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Te Whare Wānanga o Tāmaki Makaurau
NEW ZEALAND

BUSINESS SCHOOL



CHAMPIONS TROPHY
Case Competition

SEARCH & RESCUE
LAND SAR
NEW ZEALAND

Case Study: New Zealand Land Search and Rescue Inc (LandSAR)

Saturday 1 February 2020

Case prepared by Kendall Wu and under the supervision of Emma Sun. This case has been prepared solely for the Champions Trophy Case Competition. All data in this case has been obtained from publically available sources and LandSAR. This case is not intended to serve as an endorsement, a source of primary data, or an illustration of effective or ineffective management.

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From: Champions Trophy Teams

To: Champions Trophy Teams

CC: Benjamin Business, Sarah Strategy, Frank Financials

Subject: New Zealand Land Search and Rescue Inc (LandSAR) Strategy Presentation

Our client is New Zealand Land Search and Rescue Inc (LandSAR), a national volunteer organisation and charity which provides land search and rescue support services to the Coordinating Authorities (New Zealand Police and Rescue Coordination Centre NZ) to locate and recover lost, missing and injured people from all over New Zealand.

LandSAR's purpose:

- To provide Search and Rescue services for the Lost, Missing and Injured throughout New Zealand.
- To further the education of the public of New Zealand in matters related to Search and Rescue.
- To provide education, training and assessment for the purposes of developing and retaining an internationally credible, effective and efficient Search and Rescue capability throughout New Zealand at a standard equal to or better than international best practice.

In 2019, LandSAR had over 3,400 trained search and rescue volunteers who are members of 61 local groups covering the length and breadth of New Zealand.

Like many charitable organisations, LandSAR's faces an immense challenge of finding sustainable sources of funding that will enable it to continue to offer its critical, life-saving services to the public. Conducting search and rescue operations is a costly endeavour due to the need to train volunteers and supply equipment. The widespread misconception amongst the New Zealand public is that the government fully funds LandSAR with full paid search and rescue operatives. This is compounded by the organisation's relatively low public profile compared to other local charities.

With the view of providing a recommendation on how LandSAR can better achieve its goals, CEO Carl McOnie would like you to focus in on possible sources of sustainable funding and volunteers for the organisation, as well as addressing the issue of volunteer demographics.

You will have ten minutes to present your recommendations, which will be followed by a ten-minute question and answer session to clarify any issues. Our research team has compiled some relevant information, which I have attached to this email.

Regards,

Stephen Search and Robert Rescue

Background and Operations

New Zealand Land Search and Rescue Inc.

“New Zealand has one of the highest rates of volunteer SAR involvement in the world. Volunteers make up 95% of the people who provide the operational SAR response” – NZSAR Annual Report

LandSAR is a national volunteer organisation which provides land search and rescue support services to the Coordinating Authorities to locate and recover lost, missing and injured people from all over New Zealand. LandSAR volunteers operate in suburban, urban, wilderness and rural areas including regional and forest parks, shorelines and caves.

Unpaid professionals offer their specialist search and rescue skills, knowledge and experience free to the New Zealand public and visitors to this country 24 hours a day, 7 days a week in response to and in support of the NZ Police and the Rescue Coordination Centre.

LandSAR has just over 3,400 trained search and rescue volunteers who are members of 61 local groups covering the length and breadth of New Zealand. There are also 11 specialist teams, such as LandSAR Search Dogs, LandSAR Caving, Alpine Cliff Rescue, CanyoningSAR and RiverSAR who operate on a local or regional basis where there is a requirement for these specialist skills.

LandSAR volunteers have also developed a specialist capability to manage and search for known wanderers who suffer from cognitive impairments such as dementia of the Alzheimer’s type and autism by utilising electronic tracking devices worn by the sufferer. This capability, known as WanderSearch, addresses the reduction, readiness and response phases of managing this type of emergency. This is predicted to increase significantly as our elderly population, who are predisposed to these conditions, increases significantly. LandSAR has also taken a national leadership and coordination role for the ongoing implementation of the Safer Walking Partnership Framework.

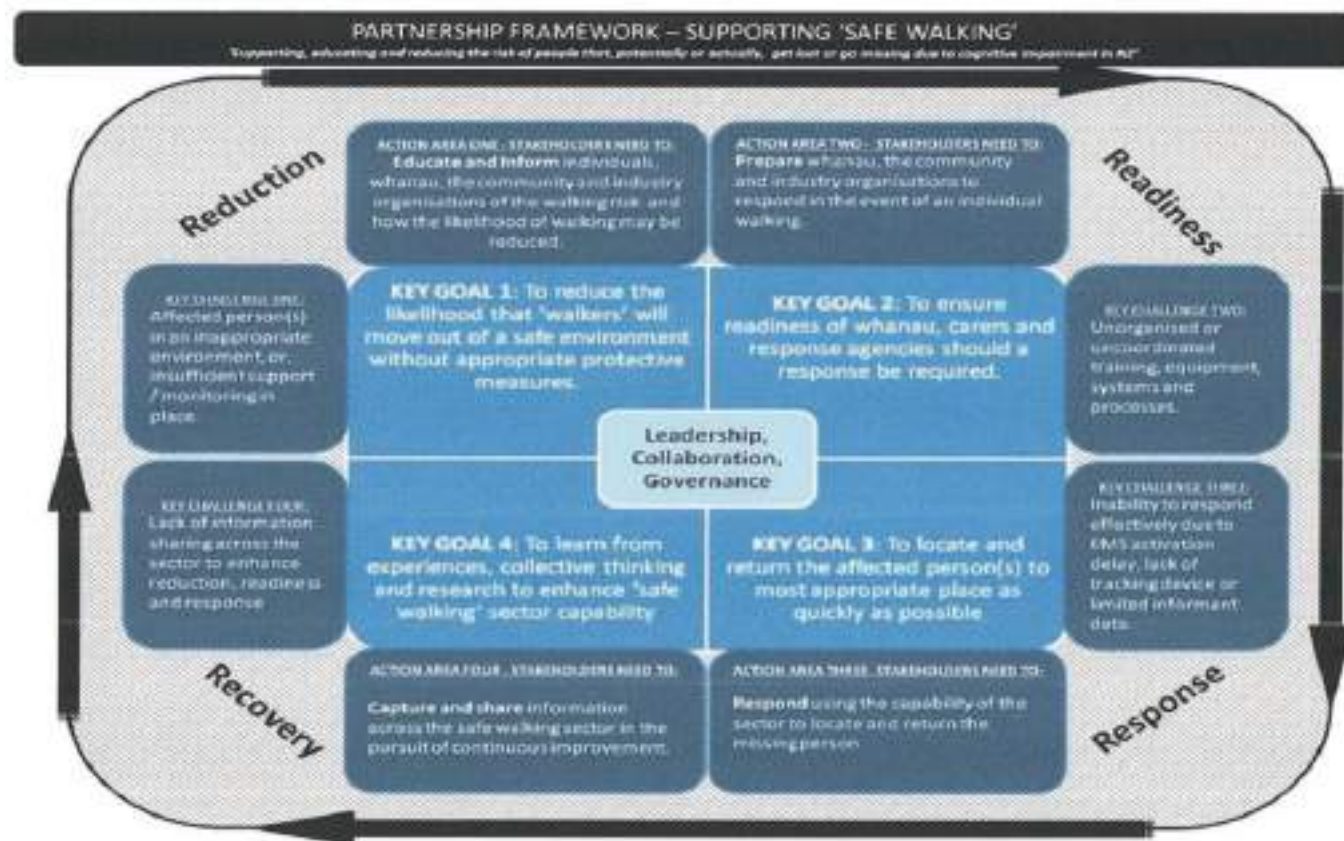
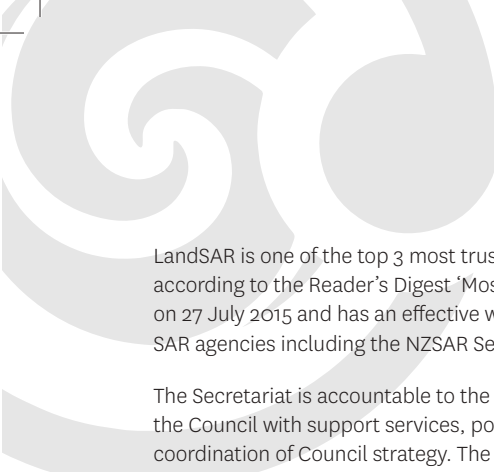


Figure 1: Safer Walking Partnership Framework (Source: LandSAR Annual Report 2018/2019)



LandSAR is one of the top 3 most trusted charities in New Zealand according to the Reader's Digest 'Most Trusted Brands' survey released on 27 July 2015 and has an effective working relationship with all other SAR agencies including the NZSAR Secretariat and the NZSAR Council.

The Secretariat is accountable to the NZSAR Council. It provides the Council with support services, policy advice, and assists in the coordination of Council strategy. The Secretariat supports the Council by:

- maintaining NZSAR's key documentation
- sustaining strong domestic and international SAR linkages
- monitoring New Zealand's domestic and international SAR obligations
- responding to SAR issues as they arise
- providing relevant advice

There is no interaction between NZSAR Secretariat and LandSAR at an operational level. However, there is significant interaction between NZSAR and LandSAR at the national level, including the following:

- LandSAR representation on the SAR Consultative Committee
- Setting and reporting against KPIs for LandSAR work, funded through NZSAR
- LandSAR representation on the SAR Strategic Health, Safety and Wellbeing Committee
- Active participation in NZSAR sponsored or initiated projects and workshops with other agencies – examples include:
- Training and development collaboration comprised of representation on SAR Training (Land) Governance Group and SARPAC committees and various training and best practice development activities directly related to multi-agency training
- Active participation on the combined agency forms and template steering group
- Direct engagement and collaboration with NZSAR, around the funding of LandSAR delivered core training

History

Land search and rescue, as an emergency response capability was historically provided by volunteer members of the various Federated Mountain Clubs back in the 1930s to reduce suffering within their outdoor community. Over the intervening years, this capability has extended to include all lost and missing persons in diverse environments.

Search and rescue began in the 1930s after two large searches in the Tararua Ranges. In 1934 NZLSAR began operating with local search and rescue groups and advisers appointed by the New Zealand Police. At this stage, funding was available from a government grant and channelled through the Police to LandSAR.

After 70 years of operating under this structure, in 1994, New Zealand Land Search and Rescue became an incorporated society. This society was managed by a national committee that consisted of a chairman, treasurer, seven regional representatives, chairs of five standing subcommittees, a Police representative, a Federated Mountain Clubs (FMC) representative and a Department of Conservation (DOC) representative.

Seven regions of volunteers and one representative each from Police, the Department of Conservation (DOC), the New Zealand Mountain Safety Council, the Federated Mountain Clubs (FMC) and the New Zealand Speleological Society formed the membership base.

In 2005, the national committee was replaced by a board of directors who appointed a chief executive. In 2009 ownership of the organisation was vested in the grass root membership of approximately 2,500 volunteers. Sixty-one dedicated local LandSAR groups and 11 specialist teams now provide land-based (includes coastline and inland waterways) search and rescue resources to the Police and public of New Zealand.

How a search is conducted

“A frantic mother phones the Police; her four-year-old twins have found a hole in the garden fence and disappeared into the surrounding bush. Initial searches by neighbours and friends are of no avail. She dials 111, what happens next?” (Source: LandSAR Website)

In this situation, the New Zealand Police, as one of the two Coordinating Authorities in New Zealand, will respond and if required will call on the support services of New Zealand Land Search and Rescue (LandSAR).

There are two categories of Search and Rescue Operations (SAROPS): Category I and Category II. Category 1 is a SAROP coordinated at the local level; including land operations, subterranean operations, river, lake and inland waterway operations. Category II SAROPs involve coordination at a national level such as missing aircraft or off-shore marine operations. SAROP Category classification is derived by NZSAR (definitions are included in appendices).

The expectation of the local offices is that they can have an available and responsive person as a ‘go to’ for matters the local groups can not readily handle themselves. These matters include Group planning (including training and resource needs), training logistical support, equipment procurement and provisioning, internal and external Group relationship issues, administrative advice, new member vetting, etc.

The past year has been notable for the large increase in the national provisioning of equipment or equipment grants. Thanks to increased fundraising, Group Support was able to arrange for \$773,894 of SAR field equipment for Groups. This is more than triple the amount provided in each of the five preceding years.

Training

For every hour, a volunteer is required for a Search and Rescue operation, on average, an additional 4 hours are spent training and 1.5 hours spent on administration. In 2018/2019, LandSAR took what was previously an outsourced function in-house to provide higher quality and more consistent training for their volunteers.

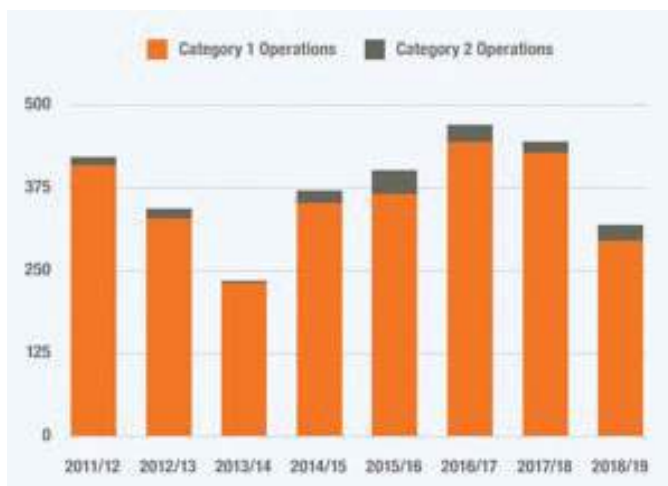


Figure 2: Search and Rescue Operations (SAROPS) from 2011 to 2019 (Source: LandSAR Annual Report 2019)

“It is almost impossible to do any trend analysis off one year in Search and Rescue as there are so many variables. New Zealand demographic change (ageing population, outdoor activities, depression rates, income/per capita, ethnicity, urban migration, religion), urban vs rural vs wilderness, technology, economic conditions, global tourism trends, climate change, and lost person behaviours (to name a few).” – Carl McOnie, LandSAR CEO

Group Support

61 local groups covering the length of New Zealand are supported by 3 Group Support Officers and one Group Support Manager from the National office, all of which are paid employees.

LandSAR Groups



	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19 YTD
Total Land based SAROPs (Police lead)	918	990	1041	942	1026	-
Total Land based SAROPs (RCC lead)	169	212	232	329	315	-
Category 1 operations	232	353	367	444	427	293
Category 2 operations	4	19	36	25	16	25
TOTAL SAROPS	236	372	403	469	443	318
Volunteers used during SAROP	2233	2905	3629	4421	4440	3042
Volunteer hours during SAROP	14657	19353	27296	32857	40488	24153
Lives saved	38	39	66	74	65	32
Lives rescued	160	205	234	187	191	115
Persons assisted	104	208	239	261	426	476
Lives perished	23	42	67	53	41	61
People at risk	325	494	606	575	723	684

TOTAL VOLUNTEER ACTIVITY FROM 2011 TO 2019

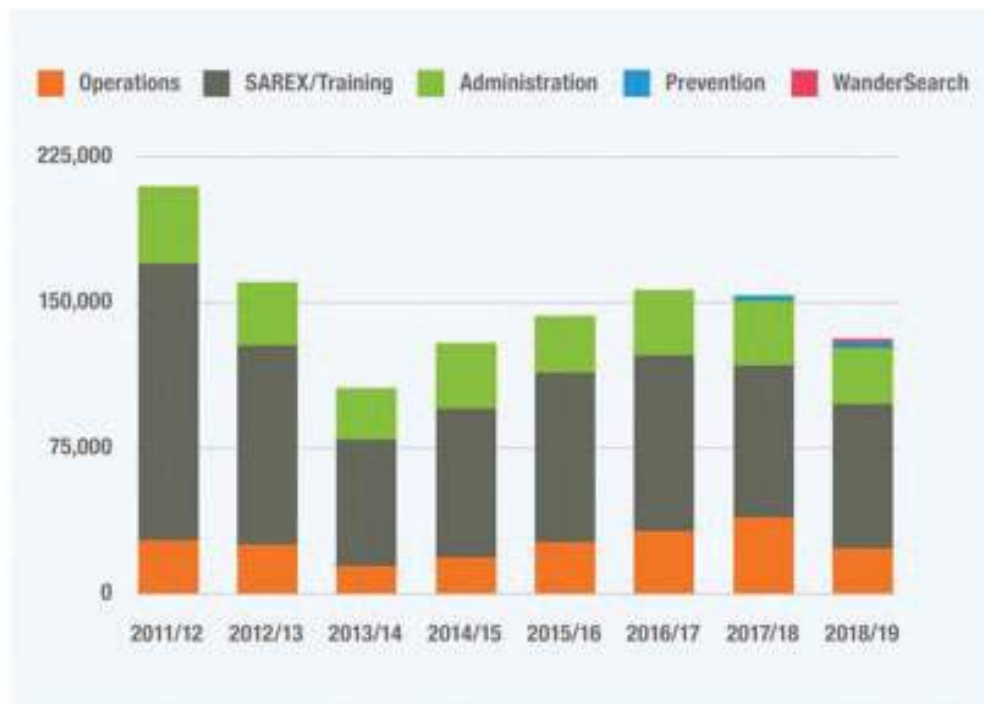


Figure 5: Source (LandSAR Annual Report 2018/2019)

The training arm came to fruition in January of 2019 and was delivering training within three weeks. A small training administration team of 2.5 people initially, growing to 4 by year-end, are coordinating and delivering the equivalent volume of training previously coordinated by up to 11 persons across five different training providers. Acronyms below represent Fire and Emergency New Zealand (FENZ) and the Ministry of Civil Defence & Emergency Management (CDEM).



Figure 6: Source (LandSAR Annual Report 2018/2019)

The following efficiencies have been gained through the internalising of training:

- Delivering over 20 additional events compared to previous training levels
- Working with groups to provide refresher/competency training
- Turning training into more than just an event but a social interaction
- Being able to deliver training in areas that had not received formal training in more than 10 years due to 14 persons minimum quota on courses.



Challenges

Public awareness

There are two challenges LandSAR faces surrounding public perception despite being ranked as a highly trusted charity. First is that LandSAR has a low public profile, many New Zealanders are unaware of LandSAR and it is even commonly confused with forestry scaffolding and rigging (SAR). Furthermore, public perception is still that Search and Rescue is provided by paid professionals instead of volunteers.

Volunteers

LandSAR also has to compete with other volunteer emergency services such as Coastguard and Surf Lifesaving New Zealand (SLSNZ) for the available volunteer workforce. Volunteers in Search and Rescue require large amounts of training and adequate fitness levels to perform the work. LandSAR has around 30% of its membership aged under 40, members under 40 are less likely to exhibit regular commitment. Younger volunteers were found to be more likely to devote fewer hours to volunteer work (15 to 34-year-olds devoting half as much time to older age groups) which is a problem because of the large amounts of training invested into the volunteers.

The LandSAR challenge is to maintain a skilled volunteer workforce that is available at all times for Search and Rescue Operations; this requires long-term and regular commitment from a large core of volunteers. Yet the national and international trends such as engaging for shorter periods, competing social demands, and age, represent the many competing demands placed on LandSAR volunteers.

Volunteer dropout is also a challenge SAR operators face. This is often due to a mismatch between actual experience vs expected experience. The need for groups to meet reporting requirements and governance is a demotivator, as this is not what they joined a voluntary organisation for. Additional pressure also comes onto the volunteer when the skill sets to achieve these administration and governance requirements don't exist within the group. LandSAR has increased operation expense spending in order to minimise the amount of administrative and report activity that volunteers perform.

Diversity and LandSAR demographics

At 27% female and 87% European, there needs to be an effort to broaden the appeal of SAR volunteering to female and culturally diverse volunteers. Diversity is an issue for all of SAR, with LandSAR, are 87% European, for Coastguard the level is 89%, and SLSNZ is at 90%. By contrast in the 2018 census, 74 percent of the New Zealand population identified as European and 14.9 percent as Māori. Other major pan-ethnic groups include 11.8 percent Asian and 7.4 percent Pacific peoples.

Awareness and need to engage different communities will need to be part of any strategy, especially in the already competitive area of volunteer workforce recruitment. This needs to be considered for funding/sponsorship, as many organisations require some form of diversity metric to support. Addressing this demographic challenge will allow LandSAR to access over \$1.6 million in potential funding.

Existing Goals and Road Map

2019-2020

Strategic Goals

Strong and Sustainable Relationships

Stewardship and Value for Money

LandSAR's relationships and partnerships enhance its reputation and influence within the national and international SAR sectors and the wider New Zealand society.

Well Supported and Engaged Groups and Specialist Teams

Sustainability

Sufficient capacity exists within LandSAR NZ to consistently meet the requirements of NZSAR's coordinating agencies.

Consistent High Performance

Fit for Purpose

LandSAR's workforce has the necessary skills, knowledge and equipment to carry out their SAR responsibilities safely and competently every time.

Financial Growth & Sustainability

Membership Value

We will diversify and grow our income/funding. Working within our business margin targets to return value to our membership/owners.

Road Map

Strong and Sustainable Relationships

- *Actively maintains a positive public profile*
- *Attracts sufficient funding to achieve a fit for purpose organisation.*
- *Continually improve the effectiveness and quality of its services and relationships.*
- *The board receives the necessary logistical, decision and developmental support required to enable it to meet its duty of care and governance responsibilities.*

Well Supported and Engaged Groups and Specialist Teams

- *Groups and specialist teams are well governed and have in place appropriate policies and plans to ensure their sustainability and meet their statutory and membership obligations.*
- *A nationwide network of well supported and engaged groups and specialist teams with appropriate capacity to meet the SAR needs of their area of operation.*
- *Communications with and between members demonstrates a united and progressive organisation.*
- *LandSAR's safety management system is fit for purpose and integrated into everyday activity.*

Consistent High Performance

- *Personnel have full access to a cost effective quality assured training curriculum that enables role progression through complimentary training pathways and blended learning options that delivers on required competencies.*
- *All operational personnel have the necessary equipment and communication sources to meet operational and safety needs.*
- *All operational personnel are actively engaged in a competency framework that describes the operational roles and articulates the skills and knowledge required to carry out those roles competently and safely*
- *Personnel are aware of and fully comply with their responsibilities in regard to the safety of themselves and others*

Financial Growth & Sustainability

- *Meeting an surplus target of >2% of revenue.*
- *Achieving significant new growth.*
- *Delivering shareholder/membership value.*
- *Stabilise & manage the business model.*



Finances

Over the last 5 years, LandSAR capital and operating expenses have increased on average 7% per annum up to \$3.4M in 2018/2019.

The drivers of these cost rises have been in the areas of administration and operational support as LandSAR has looked to decrease the burden on the volunteers so they can focus their time on what they volunteered for (search and rescue) and less on the administration work. A study into dropping out of volunteering found that the reason for leaving a volunteering organisation was due to the mismatch between actual experience and the expected experience.

Sources of LandSAR funding:

- Service Level Agreements for SAROPS
- Fuel Excise Duty
- Grants
- Donations/bequests
- Fundraising

Service Level Agreements

LandSAR receives a fixed level of funding from the New Zealand government on a yearly basis for undertaking primary search and rescue duties for Category I and II Search and Rescue Operations (SAROPS). This formal arrangement is called a "service level agreement" or "SLA". LandSAR currently receives SLA funding of \$650,000 from NZSAR for non SAROP activities. SLA funding goes towards administrating and running the organization, individual search and rescue operations

Fuel Excise Duty (FED)

In order to obtain funding through the FED, LandSAR must demonstrate alignment to Government priorities. FED funding is relatively fixed so focus should be directed at other forms of funding.

LandSAR has recently won large national contributions from Lottery Grants, Pub Charity Ltd, PG Trust and Sutherland Help Trust.

Following on from this success, LandSAR intends to capitalise on these successes, and further their funding streams, by applying for the same grants and diversifying the fundraising portfolio, whereby securing further grant fundraising opportunities through existing and new public and private funding.

In 2019/2020, and within the approved fundraising and marketing plans, there are four main areas within development and fundraising that LandSAR plans to work towards now and in the immediate future:

- 1.** Strategically applying for grants (Nationally/Locally) we need to ensure that as an organisation, LandSAR is aware and able to apply for all 'tagged' and non-tagged grant funding opportunities available. Tagged funding is funding that has a specific purpose attached (this may include equipment or travel). Generally, funders are more willing to provide tagged funding because they can demonstrate direct benefit. I.e. ten radios for the Gisborne Group. Untagged is more difficult to obtain as this comes with no expectation and will be used for things like salaries.
- 2.** Relaunch Friends of SAR (brochure attached in appendices), build on current donor base and engage with new donors to build essential regular giving in a monthly format. Develop resources and provide training for any volunteer interested in fundraising.
- 3.** Increase social media leads to LandSAR website Engage and inform others of our activities and work in close alliance with our key stakeholders through media, PR, publications, multi-media and online communications.
- 4.** Align through partnership with a key national synergetic sponsor to help raise the profile for LandSAR across New Zealand, increase opportunities for our groups locally and increase existing 'untagged' revenue.

Additional Information

Statement of Comprehensive Revenue and Expense

New Zealand Land Search and Rescue Incorporated For the 15 months ended 30 June 2019

	NOTES	2019	2018
Revenue			
Revenue from Non-Exchange Transactions			
Grants	6	3,886,798	2,502,704
Donations, Fundraising and Other Similar Revenue	7	231,753	172,427
Total Revenue from Non-Exchange Transactions		4,118,551	2,675,131
Revenue from Exchange Transactions			
Revenue from Providing Goods or Services	8	391,730	82,100
Interest, Dividends and Other Investment Revenue		27,493	19,807
Total Revenue from Exchange Transactions		419,223	101,907
Total Revenue		4,537,774	2,777,038
Expenses			
Equipment - LandSAR Volunteers		773,894	293,456
Grants and Scholarships - LandSAR Volunteers		298,504	234,014
Travel and Accommodation - LandSAR Volunteers		324,219	318,585
Travel and Accommodation - Employees, Contractors and Directors		266,183	221,068
Travel and Accommodation - Other		44,740	7,935
Training Delivery - LandSAR Volunteers and Other Students		743,658	428,729
Information Technology		159,831	28,648
Quality Assurance, Compliance and Insurance		136,352	195,428
Administrative Costs		96,189	56,349
Employee Related Costs		1,415,011	748,516
Contractor Fees		112,772	182,289
Director Related Costs		40,062	34,313
Audit Fee		13,125	8,502
Depreciation and Amortisation		9,254	2,751
Other Expenses		1,376	-
Total Expenses		4,435,170	2,760,583
Total Comprehensive Revenue/(Expense) for the Year		102,604	16,455

Statement of Changes in Net Assets/Equity

New Zealand Land Search and Rescue Incorporated

For the 15 months ended 30 June 2019

	NOTES	BAKER BEQUEST RESERVE	RETAINED EARNINGS	TOTAL
<hr/>				
Balance as at 1 April 2017		-	499,015	499,015
Total Comprehensive Revenue and Expense for the period		-	16,455	16,455
Transfer to/(from) Retained Earnings		125,432	(125,432)	-
Balance as at 31 March 2018		125,432	390,038	515,470
<hr/>				
		BAKER BEQUEST RESERVE	RETAINED EARNINGS	TOTAL
<hr/>				
Balance as at 1 April 2018		125,432	390,038	515,470
Adjustments to Retained Earnings	19	-	(131,904)	(131,904)
Adjusted Balance as at 1 April 2018		125,432	258,134	383,566
Total Comprehensive Revenue and Expense for the period		-	102,604	102,604
Transfer to/(from) Retained Earnings		-	-	-
Balance as at 30 June 2019		125,432	360,738	486,170

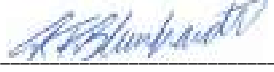
Statement of Financial Position

New Zealand Land Search and Rescue Incorporated As at 30 June 2019

	NOTES	30 JUN 2019	31 MAR 2018
Assets			
Current Assets			
Cash and Cash Equivalents	9	709,853	1,155,668
Receivables from Exchange Transactions	10	370,261	48,193
Recoverables from Non-Exchange Transactions		10,000	20,729
Prepayments		45,881	4,971
Total Current Assets		1,135,995	1,229,562
Non-Current Assets			
Property, Plant and Equipment	11	17,006	2,194
Total Non-Current Assets		17,006	2,194
Total Assets		1,153,001	1,231,756
Liabilities			
Current Liabilities			
Payables from Exchange Transactions	12	463,475	155,029
Employee Costs Payable		73,252	57,193
Liabilities from Non-Exchange Transactions	13	130,104	504,064
Total Current Liabilities		666,831	716,286
Total Liabilities		666,831	716,286
Net Assets		486,170	515,470
Equity			
Accumulated Comprehensive Revenue and Expense		360,738	390,038
Baker Bequest Reserve	18	125,432	125,432
Total Equity		486,170	515,470



Dave Robertson 14 October 2019 Date



Terry Blumhardt 14 October 2019 Date

Statement of Cash Flows

New Zealand Land Search and Rescue Incorporated For the 15 months ended 30 June 2019

	2019	2018
Cash Flows from Operating Activities		
Receipts from Grants	3,777,430	2,484,278
Donations, Fundraising and Other Similar Receipts	231,753	172,427
Receipts from Providing Goods or Services	39,503	73,505
Interest, Dividends and Other Investment Receipts	27,493	37,252
Payments to Suppliers and Employees	(4,484,566)	(2,722,033)
Net GST	(12,981)	(37,799)
Total Cash Flows from Operating Activities	(421,368)	7,631
Cash Flows from Investing Activities		
Payments to acquire Property, Plant and Equipment	(24,447)	-
Total Cash Flows from Investing Activities	(24,447)	-
Net Cash Flows	(445,815)	7,631
Cash Balances		
Cash and Cash Equivalents at beginning of period	1,155,668	1,148,037
Cash and Cash Equivalents at end of period	709,853	1,155,668
Net change in cash for period	(445,815)	7,631



Figure 7: LandSAR sponsors





New Zealand Search and Rescue

COORDINATION OF SEARCH AND RESCUE ACTIVITIES

Definitions

The following definitions have been agreed for search and rescue activities within New Zealand's search and rescue region:

- **Coordinating Authority.** The Coordinating Authority is the agency or body responsible for the overall conduct of the Search and Rescue Operation. The Coordinating Authority will lead and manage the operation. The New Zealand Police and the Rescue Coordination Centre New Zealand are the recognised Coordinating Authorities in New Zealand.
- **Search and Rescue Operation.** A Search and Rescue Operation (SAROP) is an operation undertaken by a Coordinating Authority to locate and retrieve persons missing or in distress. The intention of the operation is to save lives, prevent or minimise injuries and remove persons from situations of peril by locating the persons, providing for initial medical care or other needs and then delivering them to a place of safety.
- **Body Recovery.** New Zealand Police have the legal responsibility for all body recovery activities in accordance with the Coroners Act 2006. During a Category I SAROP New Zealand Police is the Coordinating Authority and will handle body recovery as part of the SAROP. During a Category II SAROP the Rescue Coordination Centre New Zealand is the Coordinating Authority and will manage all SAROP activity but, where practicable, will defer all matters relating to any subsequent body recovery activity to New Zealand Police.
- **Category I SAROP.** A SAROP coordinated at the local level; including land operations, subterranean operations, river, lake and inland waterway operations and close-to-shore¹ marine operations².
- **Category II SAROP.** A SAROP coordinated at the national level; including, operations associated with missing aircraft or aircraft in distress and off-shore marine operations within the New Zealand Search and Rescue Region³.

Responsibilities

For any SAROP there can only be one Coordinating Authority who is responsible for the management and coordination of the operation. The current responsibilities are as follows:

¹ The nature of 'close-to-shore' will vary according to the availability of local resources and the need to task national assets. Typically such operations will be within NZ Territorial Waters (12 nautical miles).

² Category I SAROPs typically require the use of local personnel and resources and can be carried out efficiently and effectively at the local level.

³ Category II SAROPs typically require the use of national or international resources and may involve coordination with other States.

Appendices

- New Zealand Police are the Coordinating Authority for all Category I SAROPs.
- The Rescue Coordination Centre New Zealand is the Coordinating Authority for all Category II SAROPs.

Transfer of Responsibility

With the agreement of both Coordinating Authorities any SAROP may be re-categorised at any time and responsibility passed in either direction.⁴

Responsibility for the SAROP must be formally transferred in accordance with established Standard Operating Procedures.

Initial Actions

The Coordinating Authority to receive initial notification of an incident that may require a SAROP will undertake the initial classification of the SAROP and assume responsibility until any formal transfer required is agreed.

Information Exchange

Established protocols provide for information to be exchanged between New Zealand Police and the Rescue Coordination Centre New Zealand to ensure close cooperation, effective communication and appropriate response.

SAROP Conclusion and Suspension

Coordinating authorities will conclude or suspend a SAROP in accordance with established protocols. Where responsibility has been transferred between authorities, the initiating authority will be advised that the SAROP has been concluded or suspended.

Cost of SAROP

The cost of a SAROP is met by the respective Coordinating Authority. Where a SAROP is transferred between Coordinating Authorities, the responsibility for meeting costs also transfers from the point onward.

Statistics

The Coordinating Authority who possesses coordinating responsibility at the conclusion or suspension of a SAROP is responsible for all statistical reporting in relation to the SAROP.

⁴ Typically such re-categorisation would happen no more than once in any SAR operation.

Criteria for NZ Lottery Grants

Lottery grant requests must align with one of the Board's criteria:

- enhance capability and increase capacity among applicants and the community
- reduce community organisation funding gaps
- have regards to the needs and aspirations of Māori
- consider the needs of older people, Pacific people and other ethnic communities, women and youth, people with disabilities.

Grant requests should show how they will contribute to at least one of these key objectives:

- support volunteers
- enable people to help themselves
- promote community wellbeing and address disadvantage
- promote community participation, inclusion and identity.

Applicants should also show how they:

- will focus on achieving their outcomes
- will work together with others to achieve common community outcomes
- are responsive to the communities they serve.

Friends of LandSAR

How you can support us

It's easy! You can join our team for just \$60 a year and support LandSAR volunteers who are on call 24 hours a day, 7 days a week. That's just \$5 a month- one cup of coffee.

I'd like to help, so please register me as a Friend of LandSAR

Name

Postal

Address

Email Address

I have paid my \$60 subscription

OR

I will pay my \$60 subscription

CREDIT CARD

Online via Givealittle
givealittle.co.nz/org/LandSAR2014

INTERNET BANKING

Direct Credit account 12-3191-0046063-02

Please use your name and FOL as a reference.

CHEQUE

Post to LandSAR, PO Box 13182, Christchurch

Contributions over \$5 are tax deductible and we are happy to send you a receipt on request. LandSAR is a registered charity, number CC 11286.

Enquiries

friends@landsar.org.nz

Support us by becoming part of the Friends of LandSAR team and receive:

- * Quarterly newsletters that include details of successful Search and Rescue Operations (SAROPS) and how your Friends of LandSAR subscription has helped the team
- * Invitations to our biennial conferences
- * A Friends of LandSAR lapel badge
- * A Friends of LandSAR car bumper sticker
- * A Friends of LandSAR email widget which gives you a special Friends signature to show you care



A sudden turn in the weather tipped young kayakers into the **freezing cold water of Lake Tekapo**. Members of Mackenzie LandSAR, along with other emergency services, were able to save nine of the young tourists, some who were delirious and hypothermic. The rescuers all received NZSAR Certificates of Achievement.

Police Area Commander Inspector Dave Gaskin said the rescue crew had saved lives

"If they hadn't done a good job, we would have been looking at more (fatalities)".

FRIENDS OF LANDSAR



Become a Supporter of the LandSAR Team

Help save the lives of those who become lost and stranded in our beautiful, rugged country.



Land Search and Rescue (LandSAR) assists around 500 people every year who have become, lost, missing or injured.

We need your support - as little as a cost of a cup of coffee per month can help.

landsar.org.nz
03 374 24 24

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LandSAR's unpaid professionals offer their specialist Search and Rescue skills **free** to the public 24 hours a day, 7 days a week, in any weather.

When a 111 call is made or a personal locator beacon (PLB) is set off, we provide the people power to support the New Zealand Police and the Rescue Coordination Centre with the Search and Rescue operations.

Two men who became **stranded in the Ophi Gorge**, South Canterbury were rescued by LandSAR teams in the early hours of the morning.

"Words cannot express the admiration we both feel for the professionalism and dedication everyone that was involved in the operation...the relief we both felt to see the torches coming upstream at 5am is indescribable."



In a daring night rescue, a specialist LandSAR Alpine Cliff Rescue team along with others, expertly rescued multiple injured victims scattered down the treacherous **ice covered slopes of Mount Ngauruhoe**.

In challenging conditions, the rescuers had to anchor themselves to the sheer, icy side of the mountain.

What is LandSAR?

We are a non-profit organisation that relies on the commitment of our volunteers to provide search and rescue assistance 24 hours, 7 days a week in all types of weather conditions and terrain. This is free of charge to everyone in New Zealand.

How would your money be spent?

It will help us train and equip over 3,000 volunteers nationwide. We always need teams of competent, well trained searchers who are ready to be deployed in any weather, 24 hours a day, 7 days a week.

It is vital that we ensure that these teams have the correct safety gear, protective clothing and communication equipment.

Who donates to LandSAR?

- * Friends and families who have received our help
- * Philanthropic organisations
- * Corporate donors
- * Members of the public who appreciate the selfless commitment of our volunteers



Free



FRIENDS OF LANDSAR
NEW ZEALAND LAND SEARCH AND RESCUE INCORPORATED
PO BOX 13182
CHRISTCHURCH 8141

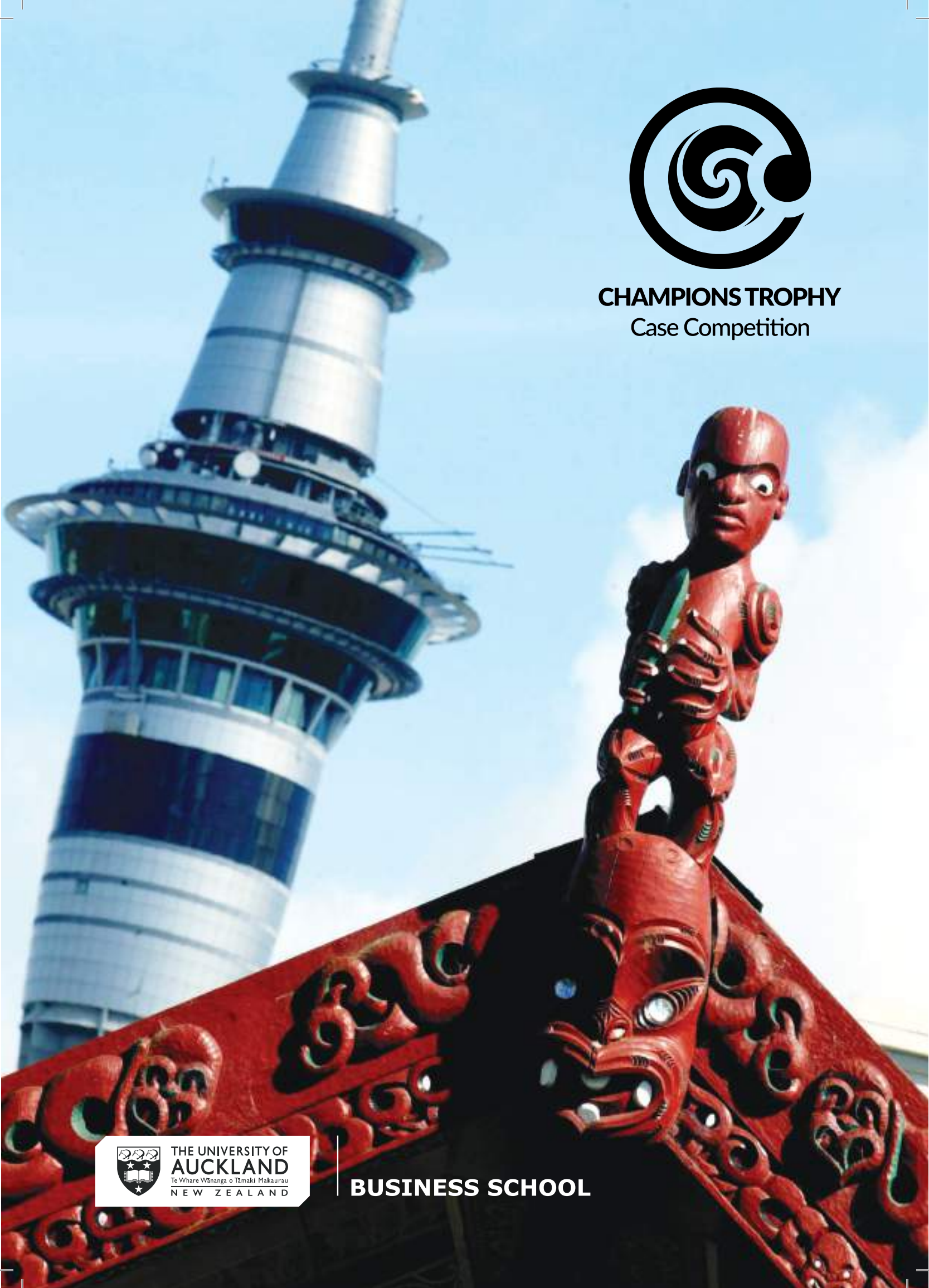
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Case Competition



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