Structure

Continue using the talk-through → table-top → live scenario model for future multi-agency SAREXs. This format proved highly effective in reinforcing CIMS principles, clarifying agency roles, and ensuring participants were confident before entering live operations. The progressive structure supported both new and experienced personnel, allowing planning and decision-making skills to be practised in a low-risk environment before real-time deployment. Future SAREXs could consider this model as the district standard for multi-agency learning and inter-operability development.

2. Formalise Safety Contingency Procedures

Develop a documented district-wide safety contingency framework outlining specific environmental triggers, thresholds, and delegated authority for altering or suspending operations. While the Raglan SAREX demonstrated sound judgment in adapting to adverse weather, formalising this documentation for the future will ensure consistency across all marine exercises. The framework should define responsibilities, decision criteria, and communication protocols to ensure safety decisions are rapid, transparent, and well understood by all participating agencies.

3. Strengthen Marine Communications and SAR Pre-Planning

Raglan SAREX demonstrated that while communications were effective overall, simultaneous radio traffic created some congestion and duplication. Developing a SAR pre-plan for the Raglan and wider Waikato coastal area will standardise communications and coordination across Coastguard, Surf Life Saving, and Police during SAR operations. The plan should define agreed operational and fallback frequencies, message protocols, and coordination roles to ensure consistent, efficient, and clear communication during both exercises and live incidents. This proactive pre-planning strategy is designed to enhance interoperability, alleviate congestion, and strengthen confidence among all participating agencies.

4. Standardise IMT Documentation and Displays

Implement NZSAR templates, and visual situation boards across Waikato SAR agencies. The use of common documentation and display methods will improve situational awareness, facilitate handovers, assist IMT with prompts and maintain a clear record of decisions during extended or complex incidents. Future SAREXs should encourage IMTs to utilise these display systems to support a shared operational picture (A0 laminated NZSAR forms).

5. Maintain Combined-Agency Training

Schedule inter-agency table-top exercises and an annual mini-scenario to sustain inter-operability and CIMS proficiency between large SAREXs. These shorter, discussion-based or half-day practical activities would provide ongoing opportunities for learning, reinforce professional relationships, and allow emerging IMT members to practise coordination in a low-cost, high-value format. Regular combined training ensures operational familiarity and consistent readiness across agencies.

6. Enhance Training and Development

Continued emphasis on the growth and development of new Incident Management Team (IMT) personnel is essential for maintaining and enhancing the effectiveness of future multi-agency SAREXs and operational responses. By consistently reinforcing areas of strength, actively addressing developmental needs, and supporting the professional advancement of emerging IMT members, agencies can ensure that inter-agency capability continues to progress. This approach not only sustains the proficiency of current teams but also prepares the next generation of leaders to manage complex incidents with confidence, collaboration, and operational excellence.

7. Implement Digital Tools

Explore the implementation of Survey123 as a reconciliation and task-tracking tool. While Survey123 was not utilised during Exercise RAGLAN 2025, future exercises should consider implementing it as a standard digital tool to assist with reconciliation processes. The platform could provide significant advantages for both field and IMT staff by allowing real-time task tracking, team status updates, and reconciliation of search areas and resources.

2. Introduction

The Waikato Multi-Agency Marine Search and Rescue Exercise (SAREX), titled Exercise RAGLAN 2025, was conducted on 18–19 October 2025 within the Raglan Harbour and adjoining coastal environment. The exercise was designed and delivered under the leadership of Waikato Police Search and Rescue (SAR), with operational collaboration from Coastguard Raglan and Surf Life Saving Raglan, and oversight from Rescue Coordination Centre New Zealand (RCCNZ).

Planning for the exercise began in June 2025 through a series of inter-agency meetings led by the District SAR Coordinator. The planning process incorporated scenario design, objective alignment with the NZSAR Evaluation Framework, communications testing, and risk management development in line with district standards. The exercise was also designed to identify development opportunities for emerging Incident Management Team (IMT) personnel, aligning with the sectors priority of strengthening SAR leadership capability through experiential learning.

The exercise aimed to enhance inter-agency coordination, operational readiness, and application of the Coordinated Incident Management System (CIMS) across Waikato's marine SAR agencies. It also sought to evaluate the region's capability to plan, manage, and execute a complex marine search operation under changing environmental conditions while maintaining a strong focus on safety, communication, and decision-making integrity. The objectives, drawn directly from the 2025 Marine SAREX Objectives document.

The 2025 Marine SAREX Objectives centred on the themes of Field Response, Integrated Response, Incident Management, Managing Communication, and Risk Management.

Exercise RAGLAN 2025 followed a three-phase design - talk through, tabletop, and live scenario - reflecting the emphasis on progressive, competency-based learning. The talk-through introduced the scenario, agency roles, and safety considerations; the table-top exercise provided a structured forum to test decision-making, communications, and IMT coordination; and the live scenario applied these lessons in a controlled, realistic operational environment. This tiered approach encouraged both learning and validation, allowing all participants, from senior IMT members to field crew, all to build confidence before transitioning into live operations.

The scenario simulated a distress call from a recreational vessel, *Horizon*, reported ablaze and sinking with eight persons aboard. The IMT, activated at the Raglan Coastguard Operations Centre, coordinated Coastguard and Surf Life Saving assets for casualty recovery and reconciliation while Police SAR hold control of the category 1 SAR operation. Dynamic injects introduced communication disruptions and weather deterioration to test adaptability and operational control. When adverse conditions exceeded safe thresholds the exercise's safety contingency plan was enacted, moving operations to the inner harbour. Demonstrating effective risk assessment and safety leadership across all agencies.

Exercise RAGLAN 2025 was intentionally designed as both a learning opportunity and a validation event. It reinforced existing relationships between Waikato's marine SAR agencies, tested practical interoperability under the CIMS framework, and provided a platform for developing emerging IMT and field leaders. Feedback gathered during hot debriefs confirmed that the exercise achieved its learning and operational aims, while also identifying clear pathways for ongoing combined-agency training and continuous improvement.

3. Background

3.1 Background to the Exercise

Raglan Harbour and bar present dynamic marine conditions with limited radio coverage and high recreational traffic. These factors make it an ideal location to test inter-agency readiness and risk management processes.

3.2 Dates, Location, Organising Agency, Key Personnel

- **Dates:** 18th – 19th October 2025
- **ICP Base:** Raglan Coastguard Operations Centre
- **Field Location:** Raglan Inner Harbour / Entrance Channel
- **Lead Agency:** NZ Police SAR – Waikato District
- **Exercise Controllers:** Sgt Mark Harrison and Cons Emma Petch
- **Evaluator:** Brandon McCarthy (NZSAR Contract Evaluator)

3.3 Participating Organisations

NZ Police SAR (Waikato), Coastguard Raglan, Surf Life Saving Raglan and RCCNZ, NZSAR (observer).

3.4 Exercise Aim

To safely and effectively execute a coordinated multi-agency SAR response within a marine environment using CIMS principles and sound risk management practice.

3.5 Embedded Exercise Objectives (Extracted from 2025 Marine SAREX Objectives)

The exercise objectives were drawn directly from the 2025 Marine SAREX Objectives document

Marine SAREX Objectives

Theme	Primary Objective	Contributing Objectives & KPIs
Field Response	Test the callout process and readiness of field teams.	Personnel mobilise in a timely manner; trained staff allocated to assets; team welfare managed; field teams fully briefed and debriefed.
Integrated Response	Ensure SAR partners collaborate effectively.	All agencies participate and operate within CIMS principles; roles and terminology aligned; resources coordinated, and liaison maintained.
Incident Management Team	IMT effectively manages operations within CIMS.	IMT structure matches CIMS; briefings follow GSMEAC; information shared across agencies; situational awareness maintained; IAP SMART tasks developed.
Managing Communication	Maintain effective intra- and inter-agency communication.	Comms lines function throughout; information collated and disseminated; IMT and field follow radio protocols.
Risk Management	Identify and mitigate operational risk.	Risks defined by IMT; risk controls communicated in briefings; participants demonstrate risk awareness and safe practice.

3.6 Exercise Scenario

A distress call from the recreational vessel *Horizon* reported fire on board and sinking with Eight persons aboard. The IMT activated at Raglan Coastguard HQ, tasking Coastguard and Surf Life Saving assets for search and recovery. Injects included communications disruptions and casualty reconciliation to test planning resilience and information flow.

4. Evaluation Methodology

4.1 Agreed Outcomes

The agreed purpose of the evaluation was to assess the effectiveness of inter-agency coordination, IMT performance, communications, and risk management demonstrated during Exercise RAGLAN 2025, measured against the objectives in the 2025 Marine SAREX Objectives document. The SAREX evaluation was conducted independently of Exercise Control to ensure objectivity and neutrality.

The evaluation aimed to:

- Determine how effectively participating agencies operated under the Coordinated Incident Management System (CIMS).
- Assess the IMT's ability to plan, brief, and manage a dynamic marine incident within a structured command and control environment.
- Evaluate communication reliability and information flow between IMT, field teams, and supporting agencies.
- Evaluate the extent to which safety and risk were identified, mitigated, and managed throughout the exercise.
- Capture good practice, areas for improvement, and actionable recommendations to support future training design and operational development.

Findings and recommendations have been produced to inform ongoing district-level SAR training and to contribute to the NZSAR national continuous-improvement framework.

4.2 Scope

The evaluation focused on operational effectiveness, inter-agency coordination, and learning outcomes in alignment with the exercise objectives:

In Scope:

- **IMT Operations:** Role clarity, planning discipline, and adherence to CIMS principles.
- **Field Deployment:** Effectiveness, safety, and coordination between Coastguard and Surf Life Saving NZ assets.
- **Communications:** Inter-agency protocols, message discipline, and information flow.
- **Safety and Risk Management:** Application of the safety plan, risk decisions, and contingency enactment.
- **Learning Outcomes:** Mentoring, inter-agency collaboration, and participant feedback.

Out of Scope:

- Administrative logistics such as catering, accommodation, and transport.
- Internal agency-specific training requirements or staff performance evaluation.

This scope ensured that the evaluation concentrated on the operational, coordination, and safety elements central to the NZSAR evaluation framework.

4.3 Observation Process

The evaluation was conducted through direct observation, document review, and participant engagement across all three exercise phases, talk through, tabletop, and live scenario.

The Evaluator:

- Observed IMT activation, planning, and operational tasking during the table-top and live scenario phases.
- Monitored IMT communications, coordination, and decision-making processes.
- Attended briefs, safety briefings, and the final hot debriefs involving agency leads and field team representatives.
- Reviewed exercise documentation, including inject lists, tasking sheets, IAPs, and communications logs.
- Collected informal feedback from participants regarding clarity of command, communications flow and learning value.

All observations were recorded in contemporaneous field notes and later cross-referenced with Exercise Control (ExCon) documentation.

4.4 Reporting Process

The evaluation report was developed using the NZSAR Exercise Evaluation Framework to ensure alignment with national reporting standards and objectivity of findings.

Analysis was structured around the key performance indicators (KPIs) from the 2025 Marine SAREX Objectives document, which assessed:

- Inter-agency coordination and CIMS adherence.
- IMT planning, decision-making, and resource control.
- Communication reliability and message clarity.
- Safety management and risk mitigation.
- Learning and capability development outcomes.

Findings were cross-checked against Exercise Control inject logs, IMT documentation, and debrief records to ensure consistency and factual accuracy. The draft report was peer-reviewed by the Exercise Controller and finalised following any minor factual corrections and feedback from participating agencies.

4.5 Other Information and Limitations

Due to logistical constraints, the Evaluator was unable to directly observe the on-water field operations during the live scenario phase. This limitation resulted from vessel loading capacity, weather-related restrictions, and concurrent IMT observation requirements.

However, the performance of on-water teams was thoroughly reviewed through post-task debriefs, radio traffic monitoring, and feedback from Exercise Control. These secondary data sources were used to verify the effectiveness of marine coordination, safety management, and communication processes.

This limitation did not affect the validity of findings, which were verified through radio logs, ExCon records, and participant debriefs.

5. Findings

5.1 Inter-Agency Collaboration

Inter-agency collaboration during Exercise RAGLAN 2025 was effective and well-integrated, reflecting a level of operational familiarity between NZ Police SAR, Coastguard Raglan, Surf Life Saving Raglan, and RCCNZ. The IMT structure followed CIMS principles, and agency representatives operated cohesively under a unified command and control framework. Roles were clearly defined, and cross-agency communication was open, respectful, and solution-focused.

Joint decision-making was efficient, with task priorities determined collaboratively and resource allocation agreed without delay. The presence of senior agency staff ensured balanced representation and consistent alignment with the exercise objectives. Minor differences in terminology and interpretation of tasking language were noted early but were quickly resolved, reflecting the maturity and professionalism of all participants. The cooperation displayed between agencies directly contributed to achieving all exercise objectives and highlighted the value of continued combined training, particularly through table-top and scenario-based exercises.

Ongoing combined training will ensure these collaborative behaviours remain embedded and scalable for future large-scale operations.

5.2 Incident Management Team Performance

New members of the Incident Management Team (IMT) performed to a high standard, demonstrating effective application of CIMS structure and processes. The IMT composition reflected the diversity of participating agencies, and functional roles were appropriately assigned. The IMT produced clear SMART-aligned objectives and maintained a strong focus on operational safety, communication, and coordination throughout.

The IMT demonstrated consistent situational awareness, conducting structured briefings using GSMEAC and maintaining momentum during the planning and operational periods. Decision-making was timely, and the transition to the inner harbour due to deteriorating weather was well executed and communicated.

One identified area for improvement relates to the use of visual display tools for recording task progress, resources, and decision logs. Reliance on verbal updates meant some information was not visible to all team members. Adoption of standardised IMT display tools (A0 Laminated NZSAR Forms – such as SRU, Information Collection Plan etc.) would enhance transparency, situational awareness, and continuity during multi-agency responses.

The IMT demonstrated sound leadership, adaptability, and teamwork consistent with the expectations of Objective - IMT effectively manages the exercise.

5.3 Communications and SAR Pre-Planning

Communications between agencies were reliable, consistent, and well managed, with radio interoperability functioning as intended. The IMT maintained strong contact with Coastguard and Surf Life Saving field teams throughout the exercise, and feedback from participants confirmed that messages were generally clear, concise, and consistent across agencies.

Minor congestion on the primary VHF channel was observed during periods of simultaneous field reporting. While this did not affect operational outcomes, post-exercise discussions identified that agencies are not always certain which channels or frequencies should be used during combined operations. This occasionally led to uncertainty and duplication of traffic across the marine network.

To address this, the development of a SAR pre-plan for the Raglan and wider Waikato coastal area is recommended. The plan would standardise communications and coordination across all agencies by defining operational and fallback frequencies, message protocols, and coordination roles. A shared pre-plan would enhance interoperability, reduce congestion, and improve communication efficiency during both training exercises and live operations.

5.4 Safety Management

Safety management throughout the exercise was proactive, disciplined, and well executed. Environmental risk thresholds were applied exactly as defined in the safety plan resulting in the exercise being relocated from the outer bar to the inner harbour when wind conditions exceeded the safe limit. This decision demonstrated sound judgement, collective agreement, and a mature understanding of operational risk management.

Safety briefings were comprehensive, with clear direction on PPE, vessel safety, welfare monitoring, and emergency procedures. The Risk Matrix was reviewed, and all personnel demonstrated awareness of hazard controls. The exercise achieved its objectives without injury, incident, or safety breach.

The activation of the contingency plan underscored the importance of documenting district-level safety frameworks and ensuring all agencies understand their trigger points and authority for suspension or modification of operations. The response to the weather

conditions was a strong example of applied safety leadership and inter-agency decision-making.

5.5 Learning and Mentoring

The learning outcomes of Exercise RAGLAN 2025 were significant and widely acknowledged by participants. The three-phase design, talk through, tabletop, and live scenario - provided a structured and progressive learning environment that allowed all participants to understand the scenario, develop plans collaboratively, and then apply those plans operationally.

Mentoring between senior and developing IMT members was a particular strength. The environment encouraged questions, reflection, and peer-to-peer support, allowing newer personnel to gain confidence in applying CIMS concepts and contributing to operational decision-making.

Participants commented that the phased approach provided an ideal balance between discussion-based learning and practical application, and that it should be retained as a best-practice model for future SAREXs. The exercise successfully achieved both its training and validation aims, reinforcing the importance of maintaining regular inter-agency training opportunities, even if limited to table-top or planning-focused activities.

5.6 Information Management and Documentation

Information management within the IMT was functional but largely verbal and on A4 sheets, with decisions recorded informally and some visual tracking of task status showing resource deployment. While key decisions and updates were documented in operation logs, the use of visible IMT displays (A0 laminated NZSAR forms – SRU, Information Collection Plan etc) or further digital platforms would have improved collective situational awareness.

Future exercises should continue to develop standardised documentation and digital reporting processes, ensuring that information is easily shared, retained, and referenced across all agencies. This would also support smoother handovers between shifts or between agencies during extended operations.

While information management during the exercise was largely paper-based, future SAREXs could explore the use of digital reconciliation tools such as Survey123 to enhance real-time data exchange and reduce duplication between field teams and the IMT. This supports Recommendation 7 regarding the potential implementation of Survey123.

5.7 Evaluation and Feedback Processes

Evaluation and debrief processes were well structured and positively received. Hot debriefs followed each phase, encouraging all participants to provide constructive feedback. Observations from IMT and field personnel were consistent with evaluator findings, demonstrating alignment in perceived strengths and improvement areas.

Feedback identified communication flow, information display, and IMT documentation as recurring themes for improvement. Future SAREXs would benefit from a standardised debrief template shared across agencies to ensure consistent data capture and to feed into a district-level agency training and improvement process.

The findings and feedback from this SAREX provide a valuable foundation for refining future training design and maintaining consistency with national evaluation standards.

6. Conclusion

Exercise RAGLAN 2025 successfully achieved its objectives and provided a realistic and valuable test of Waikato's multi-agency marine Search and Rescue capability. The exercise demonstrated that Police SAR, Coastguard Raglan, and Surf Life Saving Raglan can operate cohesively under a unified CIMS framework, applying sound decision-making, proactive safety management, and effective inter-agency coordination.

The IMT functioned with confidence and discipline, applying SMART objectives and adapting effectively to environmental changes. The relocation from the outer harbour to the inner harbour, due to weather, illustrated mature risk management and shared decision-making. The professionalism displayed across all agencies reflected a well-integrated and capable response consistent with sector standards.

The three-stage format of talk-through, table-top, and live scenario provided structured progression and meaningful learning. This format should be retained for future SAREXs as a model for capability development. Communications, documentation, and safety systems performed well, with opportunities to further strengthen coordination through the development of a unified SAR pre-plan and the integration of digital information tools such as Survey123.

Feedback highlighted occasional uncertainty around VHF channel selection during joint operations, reinforcing the need for a unified SAR pre-plan to standardise communications and enhance interoperability across the Raglan and wider Waikato coastal region.

Evaluation and debrief processes were thorough and constructive, capturing valuable insights for future improvement. Exercise RAGLAN 2025 reaffirmed that Waikato's SAR partners possess the capability, professionalism, and collaboration needed to respond effectively to complex marine incidents. These conclusions are based on independent evaluation and cross-verified evidence from multiple sources, including IMT documentation, Exercise Control records, and participant feedback.

Future development will involve regular combined training and ongoing mentoring for IMT personnel. Technology-driven solutions, such as Survey123, may be integrated to support reconciliation and information management. The outcomes of Exercise RAGLAN 2025 will guide the design of future Waikato SAREXs to ensure alignment with district capability priorities and continued development of SAR leadership capability across agencies.

Appendix

Appendix A: 2025 Marine Objectives

Appendix B: Marine SAREX Booklet

Appendix C: Waikato Multi-Agency SAREX on Water Setup

Appendix D: Coastguard Risk Management Plan

Appendix E: Waikato Multi-Agency Pre Work

Appendix F: Waikato Multi-Agency SAREX Tabletop

Appendix G: Photographs

Appendix A

2025 Waikato Marine SAREX Objectives

Theme	Objectives	Contributing Objectives	KPI
Field Response	Test the callout process of assets.	To test the readiness and preparedness of field teams.	• Personnel mobilise in a timely manner, as per the agency callout procedure • Appropriately trained people are allocated to assets
Integrated response	SAR partners collaborate effectively	Appropriate agencies are selected for and participate in the SAR exercise	• All agencies required for the exercise participate • All agencies participating collaborate effectively • Liaison arrangements for inter-agency engagement are maintained
		All SAR agencies operate within the CIMS model and principles	• Agencies work under common structures, roles and responsibilities • Agencies use common terminology • Agency response is coordinated • Agencies coordinate resource organisation
Incident Management Team	The IMT effectively manages the exercise	IMT operates within the CIMS principles	• IMT structure is in accordance with CIMS • IMT roles and responsibilities are in accordance with CIMS • Information is communicated within and across agencies • Situational awareness is maintained
		The IMT activates and manages appropriate resources to meet the demands of the exercise	• IMT briefings follow GSMEAC format • IMT sources equipment and resources for the response • Safety briefings are conducted during the operation • IMT ensures suitable communications for the incident are established

			• Tasked resources are controlled and coordinated in line with the IAP • IAP adheres to the SMART tasking format
		IMT supports resources throughout the exercise	• Taskings are appropriate to the resources • Resources are supported to operate in accordance with health and safety practices • IMT is resourced by mentors from each agency • Task execution is monitored • Tasked resources are debriefed at the completion of each task • All teams are debriefed on completion of exercise • Safety briefings are conducted during the operation
		IMT maintains situational awareness	• Briefings and debriefings are conducted • Information is relayed appropriately and in 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 next operational period is established • IMT is continuously aware of resource progress, welfare and activities

Managing Communication	Information is effectively managed and communicated during the response	Intra- and inter-team communication is effective in maintaining situational awareness	• Information is collated and disseminated within the IMT as appropriate • Information received within the IMT is analysed and corroborated • Actionable intelligence is developed
		IMT and field team communications follow SOPs	• Field teams follow radio schedules and protocols

			• Information from IMT to field teams follows SOPs • Communication lines between IMT and field teams operate effectively
		Test communication infrastructure in SAR environment	• Communication lines between IMT and field teams operate effectively • Communication systems are operational in a timely manner • Communication systems remain operational throughout the response period
			•
Risk Management	Risks are identified, removed, minimised or managed	Risk management systems and processes are defined and communicated by the IMT	• Operational risks are analysed • Risk management systems and processes appropriate to the nature and complexity of the situation are defined • Briefing information appropriately addresses identified risks
		Risk awareness and management is demonstrated by all exercise participants	• All participants understand their personal responsibilities regarding risks • Risk management systems and processes appropriate to the nature and complexity of the situation are defined • Briefing information appropriately addresses identified risks
Field Response	SAR operational personnel refresh and practise search and rescue skills	SAR personnel carry out a search to locate the missing party	• SAR field teams apply appropriate search techniques • Teams undertake taskings in line with the IAP • Teams provide regular updates • Teams provide accurate and timely information to the IMT • Team GPS tracking is consistent with tasking

		Implement SAR processes for managing field-based personnel	• Radio communications are maintained • IMT records 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

Appendix B

Waikato Marine SAREX 2025

New Zealand POLICE
Ngā Pirihimana o Aotearoa

SURF LIFE SAVING

COASTGUARD
TAUTIAKI MOANA

Waikato Marine SAREX 2025

Saturday 18th October 2025 and Sunday 19th October 2025

Saturday 18th October

Time	Activity	Location	POC/IC
1000 - 1100	Police SAR squad members to do a meet/familiarisation with Raglan CG.	Raglan Coastguard	Jason/Harry
1115- 1215	Police SAR squad members to do a meet/familiarisation with Raglan SLS.	Raglan Surf Club	Bugsy
1230	*Lunch – BYO or find own*		
1300	Whakatau	Kokiri Centre	
1400	Police Squad to meet with RCCNZ	Kokiri Centre	Anthony/Patrick RCCNZ
1600	Official opening at the Kokiri Centre for everyone that can make it.	Kokiri Centre	Emma/Mark
1630	Pre SAREX scenario discussion/workshop	Kokiri Centre	Sgt Mark Harrison to facilitate
1830	Dinner (prepared by Kohanga Reo) - a chance to meet, greet and build relationships	Kokiri Centre	
	Presentation from RCCNZ to all including volunteers	Kokiri Centre	Anthony/Patrick RCCNZ

Sunday 19th October

- Meet at the Raglan Coastguard building. *You will participate in either the on-water training OR IMT training.*

0800	SAREX briefing for all then break off into training groups. (***collect lunch orders***)	Coastguard Raglan -outside	Police IC, CG lead, SLS lead
0830	**IMT round table scenario** **CG/SLS inter agency on water training -** *Comms hand signals, pt pickups and transfers.*	Coastguard Raglan	Police IC, CG lead, SLS lead
1200	*Lunch – from local bakery*		
1245	**Live scenario**	On water	All agencies.
1530	End EX (if not already resolved)		
1600	Debrief	Coastguard Raglan -outside	Police IC, CG lead, SLS lead, NZSAR evaluator.

Attendees:

Agency Group	Name	Arriving – Sat or Sun	Accom needed?	Mobile number	Dietary requirements	Role - on water or IMT
RCCNZ	Anthony Ivan	Sat	No	027 282 1934	nil	**observer**

Waikato Multi-Agency SAR Exercise – Preparation Guide

Introduction

This document is designed to prepare you for the upcoming Waikato multi-agency Search and Rescue (SAR) exercise, involving Police SAR, Coastguard Raglan, Surf Life Saving NZ, and supporting emergency services.

It is essential that you complete this document prior to the exercise. Your reflections will be used during the first stage of the scenario, where we'll explore how each person and agency views their role within the Incident Management Team (IMT).

This is a chance to better understand the different perspectives, priorities, and communication styles we each bring to a major incident. There are no right or wrong answers. We're not assessing knowledge or checking procedures—we're interested in your current thinking and how you approach your responsibilities in a collaborative SAR environment.

The structure of this preparation guide follows a typical incident timeline, adapted to the CIMS (Coordinated Incident Management System) framework. You'll work through the same scenario from beginning to end, reflecting on your role at each stage.

Whether you're new to multi-agency SAR or have years of operational experience, this is your opportunity to build shared understanding, identify areas of strength, and recognise opportunities for improvement across the system.

Scenario Start

At 10:00am on Sunday 19 November, a Mayday call is received from the vessel "*Whoze Good*", which is taking on water south of Whale Bay. There are three people onboard.

At 10:30am, a second Mayday is transmitted:

"Vessel is all but sunk. Three of us onboard. I'm not a member of Coastguard but I need them. Help."

At 11:00am, a 111 call is received from a driver on Whaanga Road who reports seeing a mostly submerged, upside-down blue boat about 500m offshore. A red object is also spotted floating nearby.

Due to poor reception, the informant drove to a nearby farmhouse to make the 111 call.

Exercise Assumptions:

- No trip report or bar crossing call was made.
- Coordinates of the Mayday position will be provided on the morning of the exercise.
- There is no air support, rescue helicopter, or vessels of opportunity.
- Ambulance is on standby at the designated triage site.

1. Initial Notification & Response

You are notified and asked to deploy as part of your agency's response. You are en route to your local base or the Incident Control Point.

Reflection:

- What are your initial thoughts when you receive this tasking?
- What information do you need before taking further action?
- What are your immediate personal or professional preparations?
- What assumptions are you already making about the incident?

2. Arrival at Incident Control

You arrive at the ICP and the Incident Management Team (IMT) is being formed using the CIMS structure.

Reflection:

- What role do you see yourself filling within the IMT?
- What priorities are most important from your agency's perspective?
- How would you approach building situational awareness at this stage?
- What information is missing, and how would you obtain it?

3. Planning & Deployment

Assets are being assigned to initial search areas based on known information.

Reflection:

- What are your top priorities right now?
- How are you contributing to the formulation of the **Action Plan**?
- What role does your agency play in field deployment?
- What risks or limitations are you already identifying?

4. Field Briefing (SMEACS Format)

Before deployment, a field briefing is delivered to search teams. Using the SMEACS format:

Reflection:

- What key information must be included under each of the GSMEACS elements:
  - **G**round
  - **S**ituation
  - **M**ission
  - **E**xecution
  - **A**dministration & Logistics
  - **C**ommand & Comms
- What's important to your agency when briefing teams for deployment

5. Change of Situation

At 11:20am, a Surf Life Saving unit spots a red object ~400m west of the inverted boat. One Coastguard vessel is closing in.

Reflection:

- How does this affect the search priorities or tactics?
- What do you need to communicate immediately—and to whom?
- What changes should be made to the search plan?
- How will you begin the reconciliation process to account for the missing three people?

6. On-Scene Actions

A person is recovered from the water. They are semi-conscious.

Reflection:

- What are your responsibilities at this point?
- How will you support the field response and medical coordination?
- What does this recovery mean for the overall operational focus?
- What needs to happen next for the remaining two people?

7. Reconciliation Process

As the response continues, you must ensure all missing persons are accounted for.

Reflection:

- How will your team help track and confirm the number of people involved?
- Who leads the Welfare / Inquiry function?
- What tools or processes are needed to confirm names, locations, statuses, and NOK notifications?
- How do you ensure all recovered persons are identified and documented?

8. Demobilisation & Return to Base

Search operations conclude. All agencies begin returning to base.

Reflection:

- What actions need to be taken before demobilisation?
- What needs to be recorded or handed over?
- What are your final thoughts on the response?
- What went well, and what would you do differently?

Conclusion

This exercise is about learning—not perfection. It's a chance to develop confidence in your role, strengthen collaboration across agencies, and deepen your understanding of incident coordination.

The real strength of any SAR response lies in the people behind it. Your insight, experience, and willingness to learn are what make the system stronger.

Thank you for your participation. We're proud to work alongside you.

"Bring your perspective. Ask questions. Learn from others. And help us bring everyone home safely."

Raglan Multi-Agency SAR Tabletop Exercise Facilitator Guide

Date: 19 October 2025

Time: 08:30 – 11:30

Location: Raglan Incident Management Centre

Exercise Introduction

Welcome everyone and thank you for participating in today's multi-agency tabletop exercise based out of Raglan. This exercise brings together Waikato Police SAR, Surf Life Saving, and Coastguard teams to work collaboratively through a complex maritime search and rescue incident.

Exercise Objectives

- Practice coordinated activation and management of resources using the CIMS framework.
- Enhance inter-agency communication and information sharing.
- Develop effective search planning and tasking to locate missing persons.
- Address cultural and community considerations in incident response.
- Perform reconciliation to ensure all missing persons are accounted for.
- Identify strengths and areas for improvement in our joint response.

Scenario Overview

Early this morning, three brothers set out from Raglan in their 5.5m aluminium boat "Pillager" to check their crayfish pots but did not return as expected. A family member reports the boat swamped, and one person has made it ashore, but the other three remain missing. Reports from local farms describe a possible overturned vessel near Rangitoto Point. Teams must work together to locate the missing persons and coordinate resources effectively.

Exercise Ground Rules

- This is a training exercise: there are no right or wrong answers.
- Focus on how your organisation would operate and interface with others.
- Be open to sharing perspectives and operational constraints.
- Use the CIMS principles as a framework for incident management.

Exercise Timeline and Injects

Time	Activity	Inject	Facilitator Notes
08:30	Exercise Start / Briefing	Participants introduced to scenario, objectives, and roles.	Review agency roles and expectations.
08:45	Initial Incident Notification	**Inject 1:** Mrs. Hazel Float reports her three sons missing after early morning trip.	Encourage initial information gathering.

Time	Activity	Inject	Facilitator Notes
09:00	Report of possible overturned vessel	**Inject 2:** Farm informant reports shiny object (overturned boat) near Rangitoto Point.	Facilitate discussion on search area and risk.
09:15	Update from Mrs. Brown	**Inject 3:** Mrs. Brown calls reporting her daughter Sam swam ashore; brothers still missing.	Discuss prioritisation and search planning.
09:30	Activate Multi-Agency IMT	**Inject 4:** IMT forms; assign roles per CIMS; discuss communication plans.	Emphasise inter-agency coordination.
09:45	Search Planning and Tasking	**Inject 5:** New info on weather and tides; discuss search patterns and resources.	Encourage use of SAR techniques and resource allocation.
10:15	Casualty and Reconnaissance Update	**Inject 6:** Sam confirms location and condition; no visual on brothers.	Promote reconciliation procedures for missing persons.
10:45	Incident Management Team Review	**Inject 7:** Discussion on logistics, medical support readiness, and community liaison.	Reflect on cultural and community engagement.
11:15	Wrap-up and Lessons Learned	Facilitated debrief; collect participant feedback and review strengths/gaps.	Highlight importance of multi-agency cooperation.

Inject Details

Inject 1: Initial Report

Time: 08:45
Mrs. Hazel Float calls 111 at 7:25am, reporting her three sons missing after an early morning trip checking crayfish pots from Raglan in the boat "Pillager." She is very concerned as they have not returned and were expected back by 5:30am.

Inject 2: Informant Sighting

Time: 09:00
A farm worker calls 111 reporting a shiny object floating about 300m offshore near Rangitoto Point, which looks like an overturned boat. He saw three dark spots in the water but no one on shore.

Inject 3: Additional Family Update

Time: 09:15
Mrs. Brown calls to say her daughter Sam has contacted her from a farm house, saying she swam ashore after the boat swamped. She does not know the whereabouts of the three brothers.

Inject 4: IMT Activation

Time: 09:30
IMT formation notification: Waikato Police SAR leads, supported by Surf Life Saving and Coastguard. Assign roles including Incident Controller, Operations, Planning, Logistics, and Communications. Discuss use of CIMS.

Inject 5: Environmental Update & Search Planning

Time: 09:45
Weather and tide conditions update. Discuss search areas, allocation of SAR assets, communication frequencies, and risk assessments.

Inject 6: Casualty Location Confirmed

Time: 10:15
Sam's location and condition confirmed. No sign of the three missing brothers. Emphasise need for reconciliation and accountability for all missing persons.

Inject 7: IMT Operational Review

Time: 10:45
Review incident status, medical and logistical support readiness, and community engagement strategies, including Maori liaison where appropriate.

Facilitator Notes

- Encourage participants to speak from their organisation's perspective and explore inter-agency coordination challenges.
- Reinforce use of CIMS principles: coordination, communication, planning, and control.
- Use injects to simulate real-time evolving information and test adaptability.
- Highlight cultural, community, and welfare considerations in decision-making.
- Promote clear documentation, including resource tracking and reconciliation processes

Waikato Multi Agency SAREX – Raglan

19 Oct 2025

SCENARIO RUN SHEET 2025

Coastguard Southern Region SAREX – Raglan 2025 – Final Scenario (Live Ex)

Date: October 2025
Location: Raglan (Harbour & Offshore)
Exercise Type: Full Mission SAREX – Final Scenario

Exercise Aim

To test the coordinated response of Coastguard Units, Police, Surf Life Saving, and other SAR partners to a multi-casualty maritime incident at Raglan. Focus areas include:

- Bar-crossing operations and offshore deployment decision-making
- Search planning, execution, and adjustment under dynamic conditions
- Multi-casualty recovery, triage, and reconciliation
- Communication procedures across OSC, vessels, and shore teams
- Inter-agency collaboration and safety management

Overall Scenario

A local school is conducting a day trip at Raglan. A group of students and adults hired a small vessel to go fishing. Severe weather arrived earlier than forecast, and the vessel is reported overdue. Emergency services are tasked with a full search and rescue response.

Participants must manage:

- Multiple persons in the water, separated by surf and tidal drift
- Recovery and triage of casualties
- Reconciliation to a casualty manifest
- Coordination across agencies and units in challenging sea conditions

Scenario Variants

Primary Scenario – Offshore (Beyond Raglan Bar)

Incident: 7 people on a small vessel crossing the Raglan Bar. Vessel capsized attempting re-entry.

Outcome:

- Inverted hull observed offshore
- Multiple casualties separated by surf and drift
- Recovery, triage, and reconciliation required

Dummy Drop Locations:

Dummy	Name	Coordinates
Skipper	Mark Thompson	37°48.500S / 174°46.300E
Passenger	Lucy Harris	37°48.650S / 174°46.500E
Passenger	James Patel	37°48.700S / 174°46.650E
Passenger	Hemi Raukura	37°48.750S / 174°46.800E
Passenger	Sophie Clarke	37°48.600S / 174°46.900E
Passenger	Daniel Wright	37°48.450S / 174°46.700E
Passenger	Mereana Ngata	37°48.550S / 174°46.400E

Contingency Scenario – Raglan Harbour

Incident: Mayday call at 1230 from "Horizon", 10m charter vessel ZZM5151 , 7 POB, on fire and sinking location off Tokatoka Point in Raglan harbour, abandoning ship.

Outcome:

- Boat has sunk
- Persons in water carried by tidal currents
- Casualties require recovery, triage, and reconciliation

Dummy Drop Locations:

Dummy	Name	Coordinates
Skipper	Mark Thompson	In behind, to N of Tokatoka Pt – on shore
Passenger	Lucy Harris	Tied to flaming red marker opp Putoetoe Point
Passenger	James Patel	On shore between Birds Bay and Rangitoto Pt
Passenger	Hemi Raukura	On shore between Birds Bay and Rangitoto Pt
Passenger	Sophie Clarke	On shore between Birds Bay and Rangitoto Pt

Dummy	Name	Coordinates
Passenger	Daniel Wright	In behind Marotaka Pt
Passenger	Mereana Ngata	in near Kokori

Exercise Objectives

1. Test bar-crossing and offshore deployment decision-making
2. Conduct coordinated multi-agency SAR response under OSC/SMC structures
3. Practice recovery, triage, and reconciliation of multiple persons in the water
4. Evaluate communications between OSC, vessels, and shore teams
5. Reinforce safety protocols during live recovery operations
6. Identify lessons learned for inter-agency collaboration and operational improvements

Exercise Structure and Timeline

Pre-Exercise Setup:

- Dummy placement confirmed by exercise control using Gallagher Rescue or Bailment Boat
- Hull or float positioned for capsized vessel simulation
- Communications checks with all units

Timeline:

Time	Activity
0900 – 1100	Exercise Control deploys dummies using Gallagher Rescue or Bailment Boat. Locations are confirmed to Police, RCCNZ, and Coastguard Operations.
1245	Units activated – notified that a vessel has failed to close its bar crossing report, triggering the start of search operations.
1250 onwards	Exercise Free Play: Units conduct search, recovery, triage, and reconciliation. OSC/SMC coordinate multi-agency response.
End State	All dummies located, recovered, triaged, and reconciled to manifest. Post-exercise briefing conducted.

Notes:

- Free play allows units to plan and execute search patterns, make bar-crossing decisions, and coordinate resources.
- OSC retains authority to stop the exercise if conditions become unsafe.

Command & Control

- On-Scene Coordinator (OSC): Overall operational authority
- Search Master/Controller (SMC): Manages search planning and coordination
- Unit Leaders: Execute search and recovery tasks, maintain communication with OSC
- Safety Officer: Monitors risk, authority to stop exercise if unsafe conditions arise

Communications

- Standard VHF channels for vessel coordination
- Handheld radios for shore-to-vessel and unit-to-unit coordination
- Exercise controllers inject scenario updates via comms
- Casualty reconciliation communicated back to OSC in real-time

Evaluation & Debrief

- Recovery efficiency and triage procedures assessed
- Communication protocols and inter-agency coordination reviewed
- Lessons learned captured for each unit
- Post-exercise briefing with key findings shared

New Zealand POLICE Ngā Pirihimana o Aotearoa

SURF LIFE SAVING

COASTGUARD TAUTIAKI MOANA

Appendix:

A Risk Management Plan *confirmed* (signed copy added as additional PDF)

B Objectives and KPI's - *confirmed*

C Reconciliation documents *(to be trialled)*

D Police joining instructions - *confirmed*

RISK MANAGEMENT PLAN

RAGLAN SAREX 2025

Overview

Risk management and the management of change is an integral function within the Safety Management System which focuses on minimising threats within the organisation and maximising opportunities and efficiency. The risk management process aims to develop risk awareness within the operation, ensure effective controls are in place to manage risk as well as supporting informed decision making. This includes escalation of any significant risks that are identified through the safety processes and policies described in this manual.

Waikato Police SAR follows the risk management guidelines of ISO 31000:2009. It is intended that risk management is included in all functions within the organisation from frontline operational hazard identification and reporting through to threat and risk identification through change management. The change management process coincides with the organisations risk management process which is initiated through identification of any significant change within the unit or Coastguard. This covers the introduction of new equipment through to changes within the Coastguard organisational structure.

If a significant change is identified, a change management plan should be developed to support identification and review of the following:

- Hazards associated with the change
- Associated risks / risk scenarios
- Existing controls in place which aim to prevent the likelihood of the risk escalation
- Determination of risk level based on likelihood and severity
- The need to consider/implement additional risk controls

Risk management is an ongoing process, and all risks should undergo a regular review set at appropriate intervals. This may be achieved through several mechanisms such as safety review meetings, committee meetings, weekly operational review meetings, change/risk management plan reviews.

Any risks assessed as High or greater are considered outside of Coastguard's risk appetite and all associated activities must cease until the risk can be managed to at least Medium or less.

Risk Management Plan

RAGLAN SAREX 2025

Context

Waikato Police SAR is planning the annual SAREX, held in Raglan from 18th – 19th October 2025. This Risk Management Plan has been prepared by Coastguard New Zealand Staff to support the exercise, but the document is owned and managed by the Exercise Director.

Purpose and Objectives

The purpose of this risk management plan is to identify the potential hazards and risks associated with the Raglan SAREX 25 and identify and apply appropriate control measures in accordance with the hierarchy of controls, ensuring these potential hazards and risks are maintained at an acceptable level.

The objectives of this risk management plan are as follows:

- Provide an overview of the risks associated with this SAREX and provide information on how Waikato Police SAR will proceed in mitigating these risks in order to make sure the event is run safely and within the operating limits of the individuals involved, their vessels and equipment.
- Forms a template in which we have action plans to follow, to ensure safety during the event is paramount to all involved.

Stakeholder Analysis

Name & Role Title	Involvement	Consulted Yes/No	Requires Final Review Yes/No
Sergeant Brad York (POL)	Planning	Yes	No
Constable Emma Petch (POL	Safety Officer	Yes	No
Sergeant Mark Harrison (POL)	SAREX Control Officer	Yes	No
Stephanie Wilson (CG)	SAREX Control Officer	Yes	No
Nick Wagstaff (SLS)	SAREX Control Officer	Yes	No
Peter Woodhead (POL H&S)	Police H&S	Yes	No
Lynette Horn (POL)	DSARAC	Yes	No

Accountable Manager / Risk Owner

A designated accountable manager / risk owner shall be appointed to oversee and accept the final risk/change management plan.

Name: Emma Petch Title: Constable

Signature: _____Date:_____

Assumptions

The following assumptions were made during the development of this risk management plan:

BAU (Business as usual) – Nothing new, Participants to operate within current Standard Operating Procedures.

Participants are familiar with the area and the environmental risks.

Participants – follow BAU in operating regulations.

Raglan is a suitable venue to host the SAREX.

Limitations

The following limitations to the risk management plan were identified:

Further risk management planning will be needed if:

- Any of the proposed control measures to reduce risk, need to be changed i.e. adverse weather events closer to the SAREX.
- Mechanical issues to CRV's or equipment between now and the SAREX.
- Comms failures during the event.
- Unforeseen adverse events outside of the scope of this risk management plan.
- Operating limits of the CRV and ISC holders.
- We cannot control impact of events from third parties.

Risk Assessment Plan												
Risk ID	**Hazard/Risk Source**	**Risk Scenario/Adverse Event**	**Consequence**	**Existing Controls**	**Effectiveness of Existing Controls**	**Current Risk Severity**	**Current Risk Likelihood**	**Current Risk Level**	**Further Risk Treatment / Proposed Controls**	**Residual Risk Severity**	**Residual Risk Likelihood**	**Residual Risk**
001	Reputational Damage	Lack of SAR coverage in other areas (where rescue craft have been removed to participate in Raglan SAREX) Possible injury/damage to vessel/person during weekend leading to negative PR.	Public image damage.	Plan to brief media team pre SAREX.	Partially Effective	Major	Unlikely	Medium	Brief Media Team. Will get roster of which media team member is on call on each day/night of the event to expedite possible comms. Advise local operators, if no SAR assets will be remaining / available in the area Media Team to post on social media to inform public of event. All Stations broadcast prior to exercise commencement Coastguard Operations to consider placing notice on Nowcasting advising of exercise in local area Inform harbour master Raglan.	Major	Very unlikely	Low
002	SAR Coverage Locally	Both Raglan Coastguard and Surf Life Saving will be taking part in the exercise, risk is they won't be available for real world taskings	Lack of operational capability throughout region if major event occurs.	Choosing to run the SAREX in Oct, not during our usually busier periods. Giving all units and key stakeholders notice of the SAREX dates almost 5 months in advance. No Duff Rule will be in force in case of a real world emergency and all vessels will be fully fuelled prior to the exercise.	Effective	Major	Possible	Medium	Brief police in Raglan in advance of SAREX. Coastguard and Surf to consider putting non-SAREX crew on standby for real world taskings, particularly during table-top sessions	Major	Unlikely	Medium
Risk ID	**Hazard/Risk Source**	**Risk Scenario/Adverse Event**	**Consequence**	**Existing Controls**	**Effectiveness of Existing Controls**	**Current Risk Severity**	**Current Risk Likelihood**	**Current Risk Level**	**Further Risk Treatment / Proposed Controls**	**Residual Risk Severity**	**Residual Risk Likelihood**	**Residual Risk**

003	Financial Loss	Minimum cost / deposits 5K - 10K. Loss of funds if needing to cancel last minute including catering, travel and accommodation costs estimating at 5 - 10k.	Catering – maybe exposed to loss. Reputational and relation damage with local businesses if cancel late.	Late cancellations available for Hotel – one week before. Flights are fully refundable. Fuel cards in place so we can use again if cancelled. Breakfast and lunches can be cancelled with 48-hour notice.	Partially Effective	Moderate	Possible	Medium	Having booked far in advance will lower costs and potential losses. All staff attending are approved by operations to minimise unnecessary expenditure.	Moderate	Unlikely	Low
004	Weather Conditions	Last minute cancellations. Worst situation will be if weather is just within the bounds of safely running, will need to make the call and give all involved as much notice as possible. Weather poses risk to damage of vessel.	Possible cancellation. Possible delays in rescue craft arriving from out of town Threat to persons, CRV's and equipment. Affects financial loss.	Abiding by Standard Operating Procedures. Monitoring 7-day forecast. Have a back up plan for exercise to take place within the harbour.	Partially Effective	Moderate	Possible	Medium	Pre planning one week out, we will have good understanding of forecast. Convene Exercise Control meetings Mon 13/10, Thurs 16/10 Sat 18/10 and final call Sun 19/10 Plan for an alternative / in-harbour SAREX option if needed with vessels that are able to safely attend.	Moderate	Unlikely	Low
005	Communication Breakdown	Comms break down during SAREX day/night. Cannot call for assistance – breakdown of cell phone coverage, VHF coverage, TracPlus/AIS failing etc.	Possible delay to SAREX schedule. CRV crews remaining out past finish while exposed to elements. (BAU). Reputational damage. Delay with comms in emergency situations.	Comms plan in place – VHF. Acknowledged phone reception may be unreliable in many areas. CRV's are equipped for comms breakdown. BAU – Designated person ashore and trip reports.	Effective	Moderate	Possible	Medium	Exercise instructions – word doc and teams meeting / briefing before exercise to ensure everyone has this info. Support staff can help organise comms via phone if needed. Ensure everyone has comms plan. Contact details for all participants to be held by Exercise Control	Moderate	Unlikely	Medium

Risk ID	Hazard/Risk Source	Risk Scenario/Adverse Event	Consequence	Existing Controls	Effectiveness of Existing Controls	Current Risk Severity	Current Risk Likelihood	Current Risk Level	Further Risk Treatment / Proposed Controls	Residual Risk Severity	Residual Risk Likelihood	Residual Risk
006	No Duff Rescues	Callouts during the night in local area after units have already been up for long period of time and fatigue increasing. Confusion with comms over real event.	Crew fatigue during real call out. Miscommunication. Reputational damage if No Duff hindered by SAREX.	No Duff – business as usual. Units responding still following all IMSAFE protocols and SOPs.	Substantially Effective	Moderate	Possible	Medium	We will know media team on call. Exercise briefing Exercise control to call no duff and stand down. BAU for crews. Coastguard and Surf to consider putting non-SAREX crew on standby for real world taskings	Moderate	Unlikely	Low
007	No Duff Injury	No duff injury taking place to CG/SLS/POL member during SAREX or on land outside of exercise hours.	Miscommunication of No Duff vs SAREX. Major injury or loss of life. Reputational damage.	Duncan Carnall (SLS/St Johns) acting as prehospital medical care qualified, exercise first aider. Business as usual.	Substantially Effective	Severe	Unlikely	Medium	St John on Standby	Severe	Very Unlikely	Medium
008	Multiple Vessels Operating in Close Proximity	Possible collision.	Collision between vessels causing serious injury or vessel/equipment damage.	BAU following collision regulations as set out by Maritime New Zealand. Vessels travel <5 knots within 50m of other vessels as per MNZ regulations.	Effective	Severe	Unlikely	Medium	Exercise instructions sent out including spacing limitations between vessels. Safety briefing to include specific mention of safe vessel spacing during search elements	Severe	Very Unlikely	Medium
009	Participant Physical and Emotional Safety	Sharing accommodation/personal space.	Potential of creating a situation where a participant is vulnerable in sharing their accommodation or personal space.	Everyone attending is police vetted.	Partially Effective	Moderate	Unlikely	Low	Accommodation has been organised to ensure no mixed gender bedrooms.	Moderate	Very Unlikely	Low

Risk Treatment Plan						
Risk ID	**Existing Control Improvement / Proposed Control Implementation**	**Required Resource (human / financial)**	**Action Owner**	**Due Date**	**Priority**	**Complete Yes/No**
001 A	Brief media team. (Find pre-arranged roster of who to contact), share with support team.	Meeting with Media Team in advance.	Emma Petch (POL) Steph Wilson (CG)	17/10/2025	Med	
001 B	Ensure Coastguard/Surf provide local community advice – rescue craft is leaving area and provide details of alternative coverage in place	Comms to units and meeting with media/marketing team.	Steph Wilson (CG) Nick WAGSTAFF (SLS)	17/10/2025	Med	
001 C	Request Coastguard Operations broadcast All Stations prior to and during SAREX, and/or place message on local Nowcasting Channel	Draft request for All Stations / Nowcasting Message	Steph Wilson (CG)	17/10/2025	Med	
001 D	Notify Harbourmaster of planned exercise, request issue NOTAM	Make contact and request NOTAM be issued	Steph Wilson (CG)	ASAP	High	
002 A	Brief Auckland Police Maritime Unit	Send out SAREX info – set up meeting if necessary.	Brad York (POL)	17/10/2025	Med	
002 B	Raglan Harbour Master informed of SAR coverage.	Make contact and arrange meeting.	Wally Hawken (CG)	17/10/2025	Med	
002 C	Coastguard and Surf to consider putting non-SAREX crew on standby for real world taskings, particularly during table-top sessions, or where fatigue may be a factor	Raglan CG & Surf to communicate with unit/club	Wally Hawken (CG) Nick Wagstaff (SLS)	17/10/2025	Med	
003	Monetary bookings to have late cancellations where possible. As much organised early in advance.	Mass bookings with cancellations across flights, accommodation, food.	Lynette Horn (POL)	17/10/2025	Med	
004 005 006 007 008	Safety briefing	Teams' safety briefing.	Emma Petch (POL)	19/10/2025	High	
004 A	Alternative, in-harbour scenario planned for adverse weather	Alternative scenario planned	Jonny Bannister (CG)	17/10/2025	Med	Yes
004 B	Weather forecasting and clear comms to all involved (One week out).	Monitor all aspects of weather leading into cancellation window. Convene Exercise Control Meeting for Mon 13/10	Emma Petch (POL) Steph Wilson (CG) Nick WAGSTAFF (SLS)	13/10/2025	High	

Risk ID	Existing Control Improvement / Proposed Control Implementation	Required Resource (human / financial)	Action Owner	Due Date	Priority	Complete Yes/No
004 C	Weather forecasting (2 days out).	Monitor all aspects of weather leading into cancellation window. Convene Exercise Control Meeting for Thurs 16/10	Emma Petch (POL) Steph Wilson (CG) Nick WAGSTAFF (SLS)	16/10/2025	High	
004 D	Weather forecasting (final call)	Convene Exercise Control meeting Sun 19/10 (early)	Emma Petch (POL) Steph Wilson (CG) Nick WAGSTAFF (SLS)	19/10/2025	High	
005 A	Comms Plan to be shared	Exercise briefing	Emma Petch (POL)	19/10/2025	High	
006 A 007 A	No DUFF rescue briefing.	Included in Teams briefing and in exercise instructions.	Emma Petch (POL)	19/10/2025	High	
006 B	No Duff injury response plan – available car on shore including first aid and defib.	Police Car available and support CRV available. Duncan Carnall (SLS/St Johns) acting as prehospital medical care qualified, exercise first aider. St. Johns on standby.	Emma Petch (POL)	19/10/2025	High	
006 C	Vessels of opportunity need to be briefed.	Need to assess viability.	Mark Harrison (POL) Steph Wilson (CG) Nick WAGSTAFF (SLS)	19/10/2025	High	
008 B	Exercise instructions to go out to units including the spacing limitations.	Creating and circulating document. Safety briefing	Mark Harrison (POL) Steph Wilson (CG) Nick WAGSTAFF (SLS)	19/10/2025	Med	
009 A	Contact details for all SAREX participants to be held by Exercise Control	Contact Register	Emma Petch (POL) Steph Wilson (CG) Nick WAGSTAFF (SLS)	19/10/2025	High	
009 B	Requesting info on food allergies/medications/recent injuries from any involved.	Included in Teams briefing – with pathway for unit members to communicate this with their unit and support staff discretely. Request this info.	Emma Petch (POL)	19/10/2025	High	

Risk ID	Existing Control Improvement / Proposed Control Implementation	Required Resource (human / financial)	Action Owner	Due Date	Priority	Complete Yes/No
009C	Accommodation to be organised with room lists in advance.	Creating and circulating room list.	Lynette Horn (POL)	17/10/2025	Med	

SAFETY BRIEF

The following Safety Brief is to be provided to all participants and briefed at the final planning meeting in advance of the exercise

Hazard/ Limiting Factors:

1 Vessels operational SOP's.
2 Weather conditions.
3 Environmental conditions.
4 Crewing/ Fatigue management plan.

Control Measures:

1. All participants must operate under their prescribed SOP's, nothing in this document overrides individual organisations safety management processes. At no point do participants have any exemptions from this.

2. Masters of vessels, rescue water craft and surf lifesaving IRB involved in the training environment must be suitably trained and have sufficient crew onboard to be able to safely manage the tasks they have been given. If this is not the case, the master of the vessel must take all reasonable steps to ensure crew and vessel safety is paramount at all times and stand the vessel down and return to base if required.

3. The master of the vessel, rescue water craft or IRB is in command at all times and must operate within the limitations prescribed by their respective organisation.

4. When conducting a search the following training limitations are to be enforced:

   a. **Where possible, no vessel is to proceed inside the 5m contour uninformed when taking part in a search, unless specifically required for the exercise, at which time all vessels must proceed with caution;**
   b. **When multiple vessels are involved in a search, separation between vessels not to be less than 50m. If the exercise specifically requires vessels to be less than 50m apart, the vessels must reduce speed to 5 knots and proceed with caution**
   c. **Vessels may not exceed 5 knots when operating within 50m of another vessel, 50m of any person in the water, 200m of shore, 200m of any structure, any mooring zone, 200m of any vessel flying Flag A**

5. Weather conditions/ Wind strength are to be measured at Raglan before and during the SAREX.

6. If the wind conditions are approaching 25knts average, the SAREX controller will meet and discuss options and safety of vessels involved.

7. If wind conditions reach 30knts, SAREX Control will suspend/ amend or cancel the SAREX as they see fit.

8. The SAREX Controller will meet with the Coastguard and Surf Life Saving Lead on the morning of the SAREX to determine if operations can take place beyond the Bar or if the exercise will be conducted in the inner harbour. If one individual says 'no' to operations beyond the bar, then the exercise will shift to the inner harbour!

9. Masters of vessels involved must at all times maintain due diligence in respect of crew being exposed to harsh conditions and consider all of the factors involved so as not to put crews in danger/ risk at any time.

10. These factors include, but are not limited to, Sea conditions, Wind, Rain and Swell.

11. Masters of vessels, recue water craft or IRB's must include units fatigue management plans in deciding if they are suitably crewed for the expected training conditions.

12. Additional crew maybe required on-board as to properly manage this.

13. Additional Food/ water supplies must also be taken into account.

14. All skippers/owners, of any non-Coastguard/Surf Life Saving vessels used in the SAREX, must sign a disclaimer and if remaining on the vessel, should wear an "Observer" badge and remain separate to the SAREX, to enable them to monitor their own vessels safety.

15. All participants are to be briefed that the exercise will be a safe training environment, they are encouraged to make mistakes and learn from the experience without the pressure from their peers.

16. In the event of a real time emergency that requires resources involved in the SAREX, SAREX Director will call, "No Duff, No Duff, No Duff, SAREX suspended" and it will be! At which point command and control will be established by Police and SAR process will follow as per SOPs.

Final Stakeholder Review

Name & Role Title	Review Completed Yes/No	Date Completed
Sergeant Brad York (POL)	Yes	02/10/2025
Constable Emma Petch (POL	Yes	09/10/2025
Sergeant Mark Harrison (POL)	Yes	09/10/2025
Stephanie Wilson (CG)	Yes	09/10/2025
Nick Wagstaff (SLS)	Yes	08/10/2025
Peter Woodhead (POL H&S)		
Lynette Horn (POL)	Yes	02/10/2025

Risk Owner Approval:

Name: Emma Petch Title: Constable

Signature: _____ Date: _____

Appendices

Appendix 1 – Risk Matrix

Likelihood						
	Very Likely (Happens regularly or is expected to occur in the organisation within the next month e.g. daily or monthly)	**Medium**	**High**	**High**	**Very High**	**Very High**
	Likely (Happens from time to time or is expected to occur in the company within the next year e.g. quarterly)	**Low**	**Medium**	**High**	**High**	**Very High**
	Possible (May have happened in the organisation before or could occur within the next 1-3 years. Occurs regularly in the industry e.g. 1-2 years)	**Low**	**Medium**	**Medium**	**High**	**High**
	Unlikely (Could occur in some circumstances in the next 3-10 years. Has occurred in a similar organisation e.g. 3-5 years)	**Low**	**Low**	**Medium**	**Medium**	**High**
	Very Unlikely (Only expected to occur in exceptional circumstances, unlikely to occur in the organisation in the next 10 years e.g. 10+ years. Has occurred in the industry.	**Low**	**Low**	**Low**	**Medium**	**Medium**
		Minor	**Moderate**	**Major**	**Severe**	**Critical**
		Consequences				
People Safety (Implications on the safety of workers, volunteers, contractors		Minor injury or illness requiring first aid treatment, with lost time up to 7 days.	Injury or illness requiring first aid and/or medical treatment by a registered	Single serious injury or illness leading to immediate admission to hospital/ED or significant lost time.	Single fatality. Multiple serious injuries.	Multiple fatalities. Multiple employee health related deaths.

including physical or mental injury, illness, fatigue, accidents or fatalities)	Negligible safety impact. Mild health effects, with no lost time.	practitioner. Reversible health effects, no permanent disability.	Possibility of irreversible health effects or permanent partial disability.	Permanently disabling injury or illness	
Operational Safety (Safety of vessel/aircraft operations associated with on water / in-flight operations)	Minimal impact on vessel/aircraft operation (tracking/flight path/handling/control etc.) or crew workload. Breakdown of communications with no significant impact. Managed as part of normal procedures.	Moderate impact on vessel/aircraft operation (tracking/flight path/handling/control etc.) and/or crew workload. Operating limitations with some reduction in safety margins or impairment of crew performance and ability to operate safely. Managed within non-normal procedures with moderate impact on vessel/aircraft performance or system redundancy.	Major impact on vessel/aircraft operation (tracking/flight path/handling/control etc.) or crew workload. Significant reduction in safety margins or impairment of crew performance. Use of multiple non-normal/emergency procedures in urgency situation (PAN).	State of emergency impacting the immediate safe operation of a vessel/aircraft. Significant reduction in safety margins. Emergency action taken (MAY DAY)	Condition beyond coverage of non-normal/emergency procedures and emergency equipment. Loss of vessel/aircraft and/or loss of life.
Compliance	Actual or possible non-compliance managed internally with negligible risk to the organisation or effect on stakeholder trust. No regulatory or legal action	Potential regulator observation and minimal loss of trust issue.	Corrective action or notification by regulator	One or more regulator warning, improvement notice, corrective action notice or penalties for non-compliance.	Regulator intervention resulting is action to stop work or loss of applicable certificate(s) e.g. MTOC. Significant penalties or prosecution of management or Board.

Appendix 2 – Risk Control Effectiveness

Risk Control Effectiveness	Documented/ understood	Applied & enforced	Targets root cause	Effectiveness/level of confidence	Automated/manual prevent/detection
Totally Ineffective Controls do not exist or are defective. Will not mitigate or detect basic risks	• Workers are not aware of controls / procedures. • Workers do not understand requirements	• Controls are never applied and never enforced. • Controls are impractical to apply	• Controls do not treat root cause	• No confidence that control is effective. • No control effectiveness monitoring is in place. • Controls never work	• No control exists to mitigate or detect the risk
Largely Ineffective Control design is defective or not operating effectively. Will occasionally mitigate or detect basic risk.	• Workers are not fully aware of controls/procedures	• Controls are applied 20-40% of the time. • Controls are rarely consistently enforced	• Controls treat minor root cause(s)	• Low level of confidence that controls are consistently effective (present but not accurate) • Adhoc/reactive review/indicators • Control works 20-40% of the time	• Controls are limited to only policy and guidance type of controls.
Partially Effective (Minimum for compliance) Control is partly function. Needs improvement to adequately mitigate or detect basic risk.	• Controls/procedures are not fully documented. • Workers are reasonably aware of controls/procedures and understand them	• Controls are applied 40-50% of the time. • Controls are sometimes enforced	• Controls treat some root cause(s)	• Some doubt exists in the level of confidence that controls are consistently effective. • Periodic review meeting minimum requirements • Control works 40-60% of the time	• Limited opportunity for controls to be automated. Manual controls are not formalised.
Substantially Effective Control is adequately designed and operating effectively. Will mitigate or detect risk in most circumstances.	• Control/procedures are documented. • Workers are mostly aware of control/procedure	• Controls are applied 60-90% of the time. • Controls are enforced in most situations	• Controls treat key root cause(s)	• High level of confidence that controls are consistently effective. • Management monitors control effectiveness through periodic review/proactive indicators beyond requirements • Control works 60-90% of the time	• Automated and/or preventative controls provide early detection. Manual controls are formalised (typically monitoring controls such as checklists).
Fully Effective Control is well designed and operating effectively. Will mitigate or detect unexpected risk.	• Controls/procedures are fully documented and current. • Workers fully and consistently understand them.	• Controls are applied by all workers 90-100% of the time and fully enforced.	• Controls treat all root cause(s).	• Controls have been demonstrably proven to be consistently and fully effective. • Management formally monitors control effectiveness through ongoing routine review or proactive indicators. • Controls works 100% of the time.	• Controls are preventative and corrective in nature and applies to all transactions and tends to be automated to detect and mitigate unexpected risk and consequences.

Risk	Action	Notification	Accountability for approval / sign off
Low	Acceptable	Those directly impacted by risk.	Those conducted risk assessment e.g. Unit Support Manager or respective Manager / individual.
Medium	Acceptable but controls must meet SFAIRP/ALARP	Those directly impacted by risk.	Those conducted risk assessment e.g. Regional Manager or respective Manager / individual.
High	Acceptable but controls must meet SFAIRP/ALARP	Head of Department CEO Board	Head of Department as accountable manager. CEO and Board approval required
Very High	Cease associated activity	Head of Department CEO Board	Risk cannot be accepted.

Appendix B

2025 Waikato Marine SAREX Objectives

Theme	Objectives	Contributing Objectives	KPI
Field Response	Test the callout process of assets.	To test the readiness and preparedness of field teams.	• Personnel mobilise in a timely manner, as per the agency callout procedure • Appropriately trained people are allocated to assets
Integrated response	SAR partners collaborate effectively	Appropriate agencies are selected for and participate in the SAR exercise	• All agencies required for the exercise participate • All agencies participating collaborate effectively • Liaison arrangements for inter-agency engagement are maintained
		All SAR agencies operate within the CIMS model and principles	• Agencies work under common structures, roles and responsibilities • Agencies use common terminology • Agency response is coordinated • Agencies coordinate resource organisation
Incident Management Team	The IMT effectively manages the exercise	IMT operates within the CIMS principles	• IMT structure is in accordance with CIMS • IMT roles and responsibilities are in accordance with CIMS • Information is communicated within and across agencies • Situational awareness is maintained
		The IMT activates and manages appropriate resources to meet the demands of the exercise	• IMT briefings follow GSMEAC format • IMT sources equipment and resources for the response • Safety briefings are conducted during the operation • IMT ensures suitable communications for the incident are established • Tasked resources are controlled and coordinated in line with the IAP • IAP adheres to the SMART tasking format
		IMT supports resources throughout the exercise	• Taskings are appropriate to the resources

			• Resources are supported to operate in accordance with health and safety practices • IMT is resourced by mentors from each agency • Task execution is monitored • Tasked resources are debriefed at the completion of each task • All teams are debriefed on completion of exercise • Safety briefings are conducted during the operation
		IMT maintains situational awareness	• Briefings and debriefings are conducted • Information is relayed appropriately and in 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 next operational period is established • IMT is continuously aware of resource progress, welfare and activities

Managing Communication	Information is effectively managed and communicated during the response	Intra- and inter-team communication is effective in maintaining situational awareness	• Information is collated and disseminated within the IMT as appropriate • Information received within the IMT is analysed and corroborated • Actionable intelligence is developed
		IMT and field team communications follow SOPs	• Field teams follow radio schedules and protocols • Information from IMT to field teams follows SOPs • Communication lines between IMT and field teams operate effectively
		Test communication infrastructure in SAR environment	• Communication lines between IMT and field teams operate effectively • Communication systems are operational in a timely manner • Communication systems remain operational throughout the response period

Risk Management	Risks are identified, removed, minimised or managed	Risk management systems and processes are defined and communicated by the IMT	• Operational risks are analysed • Risk management systems and processes appropriate to the nature and complexity of the situation are defined • Briefing information appropriately addresses identified risks
		Risk awareness and management is demonstrated by all exercise participants	• All participants understand their personal responsibilities regarding risks • Risk management systems and processes appropriate to the nature and complexity of the situation are defined • Briefing information appropriately addresses identified risks

Field Response	SAR operational personnel refresh and practise search and rescue skills	SAR personnel carry out a search to locate the missing party	• SAR field teams apply appropriate search techniques • Teams undertake taskings in line with the IAP • Teams provide regular updates • Teams provide accurate and timely information to the IMT • Team GPS tracking is consistent with tasking
		Implement SAR processes for managing field-based personnel	• Radio communications are maintained • IMT records 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

Appendix C

Reconciliation Documents

DRAFT

Reconciliation Process for Mass Casualty Incidents - Introduction

Reconciliation investigations

A mass casualty incident response can be National or District led. The process to manage the reconciliation phase is scalable to either situation.
In both situations, the IMT system provides a fit-for-purpose tool that can effectively manage a reconciliation phase.

Objective

The objective of a reconciliation phase is to identify the people unaccounted for in a mass casualty incident and provide a means to direct and record investigative activities, and account for each person as evidence is located by investigators.

Scope

A reconciliation phase must be run separately from any:

- Criminal investigation
- Coronial investigation.

The reconciliation phase will include:

- Creating a database of people unaccounted for
- Creating and assigning tasks to investigators for enquiries needed to account for people
- Record investigative activities undertaken
- Recording each person's status as they are accounted for
- Ability to report on current state of reconciliation.

Security

The IMT security model controls access to the investigation and information within the case.
Initially, the IMT case should be created as a 'Protected' investigation to control the release of information.
The IMT command chart prescribes the access and permissions available to investigators.
Only NZ Police members with approved access to NIA can access the IMT system.

Guidance available

It is expected that investigators have a working knowledge of IMT. IMT User Guides and Quick Guides are available on the Police Intranet IMT page.
For reconciliation investigations, refer to:
Reconciliation process for mass casualty incidents – Setting up a case
Reconciliation process for mass casualty incidents – Recording investigative activities
Reconciliation process for mass casualty incidents – Tasking enquiries Reconciliation process for mass casualty incidents – Reporting
For further assistance, please contact the Missing Persons Unit, NCIG: missing.persons@police.govt.nz

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Reconciliation Process for Mass Casualty Incidents - Setting up a case

Create IMT Case

- Create a new IMT case, as a 4O case type (Special/Major Operation)
- Ensure the case is for the reconciliation phase of the operation only
- Initially this should be a 'Protected' case to ensure appropriate security over the operation
- Establish the roles in the IMT Command Chart tab.

Establish Command Chart

- Reconciliation phase leaders
- Investigators
- File Manager.

Create Evidence Groups

In the Evidence tab of IMT:

- Change the name of the primary Evidence group to 'Unaccounted for [*Passengers and Crew**]'
- Create the following groups:
  - Deceased
  - Unaccounted for other people (it is unknown whether they are actually involved in incident e.g. not on a manifest, and being reported by a variety of mechanisms) - Accounted for
- Assign appropriate security permissions.

**or other group of reconciliation subjects*

Create Tags

In the Tagging tab of IMT:
Create tags for:

- Role of people in the incident (e.g. Passenger, crew)
- Nationality (e.g. Australian)

Other relevant tags will be created as the reconciliation progresses.

Establish person database

Establish the list of persons unaccounted for in the objects tab of your reconciliation case – refer *Recording Investigative Activities*

While the reconciliation case is separate to the investigation case, standards of evidence gathering should be considered at the same level as the investigation case.

The reconciliation IMT case will most likely start with all persons being tagged as unaccounted for until they meet the minimum identification criteria to transfer into the appropriate category of deceased or accounted for.

Creating Unaccounted for persons as Objects in IMT

In the Objects tab of IMT:

- Enter each person as an object, including all known identifying information
- This takes approximately one minute per identity depending on the volume of information, factor this into your resourcing requirements for data entry
- If the person has a NIA identity, link it in IMT. This will allow appropriate alerts to be entered and monitored
- Delete the Police witness objects automatically created when the Command Chart is set up (this removes confusion in the final number count).

For reconciliations involving large numbers of unaccounted for people (e.g. 1000 plus people) seek advice from NCIG regarding uploading bulk identities into this database.

Within the evidence tab as identification criteria is met, move the individuals from unaccounted for into the appropriate category. Ensure tasks and related documents are correctly assigned to that identity.
Update the description and evidence summary on that identity in the evidence tab to reflect how identity was confirmed.

- The description field can be used to record details such as room numbers, cabin numbers, or seat numbers, that the person is associated to
- The evidence summary is used to record how identification was achieved
- Unidentified individuals can be recorded as a *nom de plume* e.g. Burnt Male 1
- These identities, once confirmed, can be merged back to the appropriate identity e.g. John SMITH
- To do this, temporarily remove the tags, perform the ID merge, then reapply the tag to the primary identity.

The movement process should be controlled by the person in charge of reconciliation in IMT, or their nominated delegate.
Documents from the main Investigation case can be brought into the reconciliation case if relevant (e.g. Occupancy list, statement of ID) however ensure they are referenced back to the original document number from the Investigation case.
Note: Do not use the Disclosure or Exhibit functionality in the Reconciliation case, these should all remain with the Investigation case.

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Reconciliation Process for Mass Casualty Incidents - Tasking Enquiries

Reconciliation activities should all take place within the reconciliation IMT case.

Using taskings within this IMT case will allow accurate record keeping of reconciliation activities for each individual and provide the ability to seamlessly handover enquiries between shifts on a major event.

Identity Requirements

Establish the minimum identity requirements for your reconciliation process.

Depending on the incident, the level of identification to confirm a person is accounted for will vary.

It is unlikely that persons spoken to in some situations will have access to photographic identification that can be used to confirm their identity in the field. It may be necessary to develop a set of alternative identification measures that will set the minimum standard for confirming identity.

These standards could form part of the task for each individual.

Depending on the volume and circumstances it may be appropriate to apply a priority tag to the 'Unaccounted for' Evidence group e.g.:

- Priority 1 – someone who has not been sighted, no interaction with authorities
- Priority 2 – has been sighted by an agency, just unverified or unsubstantiated.

Create Taskings

- Task staff as appropriate to confirm identities of each person/body as they are located
- Ensure each task is correctly tagged to each identity.

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Reconciliation Process for Mass Casualty Incidents - Reporting

The reconciliation team will be required to update investigations personnel, operation commanders, and other parties e.g. Coroner, on the numbers of people unaccounted for or deceased on a regular basis.

The reporting function within the Evidence tab can be used to generate a concise report to meet this requirement. It is recommended at a minimum a report be generated and provided to the O/C Investigation prior to briefings.
Reports can be generated on specific metrics within the reconciliation as required by the O/C Investigation.
At the conclusion of the reconciliation process a report can be generated and submitted by the O/C Reconciliation to the O/C Investigation detailing the processes followed and the final status of all unaccounted for individuals.
This report can be ingested into the investigation on the document register.
At the conclusion of the reconciliation phase, the IMT case can be handed over to the investigation for final disposition.

Waikato Marine SAREX 2025 –

Timetable

Saturday 18th October

Time	Activity	Location	Who is required..
0830	Meet at HN, pick up booked vehicles. Depart for Raglan by 0900.	SAR room	All squad – CONNORS and COCHRANE can go straight to Raglan
1000 - 1100	Police SAR squad members to do a meet/familiarisation with Raglan CG.	Raglan Coastguard	All squad
1115-1215	Police SAR squad members to do a meet/familiarisation with Raglan SLS.	Raglan Surf Club	All squad
1230	*Lunch – BYO or find own*		
1300	**Whakatau** at the Kokiri Centre	Kokiri Centre	All squad
1330	Set up the Kokiri Centre for RCC meeting and Pre SAREX IMT training and dinner space for guests	Kokiri Centre	All squad
1400	Police Squad to meet with RCCNZ	Kokiri Centre	All squad
1600	Official opening at the Kokiri Centre for everyone that can make it.	Kokiri Centre	All squad
1630	Pre SAREX scenario discussion/workshop	Kokiri Centre	For IMT staff and anyone interested
1830	Dinner (prepared by Kohanga Reo) - a chance to meet, greet and build relationships	Kokiri Centre	All squad
1930	Presentation from RCCNZ to all including volunteers	Kokiri Centre	For all guests

Sunday 19th October

- Meet at the Raglan Coastguard building. *You will participate in either the on-water training OR IMT training.*

0600	Breakfast, pack and clean up centre. Gear into cars. *Optional – coffee in town* **Be at CG by 0745**	Kokiri Centre	All squad
0800	SAREX briefing for all then break off into training groups. (***collect lunch orders***)	Coastguard Raglan -outside	All squad Lead by HARRISON (SAR controller) and PETCH (safety)
0830	**IMT round table scenario**	Coastguard Raglan - upstairs	HARRISON and PETCH. COCHRANE, BALVERT, HUGHES with mentors KARAM and CONNORS

0830	**CG/SLS inter agency on water training -** *Comms hand signals, pt pickups and transfers.*	On water training Media/photos	GREEENE, RAFFAN, EDWARDS. + CLARKE, ~~MORATTI~~ AND CREASE WALKER
1200	*Lunch –provided local bakery*		
1245	**Live scenario**	On water Reconciliation team IMT Media/photos	GREEENE, RAFFAN, EDWARDS. ~~MORATTI~~, CLARKE, CREASE HARRISON and PETCH. COCHRANE, BALVERT, HUGHES with mentors KARAM and CONNORS WALKER
1530	End EX (if not already resolved)		
1600	Debrief	Coastguard Raglan -outside	All squad and volunteers
	Closing and thanks to agencies. Assist with final tidy up and depart back to Hamilton/Coromandel.		All squad

Accommodation at:

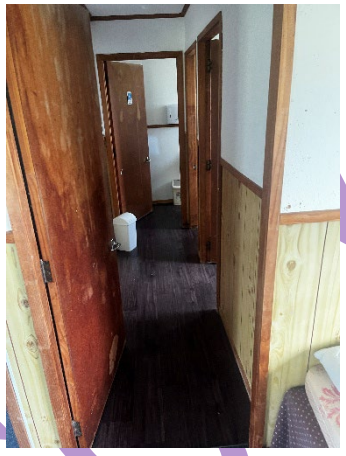
Kokiri Centre
86 Riria Kereopa Memorial Drive
RD3 Raglan, 3297
POC - Ebony Waitere at: wktwbookings@gmail.com Mob: 0278258845

- Number sleeping in whare Awhina (Sleeps 35)
- Number sleeping in (10) hostel rooms [sleeps 15] 1 double, 4 bunkrooms, 5 singles

BYO – bedding, towels, pillow

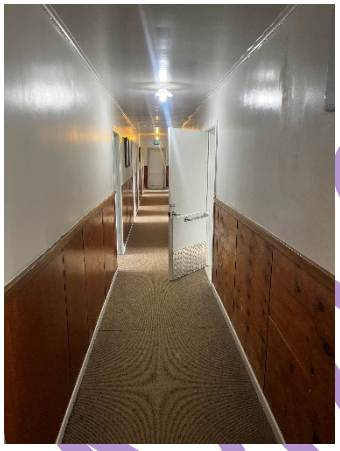
This venue is ALCOHOL FREE zone. Due to the nature of use as an education facility and cultural centre, please respect the space. If you wish to partake in an alcoholic beverage, it will need to be offsite please.

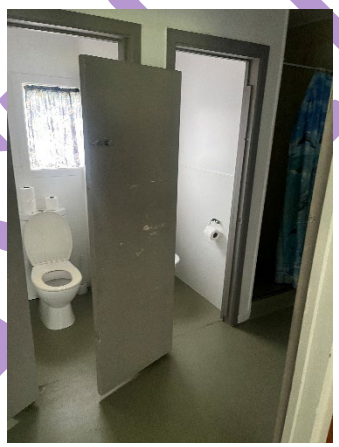
Large meeting room with toilets off the main room. This space can also be used for sleeping.



Accommodation – 10 small rooms with mix of single bed or bunk (sleeps total 15).

Shower and toilet rooms down hallway.





Lounge area.

Kitchen

Dining

Large deck area that leads to lawn then beach.

Messing

Lunch Saturday – BYO or find own

Dinner Saturday night:

Provided by Kohanga Reo

Breakfast Sunday (Police only)

We will purchase from local 4 Square (budget for bacon, eggs, hash browns, toast) or you can BYO

Lunch Sunday:

Provided by Raglan Bakery – orders taken on Sunday AM

Uniform

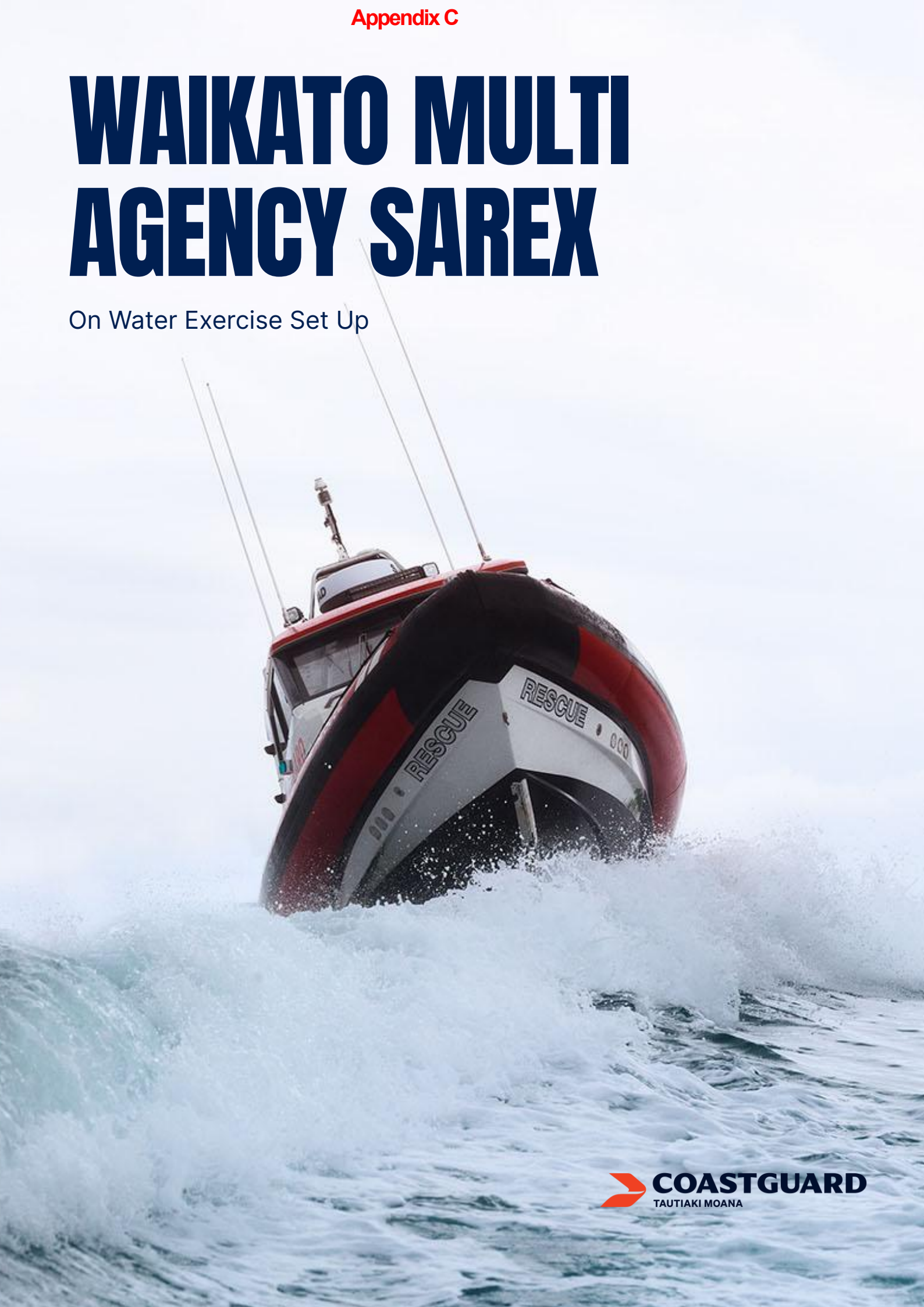
- **Saturday**
  - **Please wear polo and pant uniform, with duty jackets** (beanie or cap optional)
  - Also bring gear for water-based activity as we may have the option of getting onto the water with CG or SLS

- **Sunday**
  - **On land and IMT team -** wear polo, pant, duty jacket
  - **On water team –** your choice of PoliceSAR uniform that will keep you warm and dry based on weather conditions (thermal, RAB or Swazi jacket, raincoat, over trouser, beanie, overalls etc)

Appendix C

WAIKATO MULTI AGENCY SAREX

On Water Exercise Set Up



COASTGUARD
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Waikato Multi Agency SAREX – Raglan 19 Oct 2025

SCENARIO RUN SHEET 2025

Coastguard Southern Region SAREX – Raglan 2025 – Final Scenario

Date: October 2025
Location: Raglan (Harbour & Offshore)
Exercise Type: Full Mission SAREX – Final Scenario

Exercise Aim

To test the coordinated response of Coastguard Units, Police, Surf Life Saving, and other SAR partners to a multi-casualty maritime incident at Raglan. Focus areas include:

- Bar-crossing operations and offshore deployment decision-making
- Search planning, execution, and adjustment under dynamic conditions
- Multi-casualty recovery, triage, and reconciliation
- Communication procedures across OSC, vessels, and shore teams
- Inter-agency collaboration and safety management

Overall Scenario

A local school is conducting a day trip at Raglan. A group of students and adults hired a small vessel to go fishing. Severe weather arrived earlier than forecast, and the vessel is reported overdue. Emergency services are tasked with a full search and rescue response.

Participants must manage:

- Multiple persons in the water, separated by surf and tidal drift
- Recovery and triage of casualties
- Reconciliation to a casualty manifest
- Coordination across agencies and units in challenging sea conditions

Scenario Variants

Primary Scenario – Offshore (Beyond Raglan Bar)

Incident: 7 people on a small vessel crossing the Raglan Bar. Vessel capsized attempting re-entry.

Outcome:

- Inverted hull observed offshore
- Multiple casualties separated by surf and drift
- Recovery, triage, and reconciliation required

Dummy Drop Locations:

Dummy	Name	Coordinates
Skipper	Mark Thompson	37°48.500S / 174°46.300E
Passenger	Lucy Harris	37°48.650S / 174°46.500E
Passenger	James Patel	37°48.700S / 174°46.650E
Passenger	Hemi Raukura	37°48.750S / 174°46.800E
Passenger	Sophie Clarke	37°48.600S / 174°46.900E
Passenger	Daniel Wright	37°48.450S / 174°46.700E
Passenger	Mereana Ngata	37°48.550S / 174°46.400E

Contingency Scenario – Raglan Harbour

Incident: 7 people on a small vessel returning from fishing near Te Akau Sandspit. Vessel struck a shifting sandbank and capsized.

Outcome:

- Hull partially submerged near channel
- Persons in water carried by tidal currents
- Casualties require recovery, triage, and reconciliation

Dummy Drop Locations:

Dummy	Name	Coordinates
Skipper	Mark Thompson	37°48.900S / 174°52.300E
Passenger	Lucy Harris	37°48.850S / 174°52.400E
Passenger	James Patel	37°48.800S / 174°52.450E
Passenger	Hemi Raukura	37°48.750S / 174°52.500E
Passenger	Sophie Clarke	37°48.700S / 174°52.550E
Passenger	Daniel Wright	37°48.650S / 174°52.600E
Passenger	Mereana Ngata	37°48.600S / 174°52.650E

Exercise Objectives

1. Test bar-crossing and offshore deployment decision-making
2. Conduct coordinated multi-agency SAR response under OSC/SMC structures
3. Practice recovery, triage, and reconciliation of multiple persons in the water
4. Evaluate communications between OSC, vessels, and shore teams
5. Reinforce safety protocols during live recovery operations
6. Identify lessons learned for inter-agency collaboration and operational improvements

Exercise Structure and Timeline

Pre-Exercise Setup:

- Dummy placement confirmed by exercise control using Gallagher Rescue or Bailment Boat
- Hull or float positioned for capsized vessel simulation
- Communications checks with all units

Timeline:

Time	Activity
0900 – 1100	Exercise Control deploys dummies using Gallagher Rescue or Bailment Boat. Locations are confirmed to Police, RCCNZ, and Coastguard Operations.
1245	Units activated – notified that a vessel has failed to close its bar crossing report, triggering the start of search operations.
1250 onwards	Exercise Free Play: Units conduct search, recovery, triage, and reconciliation. OSC/SMC coordinate multi-agency response.
End State	All dummies located, recovered, triaged, and reconciled to manifest. Post-exercise briefing conducted.

Notes:

- Free play allows units to plan and execute search patterns, make bar-crossing decisions, and coordinate resources.
- OSC retains authority to stop the exercise if conditions become unsafe.

Command & Control

- On-Scene Coordinator (OSC): Overall operational authority
- Search Master/Controller (SMC): Manages search planning and coordination
- Unit Leaders: Execute search and recovery tasks, maintain communication with OSC
- Safety Officer: Monitors risk, authority to stop exercise if unsafe conditions arise

Communications

- Standard VHF channels for vessel coordination
- Handheld radios for shore-to-vessel and unit-to-unit coordination
- Exercise controllers inject scenario updates via comms
- Casualty reconciliation communicated back to OSC in real-time

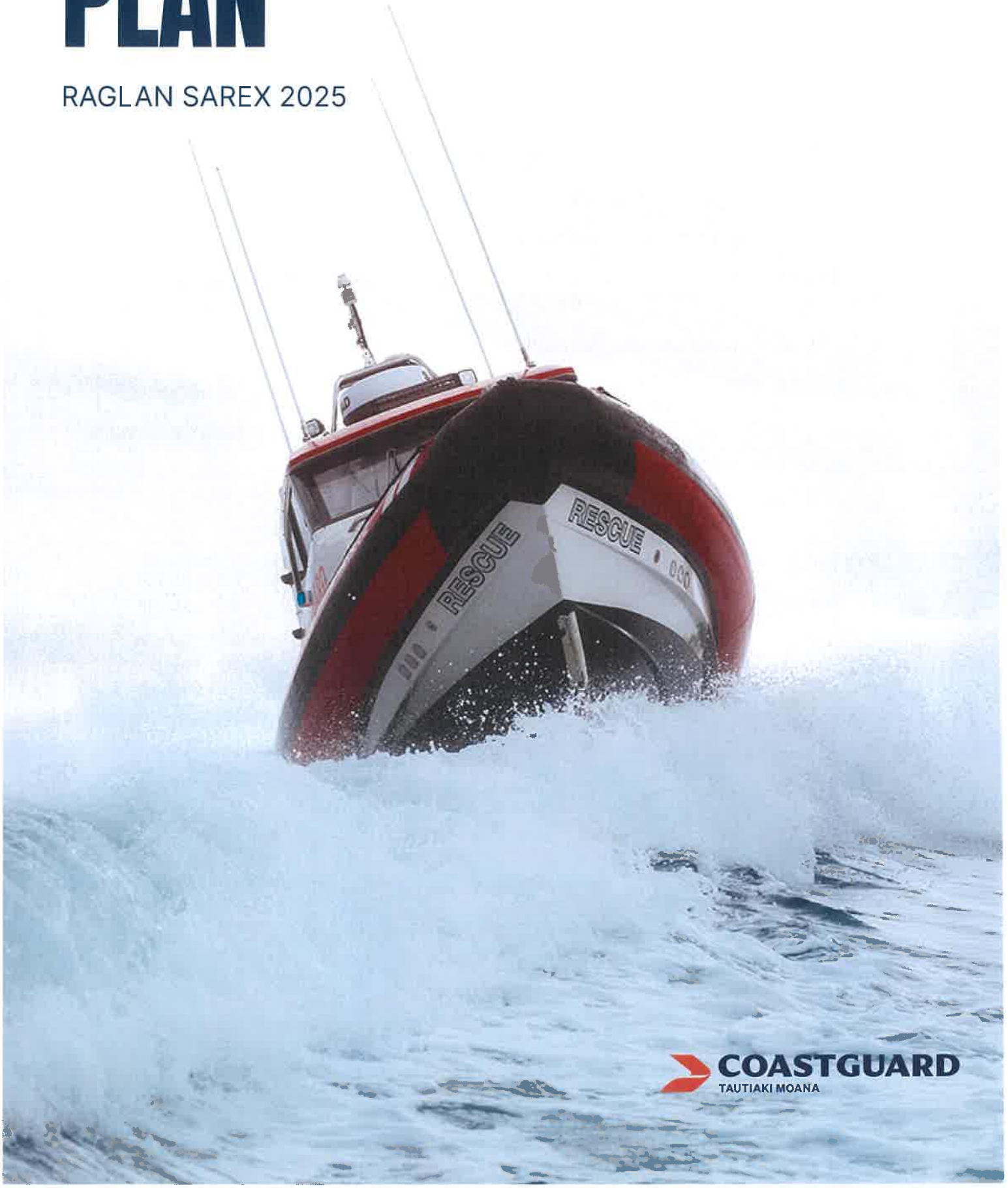
Evaluation & Debrief

- Recovery efficiency and triage procedures assessed
- Communication protocols and inter-agency coordination reviewed
- Lessons learned captured for each unit
- Post-exercise briefing with key findings shared

Appendix D

RISK MANAGEMENT PLAN

RAGLAN SAREX 2025



COASTGUARD
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Overview

Risk management and the management of change is an integral function within the Safety Management System which focuses on minimising threats within the organisation and maximising opportunities and efficiency. The risk management process aims to develop risk awareness within the operation, ensure effective controls are in place to manage risk as well as supporting informed decision making. This includes escalation of any significant risks that are identified through the safety processes and policies described in this manual.

Waikato Police SAR follows the risk management guidelines of ISO 31000:2009. It is intended that risk management is included in all functions within the organisation from frontline operational hazard identification and reporting through to threat and risk identification through change management. The change management process coincides with the organisations risk management process which is initiated through identification of any significant change within the unit or Coastguard. This covers the introduction of new equipment through to changes within the Coastguard organisational structure.

If a significant change is identified, a change management plan should be developed to support identification and review of the following:

- Hazards associated with the change
- Associated risks / risk scenarios
- Existing controls in place which aim to prevent the likelihood of the risk escalation
- Determination of risk level based on likelihood and severity
- The need to consider/implement additional risk controls

Risk management is an ongoing process, and all risks should undergo a regular review set at appropriate intervals. This may be achieved through several mechanisms such as safety review meetings, committee meetings, weekly operational review meetings, change/risk management plan reviews.

Any risks assessed as High or greater are considered outside of Coastguard's risk appetite and all associated activities must cease until the risk can be managed to at least Medium or less.

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Risk Management Plan

RAGLAN SAREX 2025

Context

Waikato Police SAR is planning the annual SAREX, held in Raglan from 18th – 19th October 2025. This Risk Management Plan has been prepared by Coastguard New Zealand Staff to support the exercise, but the document is owned and managed by the Exercise Director.

Purpose and Objectives

The purpose of this risk management plan is to identify the potential hazards and risks associated with the Raglan SAREX 25 and identify and apply appropriate control measures in accordance with the hierarchy of controls, ensuring these potential hazards and risks are maintained at an acceptable level.

The objectives of this risk management plan are as follows:

- Provide an overview of the risks associated with this SAREX and provide information on how Waikato Police SAR will proceed in mitigating these risks in order to make sure the event is run safely and within the operating limits of the individuals involved, their vessels and equipment.
- Forms a template in which we have action plans to follow, to ensure safety during the event is paramount to all involved.

Stakeholder Analysis

Name & Role Title	Involvement	Consulted Yes/No	Requires Final Review Yes/No
Sergeant Brad York (POL)	Planning	Yes	No
Constable Emma Petch (POL	Safety Officer	Yes	No
Sergeant Mark Harrison (POL)	SAREX Control Officer	Yes	No
Stephanie Wilson (CG)	SAREX Control Officer	Yes	No
Nick Wagstaff (SLS)	SAREX Control Officer	Yes	No
Peter Woodhead (POL H&S)	Police H&S		
Lynette Horn (POL)	DSARAC	Yes	No

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Accountable Manager / Risk Owner

A designated accountable manager / risk owner shall be appointed to oversee and accept the final risk/change management plan.

Name: Emma Petch Title: Constable

Signature: _____ Date: 10/10/2025

Assumptions

The following assumptions were made during the development of this risk management plan:

BAU (Business as usual) – Nothing new, Participants to operate within current Standard Operating Procedures.

Participants are familiar with the area and the environmental risks.

Participants – follow BAU in operating regulations.

Raglan is a suitable venue to host the SAREX.

Limitations

The following limitations to the risk management plan were identified:

Further risk management planning will be needed if:

- Any of the proposed control measures to reduce risk, need to be changed i.e. adverse weather events closer to the SAREX.
- Mechanical issues to CRV's or equipment between now and the SAREX.
- Comms failures during the event.
- Unforeseen adverse events outside of the scope of this risk management plan.
- Operating limits of the CRV and ISC holders.
- We cannot control impact of events from third parties.

SAFETY BRIEF

The following Safety Brief is to be provided to all participants and briefed at the final planning meeting in advance of the exercise

Hazard/ Limiting Factors:

1 Vessels operational SOP's.
2 Weather conditions.
3 Environmental conditions.
4 Crewing/ Fatigue management plan.

Control Measures:

1. All participants must operate under their prescribed SOP's, nothing in this document overrides individual organisations safety management processes. At no point do participants have any exemptions from this.

2. Masters of vessels, rescue water craft and surf lifesaving IRB involved in the training environment must be suitably trained and have sufficient crew onboard to be able to safely manage the tasks they have been given. If this is not the case, the master of the vessel must take all reasonable steps to ensure crew and vessel safety is paramount at all times and stand the vessel down and return to base if required.

3. The master of the vessel, rescue water craft or IRB is in command at all times and must operate within the limitations prescribed by their respective organisation.

4. When conducting a search the following training limitations are to be enforced:

   a. **Where possible, no vessel is to proceed inside the 5m contour when taking part in a search, unless specifically required for the exercise, at which time all vessels must proceed with caution;**
   b. **When multiple vessels are involved in a search, separation between vessels not to be less than 50m. If the exercise specifically requires vessels to be less than 50m apart, the vessels must reduce speed to 5 knots and proceed with caution**
   c. **Vessels may not exceed 5 knots when operating within 50m of another vessel, 50m of any person in the water, 200m of shore, 200m of any structure, any mooring zone, 200m of any vessel flying Flag A**

5. Weather conditions/ Wind strength are to be measured at Raglan before and during the SAREX.

6. If the wind conditions are approaching 25knts average, the SAREX controller will meet and discuss options and safety of vessels involved.

7. If wind conditions reach 30knts, SAREX Control will suspend/ amend or cancel the SAREX as they see fit.

8. The SAREX Controller will meet with the Coastguard and Surf Life Saving Lead on the morning of the SAREX to determine if operations can take place beyond the Bar or if the exercise will be conducted in the inner harbour. If one individual says 'no' to operations beyond the bar, then the exercise will shift to the inner harbour!

9. Masters of vessels involved must at all times maintain due diligence in respect of crew being exposed to harsh conditions and consider all of the factors involved so as not to put crews in danger/ risk at any time.

10. These factors include, but are not limited to, Sea conditions, Wind, Rain and Swell.

11. Masters of vessels, recue water craft or IRB's must include units fatigue management plans in deciding if they are suitably crewed for the expected training conditions.

12. Additional crew maybe required on-board as to properly manage this.

13. Additional Food/ water supplies must also be taken into account.

14. All skippers/owners, of any non-Coastguard/Surf Life Saving vessels used in the SAREX, must sign a disclaimer and if remaining on the vessel, should wear an "Observer" badge and remain separate to the SAREX, to enable them to monitor their own vessels safety.

15. All participants are to be briefed that the exercise will be a safe training environment, they are encouraged to make mistakes and learn from the experience without the pressure from their peers.

16. **All participants share responsibility for health and safety:**
- Take care not to harm yourself and others involves.
- Follow all reasonable instructions and policies from your organisation.
- Report hazards promptly and use safety equipment as required.
- Speak up if you see something unsafe.

17. In the event of a real time emergency that requires resources involved in the SAREX, SAREX Director will call, "No Duff, No Duff, No Duff, SAREX suspended" and it will be! This includes a real time emergency/incident within the SAREX.

Final Stakeholder Review

Name & Role Title	Review Completed Yes/No	Date Completed
Sergeant Brad York (POL)	Yes	02/10/2025
Constable Emma Petch (POL	Yes	09/10/2025
Sergeant Mark Harrison (POL)	Yes	09/10/2025
Stephanie Wilson (CG)	Yes	09/10/2025
Nick Wagstaff (SLS)	Yes	08/10/2025
Peter Woodhead (POL H&S)		
Lynette Horn (POL)	Yes	02/10/2025

Risk Owner Approval:

Name: Emma Petch Title: Constable

Signature: EPetch Date: 10/10/2025

Appendices

Appendix 1 – Risk Matrix

Likelihood	Minor	Moderate	Major	Severe	Critical
Very Likely (Happens regularly or is expected to occur in the organisation within the next month e.g. daily or monthly)	Medium	High	High	Very High	Very High
Likely (Happens from time to time or is expected to occur in the company within the next year e.g. quarterly)	Low	Medium	High	High	Very High
Possible (May have happened in the organisation before or could occur within the next 1-3 years. Occurs regularly in the industry e.g. 1-2 years)	Low	Medium	Medium	High	High
Unlikely (Could occur in some circumstances in the next 3-10 years. Has occurred in a similar organisation e.g. 3-5 years)	Low	Low	Medium	Medium	High
Very Unlikely (Only expected to occur in exceptional circumstances, unlikely to occur in the organisation in the next 10 years e.g. 10+ years. Has occurred in the industry.	Low	Low	Low	Medium	Medium

	Consequences				
People Safety (Implications on the safety of workers, volunteers, contractors including physical or mental injury, illness, fatigue, accidents or fatalities)	Minor injury or illness requiring first aid treatment, with lost time up to 7 days. Negligible safety impact. Mild health effects, with no lost time.	Injury or illness requiring first aid and/or medical treatment by a registered practitioner. Reversible health effects, no permanent disability.	Single serious injury or illness leading to immediate admission to hospital/ED or significant lost time. Possibility of irreversible health effects or permanent partial disability.	Single fatality. Multiple serious injuries. Permanently disabling injury or illness	Multiple fatalities. Multiple employee health related deaths.
Operational Safety (Safety of vessel/aircraft operations associated with on water / in-flight operations)	Minimal impact on vessel/aircraft operation (tracking/flight path/handling/control etc.) or crew workload. Breakdown of communications with no significant impact. Managed as part of normal procedures.	Moderate impact on vessel/aircraft operation (tracking/flight path/handling/control etc.) and/or crew workload. Operating limitations with some reduction in safety margins or impairment of crew performance and ability to operate safely. Managed within non-normal procedures with moderate impact on vessel/aircraft performance or system redundancy.	Major impact on vessel/aircraft operation (tracking/flight path/handling/control etc.) or crew workload. Significant reduction in safety margins or impairment of crew performance. Use of multiple non-normal/emergency procedures in urgency situation (PAN).	State of emergency impacting the immediate safe operation of a vessel/aircraft. Significant reduction in safety margins. Emergency action taken (MAY DAY)	Condition beyond coverage of non-normal/emergency procedures and emergency equipment. Loss of vessel/aircraft and/or loss of life.

Compliance	Actual or possible non-compliance managed internally with negligible risk to the organisation or effect on stakeholder trust. No regulatory or legal action	Potential regulator observation and minimal loss of trust issue.	Corrective action or notification by regulator	One or more regulator warning, improvement notice, corrective action notice or penalties for non-compliance.	Regulator intervention resulting is action to stop work or loss of applicable certificate(s) e.g. MTOC. Significant penalties or prosecution of management or Board.

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Appendix 2 – Risk Control Effectiveness

Risk Control Effectiveness	Documented/ understood	Applied & enforced	Targets root cause	Effectiveness/level of confidence	Automated/manual prevent/detection
Totally Ineffective Controls do not exist or are defective. Will not mitigate or detect basic risk.	• Workers are not aware of controls / procedures. • Workers do not understand requirements.	• Controls are never applied and never enforced. • Controls are impractical to apply	• Controls do not treat root cause	• No confidence that control is effective. • No control effectiveness monitoring is in place. • Controls never work	• No control exists to mitigate or detect the risk
Largely Ineffective Control design is defective or not operating effectively. Will occasionally mitigate or detect basic risk.	• Workers are not fully aware of controls/procedures	• Controls are applied 20-40% of the time. • Controls are rarely consistently enforced	• Controls treat minor root cause(s)	• Low level of confidence that controls are consistently effective (present but not accurate) • Adhoc/reactive review/indicators • Control works 20-40% of the time	• Controls are limited to only policy and guidance type of controls.
Partially Effective (Minimum for compliance) Control is partly function. Needs improvement to adequately mitigate or detect basic risk.	• Controls/procedures are not fully documented. • Workers are reasonably aware of controls/procedures and understand them	• Controls are applied 40-50% of the time. • Controls are sometimes enforced	• Controls treat some root cause(s)	• Some doubt exists in the level of confidence that controls are consistently effective. • Periodic review meeting minimum requirements • Control works 40-60% of the time	• Limited opportunity for controls to be automated. Manual controls are not formalised.
Substantially Effective Control is adequately designed and operating effectively. Will mitigate or detect risk in most circumstances.	• Control/procedures are documented. • Workers are mostly aware of control/procedure	• Controls are applied 60-90% of the time. • Controls are enforced in most situations	• Controls treat key root cause(s)	• High level of confidence that controls are consistently effective. • Management monitors control effectiveness through periodic review/proactive indicators beyond requirements	• Automated and/or preventative controls provide early detection. Manual controls are formalised (typically monitoring controls such as checklists).

				• Control works 60-90% of the time	
Fully Effective Control is well designed and operating effectively. Will mitigate or detect unexpected risk.	• Controls/procedures are fully documented and current. • Workers fully and consistently understand them.	• Controls are applied by all workers 90-100% of the time and fully enforced.	• Controls treat all root cause(s).	• Controls have been demonstrably proven to be consistently and fully effective. • Management formally monitors control effectiveness through ongoing routine review or proactive indicators. • Controls works 100% of the time	• Controls are preventative and corrective in nature and applies to all transactions and tends to be automated to detect and mitigate unexpected risk and consequences.

Risk	Action	Notification	Accountability for approval / sign off
Low	Acceptable	Those directly impacted by risk.	Those conducted risk assessment e.g. Unit Support Manager or respective Manager / individual.
Medium	Acceptable but controls must meet SFAIRP/ALARP	Those directly impacted by risk.	Those conducted risk assessment e.g. Regional Manager or respective Manager / individual.
High	Acceptable but controls must meet SFAIRP/ALARP	Head of Department CEO Board	Head of Department as accountable manager. CEO and Board approval required
Very High	Cease associated activity	Head of Department CEO Board	Risk cannot be accepted.

Appendix E

Waikato Multi-Agency SAR Exercise – Preparation Guide

Introduction

This document is designed to prepare you for the upcoming Waikato multi-agency Search and Rescue (SAR) exercise, involving Police SAR, Coastguard Raglan, Surf Life Saving NZ, and supporting emergency services.

It is essential that you complete this document prior to the exercise. Your reflections will be used during the first stage of the scenario, where we'll explore how each person and agency views their role within the Incident Management Team (IMT).

This is a chance to better understand the different perspectives, priorities, and communication styles we each bring to a major incident. There are no right or wrong answers. We're not assessing knowledge or checking procedures—we're interested in your current thinking and how you approach your responsibilities in a collaborative SAR environment.

The structure of this preparation guide follows a typical incident timeline, adapted to the CIMS (Coordinated Incident Management System) framework. You'll work through the same scenario from beginning to end, reflecting on your role at each stage.

Whether you're new to multi-agency SAR or have years of operational experience, this is your opportunity to build shared understanding, identify areas of strength, and recognise opportunities for improvement across the system.

Scenario Start

At 10:00am on Sunday 19 November, a Mayday call is received from the vessel *"Whoze Good"*, which is taking on water south of Whale Bay. There are three people onboard.

At 10:30am, a second Mayday is transmitted:

"Vessel is all but sunk. Three of us onboard. I'm not a member of Coastguard but I need them. Help."

At 11:00am, a 111 call is received from a driver on Whaanga Road who reports seeing a mostly submerged, upside-down blue boat about 500m offshore. A red object is also spotted floating nearby.

Due to poor reception, the informant drove to a nearby farmhouse to make the 111 call.

Exercise Assumptions:

- No trip report or bar crossing call was made.
- Coordinates of the Mayday position will be provided on the morning of the exercise.
- There is no air support, rescue helicopter, or vessels of opportunity.
- Ambulance is on standby at the designated triage site.

1. Initial Notification & Response

You are notified and asked to deploy as part of your agency's response. You are en route to your local base or the Incident Control Point.

Reflection:

- What are your initial thoughts when you receive this tasking?
- What information do you need before taking further action?
- What are your immediate personal or professional preparations?
- What assumptions are you already making about the incident?

2. Arrival at Incident Control

You arrive at the ICP and the Incident Management Team (IMT) is being formed using the CIMS structure.

Reflection:

- What role do you see yourself filling within the IMT?
- What priorities are most important from your agency's perspective?
- How would you approach building situational awareness at this stage?
- What information is missing, and how would you obtain it?

3. Planning & Deployment

Assets are being assigned to initial search areas based on known information.

Reflection:

- What are your top priorities right now?
- How are you contributing to the formulation of the **Action Plan**?
- What role does your agency play in field deployment?
- What risks or limitations are you already identifying?

4. Field Briefing (SMEACS Format)

Before deployment, a field briefing is delivered to search teams. Using the SMEACS format:

Reflection:

- What key information must be included under each of the SMEACS elements:
    - **S**ituation
    - **M**ission
    - **E**xecution
    - **A**dministration & Logistics
    - **C**ommand & Comms
    - **S**afety

- What's important to your agency when briefing teams for deployment

5. Change of Situation

At 11:20am, a Surf Life Saving unit spots a red object ~400m west of the inverted boat. One Coastguard vessel is closing in.

Reflection:

- How does this affect the search priorities or tactics?
- What do you need to communicate immediately—and to whom?
- What changes should be made to the search plan?
- How will you begin the reconciliation process to account for the missing three people?

6. On-Scene Actions

A person is recovered from the water. They are semi-conscious.

Reflection:

- What are your responsibilities at this point?
- How will you support the field response and medical coordination?
- What does this recovery mean for the overall operational focus?
- What needs to happen next for the remaining two people?

7. Reconciliation Process

As the response continues, you must ensure all missing persons are accounted for.

Reflection:

- How will your team help track and confirm the number of people involved?
- Who leads the Welfare / Inquiry function?
- What tools or processes are needed to confirm names, locations, statuses, and NOK notifications?
- How do you ensure all recovered persons are identified and documented?

8. Demobilisation & Return to Base

Search operations conclude. All agencies begin returning to base.

Reflection:

- What actions need to be taken before demobilisation?
- What needs to be recorded or handed over?

- What are your final thoughts on the response?
- What went well, and what would you do differently?

Conclusion

This exercise is about learning—not perfection. It's a chance to develop confidence in your role, strengthen collaboration across agencies, and deepen your understanding of incident coordination.

The real strength of any SAR response lies in the people behind it. Your insight, experience, and willingness to learn are what make the system stronger.

Thank you for your participation. We're proud to work alongside you.

"Bring your perspective. Ask questions. Learn from others. And help us bring everyone home safely."

Appendix F

Raglan Multi-Agency SAR Tabletop Exercise Facilitator Guide

Date: 19 October 2025

Time: 08:30 – 11:30

Location: Raglan Incident Management Centre

Exercise Introduction

Welcome everyone, and thank you for participating in today's multi-agency tabletop exercise based out of Raglan. This exercise brings together Waikato Police SAR, Surf Life Saving, and Coastguard teams to work collaboratively through a complex maritime search and rescue incident.

Exercise Objectives

- Practice coordinated activation and management of resources using the CIMS framework.
- Enhance inter-agency communication and information sharing.
- Develop effective search planning and tasking to locate missing persons.
- Address cultural and community considerations in incident response.
- Perform reconciliation to ensure all missing persons are accounted for.
- Identify strengths and areas for improvement in our joint response.

Scenario Overview

Early this morning, three brothers set out from Raglan in their 5.5m aluminium boat "Pillager" to check their crayfish pots but did not return as expected. A family member reports the boat swamped, and one person has made it ashore, but the other three remain missing. Reports from local farms describe a possible overturned vessel near Rangitoto Point. Teams must work together to locate the missing persons and coordinate resources effectively.

Exercise Ground Rules

- This is a training exercise: there are no right or wrong answers.
- Focus on how your organisation would operate and interface with others.
- Be open to sharing perspectives and operational constraints.
- Use the CIMS principles as a framework for incident management.

Exercise Timeline and Injects

Time	Activity	Inject	Facilitator Notes
08:30	Exercise Start / Briefing	Participants introduced to scenario, objectives, and roles.	Review agency roles and expectations.
08:45	Initial Incident Notification	**Inject 1:** Mrs. Hazel Float reports her three sons missing after early morning trip.	Encourage initial information gathering.
09:00	Report of possible overturned vessel	**Inject 2:** Farm informant reports shiny object (overturned boat) near Rangitoto Point.	Facilitate discussion on search area and risk.
09:15	Update from Mrs. Brown	**Inject 3:** Mrs. Brown calls reporting her daughter Sam swam ashore; brothers still missing.	Discuss prioritisation and search planning.
09:30	Activate Multi-Agency IMT	**Inject 4:** IMT forms; assign roles per CIMS; discuss communication plans.	Emphasise inter-agency coordination.
09:45	Search Planning and Tasking	**Inject 5:** New info on weather and tides; discuss search patterns and resources.	Encourage use of SAR techniques and resource allocation.
10:15	Casualty and Reconnaissance Update	**Inject 6:** Sam confirms location and condition; no visual on brothers.	Promote reconciliation procedures for missing persons.
10:45	Incident Management Team Review	**Inject 7:** Discussion on logistics, medical support readiness, and community liaison.	Reflect on cultural and community engagement.
11:15	Wrap-up and Lessons Learned	Facilitated debrief; collect participant feedback and review strengths/gaps.	Highlight importance of multi-agency cooperation.

Inject Details

Inject 1: Initial Report

Time: 08:45
Mrs. Hazel Float calls 111 at 7:25am, reporting her three sons missing after an early morning trip checking crayfish pots from Raglan in the boat “Pillager.” She is very concerned as they have not returned and were expected back by 5:30am.

Inject 2: Informant Sighting

Time: 09:00
A farm worker calls 111 reporting a shiny object floating about 300m offshore near Rangitoto Point, which looks like an overturned boat. He saw three dark spots in the water but no one on shore.

Inject 3: Additional Family Update

Time: 09:15
Mrs. Brown calls to say her daughter Sam has contacted her from a farm house, saying she swam ashore after the boat swamped. She does not know the whereabouts of the three brothers.

Inject 4: IMT Activation

Time: 09:30
IMT formation notification: Waikato Police SAR leads, supported by Surf Life Saving and Coastguard. Assign roles including Incident Controller, Operations, Planning, Logistics, and Communications. Discuss use of CIMS.

Inject 5: Environmental Update & Search Planning

Time: 09:45
Weather and tide conditions update. Discuss search areas, allocation of SAR assets, communication frequencies, and risk assessments.

Inject 6: Casualty Location Confirmed

Time: 10:15
Sam's location and condition confirmed. No sign of the three missing brothers. Emphasise need for reconciliation and accountability for all missing persons.

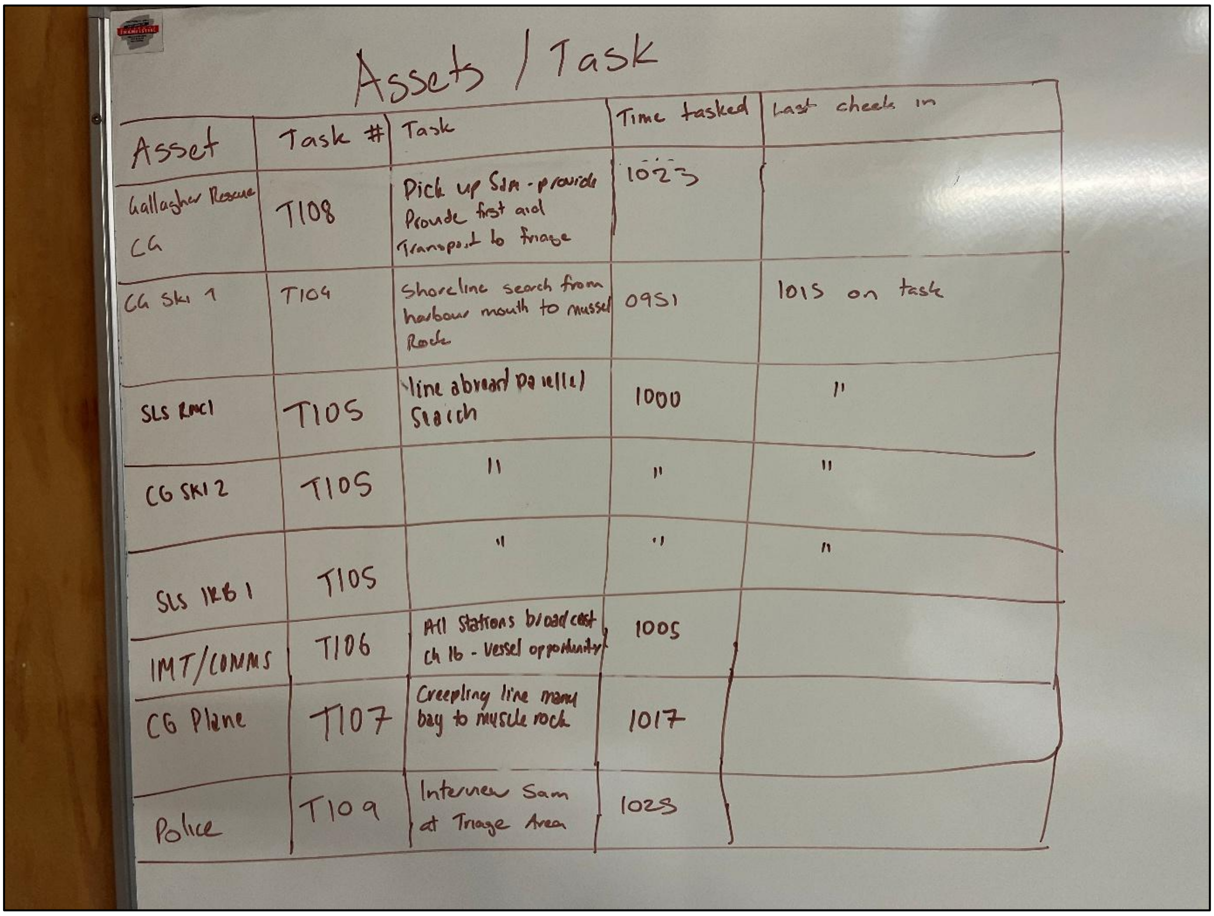
Inject 7: IMT Operational Review

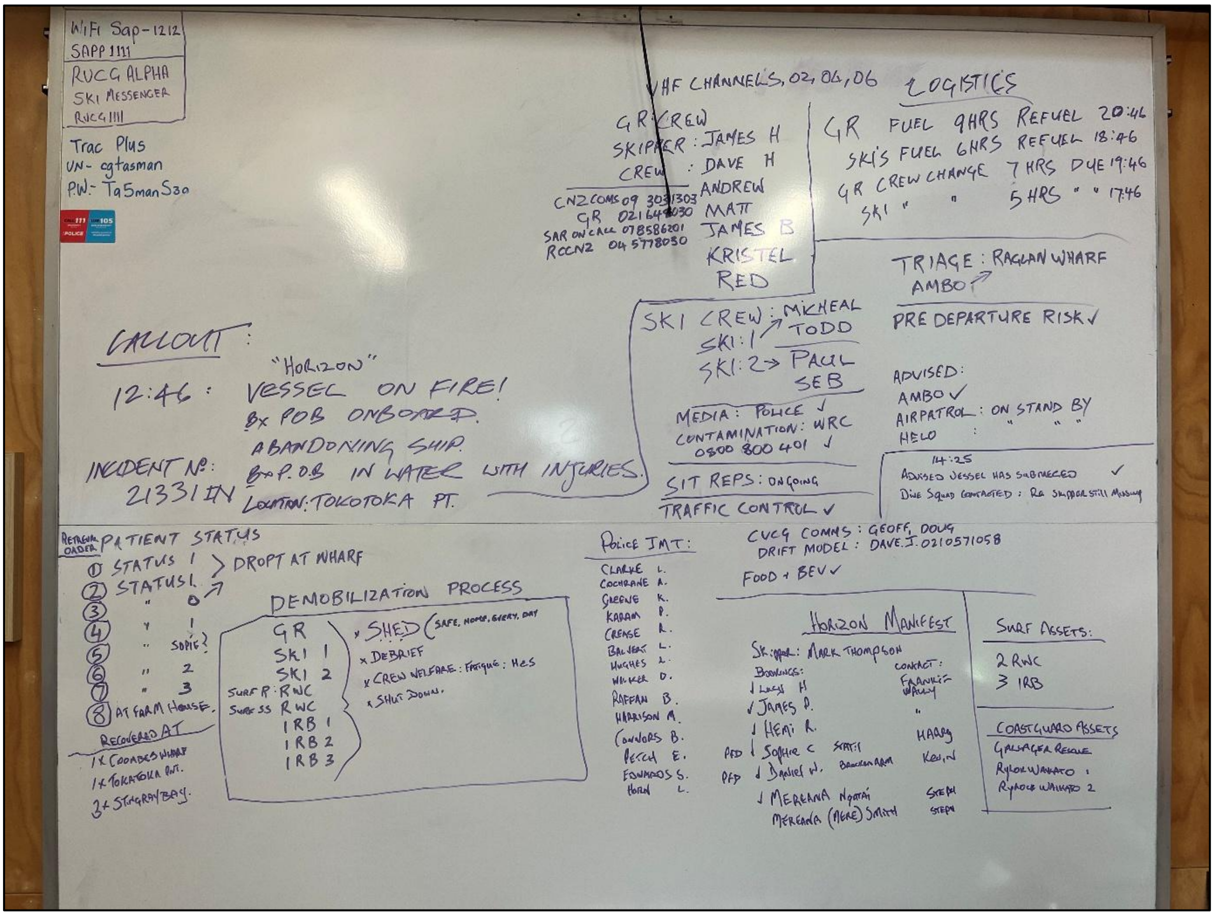
Time: 10:45
Review incident status, medical and logistical support readiness, and community engagement strategies, including Maori liaison where appropriate.

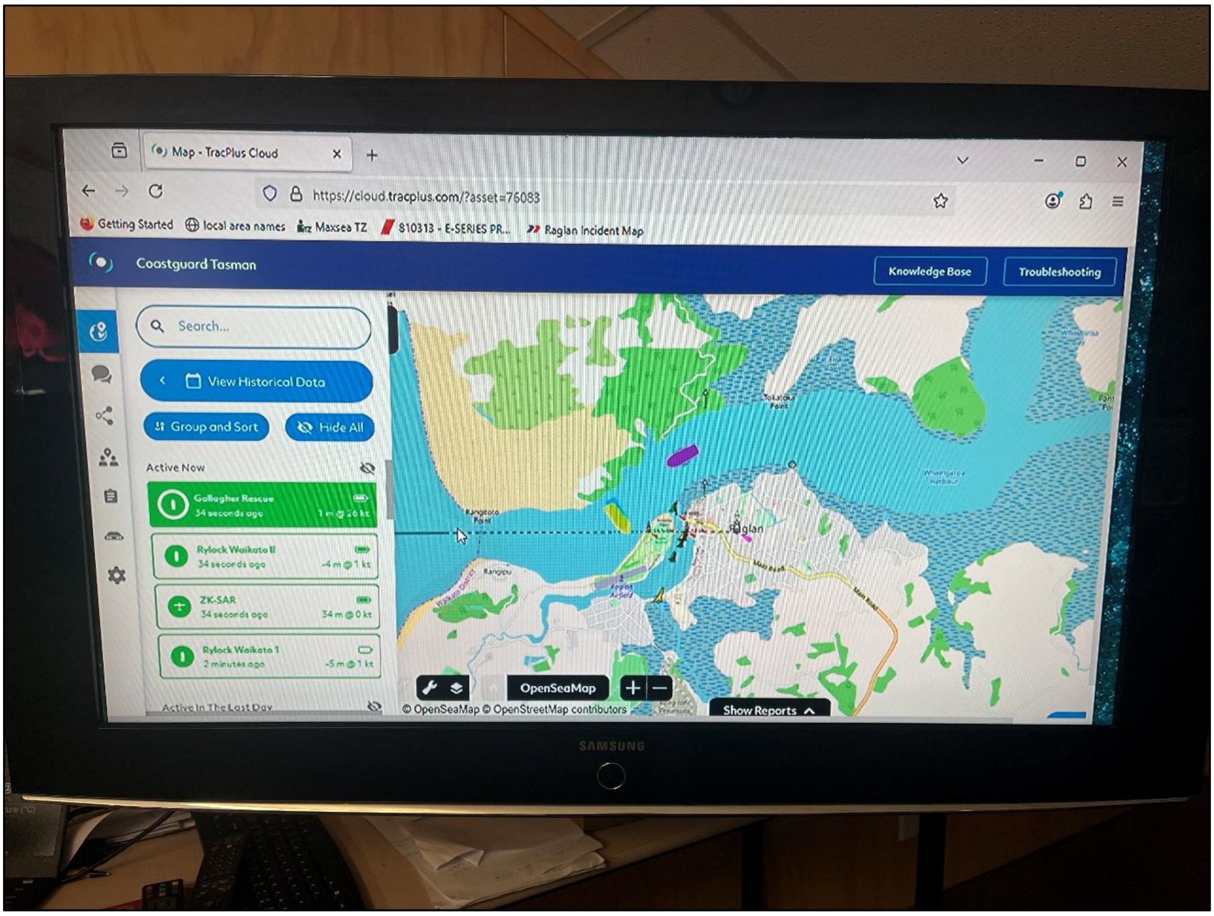
Facilitator Notes

- Encourage participants to speak from their organisation's perspective and explore inter-agency coordination challenges.
- Reinforce use of CIMS principles: coordination, communication, planning, and control.
- Use injects to simulate real-time evolving information and test adaptability.
- Highlight cultural, community, and welfare considerations in decision-making.
- Promote clear documentation, including resource tracking and reconciliation processes

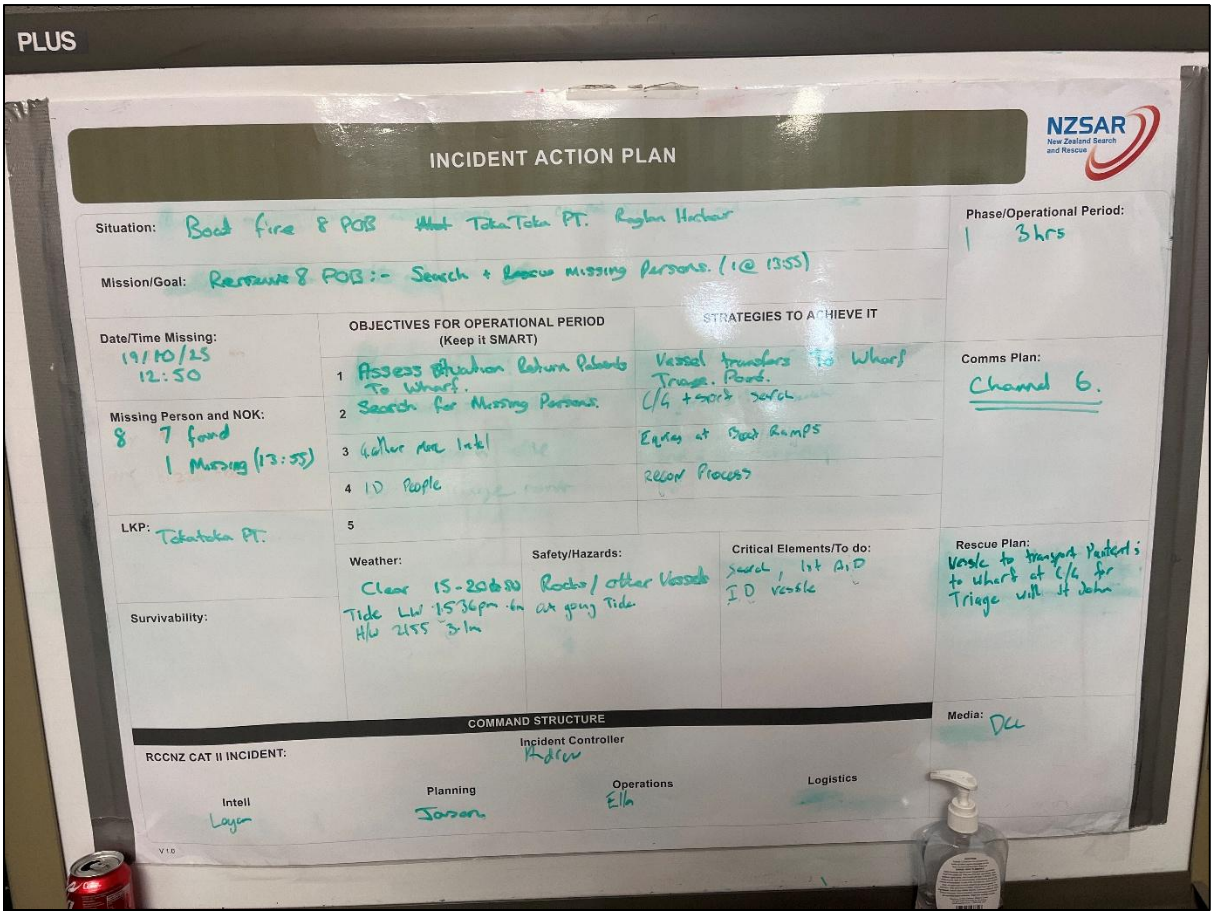
Appendix G


Assets / Task
Asset
Task #
Task
Time tasked
Last check in
Gallagher Rescue CG
T108
Pick up Sam - provide Provide first aid Transport to triage
1023
CG Ski 1
T104
Shoreline search from harbour mouth to mussel Rock
0951
1015 on task
SLS RWC1
T105
line abreast parallel Search
1000
CG SKI 2
T105
SLS IRB 1
T105
IMT/COMMS
T106
All Stations broadcast Ch 16 - Vessel opportunity
1005
CG Plane
T107
Creeping line manu bay to muscle rock
1017
Police
T109
Interview Sam at Triage Area
1025

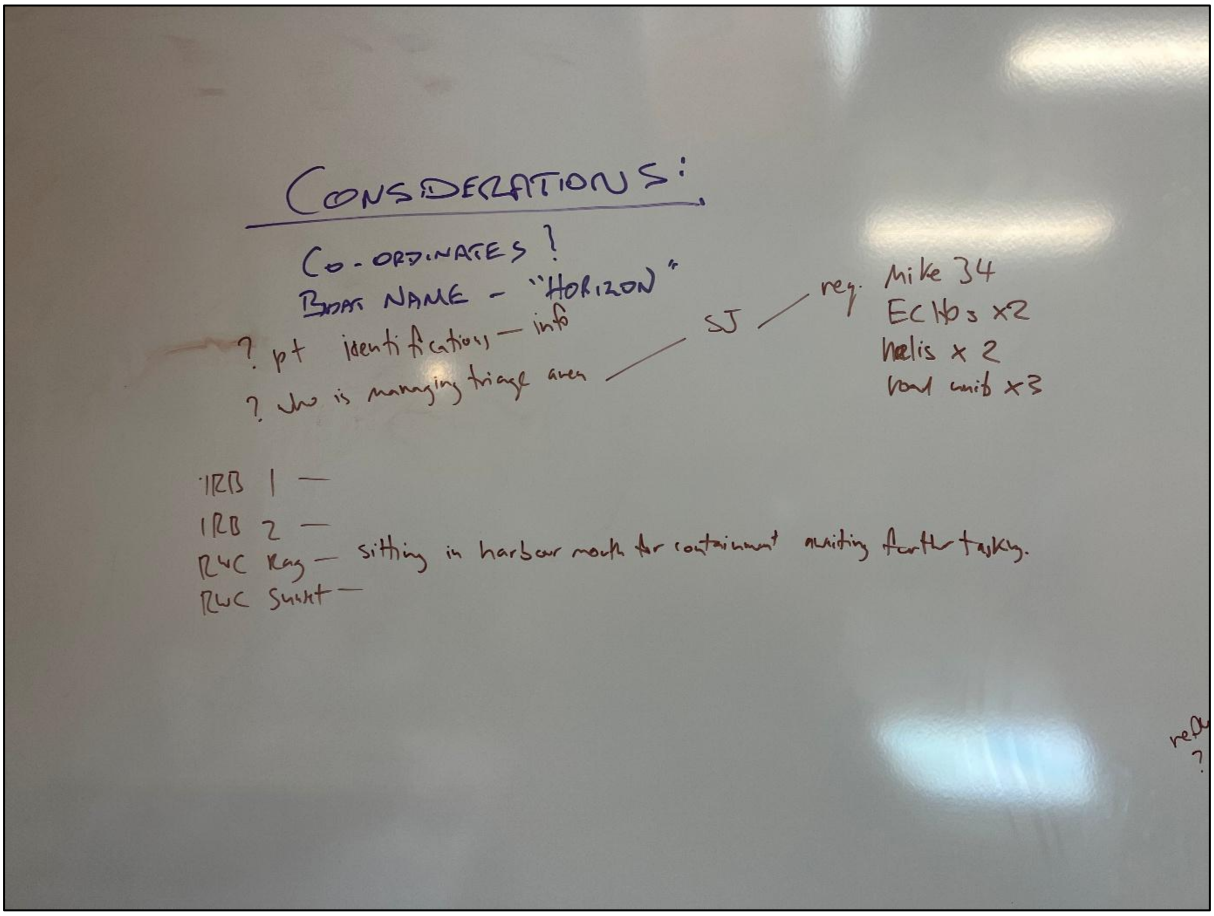

WiFi Sap-1212
SAPP 1111
RUCG ALPHA
SKI MESSENGER
Trac Plus
UN- cgtasman
PW- Ta5manS3o
VHF CHANNELS, 02, 04, 06
LOGISTICS
GR CREW
SKIPPER : JAMES H
CREW : DAVE H
ANDREW
MATT
JAMES B
KRISTEL
RED
CNZ COMMS 09 303 1303
SAR ON CALL 078586201
RCCNZ 04 5778030
GR FUEL 9HRS REFUEL 20:46
SKI'S FUEL 6HRS REFUEL 18:46
GR CREW CHANGE 7 HRS DUE 19:46
SKI " " 5 HRS " " 17:46
TRIAGE : RAGLAN WHARF
AMBO
PRE DEPARTURE RISK ✓
SKI CREW : MICHEAL
SKI : 1 TODD
SKI : 2 PAUL
SEB
ADVISED:
AMBO ✓
AIRPATROL : ON STAND BY
HELO
MEDIA : POLICE ✓
CONTAMINATION : WRC
0800 800 401 ✓
SIT REPS : ONGOING
TRAFFIC CONTROL ✓
14:25
ADVISED VESSEL HAS SUBMERGED ✓
CALLOUT :
"HORIZON"
12:46 : VESSEL ON FIRE!
8x POB ONBOARD.
ABANDONING SHIP.
8x P.O.B IN WATER WITH INJURIES.
INCIDENT Nº: 213314N
LOCATION: TOKOTOKA PT.
PATIENT STATUS
STATUS 1 DROPT AT WHARF
STATUS 1
AT FARM HOUSE.
RECOVERED AT
1x TOKATOKA PNT.
3x STINGRAY BAY.
DEMOBILIZATION PROCESS
GR
SKI 1
SKI 2
SURF R : RWC
IRB 1
IRB 2
IRB 3
SHED
DEBRIEF
CREW WELFARE : FATIGUE : HRS
SHUT DOWN.
Police IMT:
CUCG COMMS : GEOFF, DOUG
DRIFT MODEL : DAVE.J. 0210571058
FOOD + BEV ✓
HORIZON MANIFEST
Skipper: MARK THOMPSON
SURF ASSETS:
2 RWC
3 IRB
COASTGUARD ASSETS

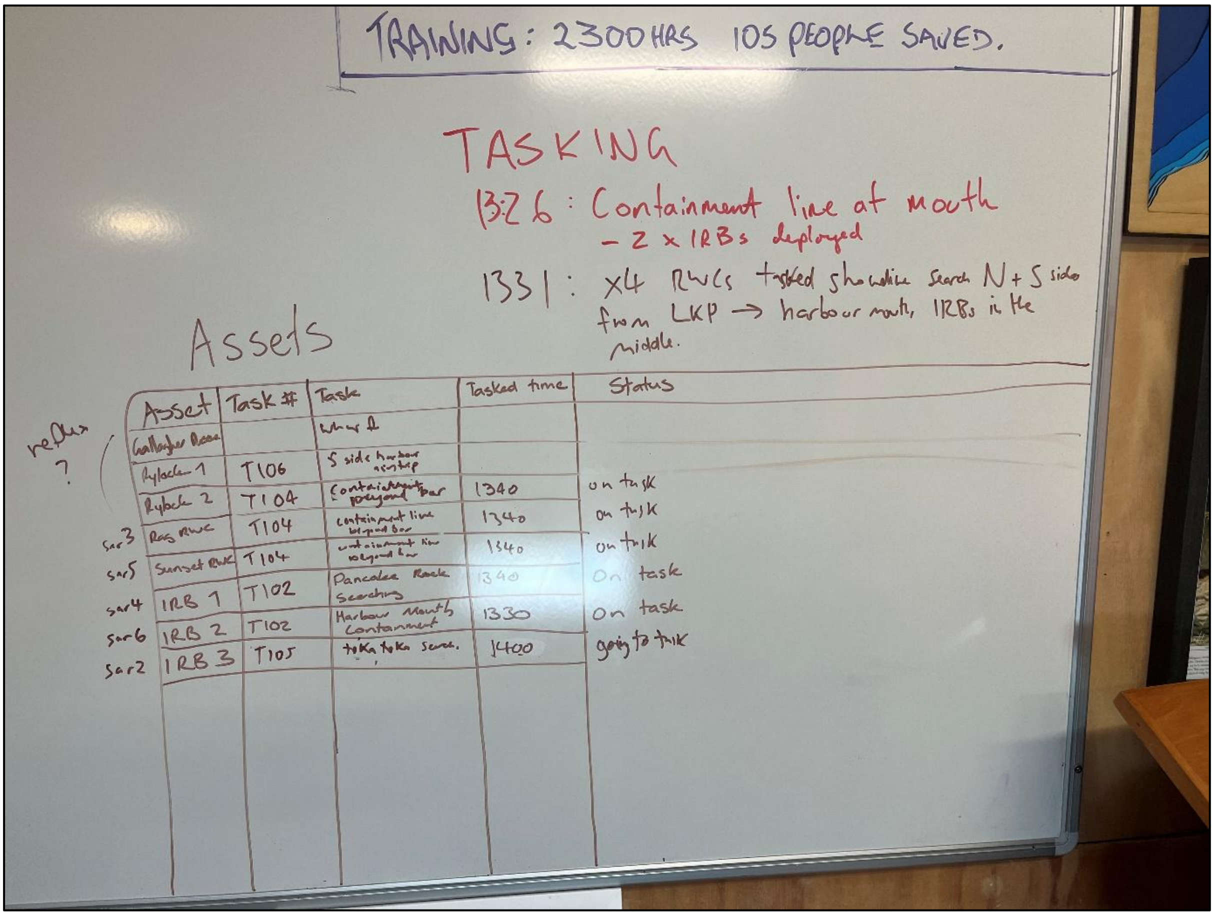


Map - TracPlus Cloud
https://cloud.tracplus.com/?asset=76083
Getting Started
local area names
Maxsea TZ
Raglan Incident Map
Coastguard Tasman
Knowledge Base
Troubleshooting
Search...
View Historical Data
Group and Sort
Hide All
Active Now
Gallagher Rescue
Rylock Waikato II
ZK-SAR
Rylock Waikato 1
Active In The Last Day
OpenSeaMap
© OpenSeaMap © OpenStreetMap contributors
Show Reports
Raglan
SAMSUNG

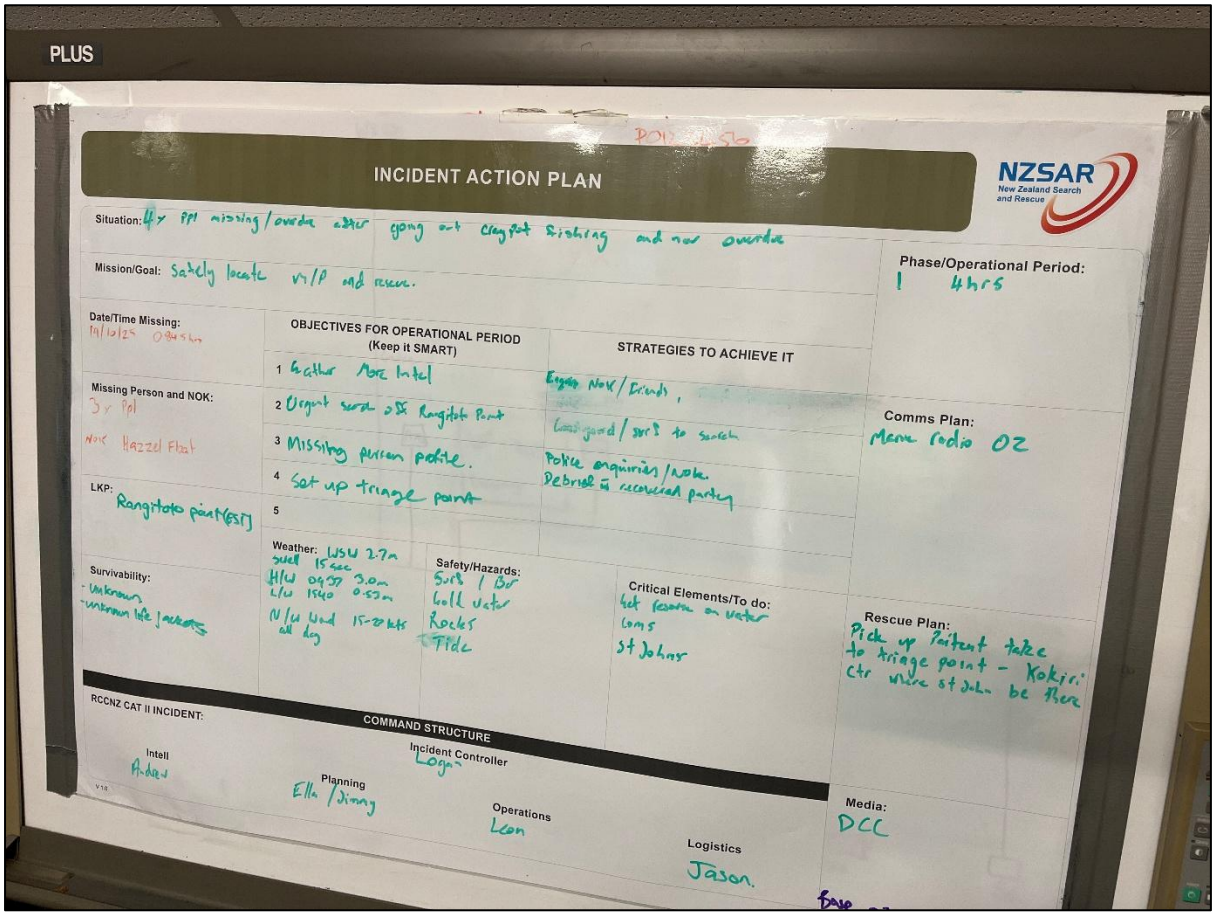


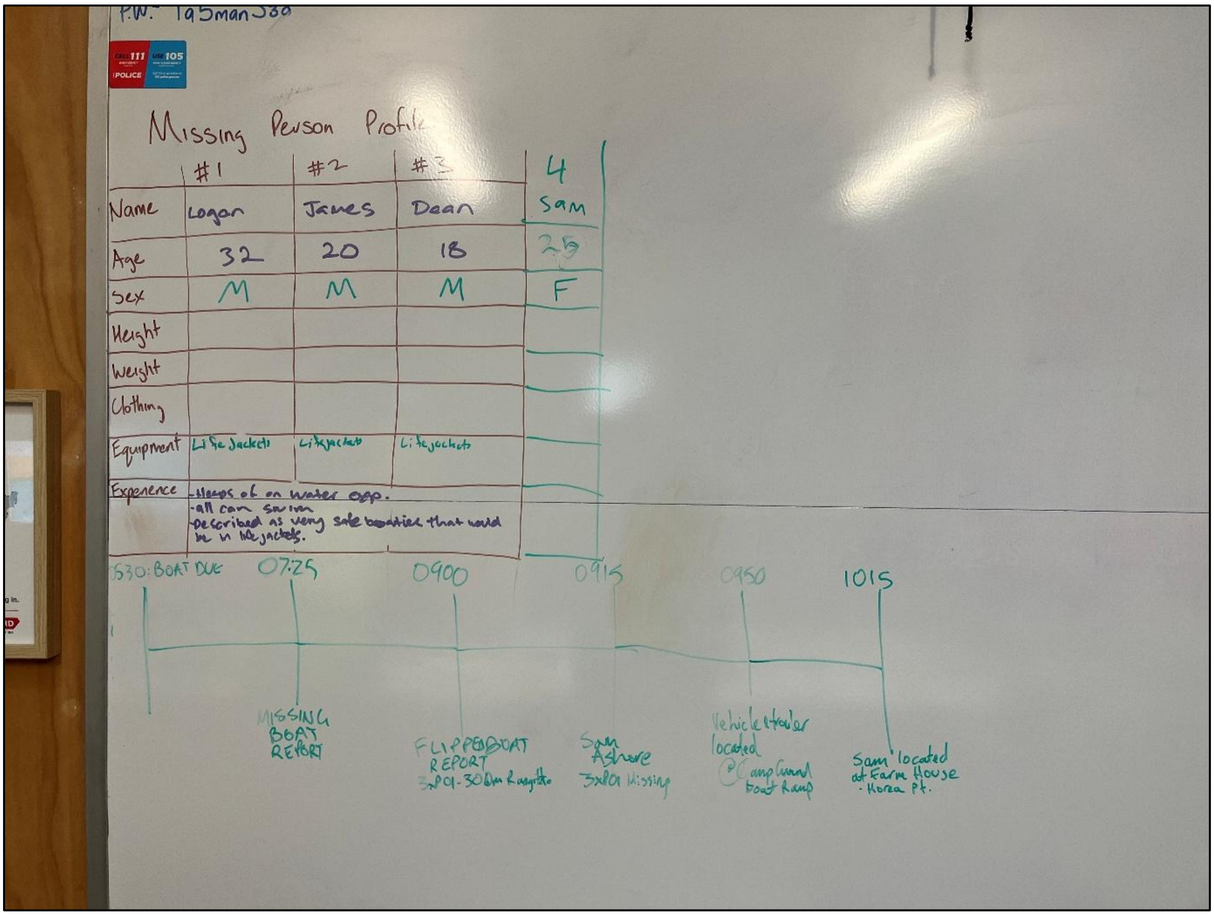
PLUS
INCIDENT ACTION PLAN
NZSAR
New Zealand Search and Rescue
Situation:
Phase/Operational Period:
Mission/Goal:
Date/Time Missing:
OBJECTIVES FOR OPERATIONAL PERIOD (Keep it SMART)
STRATEGIES TO ACHIEVE IT
Comms Plan:
Channel 6.
Missing Person and NOK:
LKP:
Weather:
Safety/Hazards:
Critical Elements/To do:
Rescue Plan:
Survivability:
Media:
COMMAND STRUCTURE
RCCNZ CAT II INCIDENT:
Incident Controller
Intell
Planning
Operations
Logistics


CONSIDERATIONS:
CO-ORDINATES?
BOAT NAME - "HORIZON"
? pt identification - info
? who is managing triage area
SJ
req.
Mike 34
EC Hbs x2
helis x 2
road units x3
IRB 1 -
IRB 2 -
RWC Rag - sitting in harbour mouth for containment awaiting further tasking.
RWC Sunset -


TRAINING: 2300HRS 105 PEOPLE SAVED.
TASKING
1326: Containment line at mouth
- 2 x IRBs deployed
1331: x4 RWCs tasked shoreline search N + S side from LKP → harbour mouth, IRBs in the middle.
Assets
Asset | Task # | Task | Tasked time | Status
Gallagher Rescue | | wharf
Rylock 1 | T106 | S side harbour
Rylock 2 | T104 | Containment beyond bar | 1340 | on task
sar3 Rag RWC | T104 | containment line beyond bar | 1340 | on task
sar5 Sunset RWC | T104 | containment line beyond bar | 1340 | on task
sar4 IRB 1 | T102 | Pancake Rock Searching | 1340 | On task
sar6 IRB 2 | T102 | Harbour Mouth Containment | 1330 | On task
sar2 IRB 3 | T105 | toka toka search. | 1400 | going to task
reflux ?


COASTGUARD
GUIDANCE FOR EXERCISE PARTICIPANTS:
STATUS ONE – Critical / Nearly Dead
Passenger
Name: Lucy Harris
Status: One (critical, nearly dead – severe bleeding)
Location:
Vital Signs: HR 140 bpm | BP 80/50 mmHg | RR 28 | SpO2 88% |
LOC: Drowsy
Injuries / Notes: Severe bleeding, pale, clammy
Guidance for Participants:
Treat as high-priority casualty, stabilise if possible, report to


PLUS
INCIDENT ACTION PLAN
NZSAR
New Zealand Search and Rescue
Situation: 4x ppl missing/overdue after going out craypot fishing and now overdue
Mission/Goal: Safely locate VIP and rescue.
Phase/Operational Period: 1 4hrs
Date/Time Missing: 19/12/25
OBJECTIVES FOR OPERATIONAL PERIOD (Keep it SMART)
STRATEGIES TO ACHIEVE IT
1 Gather More Intel
Engage NOK/Friends,
2 Urgent search of Rangitoto Point
Coastguard / SRC's to search
3 Missing persons profile.
Police enquiries/NOK.
4 Set up triage point
Debrief of recovered party
5
Missing Person and NOK: 3x Ppl
NOK Hazzel Flint
LKP: Rangitoto point (EST)
Weather: WSW 2.7m swell 15sec
HW 0457 3.0m
LW 1540 0.53m
N/W wind 15-20kts all day
Safety/Hazards: Surf / Bar
Cold water
Rocks
Tide
Survivability:
- Unknown
- unknown life jackets
Critical Elements/To do:
Get reports on water
Coms
St John
Comms Plan: Marine radio 02
Rescue Plan: Pick up Patient take to triage point - Kokiri Ctr where St John be there
RCCNZ CAT II INCIDENT:
COMMAND STRUCTURE
Intell Andrew
Incident Controller Logan
Planning Ella / Jimmy
Operations Leon
Logistics Jason.
Media: DCC



Missing Person Profile
#1
#2
#3
4
Name
Logan
James
Dean
Sam
Age
32
20
18
Sex
M
M
M
F
Height
Weight
Clothing
Equipment
Life Jackets
Lifejackets
Lifejackets
Experience
-Heaps of on water exp.
-all can swim
-Described as very safe boaties that would be in lifejackets.
BOAT DUE
07:25
0900
0915
0950
1015
MISSING BOAT REPORT
FLIPPED BOAT REPORT
Sam Ashore
3xPOI Missing
Vehicle & trailer located
@ Camp Ground Boat Ramp
Sam located at Farm House