



**Relationship  
Management Plans  
2019/20**

## **BACKGROUND**

LandSAR's mission is to provide land search and rescue support services to assist the lost, missing and injured. We deliver this support via local groups and specialist teams operating under NZ Police or Rescue Coordination Centre NZ (RCCNZ) direction.

Externally, formal agreements exist with NZ Police, RCCNZ, the Search & Rescue Secretariat (NZSAR), Wander NZ Charitable Trust, Ministry of Primary Industries (for the National Biodiversity Capability Network) and also with the Lotteries Grants Board/Outdoor Safety Committee. The Police, NZSAR and Lotteries provide funding to LandSAR. In addition we have sponsorship agreements and associated relationships with a number of other funders.

Informal external relationships exist with related entities such as Coastguard, Surf Lifesaving, Amateur Radio Emergency Communications, Alzheimer's NZ, Autism NZ, IDEAZ, Department of Conservation, Mountain Safety Council, the Federated Mountain Clubs of NZ and Sport NZ.

Internally, we rely on effective relationships between local groups/teams, regional committees, operating alliances, staff and the LandSAR Board.

For all these external and internal relationships LandSAR has considered the contributions that working together make towards our mission, the possible obstacles to working together cohesively and the effectiveness of the existing documents or understandings that frame the relationships. Where the scope for the relationship to significantly influence LandSAR's work is high, it is in our interest to be more proactive and structured in maintaining and monitoring the relationship. Relationship Management Plans (RMPs) are a way of prescribing the intent and nature of our most important relationships.

## **RELATIONSHIP MANAGEMENT PLANS**

RMPs set out the desired outcomes for a relationship, the types of interaction that LandSAR needs to commit to and ways of monitoring the relationship to check that it is effective and healthy.

For the time being, LandSAR has identified the following relationships as priorities for RMPs:

1. NZSAR
2. NZ Police
3. RCCNZ
4. LandSAR Groups
5. LandSAR Regions and Alliances

These RMPs are included as appendices to this document. This list is not exhaustive and further RMPs should be developed as required.

# Appendix 1: LandSAR Relationship Management Plan for the New Zealand SAR Secretariat (NZSAR)

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## 1.0 INTRODUCTION

The New Zealand Search and Rescue Secretariat (NZSAR) is modelled on the Canadian National SAR Secretariat and is comprised of a Secretariat Manager, Senior Advisor, National SAR Support Programme (NSSP) Coordinator, Assurance Coordinator and an administrator.

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

The Secretariat does not have an operational SAR role, nor does it oversee individual SAR delivery agencies. As part of its support for the NZSAR Council, the Secretariat provides leadership for the NZSAR Consultative Committee, which is a forum for all New Zealand based SAR stakeholders.

The Council, Secretariat and Consultative Committee work closely as a team. The Secretariat supports the processes of the Council and the Consultative Committee. The Secretariat also provides advice and support for the Council's external communications and media activity.

While the Secretariat provides administrative support to the Council and the Consultative Committee, it is in turn administered and accommodated by the Ministry of Transport. Costs for the Secretariat are met directly from government.

## 2.0 INTERACTION

### 2.1. Current levels of interaction

There is no interaction with NZSAR in an operational context.

Organisation      The Service Level Agreement (SLA) between Maritime NZ, NZ Police, Secretary for Transport (for and on behalf of the NZ SAR Council) and LandSAR for the provision of search and rescue services serves as the formal expression of LandSAR's relationship with NZSAR.

National            There is significant interaction 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:
  - Project SARdonyx – a joint search and rescue operational datastore system
  - NZ Search and Rescue Guidelines Project Steering Group
  - Implement Land Communications Recommendations – STWG(L)
  - SAR Volunteer Engagement Project
- 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

Local                      There is very little non-operational interaction with NZSAR at a local level.

## **2.2 Scope for further interaction**

The relationship between LandSAR and NZSAR is satisfactory and generally very effective and there is currently no identified need for further formal interaction.

## **3.0 OBJECTIVES/PURPOSE/OUTCOMES FOR THE RELATIONSHIP**

In accordance with the SLA the primary purpose of the Relationship Management Plan between NZSAR and LandSAR is to establish and promote a collaborative working relationship between the parties at a national level.

To attain the purpose, the following objectives need to be achieved:

- Open and honest communications
- Support and encouragement for 'One SAR'
- An awareness of each other's limitations and capabilities
- An understanding of each other's culture and relevant systems and processes
- A shared commitment to the maintenance of health and safety within search and rescue
- A healthy respect for each other through familiarity, trust and confidence in each other's abilities
- A willingness to either express or listen to concerns and to resolve conflict as soon as practicable

The intended outcome is an open, robust and productive relationship between NZSAR and LandSAR.

## 4.0 Implementation

To implement this relationship management plan the current levels of interaction need to be retained and, where necessary, improved.

The underlying table articulates the scope and schedule of interaction required:

Level of interaction (within RCCNZ)	Level of interaction (within LandSAR)	Style of interaction	Nature of interaction	Timeline (at least)
Manager SAR Secretariat	LandSAR Board Chair and CE	Formal meeting to update and discuss matters at a national strategic level	F2F meeting at NZSAR	Annually
	CE	Formal and informal meetings on all matters concerning the provision of search and rescue support service to the sector SLA performance and funding	All forms of interaction including F2F meetings, phone and email	As required but at least quarterly
NSSP Coordinator	GMTrg	Formal and informal meetings and communication on matters concerning training and development, performance, and other projects	All forms of interaction including F2F meetings, phone and email	As required but at least monthly
Senior Advisor	GMTrg or GSM (as applicable)	Formal and informal meetings and communication on matters concerning NZSAR projects and or workshops	All forms of interaction including F2F meetings, phone and email	As required but at least twice yearly
Assurance Coordinator	GMTrg or GSM	Formal and informal meetings and communication on matters concerning NZSAR projects and or workshops	All forms of interaction including F2F meetings, phone and email	As required but at least twice yearly

## 6.0 REPORTING MECHANISM

There are a variety of ways of recording and reporting the relationship between NZSAR and LandSAR as follows:

- CE's report to the Board
- Monthly staff reports to CE
- RMP reporting spreadsheet
- Minutes of SAR agency meetings and workshops

## 7.0 MEASUREMENT

The relationship between NZSAR and LandSAR will be measured in a number of ways including:

- Targeted areas within each organisation gauging levels of interaction and operability
- Project completion and implementation
- SLA reviews
- Recording disputes notified or complaints received – or the absence of either

In all cases CE (or delegate) will track changes in personnel and the frequency/adequacy of interactions at the various levels and report to the Board accordingly. This report is to include an assessment of the relationship, whether it is improving or deteriorating and what if any remedial actions are required.

## 8.0 UPDATING THIS PLAN

This plan will be reviewed and revised annually by the CE, with input from the GSM and GMTrg.

## 9.0 PLAN MAINTENANCE

Date plan commenced		Signed	
Date plan reviewed		Signed	
Date plan reviewed		Signed	
Date plan reviewed		Signed	
Date plan reviewed		Signed	

# Appendix 2: LandSAR Relationship Management for New Zealand Police

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## 1.0 INTRODUCTION

As one of the two Coordinating Authorities for search and rescue in New Zealand the NZ Police have mandated authority for control of all Category 1 search and rescue operations, which include all operations that are land based or involve inland waterways or close to shore coastal marine.

Although the Police have responsibilities and accountabilities as the lead agency for Cat 1 SAR operations they often don't have either the capacity or the expertise to conduct them on their own. They have historically relied on support agencies, such as LandSAR, Coastguard, Surf Lifesaving and AREC, to get the job done.

Search and Rescue (SAR), as a specialist Police function, is not coordinated nationally. The Commissioner of Police has delegated that responsibility to each of the 12 District Commanders, around the country, who determine what response capabilities and resourcing is committed to SAR in their own districts. This structure can promote an inconsistent approach. There is, however, national oversight for Police SAR Coordination and Training and Development from staff attached to Police National Headquarters in Wellington.

As already alluded to, there are variations around the country, as to how SAR is resourced and prioritised in the 12 Police Districts. The type of variation is largely determined by either existing or predicted SAR vulnerability, or other areas of Policing that are considered a higher priority.

In some Districts there are full time Police SAR Coordinators with a dedicated Police SAR Squad, in others there will be sworn personnel who have responsibility for SAR as a portfolio that they tack onto other full time roles – in these cases they may or may not have a SAR Squad to deploy. In the absence of any dedicated SAR capability or responsibility, local general duties Police will generally respond to any SAR incident. In all Districts the SAR function is managed by the District's Operations Manager or a delegate.

The NZ Police is LandSAR's key stakeholder as the organisation to whom we provide land search and rescue support services.

## 2.0 INTERACTION

### 2.1. Current levels of interaction

Organisation	The relationship between the Police and LandSAR is formalised through the Service Level Agreement (SLA) between Maritime NZ, NZ Police, Secretary for Transport (for and on behalf of the NZ SAR Council) and LandSAR, for the provision of Search and Rescue services.
National	There are various interactions at a national level including: <ul style="list-style-type: none"><li>• LandSAR representation on the SAR Consultative Committee</li><li>• LandSAR representation on the SAR Strategic Health, Safety and Wellbeing Committee</li></ul>

- Annual meeting with the NZ Police Commissioner
- Attendance at the annual Police SAR Coordinators workshop
- Active participation in NZSAR sponsored and or initiated projects and workshops with other SAR agencies
- Training and Development collaboration comprised of:
  - Representation on SAR Training (Land) Governance Groups and committees
  - Delivery at the National Police SAR Course at Dip Flat
  - Various training and best practice development activities directly related to multi-agency training

District                      Currently there is little interaction at a District Level with either the District Commanders or their Operations Managers. Any interaction that does occur is usually unplanned and incidental to other activities.

Local                            It is at the local level where most interaction occurs between LandSAR and the Police SAR Coordinators or SAR portfolio holders and the Police SAR Squads both in an operational and non-operational context.

In an operational sense this is where the LandSAR volunteers provide agreed land search and rescue support services, under the direct control of the Police to respond to Cat 1 SAR operations (SAROPS). In some situations this may also involve a response to a Cat 2 SAROP where RCCNZ are the lead agency and Police are acting as on-scene coordinator, where the relationship between Police and LandSAR remains largely the same.

On occasions this operational interaction can extend to post operational activities such as formal operational de-briefs and the preparation for and attendance at coroner's inquests and other enquiries.

Non-operational interaction for LandSAR volunteers can occur in a variety of ways including:

- Police attendance at Group meetings and AGMs
- Police attendance at Region meetings and AGMs
- Police participation in annual GPT meeting
- Joint training opportunities including Police sponsored SAREXs
- Informal meetings between volunteers and Police
- Arranged meetings between Group executive members and Police

Non-operational interaction between LandSAR staff, usually a Group Support Officer (GSO), and local Police can also occur in a variety of ways including:

- Regular arranged informal meetings with Police SAR personnel
- Joint attendance at Group and Region meetings
- Joint participation in the annual GPT meeting and any prior or subsequent discussions related to that
- Joint training opportunities
- Problem solving as required

## 2.2 Scope for further interaction

Although the relationship between LandSAR and Police at all levels is satisfactory and generally very effective, it has been identified that, to enhance the relationship, there is scope for further interaction in the following areas:

- Greater degree of interaction with District Commanders and Operations Managers
- Encouraging more Police SAR personnel to attend Group and Region meetings and other activities particularly the annual Group Planning Tool meeting where requisite levels of local search and rescue support service is determined and agreed
- More direct communications with Police SAR personnel, including SAR Squad members through regular meetings, and other contact at both a local and national level.

These areas for improvement have been highlighted as part of LandSAR's feedback to a Police SAR review in early 2019. At the time of the current plan revision, LandSAR is waiting to see if the review findings and recommendations will include specific actions related to the Police/LandSAR relationship.

## 3.0 OBJECTIVES/PURPOSE/OUTCOMES FOR THE RELATIONSHIP

In accordance with the SLA, the primary purpose of the Relationship Management Plan between NZ Police and LandSAR is to establish and promote a collaborative working relationship between the parties at a national, regional and local level.

To attain the purpose the following objectives need to be achieved:

- Open and honest communications at all levels
- An awareness of each other's limitations and capabilities
- An understanding of each other's culture and relevant systems and processes
- A shared commitment to the maintenance of health and safety within search and rescue
- A healthy respect for each other through familiarity, trust and confidence in each other's abilities
- A willingness to either express or listen to concerns and to resolve conflict as soon as practicable

The intended outcome is an open, robust and productive relationship between NZ Police and LandSAR.

## 4.0 Implementation

To implement this relationship management plan the current levels of interaction need to be retained and, where possible, improved.

The following table articulates the scope and scheduling of interaction required at the various levels:

Level of interaction (within Police)	Level of interaction (within LandSAR)	Style of interaction	Nature of interaction	Timeline (at least)
Police Commissioner	LandSAR Board Chair and CE	Formal meeting to update and discuss matters at a national strategic level	F2F meeting at PNHQ	Annually

District Commanders	GSM and/or local GSO	Informal meeting to discuss strategic matters at a District level – noting that Ops Managers would also probably attend	F2F meeting at DHQ	Annually
Operations Managers	GSM and local GSO	Informal meeting to discuss more tactical matters at a District level – noting that Police SAR Coordinators would also probably attend	F2F meeting at DHQ	Annually
Inspector Operations/Emergency Management	CE	Formal and informal meetings and communication on matters concerning joint projects and or workshops	All forms of interaction including F2F meetings, phone and email	As required but at least quarterly
Training & Development Coordinator: Search and Rescue	GMTrg and GSM (as applicable)	Formal and informal meetings and communication on matters concerning operations/admin, joint projects and or workshops	All forms of interaction including F2F meetings, phone and email	As required but at least monthly
Regional SAR Coordinators and SAR portfolio holders	GSO Region Executive Local Groups	Formal and informal meetings and communication on matters concerning joint projects and or workshops	All forms of interaction including F2F meetings, phone and email	As required but at least quarterly
SAR Squads	GSO Local LandSAR groups	Formal and informal meetings and communication on matters concerning joint projects and or workshops	All forms of interaction including F2F meetings, phone and email	As required

## 5.0 REPORTING MECHANISM

The various interactions as described above are recorded and reported in a variety of ways:

Level of interaction (within Police)	Level of interaction (within LandSAR)	Recording and Reporting
Police Commissioner	LandSAR Board Chair and CE	CE Board Report
District Commanders	CE and local GSO	CE Board Report and monthly GSO MOR
Operations Managers	GSM and local GSO	Monthly GSO MOR (when conducted separately from above)
Inspector Operations/Emergency Management	CE	CE Board Report
Training & Development Coordinator: Search and Rescue	GSM, GMTrg	Monthly management reports
Regional SAR Coordinators and SAR portfolio holders	GSO Region Executive Local Groups	GSO MOR Local Group and Regional meeting minutes GPTs
SAR Squads	GSO Local LandSAR groups	GSO MOR GPTs Course Participant Lists

## 6.0 MEASUREMENT

The relationship with the NZ Police will be reported and tracked in the Board Business Plan Reports by the CE and will be captured in a variety of ways including:

- Annual review of performance against SLA
- Operational de-briefs
- SARDonyx reporting
- Direct reporting
- Frequency of meetings
- GPT KPIs

The Business Plan Report will pay attention to any changes in the relationship particularly if there is evidence of an improvement or a deterioration in which case remedial actions need to be identified.

## 7.0 UPDATING THIS PLAN

This Relationship Management Plan will be reviewed annually by the CE (or delegate) and updated, as and when required, to maintain and promote a collaborative working relationship between the parties at a national, regional and local level.

## 8.0 UPDATING THIS PLAN

This Relationship Management Plan will be reviewed and revised annually by CE with input from the GSM and GMTrg.

NZ Police will be consulted during this review phase to ensure a 360 degree evaluation is conducted.

## 9.0 PLAN MAINTENANCE

Date plan commenced		Signed	
Date plan reviewed		Signed	
Date plan reviewed		Signed	
Date plan reviewed		Signed	
Date plan reviewed		Signed	

# Appendix 3: LandSAR Relationship Management Plan for the Rescue Coordination Centre New Zealand



## 1.0 INTRODUCTION

As one of the two Coordinating Authorities for search and rescue in New Zealand the Rescue Coordination Centre New Zealand (RCCNZ), as a division of Maritime New Zealand, has mandated authority for control of all major maritime and aviation search and rescue missions within New Zealand's search and rescue region and land-based missions arising from someone activating a distress beacon - these incidents are termed Category 2 search and rescue operations.

RCCNZ has no SAR assets or resources of their own and are purely a coordinating agency, providing a 24 hour response capability, utilising the support services provided by a wide range of agencies including NZDF, commercial air operators and more traditional SAR resources such as Coastguard and LandSAR.

LandSAR only rarely provides search and rescue support services directly to RCCNZ and when this occurs it is usually for aerial observation in commercial aircraft.

LandSAR does have an increasing role supporting RCCNZ indirectly for search and operations, involving beacon activations, where the LandSAR volunteers generally report to a local Police SAR Coordinator acting in the role of an On-scene Coordinator. This generally involves assisting with the rescue and/or recovery of persons in challenging terrain, where specialist capabilities are required on the ground.

## 2.0 INTERACTION

### 2.1. Current levels of interaction

**Organisation** The relationship between Maritime New Zealand and LandSAR is formalised through the Service Level Agreement (SLA) between Maritime NZ, NZ Police, Secretary for Transport (for and on behalf of the NZ SAR Council) and LandSAR for the provision of search and rescue which also serves to strengthen the relationship between the parties.

**National** The formal interaction at a national level includes:

- Training and Development collaboration comprised of representation on SAR Training (Land) Governance Group and committees and various training and best practice development activities directly related to multi-agency training
- The Strategic Occupational Health, Safety and Wellbeing Committee.
- Familiarisation training delivered by LandSAR to trainee RCCNZ SAR Officers
- Collaboration with RCCNZ and other SAR agencies in NZSAR activities
- Collation of LandSAR resources and response capabilities into the NZSAR resource database

Local                    There is very little non-operational interaction with RCCNZ at a local level apart from the odd occasion when RCCNZ personnel will visit local Groups as part of their own relationship management efforts.

In an operational sense LandSAR is usually working indirectly for RCCNZ through the local Police.

## 2.2 Scope for further interaction

Although the relationship between LandSAR and RCCNZ is satisfactory and generally effective, there is scope for further formal interaction between the managers of each organisation as follows:

- Between the LandSAR CE and the RCCNZ Manager
- Between the LandSAR GMTrg and the RCCNZ Training and Development Manager
- Between the LandSAR GSM and the RCCNZ Operations Manager

## 3.0 OBJECTIVES/PURPOSE/OUTCOMES FOR THE RELATIONSHIP

Like the SLA, the primary purpose of the Relationship Management Plan between RCCNZ and LandSAR is to establish and promote a collaborative working relationship between the parties at a national, regional and local level.

To attain the purpose the following objectives need to be achieved:

- Open and honest communications at all levels
- An awareness of each other’s limitations and capabilities
- An understanding of each other’s culture and relevant systems and processes
- A shared commitment to the maintenance of health and safety within search and rescue
- A healthy respect for each other through familiarity, trust and confidence in each other’s abilities
- A willingness to either express or listen to concerns and to resolve conflict as soon as practicable

The intended outcome is an open, robust and productive relationship between RCCNZ and LandSAR.

## 4.0 Implementation

To implement this relationship management plan the current levels of interaction need to be retained and, where possible, improved.

The following table articulates the scope and schedule of interaction required at the various levels:

Level of interaction (within RCCNZ)	Level of interaction (within LandSAR)	Style of interaction	Nature of interaction	Timeline (at least)
RCCNZ Manager	CE	Formal meeting to update and discuss matters at a national strategic level	F2F meeting at RCCNZ	Twice yearly

Training and Development Manager	GMTrg	Formal and informal meetings and communication on matters concerning training and performance	All forms of interaction including F2F meetings, phone and email	As required but at least twice yearly
Operations Manager	GSM	Formal and informal meetings and communication on matters concerning delivery of support services and health and safety	All forms of interaction including F2F meetings, phone and email	As required but at least annually

## 6.0 REPORTING MECHANISM

There are a variety of ways of recording and reporting the relationship between RCCNZ and LandSAR as follows:

- CE's report to the Board
- Monthly staff reports to CE
- Minutes of SAR agency meetings and workshops

## 7.0 MEASUREMENT

The relationship between RCCNZ and LandSAR will be measured in a number of ways including:

- Operational debriefs
- Annual audits such as GPT and SMS
- Recording disputes notified or complaints received – or the absence of either

In all cases the CE (or delegate) will track changes in personnel, and the frequency/adequacy of interactions at the various levels, and report to the Board accordingly. This report is to include an assessment of the relationship, whether it is improving or deteriorating and what, if any, remedial actions are required.

## 8.0 UPDATING THIS PLAN

This Relationship Management Plan will be reviewed and revised annually by CE with input from the GSM and GMTrg.

## 9.0PLAN MAINTENANCE

Date plan commenced		Signed	
Date plan reviewed		Signed	
Date plan reviewed		Signed	
Date plan reviewed		Signed	
Date plan reviewed		Signed	

# Appendix 4: Relationship Management Plan for LandSAR Groups

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## INTRODUCTION TO LANDSAR GROUPS

LandSAR's 61 local Groups are the constituent members of LandSAR NZ. They, in turn, represent more than 3400 individual local members who provide SAR services for NZ Police and the Rescue Coordination Centre of NZ. Each local Group is managed by an elected committee.

## 2.0 INTERACTION

### 2.1 Current levels of interaction

LandSAR NZ currently interacts with local Groups via:

- Four Group Support Officers (GSOs), each covering 13 to 17 Groups. GSOs generally visit Groups at least twice per annum for formal meetings or attendance at other Group events. One of these visits will include the joint completion of the Group Planning Tool (an annual summary of Group workloads, capacity, performance, needs and issues). Other LandSAR staff (such as the Group Support Manager and CEO) will occasionally join GSOs on Group visits. GSOs are available at all times for telephone, email and other forms of electronic contact with Groups. The extent of this type of contact generally depends on the particular needs of each Group.
- Specific local visits or forums on issues such as training support and competencies.
- Email updates from the Board Chair, CEO or National Support Office. Sometimes these are to all members and sometimes they are directed to Groups via the Group Chairs, Secretaries or other local office holders.
- Regular video conferencing or f2f meetings between the CEO and Group Chairs.
- The LandSAR website including news items on the members' area homepage and through members' forums. The members' forums are significant as a form of electronic communication that provides for two-way interaction that is visible by a wide audience. The forums are very under-utilised at present.
- LandSAR AGMs and conferences – annual opportunities for formal and informal face to face interactions between the LandSAR Board, staff and Group representatives.
- LandSAR Board forums. Every second LandSAR Board meeting is conducted in a regional or local centre where nearby Groups are invited to attend for open Q and A sessions with Board members.
- Social media. A LandSAR Facebook page is actively maintained and is followed by many Group members. LandSAR posts internal news items and shares topics of general SAR interest from external sources. Although some members

post comments, Facebook is generally not used for two-way interaction at present. LandSAR also has, or has resolved to have, a presence on YouTube, Twitter and Instagram but these presences do not yet connect with many Group members.

## **2.2 Scope for further interaction**

The size of the national organisation is small – currently the Board (7 permanent members) and 14 staff, and individual time limitations tend to dictate the extent of interaction that is possible. Whilst some Groups express a desire for more face to face contact, travel times (which average 2-3 hours each way from GSO bases to Groups) and cost mean that it is prudent to reserve additional Group visits for when personal attendance adds particular value. The same limitations lead towards favouring modes of interaction where LandSAR NZ representatives can contact many Groups at the same time, with the proviso that any methods of mass contact/communication must provide individual Groups with the opportunity to be heard and acknowledged.

LandSAR is very much the sum of its parts and there is a high level of expectation that the national body will reflect the wishes of the membership. This frames the relationship as one where consultation and transparency are key. The volunteer nature of the organisation means that a high value must also be placed on members' time and that interaction needs to be efficient and effective. With this in mind, there is scope for:

- More structured use of face to face meetings between staff and Groups. The GPT provides a lot of structure but the large amount of content means that topics may be addressed only lightly. The GPT also focuses, almost exclusively, on scrutinising Group activities and does not provide the reciprocal opportunity for Groups to be updated on national issues and initiatives. GSOs need to be able to talk on any LandSAR issue when they are with Groups. Groups will only get full value from the contact if they can trust that the information and responses they get from staff are properly informed and mandated. A process needs to be maintained that ensures that front line staff are up to date with key projects, relationships with other SAR partners and Board directions.
- Maximising opportunities for discourse at national gatherings. Many of issues for the LandSAR/Group relationship seem to come out when Group representatives have the chance to talk with each other. LandSAR should encourage this and be present to take an active part in the discussions. The frequency of national conferences and how programmes provide for Group contributions should be reviewed to provide more chances for dialogue.

## **3.0 OBJECTIVES/PURPOSE/OUTCOMES FOR THE RELATIONSHIP**

3.1 The objectives of the relationship between LandSAR and its member Groups are set out in Section 4 of the LandSAR constitution. In short, these include: developing and

maintaining local capacity and capability to provide SAR services, advocating for the needs and interests of members, securing and allocating funding, managing external relationships, conflict resolution and promoting the organisation as a whole.

- 3.2 The purpose of the relationship is to aid the provision of services (national governance, management and support) by LandSAR NZ to LandSAR Groups. Information needs to flow accurately and freely between the parties. The national body (governance and management) is mandated by the Groups to negotiate and enter into agreements, develop systems and policy and manage national finances but all this work needs to be informed by having a clear understanding of the wishes of the Groups. The national body has a duty to keep the Groups well informed of what it does and to provide the means for implementing agreed actions.
- 3.3 The desired outcome is that is that LandSAR NZ and its member Groups function effectively as a single entity. There are no inefficiencies or losses due to inadequate communication or internal conflict.

#### 4.0 SCHEDULE OF INTERACTION

Level of Board/Staff (who)	People involved (all)	Style of interaction	Nature of interaction	Timeline (at least)
LandSAR Board	Group delegates	Workshops, Q&A, open discussions	LandSAR Conference	Biannually – consider annually
LandSAR Board	Group committees and members	Q&A, open discussions	Regional forums attached to Board meetings	Cover all regions in a 3-4 year cycle
CEO	Group Chairs	News and updates – should also seek feedback	Email, video conferencing	Weekly – participation is optional
LandSAR Board and Management Team	Group Chairs or delegate	Q&A, provision of updates, open discussions	North and South Island Group Chair meetings	Annually
GSOs	Groups	News and updates – should also seek feedback	Email, newsletter	Monthly
GSOs	Group committees /members	Facilitated discussion	Group Planning (GPT) meetings	Annually
GSOs	Group committees /members	Q&A, provision of national updates and information	Face to face meetings, attendance at other local events	At least annually and more often as required
GSOs and other staff	Group office holders and members	Reactive provision of information and support	Email, phone,	Staff to respond ASAP – target within 24 hours
GSOs and other staff	Group members	Observation – understanding the work of members	Attendance at events, following social media	Regularly, as opportunities arise
GSOs and other staff	Group members	Proactive provision of information	Email, website,	Regularly, as required

## 5.0 REPORTING MECHANISM

Group Support Satisfaction Surveys. CEO and GSM first-hand observations. Group feedback to CEO and Board. GSO MORs

## 6.0 MEASUREMENT

Satisfaction levels are maintained or improved each year.

Issues are raised and effectively responded to internally – neither party feels any need to air dissatisfaction externally.

Groups are actively engaged in developing and implementing national initiatives.

## 7.0 UPDATING THIS PLAN

Annually by CEO or delegate.

## 8.0 Date plan commenced

Date plan commenced \_\_\_\_\_ Signed \_\_\_\_\_

Date plan reviewed \_\_\_\_\_ Signed \_\_\_\_\_

Date plan reviewed \_\_\_\_\_ Signed \_\_\_\_\_

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# Appendix 5: Relationship Management Plan for LandSAR Regions and Alliances

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## 1.0 INTRODUCTION TO LANDSAR REGIONS AND ALLIANCES

LandSAR has 61 local Groups throughout New Zealand. In the South Island Groups come together to form three Regional committees based on Policing District boundaries (Tasman, Canterbury and Southern). Regional committees discuss and advance matters of shared interest to Groups. They are conduits for inter-Group cooperation and they play a role in organising regional SAR events such as SAREXs and SAR competitions.

Most North Island Groups have disestablished their Regional committees but in some areas (Central North Island and Tararua) Groups have come together to form operating Alliances. Alliances are focused on inter-operability and shared training between Groups. Elsewhere, Waikato and Coromandel Groups have a level of regional coordination. Auckland, Northland, East Coast and Taranaki Groups manage their relationships with neighbours informally.

## 2.0 INTERACTION

### 2.1 Current levels of interaction

LandSAR NZ currently interacts with Regions and Alliances via:

- Group Support Officer (GSO), and sometimes CEO, GSM or Board member, attendance at Regional Committee and Alliance meetings and events.
- Training calendar formulation in the case of Alliances.
- GSO email updates.

### 2.2 Scope for further interaction

The high degree of variance in regional structures is an impediment to standardising the interactions between LandSAR and these entities. On the other hand, there is potentially much to be gained by prioritising LandSAR's relationships at a regional level. It is for Groups to decide what form their regional structures (if any) take but those that have formalised committees or regular Alliance meetings are in no doubt about their value. LandSAR should perhaps be more active in examining why arrangements that work so well in one area are not considered for adoption in other areas.

With regard to relationships with existing regional entities, LandSAR should consider:

- Ways of empowering Regions and Alliances. We want strong partners to help promote and achieve LandSAR objectives. Resourcing is an issue with most fundraising effort being focused at national and local Group levels. Operating grants may assist Regions/Alliances to take a more proactive role.

- Likewise, increasing GSO accountability to Regions/Alliances could provide regions with better means for getting things done.
- Involving regional representatives in interactions with coordinating authorities and other stakeholders (eg. attendance at Police SAR coordinator's meetings).
- Asking for responses to be coordinated at a regional level when seeking feedback from the LandSAR membership.
- More regular CEO and national manager attendance at Regional/Alliance meetings.
- LandSAR Board recognition of regional entities (eg. Board Chair to Regional Chair communication).

### **3.0 OBJECTIVES/PURPOSE/OUTCOMES FOR THE RELATIONSHIP**

- 3.1 A principal value of regional structures is their potential to effectively represent multiple Groups and distil sometimes disparate local views down to an agreed regional position. There is also the advantage of LandSAR being able to interact, on some matters, with just one entity rather than many. The objectives of the relationship are therefore the same as between LandSAR and its member Groups and include: developing and maintaining local capacity and capability to provide SAR services, advocating for the needs and interests of members, securing and allocating funding, managing external relationships, conflict resolution and promoting the organisation as a whole.
- 3.2 The purpose of the relationship is to build an effective link between LandSAR and its members. The relationship also recognises the value of regional structures in fostering cooperation and efficiencies among LandSAR Groups
- 3.3 The desired outcome is that regional entities are recognised and fill a particular organisational niche, between the national body and local Groups.

## 4.0 SCHEDULE OF INTERACTION

Level of Board/Staff (who)	People involved (all)	Style of interaction	Nature of interaction	Timeline (at least)
GSOs	Regional committees/Alliances	Discussion, Q&A, assigning of tasks (to GSO)	Attendance at meetings, reporting back by GSO	All regional/ Alliance meetings
CEO/national managers	Regional committees/Alliances	Presentation of information, discussion, Q&A	Attendance at meetings	Annually for each entity
Board/Board Chair	Regional /Alliance Chairs or reps	Updates, requests for feedback	Email	As required but at least annually
All	Regional committees/Alliances	Requests for feedback	Email, face to face visits	As required
All	Regional committees/Alliances	Observation, informal relationship building	Attendance at SAREX and other regional events	Annually and more often as opportunities arise

## 5.0 REPORTING MECHANISM

To be developed – some type of annual feedback process to gauge Region/Alliance satisfaction. If regional entities are involved in directing and receiving direct support from GSOs, Regional Chairs/reps should be consulted (to gauge GSO performance) as part of an MOR process.

## 6.0 MEASUREMENT

Region/Alliance satisfaction levels are maintained or improved each year.

Issues are raised and effectively responded to internally.

Regions/Alliances are actively engaged in developing and implementing national initiatives.

## 7.0 UPDATING THIS PLAN

Annually by CEO or delegate.

## 8.0 Date plan commenced

Date plan commenced \_\_\_\_\_ Signed \_\_\_\_\_

Date plan reviewed \_\_\_\_\_ Signed \_\_\_\_\_

Date plan reviewed \_\_\_\_\_ Signed \_\_\_\_\_

Date plan reviewed \_\_\_\_\_ Signed \_\_\_\_\_