National Emergency Management Agency
Te Rākau Whakamarumaru

New Zealand Response Teams (NZRT)

Operating Guidelines

NEW ZEALAND RESPONSE TEAM

Policy, Procedure and Guidance for Establishment, Accreditation and Operations

April 2022

New Zealand Response Teams (NZRTs) Operating Guidelines
Policy, Procedure and Guidance for Establishment, Accreditation and Operations

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This guideline has been issued by the Director of the National Emergency Management Agency pursuant to s9(3) of the Civil Defence Emergency Management (CDEM) Act 2002.

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Guideline Information

Purpose

These NZRT Operating Guidelines describe the requirements relating to the establishment, training, deployment and accreditation of New Zealand Response Teams (NZRTs).

These Guidelines must be read alongside the other policies and operational guidance, including the NZRT Capability and Competency Framework and the Directors Guidelines (DGL).

Intended Audience

The intended audience of this guideline is Civil Defence Emergency Management Groups or other owner/parent organisations that want to register a team and progress through the New Zealand Response Team (NZRT) accreditation process.

Terminology

A complete list of definitions is provided at the end of the document.

Use of icons

The following icons are used in this guideline:

Indicates information is provided in the appendices.

Indicates more information is available in another document or website.

Document control

Version 2, March 2022
This document will be reviewed every second year.

Any changes, requests, additions, updates to nzrt@nema.govt.nz

Introduction

1. Volunteer Response Teams

1.1. Volunteer Emergency Management

New Zealand is a nation of volunteers and this is rooted in the tikanga Māori concept of mahi aroha; unpaid work and collaboration undertaken for mutual benefit, and the greater good of whanau and the wider community.

Civil Defence Emergency Management is no different, where volunteers, both pre-trained and spontaneous, are essential for the delivery of response and recovery efforts in New Zealand.

See the NEMA publication 'Volunteer Coordination in CDEM' for more information at: https://www.civildefence.govt.nz/cdem-sector/guidelines/volunteer-coordination-in-cdem/

Volunteers are not managed at a national level, but are managed and coordinated at a CDEM Group or local authority level.

1.2. History

Volunteer response teams have been part of the CDEM structure in New Zealand for over 30 years. Initially established to support arrangements under the Civil Defence Act 1983, their role increased following the strengthening of responsibilities at the local government level under the Civil Defence Emergency Management Act 2002.

New Zealand's National Disaster Resilience Strategy aims to put the community at the heart of emergency management, and seeks to enable and empower community first responders to respond to crises in a way that makes sense to them.

Response teams consist of volunteers who are drawn from, and are representative of, their community. They are supported by, and accountable to, a specific local authority or parent organisation.

They are established in advance to provide a response capability during an emergency situation that is relevant to local hazards, risks, and the communities' vulnerabilities and needs.

1.3. Role

The role of volunteer response teams varies, and is based on local need and the capability and capacity of emergency services or other agencies in the team's home region.

Context

2. Requirement

2.1 Establishing the need

On 30 August 2018, the Civil Defence Minister Kris Faafoi released the Government's response to the Technical Advisory Group's report into how New Zealand responds to natural disasters and emergencies.

The Government's response addresses the Technical Advisory Group's findings and 42 recommendations and sets out a multi-year work programme designed to deliver extensive change to New Zealand's emergency response system. This will improve how New Zealand responds to natural disasters and other emergencies in five key areas:

- Putting the safety and wellbeing of people at the heart of the emergency response system
- Strengthening the national leadership of the emergency management system
- Making it clear who is responsible for what, nationally and regionally
- Building the capability and capability of the emergency management workforce
- Improving the information and intelligence system that supports decision making in emergencies

2.2 Outcomes for NZRTs

Key outcomes impacting NZ Response Teams (5.3.3):

- Agree that during an emergency response when deployed for the purposes of urban light rescue, FENZ have control of the teams if they are trained, equipped, and resourced to an agreed accredited level (5.3.3.1).
- FENZ and NEMA to work with CEG Chairs and NZRTs on how the teams can be recognised as being trained for responsibilities that they can appropriately assist with during emergencies (5.3.3.2).
- Identify how New Zealand can incorporate best practice from Australia's State and Territorial Emergency Services (SES) in recognising/training/accrediting volunteers, including assessment of volunteers' existing qualifications (5.3.4).
- Explore how best to protect volunteers from liability if they are 'in the system' i.e., NZRT, USAR (5.3.5).

2.3 Te Tiriti obligations

As part of the Ministerial review in 2018, key objectives were set regarding what NEMA should seek to achieve regarding Te Tiriti (Treaty of Waitangi) obligations with Iwi as a key partner. These include:

- Greater recognition, understanding and integration of iwi/Māori perspectives and tikanga in emergency management.

- Greater recognition, understanding and integration of the capacity and capability of marae to look after people in an emergency.

Officials from DPMC, assisted by Te Puni Kōkiri, will also engage with iwi and Groups to explore a proposal that:

- Groups work with marae in their region to identify marae that could, and want to, have a role in emergency responses (noting that marae are one community facility amongst many); and any infrastructure upgrades and training needed to enable those marae to respond effectively.
- Groups undertake planning, understand their tikanga, and develop protocols with those identified marae that may be required, including to support reimbursement for welfare-related expenses.
- The national emergency management agency will be responsible, on an ongoing basis, for providing Groups with support and guidance, and for monitoring progress on engagement with iwi, Māori and marae.

As an entity within the national emergency management structure, these principles apply to NZRTs, as do expectations of how they will uphold Te Tiriti obligations as they undertake their roles both day-to-day and during operations.

3. NZRT Vision

3.1 Vision

Teams of volunteers resourced, enabled and empowered to serve their communities in times of need.

3.2 Mission

To build and maintain, a robust and sustainable volunteer capability and capacity for emergency management in New Zealand, through standardisation, coordination, and collaboration.

3.3 Goals

- **Trained** to a standardised, professional level
- **Recognised** and trusted by their communities, and valued and respected for the work they do
- **Integrated** into the emergency management system, and considered as partners by emergency services

3.4 Values

Tuwhera me te kanorau - **We are inclusive and diverse** – We are representative of the communities we serve.
Tūhonohono - **We are connected** – We work together collectively towards a common purpose.
Whakakoha - **We are respectful** – We treat everyone with the same kindness and respect.
Pono - **We are trustworthy** – We take responsibility and act with integrity and honesty.

NZRT National Governance Arrangements

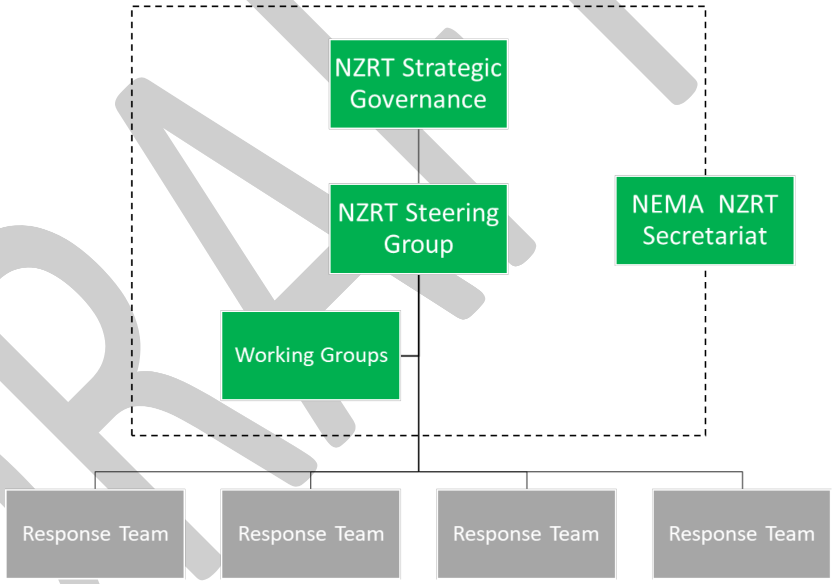
4. Governance Structure

4.1 Development

These arrangements were developed in consultation with response teams, response team owners, CDEM Groups, and tasking agencies to provide for a coordinated, well-governed, and sustainable response team system for New Zealand.

4.2 Structure

Oversight of New Zealand Response Teams (NZRTs) has been split into two levels of governance; a Strategic Governance Group, and a Steering Group, as illustrated in the diagram below.



The NZRT Strategic Governance Group sets the national vision and direction for response teams to help achieve New Zealand's National Disaster Resilience Strategy, approves capability and competency framework and accreditation criteria, and ensures response teams are integrated at all appropriate levels of New Zealand's response and recovery system.

The NZRT Steering Group provides a body to represent and advocate for response teams at national level and provide a link to emergency services and other central government decision-makers. This group also provides accountability for the response teams to the agencies represented in the NZRT Strategic Governance Group.

These two governance groups are supported by standing or ad-hoc working groups, and a NEMA based NZRT Secretariat function which provides oversight and coordination of the New Zealand response team system.

Internal governance arrangements of individual response teams, or governance arrangements between teams and their owners or parent organisations, are not considered in this national structure, however, these will be considered as part of the accreditation process, as governance groups will need to be confident that appropriate team structures are in place before approving accreditation.

4.3 NZRT Strategic Governance Group

The NZRT Strategic Governance Group sits above the NZRT Steering Group and is chaired by NEMA and consist of executive officials or senior representatives from central government agencies, emergency services, CDEM Groups, and the NZRT Steering Group.

Membership of the group consists of an executive official or senior representative of:

- NEMA (Chair)
- FENZ
- New Zealand Police
- St John Ambulance
- Ministry of Health
- The NZSAR Secretariat
- CDEM Group Managers
- NZRT Steering Group

Members from FENZ, Police, St John, Ministry of Health, and the NZSAR Secretariat are appointed by their respective agency. A representative of CDEM Group Managers will be nominated by the National Emergency Management Development Group. The NZRT Steering Group elect a representative to sit on the NZRT Strategic Governance Group.

Members are appointed for their interest and expertise in emergency management and search and rescue, and for the decision-making mandate they hold from their respective agency or group. They represent the interests of their respective agency or group, whilst considering the national perspective and taking a sector-wide approach.

4.4 NZRT Steering Group

The NZRT Steering Group sits below the NZRT Strategic Governance Group and provides a direct link to individual response teams. The group works closely with the NEMA NZRT Secretariat and any appointed Working Groups to develop and maintain national capability and accreditation frameworks.

Membership of the NZRT Steering Group consists of a representative from:

- CDEM Groups (1 x North Island; 1 x South Island)
- Response Team Owners (1 x North Island; 1 x South Island)
- Response Team Members (1 x North Island; 1 x South Island); and
- The NEMA NZRT Secretariat

The two representatives of CDEM Groups are nominated by the National Emergency Management Development Group. The representatives of

Response Team Owners and Members are appointed by nomination. Other than the NEMA NZRT Secretariat, all are elected for a two-year period.

The NZRT Steering Group is responsible for:

- Implementing the national vision and strategy as determined by the NZRT Strategic Governance Group.
- Collectively advocating for and representing response teams at a national level.
- Approving 'accredited response team' status once the NEMA NZRT Secretariat has determined that a team is appropriately accredited and audited.
- Oversight and monitoring the performance and activities of response teams.
- Providing direction and advice to teams where appropriate.
- Identifying and sharing best practice across the response team system.

4.5 NEMA NZRT Secretariat

A secretariat function sitting within NEMA supports and coordinates the NZRT Strategic Governance Group, NZRT Steering Group, any working groups, and administers the national response team capability, accreditation, and registration framework.

The NEMA NZRT Secretariat is responsible for:

- Tracking progress towards achieving the national vision and strategy.
- Supporting national policy development, especially in relation to the capability and competency framework.
- Developing, implementing and administering a national accreditation process including an audit function
- Administration of the NZRT Strategic Governance Group
- Administration of the NZRT Steering Group
- Sitting on the NZRT Steering Group
- Oversight and facilitation of any working groups established.
- Administration of applications for accreditation.
- Maintaining a national register of accredited response teams including their capabilities, capacity, and availability.
- Oversight of the performance and activities of teams.
- Establishing and maintaining relationships with national and international partner agencies and organisations to ensure best practice for volunteer response teams is identified, and subsequent advice given to NZRT Strategic Governance and NZRT Steering Groups where appropriate.
- Coordinating out-of-region requests for response team deployment once the capability and competency framework and accreditation process are implemented.

Team Development

5. Establishing a Team

5.1 Determining needs

Any organisation, company, agency, or charity wanting to establish an NZRT should first consider the need for that team in their locality. This involves looking at the regional and local hazard and risk analysis to conduct a review of emergency response capability within the local area in which the team is likely to operate. This should be done in consultation with the regional CDEM Group.

An analysis can be undertaken to assess the local levels of preparedness to respond to and manage the consequences of known hazards and risks in that area. The results of this analysis will help determine the range of general and specialist skills that a new response team could provide for, and what ongoing support would be required to achieve and maintain this capability.

On this basis, the proposing organisation and the CDEM Group may agree to establish one or more response teams. Any proposal will be developed in collaboration with all local response agencies and decided on and endorsed by the Coordinating Executive Group (CEG).

5.2 CEG approval

The CEG must ensure sound rationale exists for setting up and maintaining the team based on the gaps in current response capabilities. When assessing the case for a new team, the CEG must ensure:

- The gap in existing capability would be improved with a NZRT.
- Existing resources and normal response arrangements will be meaningfully supported by a NZRT.
- A NZRT would provide surge capacity during an emergency where normal response arrangements are overwhelmed or otherwise require additional support.

The CEG must ensure any endorsed and accredited NZRT within its area of responsibility is integrated into response and recovery arrangements, where appropriate, including the CDEM Group Plan. Integration should be done in a way that avoids unnecessary duplication or uncertainty about roles and capability.

5.3 Parent organisations

Each team must be established, governed, and supported by a recognised and credible organisation such as a local authority, an emergency service, a non-governmental organisation (NGO), a business or industry group, an education institution, or a registered trust or charity. This arrangement is sometimes referred to as the team being ‘owned’ by a parent organisation, and the team remains accountable to this ‘owner’.

A recognised and credible organisation is one that has standing within the geographical area in which the team will primarily operate, has the resources and procedures in place to sustain and support the team, and is in a position to assume any legal requirements associated with the team.

The parent organisation must ensure suitable governance and management arrangements exist to meet the requirements of this, and any associated guidance documents, and any legislation pertinent to the running of the team (e.g., health & safety legislation, employment legislation, etc.).

Governance functions must include providing for strategic direction, policy setting, monitoring and maintaining performance, and undertaking reviews when necessary. These arrangements must be clearly documented.

The owning organisation must have a specific person designated to manage the team and facilitate the organisations governance requirements on a day-to-day basis. The person appointed also acts as the conduit for information to/from the NEMA NZRT Secretariat and the local CDEM Group/CEG.

The role may include, but is not limited to:

- Monitoring team conduct, welfare, and safety.
- Ensuring that the team operates within the framework and direction of the owning organisation, and any related guidance documents.
- Recruitment of team members, assessing applicants, and assigning team roles.
- Helping with self-audit procedures for compliance and accreditation.
- Helping to maintain operational and professional development relationships with relevant emergency response organisations.
- Making sure that all team policy and procedural doctrine plus supporting documentation is available and current.
- Ensuring the team aligns to NEMA NZRT best practice.

5.4 Team Administration

The Team Manager (within the parent organisation) and Team Leader are to agree upon and set in place arrangements for daily team management and administration. Upon establishing the team, and requiring confirmation on an annual basis, a key management task is gaining agreement with the parent organisation on:

- Level of service – through a service level agreement (SLA) with the CDEM Group
- Reporting time frames and procedures
- Funding and financial management arrangements, including the role of charitable trusts and similar supporting arrangements
- Annual training and exercise plans
- Arrangements for monitoring and evaluating performance against strategic goals, operational objectives and budgets
- Clarifying the form and extent of the direct public profile and working relationships that the team may develop within the communities they are helping (at both CDEM Group and local levels).

In addition to the above, ongoing management tasks will include delivering a training plan, overseeing the team's role in exercises and public education activities, maintaining equipment, and coordinating routine activities and liaisons within the CDEM environment.

The roles and responsibilities of the Team Manager and Team Leader positions must be clearly defined to avoid duplication or confusion. In most teams, the manager supports the Team Leader to handle the day-to-day management work, including those aspects which may be delegated to other designated persons in the command structure.

Note: Where a parent organisation is made up entirely of volunteers, it is recommended that the team seek some support from their CDEM Group, with this outlined in their SLA.

5.5 Legislation relating to volunteers

There are several pieces of legislation that CDEM organisations need to comply with when they are working with volunteers, including:

- CDEM Act 2002
- Health and Safety at Work Act 2015
- Privacy Act 2020
- Employment Relations Act 2000
- Human Rights Act 1993; and
- Accident Compensation Act 2001

5.6 CDEM Act protection

The CDEM Act 2002 does not specify duties or obligations of local authorities toward volunteers. Nor does it prescribe codes of conduct towards, or training standards for, volunteers. The intent of the legislation is for CDEM Groups to determine the CDEM needs of their region and how best to meet those needs. This will include identifying roles/functions that are best fulfilled by employees or contractors and those that are appropriate for volunteers.

The CDEM Act 2002 addresses compensation and protection from liability (s107-110). These provisions apply to volunteers (and any other persons) who carry out CDEM under the direction of the Director, a Controller or Recovery Manager.

5.7 Other legislative protection

Other legislation may provide protection for volunteers operating under it. For example, if the tasking agency in a non-declared incident is FENZ, the Fire and Emergency New Zealand Act 2017 provides protections.

This will be situation dependent.

5.8 HSWA protection

The Health and Safety at Work Act 2015 provides volunteer workers, defined in Section 19 of the Act, with the same coverage as workers. The CDEM organisation must ensure the health and safety of its workers, so far as is reasonably practicable.

Volunteers who operate under the direction of CDEM are subject to this coverage, provided that:

- they are working with the knowledge and consent of the CDEM organisation
- the work they are doing is of a regular or ongoing nature; and
- the work is of an integral part of the business of the CDEM organisation.

Volunteer workers also have duties under the Act to take reasonable care for their own health and safety and that their actions do not adversely affect the health and safety of others and must comply so far as they are reasonably able with the reasonable instructions of the CDEM organisation.

5.9 HSWA obligations

Teams must have procedures that account for the health, safety and wellbeing of the team members. Parent organisations/team owners, Team Managers, Team Leaders and tasking agencies all have a duty of care for the team's personnel. Within the HSWA, there are overlapping responsibilities in terms of the person(s) conducting a business or undertaking (PCBUs) with NZRTs.

PCBUs must take all practicable steps to ensure the health and safety of those working for them. Every team member must do all that they reasonably can in the course of their work to ensure the health and safety of other team members, other agencies, and the public.

Organisations need to have robust systems in place to support their volunteers both during and after declared and non-declared emergencies. This is an essential part of recognising the valuable contribution that volunteers make.

Refer to **Appendix B** for further information.

The following is taken from April 2018 correspondence with WorkSafe NZ regarding CDEM volunteers, CDEM Groups, CEGs and their responsibilities.

Who are the PCBUs?

A CDEM Group Is established by statute (CDEM Act). The group has influence over the work of a range of people who complete planning, preparedness and response to emergency situations. You have explained that all workers are employed by other organisations or are volunteers, none-the-less their work is either directed or significantly influenced by the CDEM Group. Based on the information that you have provided, the CDEM does not meet the definition of being a volunteer association (section 17(2), HSWA). On this basis, the CDEM Group is a PCBU. The [CDEM Group's] member local authorities and other supporting agencies are also PCBUs and have the ability to influence the health and safety outcomes for the people who they assign to do work under the direction of the CDEM Group.

For the sake of clarity, a Coordinating Executives Group (CEG) isn't a PCBU because it exists to support the CDEM Group in carrying out its functions.

Who within the CDEM framework will be "officers" responsible for exercising due diligence in relation to the group's activity?

- Section 18(b) HSWA defines an officer as any person occupying a position in relation to the business or undertaking that allows the person to exercise significant influence over the management of the business or undertaking.
- CDEM Group members will likely be officers and therefore have a due diligence duty.
- However, CDEM Group members who are elected members of the governing body of a territorial authority or regional council cannot be prosecuted if they fail to properly discharge their 'officer duties' (section 52, HSWA).
- CEG members will likely meet the legal definition of being an 'officer' for the CDEM Group. This is because the CEG's statutory functions include; overseeing the implementation, development, maintenance, monitoring, and evaluation of the civil defence emergency management group. As Chief Executives, they are also 'officers' for their own organisations.
- A Group Controller will probably not be an 'officer' for the purposes of HSWA. Based on what you have described, the decisions of a Group Controller will more likely be operational implementation and deployment of resources, within the scope of the plans that have been developed by the CDEM Group, and these people would therefore not appear to be exercising significant influence over the management of the business or undertaking.

It is correct that elected councillors cannot be prosecuted should they fail to meet the 'officer' duties, whereas others who may be officers can potentially be prosecuted. This is the same situation as exists for all individual local government organisations. The protection from prosecution given to certain office holders, including elected members of a local authority, was a considered policy decision when HSWA was introduced.

How WorkSafe would approach this issue:

"The work health and safety performance of civil defence organisations is not a matter that WorkSafe would routinely evaluate. If WorkSafe were to investigate an event or incident, we would need to consider the individual circumstances of that event? However, we would likely focus more toward the quality of preparedness and planning rather than the individual decisions or actions of people responding to an emergency. It is also important to note that investigations have a broader purpose than holding individuals accountable, and that not all investigations undertaken by WorkSafe result in prosecution. WorkSafe understands the challenging nature of managing an emergency situation and is aware that despite the level of preparedness, not every eventuality can be anticipated or planned for." - *Extract from WorkSafe advice to a CDEM Group (2018).*

5.10 SPC & DRA

The Safe Person Concept and the Dynamic Risk Assessment processes should be applied by all team members in all situations. These processes are designed to build safe systems into the work habits and thinking of all team members. Introduction and application of these tools is provided as **Appendix C** - Health, Safety & Wellbeing.

5.11 Team 'non-operational'

Teams may either voluntarily stand-down from deployment or may be directed to stand down, becoming 'non-operational'.

A standing-down could be either in the deployment of a particular strand, or across their entire capability. Various reasons could initiate this, including a lack of personnel, disciplinary matters, accident investigations, questions around ongoing competency etc. Wherever this occurs, the NEMA NZRT Secretariat and the NZRT Steering Group should be involved to provide the necessary support to expedite the reinstatement of the team to full operational status in a timely manner.

5.12 Non-availability

A team can make themselves non-available due the need for re-commissioning of equipment used in training or operations, personnel fatigue from operations, or for any other reason in order to either rest team members or reset equipment.

This is normally a short-term measure and is different to either being suspended, non-deployable, or voluntarily standing down.

5.13 Team re-establishment

Teams that are non-operational from deployment and operational status, or re-establishing following a period of inactivity such as a team restructure etc., may re-apply for accreditation at any time by following the same process as for any other new team.

The team will not be afforded the ability to go through the shorter re-accreditation process after a prolonged period (> 12-months) as non-operational or of inactivity.

NZRT numbers will not be issued to any other team regardless of any non-operational status or inactivity (voluntary or imposed), i.e., an NZRT number remains assigned to that team, however if they are non-operational or inactive, they are removed from availability on deployment rosters/notifications.

5.14 Team dis-establishment

Any team that chooses not to continue with the NZRT accreditation process, will not be recognised as an NZRT. The team will be removed from the national register, any capability databases they appear on, and will not be deployed.

Teams may be disestablished by parent organisations for various reasons, but these should be communicated to the NEMA NZRT Secretariat, so that every attempt can be made to provide any needed support to maintain the team.

Wherever a team ceases to meet the NZRT accreditation requirements, either voluntarily or by other means, any NZRT uniforms are to be forfeited to the Secretariat, along with the rights to utilise the NZRT badge. For further information see section 9 ***Uniform and Badging***.

6. Team Policy

6.1 Operation

The NZRT capability is operated by the team owner/parent organisation and coordinated through the local CDEM Group with oversight from NEMA. Teams must be endorsed for development and capabilities by the regional Coordinating Executive Group (CEG). Further detail is available within the **Interim Capability and Competency Framework.**

6.2 Capability and Competency Framework

The Framework's 'Foundation' requirements outline the core capabilities and functions of a registered New Zealand Response Team. All NZRTs must be accredited and endorsed for the Foundation components.

Dependent on the need in the local area or region, teams can also be accredited and endorsed in elective specialist strands over and above the Foundation requirements. The team must be endorsed by the CEG for any particular elective strand.

The content and requirements for each strand (Foundation and elective) are determined at national level by the agency or organisation who have a legislative responsibility for that response or recovery function, or who have accountability for determining the content as agreed by the NZRT Strategic Governance Group. Further detail is available within the **Interim Capability and Competency Framework.**

6.3 Readiness & contingency planning

Recognising the Response Team capability is reliant on volunteers, they should be ready to deploy on a 'best endeavours' basis, 24/7. Therefore, planning and contingency arrangements will need to be in place where possible, to ensure that if there are not sufficient personnel available to meet the commitments of the team MOU and/or SLA with the parent organisation and/or CDEM Group, appropriate notification can be made in a timely fashion.

6.4 Team composition

A number of options exist on how a team should be structured, however, each team must have a recognised, formal command structure with specific roles allocated.

With this, there also exists a minimum requirement for certain team positions to be filled. Below are possible team positions with the nationally agreed naming conventions and mandatory roles indicated. *

Operational Roles	Non-Operational Roles
Team Leader*	Team Manager (owner/parent organisation representative)*
Deputy Team Leader (2IC)	Administration Officer
Safety Officer*	Training Officer*
Team Medic*	Support Member
Squad Leader	Equipment Officer*

Driver	ICT specialist
Senior Responder	
Responder	
Recruit	
Probationary Recruit	

See role descriptor guides at **Appendix F.**

The person specifications attached to each team position are those desired. They are targets and it is accepted that it may not always be possible to achieve the level desired. Not all positions may be filled at one time and some team members may be appointed to more than one role at a time depending on the nature of the tasking and who is available. Some roles are annual appointments, others may need to be rotated either on the day, or throughout the course of an incident.

Response team members may also be strand specialists. In these cases, members in any position* may be required to operate within their specialist strand. Administrative positions may also be appointed to the team.

Team members may switch roles to fill gaps in order to meet deployment requirements however, they must be qualified in the role they fill.

*The Team Leader or Deputy Team Leader shall not assume specialist strand roles whilst maintaining overall command. No team member operating in an exclusive safety role should assume specialist strand roles, other than to provide technical safety advice and oversight to a task which they specialise in.

6.5 Recruitment

Building a capable team starts with recruiting the right people with the right attributes which are considered to be the qualities or characteristics inherent to an individual. Alongside these, any potential candidates must live the NZRT values.

A person with the attributes listed below will be more suited to this role. These attributes may be used to develop a Response Team Member job description to help select the right people.

- Demonstrates professionalism and fosters professionalism in others.
- Demonstrates flexibility and is open to new ideas.
- Is reliable and dependable.
- Supports colleagues and is collaborative.
- The ability to see their role in relation to the wider operational context.
- Demonstrates ability to operate effectively in a high-pressure, austere environment.
- Solutions focused when problem-solving.
- Is respectful of cultural differences.
- Demonstrates empathy and respect.
- Is self-motivated and motivates others.
- Demonstrates ability to follow instructions and work unsupervised.
- Ability to reflect on own performance, aware of own limitations.
- Maintains an appropriate level of fitness.

A vetting process should be in place to enable background checks of any prospective team members.

A recruitment plan should be drawn up which will include, but is not limited to, prerequisites, physical fitness, experience, knowledge and skills being sought.

A recruitment process may include:

- **Public awareness** - Advertisements in local papers, radios, social media, posters and public displays.
- **Open night** - Hold information/open night. Provide application forms.
- **Screening process** - Application forms processed. Interviews and selection of individuals.
- **Probation period** - Recruits chosen and commence probation period.

Due to the complexities of the legal doctrines “Duty of care” and “In Loco Parentis”, members should be at least 18 years of age, although it is preferred that members recruited are 20 years old or older.

6.6 Recruit vetting

Applicants will be subject to a criminal record check through the Ministry of Justice. Applicants with precious convictions may still be considered suitable for the team dependent upon the conviction i.e., minor offences more than three years prior. Also refer to the Criminal Records (Clean Slate) Act 2004.

Any team member who will be exposed to impacted and vulnerable people, e.g., at Civil Defence Centres (CDCs) or in other welfare settings, will require a vetting/safety check through the New Zealand Police in accordance with the Vulnerable Children Act 2014.

Any person who is a current member/employee of Fire and Emergency New Zealand, New Zealand Police, New Zealand Defence Force, New Zealand Customs Service, Department of Corrections or a registered ambulance officer with the New Zealand Ambulance Board, may be exempt from the vetting policy as these organisations already have existing vetting systems in place.

The information provided to the Team Leader and Team Manager shall remain confidential and will determine whether or not the applicant is of suitable character to be accepted as a team member. Final decision-making rests with the Team Manager.

6.7 Probationary period

Many teams adopt a probationary period for new recruits. This gives the individual an opportunity to assess if volunteering as a NZRT member is for them, but more importantly, it allows the team to assess the recruit for ‘team fit’, and whether or not they will be able to contribute as a valued team member.

Internal team policy should dictate any probationary provisions including feedback for the recruit whether successful or not. The generally accepted probationary period is 90-days with a minimum attendance of 80%.

6.8 Operational status

A probationary recruit is limited to support roles. The recruit must complete the probationary period and sufficient training before carrying out operational tasks. Adequate supervision should be provided to probationary recruits at all times.

6.9 Personnel in training

A team with eight (8) or more fully trained members may use additional members who are yet to meet all the training requirements during a **local** incident or emergency response operation. In these circumstances, the following operational response requirements must apply:

- The team has a designated Team Leader, Deputy Team Leader and Safety Officer
- The Team Leader and/or the parent organisation determine whether deploying partially trained team members is appropriate, and the circumstances this is acceptable. Team policy is developed from this.
- A ratio of a minimum of four (4) fully trained members to each partially trained member (4:1) is applied in determining the team number and composition.
- A fully trained team member (excluding the Team Leader, Deputy Team Leader and Safety Officer) must be designated to supervise each partially trained person at all times.
- The incident management command structure must be informed that the team is using partially trained team members and the mitigations in place for this.

6.10 Fully operational team member

When a recruit has completed the required foundation courses and the team has voted to accept the recruit as full team member.

The Team Manager has the authority to take on new recruits as required, (i.e., if an operational member leaves during the year, the team may take on an individual new recruit bypassing a full recruitment process).

Upon the recruit being accepted as an operational member, and at the request of the member, the Team Manager should send their employer a letter requesting their availability for emergency response during work hours. See below.

6.11 Release from employment

All members should advise their employers of their membership in the team and the possibility of deployment at short notice. A letter should be provided to employers verifying the person is a member of an NZRT and the relevant deployment requirements depending on their role within the team.

Section 112 of the CDEM Act 2002, provides protection to employees from dismissal when acting under the direction of a Civil Defence Controller, although there is no requirement for the employer to make payments during the employees' absence.

6.12 Leave

Upon completion of probation requirements, members may apply for leave under the following guidelines:

Re-entry requirements following leave period:

- Up to 1 month leave (excluding Christmas Break) – No requirement.
- 1 month to 3 months leave – Member observed at training sessions, some upskill may be required to return to operational level.
- 3 months to 6 months leave – Revalidation may be required.
- Greater than 6 months leave – On approval of the Team Leader/Manager on a case-by-case basis – return conditions to be dependent on skills maintenance whilst on leave.

All requests for leave shall be made in writing or email to the Team Leader who will advise the Team Manager.

All leave approvals and return requirements are to be balanced alongside the team members length of service and experience.

6.13 Health monitoring

All team members should complete a medical declaration form and be subject to a fitness test both on entry to the team and subsequently at periodic intervals (see ***Fitness Assessment*** below). This is for the protection of both the team member, but also the team owner and any requesting/tasking agency including the CDEM Group.

For the medical declaration, it is expected that the applicant will have had a medical examination by a registered physician within the previous two years to enable them to confidently declare their current health status. Team members personal information must be kept confidential and handled in accordance with the Privacy Act.

Prior to any deployment, every team member deploying must complete a medical/fitness declaration stating they have no medical/fitness issues they are aware of that may be detrimental to them deploying. In time-critical situations, this may be a verbal check conducted through the person leading the deployment, which should be quickly recorded in a notebook etc.

Appendix J – Pre-Deployment Medical Assessment provides a form for this purpose if deploying out-of-region and an abbreviated form for localised deployments.

6.14 Fitness assessment

Physical fitness is vital to team success as many tasks require a level of physical fitness and capability. Teams should have a fitness assessment to establish an individual's baseline performance capability in simulated general rescue activities. It should not be to measure general fitness, strength or endurance.

Team members should be required to undergo and pass a test annually. Where a team member fails to meet the basic requirements of a fitness test, every opportunity must be extended to the member to improve and pass within a reasonable timeframe. Teams should provide a grace period to raise fitness levels, during which time, the team member should be deemed non-operational.

Any team member that does not pass the fitness test may still be a part of a team in a support role. This role enables people without the physical ability for operational duty to be involved in supporting the team. Their role within the team is to be defined and documented.

An exemplar fitness test is outlined below:

Activity	Descriptor
Casualty movement	Carry or drag a 75kg manikin, or person of equivalent weight, 50m within 60 seconds
Stretcher Carry	Walk 400m carrying a 15kg weight, using only one hand at a time and without putting it down within five minutes.
Equipment Transport	Climb and descend 12 flights of stairs (six-storeys) wearing a 15kg backpack, in a safe manner, within three minutes.
Hauling/Lowering	Raise and lower a 15kg weight to a height of six metres twice, within 60 seconds, using a 11mm line through a karabiner.
Vertical climb	Climb a ladder extended to three floors with a 15kg pack - belayed (full body harness).
Lifting technique	Correctly lift and lower a stretcher loaded with 75kg mannequin – or equivalent weight
Swim	Swim 50m in 60 seconds and a further 100m without stopping.

These activities should be carried out consecutively.

The activities weights/heights/distances/durations may be altered to suit the team profile. For example, a team that has no water-based strands (flood, swift water) would not be expected to have a swim test.

6.15 Smoking policy

To ensure that NZRTs comply with the Smoke-Free Environments Act 1990 and amendments, there should be no smoking in all buildings and vehicles.

Team members are not permitted to smoke while wearing any team apparel or uniforms and must not smoke while near team equipment.

Team members wishing to smoke, must remove or cover all team apparel and move away from both team cache and other team members who are wearing team apparel, which is visible, to a designated smoking area.

6.16 Personnel illness or injury

Whenever personnel are injured or unwell, they must not deploy. Similarly, they should not attend team training unless they have an approval to carry out limited duties (and what those duties are restricted to), from a licensed medical practitioner.

Before any team member can either deploy or return to full operational status following a significant illness or major injury (involving any hospitalisation), a medical clearance must be obtained.

6.17 Vaccinations

The following is the schedule of vaccinations for NZRTs, refer to the *NZRT Capability & Competency Framework Strand Vaccination Risk Assessment* to determine the needs for your team.

- Tetanus, Diphtheria, Pertussis (DTP) – Light Rescue/USAR
- Measles, Mumps, Rubella (MMR) – CDC & Welfare
- Hepatitis A – Flood Response
- Hepatitis B – Light Rescue/USAR/Mass Casualty Support
- COVID-19
- Seasonal Influenza

This will be reviewed periodically to ensure it meets the needs for the roles of NZRTs.

Note: Although vaccinations are not mandatory, in extreme instances it may be determined by a health and safety risk assessment that unvaccinated personnel cannot deploy due to a potential risk. All personal vaccination information must be handled in accordance with the Privacy Act.

6.18 Team database

All teams must keep an up-to-date database of team personnel. This should include the name, date of birth, contact phone number, address, next of kin, position in team, copies of course certificates or unit standards, sighting of vaccination card, driver's license classes and skills of each team member. A sighting record of an official form of identification (Passport, Driver's License etc.) should also be kept on file.

This information should be checked periodically (six monthly) for currency, and should be held securely, ideally electronically and password protected with limited access. This information must be managed in accordance with the Privacy Act.

https://www.legislation.govt.nz/act/public/2020/0031/latest/LMS23223.html

When deployed, some of this information may be requested by the NCMC, or an EOC/ECC in the affected area at short notice. Again, sharing this information should be managed carefully.

6.19 Progression pathway

There should be a clearly documented process for how a team member goes from probationary recruit (or similar), to trainee, to fully operational team member. This should outline the courses required to be completed and any relevant time restrictions (e.g., time in position), in order to gain experience in that level.

A progression pathway should exist for all team members which outlines how they position themselves for the next layer of the team, i.e., team member to Squad Leader etc. This may be limited by position numbers, i.e., only space for one Team Leader however, this should not restrict team members qualifying to the appropriate level.

6.20 Succession planning

By enabling team members to continue to develop and upskill allows for effective succession planning.

At all times, where possible, there should be at least one level of redundancy across all key team positions. This will support the team to maintain its effective functionality in the event a team member is injured, ill, retires or is otherwise unavailable for any length of time, and mitigates the possibility of a 'single point of failure' amongst personnel.

This can be addressed by establishing position 2ICs across the team where they don't otherwise exist. This may be particularly important for members of specialist strands such as Rope Rescue or Swift Water Rescue.

6.21 Team activity log

All activities (training sessions, operational deployments, public displays etc.) must be logged in a Team Activity Logbook or similar (D4H).

The minimum information required is the date, time, details of the activity and the Team Leader's signature/authorisation. This logbook will inform the reporting and auditing process. This may be an electronic record but must be backed up, preferably on a cloud platform for accessibility.

6.22 Response priorities

Where team members are also members of other frontline response services, an order of priority must exist to ensure that the service that requires the team member's skills the most gets them, during a response.

Where a team member holds a full-time professional role i.e., Police, firefighter, paramedic etc. then their full-time role is where their primary priority rests.

Where a team member is also a volunteer with one of the following agencies, then they need to reach agreement with their parent organisations about who they will respond for in different emergencies.

- Police (Authorised Officers)
- St John or WFA
- FENZ
- NZDF
- LandSAR
- Coastguard NZ
- Surf Lifesaving NZ
- AREC
- Red Cross DWST

Teams should have a policy for these personnel with clear guidelines for their response.

7 Training

7.1 Team training plan

An annual training plan for the team must be prepared in conjunction with the parent organisation. This plan must include relevant CDEM Group or Territorial Authority training and exercise activities. The CDEM Group must be advised of this plan and should create opportunities for teams and other CDEM organisations within their area to work together.

Through liaison with partner agencies, either directly or via the CDEM Group, training should be undertaken wherever possible with the partner agencies, including but not limited to:

- Local or Regional Council
- FENZ (and USAR)
- St John and/or WFA
- Police
- NZDF
- Other CDEM Groups
- NEMA (including EMAT)

Team training plans must be submitted to the CDEM Group annually to help for planning the allocation of the annual TEC CDEM training fund, which is administered by NEMA. The NZRT Secretariat must also be forwarded a copy of the team training plan to assist with advocation for funding.

7.2 Training requirements

Suitable training will be made available to all team members in accordance with HSWA requirements and to meet organisational outcomes.

It is the responsibility of the Team Leader to ensure the Training Officer incorporates all training needs in annual training.

All operational members are required to maintain their skills to an operational level, which may be achieved through scheduled trainings, exercises, courses and skills maintenance. Members may also include activities outside of the team e.g., relevant tasks at their work as signed-off by their supervisor/line manager.

Revalidation may also be substituted by attending suitable courses respective to the member's level or higher.

7.3 Training revalidation periods

All training which is required to meet an industry standard, will also meet the associated revalidation periods.

Wherever a revalidation skill is trained 'in-house', with a suitable trainer embedded within the team, the skill must be revalidated when determined by the industry standard as the minimum.

7.4 Strand training requirements

All teams that have approval to deliver elective strands must ensure comprehensive training/refresher training is delivered for this.

NZRTs with approved specialist strand electives including:

- Rope Rescue
- Swift Water Rescue
- Light Recue; and
- USAR strands

should carry out an exercise at least once a year with local agencies who share similar skillsets to ensure high-level interoperability and awareness of one another's capabilities exist.

Note: Where any barriers to coordination with partner agencies to achieve this exist, the NEMA NZRT Secretariat should be involved to resolve this through the governance level.

7.5 Training hours

The NZRT Steering Group has established guidelines outlining the minimum expected training hours per person and per team. These are not training hours made available, but training hours completed. Team training hours will obviously include team member hours i.e., a three-hour team training session would also be three hours for each team member involved.

These are audited within the accreditation process and are as follows:

Teams that deliver a Technical Rescue strand	
Team training	300 hours per year
Team member	100 hours per year

Note: These hours are structured around teams that deliver a technical rescue strand i.e., Light Rescue, Swift Water Rescue, Rope Rescue, First Responder, Light USAR.

Teams that do not have a Technical Rescue strand	
Team training	200 hours per year
Team member	70 hours per year

All teams, regardless of the strands they deliver, should ensure:

- Operational team members attend the prescribed 100 hours per year.
- Probationary team members attend a minimum of 80% of all annual training.
- Support/admin team members should attend one training per month.
- Operational or probationary team members should not miss any more than three (3) consecutive training sessions without a valid reason, having had prior approval from the Team Leader.

Where teams/members are not meeting the minimum expected requirements, this will impact their accreditation.

Training should also consider the following sessions: (these may be combined)

- Deployment testing – activation of systems and processes in real time.
- Team extended duration exercises.
- Multi-agency exercises.
- Remedial needs.

7.6 Team trainers

Trainers must hold the appropriate qualifications in the subject being trained. Where possible it is preferred trainers hold a qualification above the level at which they are teaching.

Trainers should be qualified to instruct and ideally hold an Adult Education and Training (AET) qualification or Basic Instructional Techniques (BIT) and unit standard *4098 - Use unit standards to assess candidate performance*.

Whilst these are not mandatory, the trainer should understand the different ways people learn and address these.

7.7 Training records

Training records must be maintained in the form of a log for every team member. This may be digital. Logs may be reviewed at any time by the Team Manager, Team Leader or other person acting on their behalf to ensure skills are being maintained to a suitable standard.

A team member's skills may be assessed by the Team Manager/Team Leader with sufficient advanced notice to ensure the team members are maintaining their skills to an appropriate level. This may also form part of a performance review process.

7.8 Recognised learning

The recognised prior learning (RPL), assessment of prior learning (APL) or cross credit (CC) process will be utilised to acknowledge specific skills that personnel possess, who have transferable or equivalent skills from their BAU role, or other relevant experience.

7.9 Assessment of recognised learning

The recognised learning process will be assessed at the Team Leader level in the first instance who, once satisfied there is sufficient evidence, will forward to the NZRT Secretariat with all of the relevant information. At least two (2) members of the NZRT Steering Group will assess the application.

Reasonable applications will not be rejected however, in some instances, further information may be requested, or a short remote interview (via phone or MS Teams or similar) may take place. Alternatively references (employer, manager, course provider etc.) may be requested and contacted to help verify the request.

Where a clear determination cannot be made, a suitably qualified third party will be enlisted to make a decision based on all of the information.

8 Uniforms and badging

8.1 Team uniforms

The official NZRT uniform (reds), are only able to be purchased under the approval of the NZRT Steering Group, once a team is accredited.

Once accredited, NZRTs have 12-months to comply with the standardised national uniform requirement (reds) from the approved national supplier. All new teams will need to provide evidence they have the ability to purchase the required uniforms within 12-months of them becoming accredited under the NAP.

There is currently a national NZRT uniform supplier and although this supplier may change over time, NEMA retains the rights to grant the approval of purchase of the official NZRT uniform of the day.

Current recommended minimum uniform issue per operational team member:

- 2 x polo shirts – of the team's design; **and/or**
- 2 x t-shirts – of the team's design
- 1 x overalls & 1 x set of two-piece uniform; **or**
- Either 2 x overalls **or** 2 x sets of two-piece uniform

8.2 NZRT branding and badge

The words 'NZ Response Team' and the team's location must be screen printed across the back of overalls and two-piece uniforms, for example:

NZ RESPONSE TEAM
PALMERSTON NORTH

Accredited NZRTs are required to display the NZRT shoulder patch affixed to the left shoulder of overalls or two-piece uniforms, and screen printed on the left chest of t-shirts and polo shirts. The shoulder patch must display the team's NZRT number and team name.

Only accredited New Zealand Response Teams are permitted to wear the NZRT patch. NEMA retain the rights to the NZRT logo and it is not to be used without the express permission of the NEMA NZRT Secretariat.

NZRTs can also display their own team or local area identifying patch or logo on the right shoulder of overalls or two-piece uniforms, and screen printed on the right chest of t-shirts and polo shirts.

8.3 Role badges

Team members can wear an optional name badge on the front left breast of the uniform where deemed by the team policy.

On the right front breast all teams should display the team member's role i.e., Team Leader, Squad Leader, Team Medic etc. This should be a hook and loop (velcro) style badge so that team members who may change roles to cover gaps, wear the appropriate role when deploying. See **6.4 Team Composition** for more information.

8.4 Badge specifications

The specifications for the NZRT badge are:

- Typeface: Franklin Gothic Heavy
- Colours: Background—Black fabric or Pantone process black
- Type/design elements—white thread or Pantone trans. white
- Size: Ideally 72mm wide; 95mm tall
- Minimum width size 20mm.

The minimum size ensures the quality of reproduction. The team identity should not appear below this minimum size. There must be a clear space of 5mm around each logo.

9 Team SOPs

9.1 Standard operating procedures

Each NZRT must maintain policies and procedures (SOPs) which cover all of the team facets which require management and process. This includes (but is not limited to):

- **Governance**
  - Ownership
  - Funding
  - Assigned team capabilities/strands
  - Team audits
- **Health, safety and wellbeing**
  - Hazard register
  - Accident reporting/investigation
  - Psychological wellbeing
  - Inductions
  - Dynamic risk assessment (DRA) process
  - Driving
  - Vaccination
  - Insurance
  - ACC
  - Hours of work
  - Fitness/medical requirements
  - Personal protective equipment (PPE)
  - Alcohol and smoking
  - Training providers
- **Personnel management**
  - Recruitment/selection
  - Ministry of Justice criminal record check and Police background checks
  - Uniform
  - Team numbers/composition
  - Availability
  - Response
  - Training – including skills maintenance and recertifications
  - Roles and succession planning
  - Code of conduct and disciplinary process
  - Communications (internal and external)
  - Team records/database
- **Finance**
  - Records
  - Audits
  - Access to TEC training fund
- **Property/Base**

    - BWoF – where appropriate
    - Building evacuation scheme/procedure and plan
    - Serviceability
    - Maintenance program
    - Agreements/lease
    - Insurance
- **Equipment**
    - Inventories/database
    - Manuals/manufacturer's instructions
    - Purchase records
    - Testing records
    - Servicing records
    - Equipment lifecycle recording
    - Replacement/upgrade program
    - Auditing
- **Deployment**
    - Activation, deployment, demobilisation
    - Stand-down process
    - Out of region deployments
    - International deployments
    - Reimbursements
    - Permissions/requests
    - Self-sufficiency
    - Composite teams
    - Employer release pre-approvals

Teams may reference these guidelines to support many of these requirements.

Operations

10 Command, Control and Coordination

10.1 Command

NZRT command is within the teams internal agreed structure as per that team's policy/SOPs with the Team Leader as the lead.

Team Leader means the person who has the responsibility for the operational leadership and decision-making for the team at an activity, whether that be a deployment, training, or other event. If a person is normally a 2IC but is acting as the Team Leader for a particular NZRT deployment, they must meet the Team Leader requirements.

Composite teams will operate under the senior-most person within the team. This should be a Team Leader, 2IC, Squad Leader or similar. Where no 'usual' leader exists within the team, then an appropriate person must be designated to take charge. This should be a member who has significant experience and understanding of the NZRT roles and responsibilities.

10.2 Control

Control of NZRTs is dependent upon the event type and the lead agency or lead for the strand/event type being attended.

The table below highlights the agreed control agency for the identified strands and event types. These will be dependent on who the lead agency is, who the tasking agency is, and whether or not an event has been declared as a State of Emergency (SOE).

Event Type	Control Agency(s)
Evacuations	CDEM Group/Police/FENZ
Flood response	CDEM Group/NEMA/FENZ
Storm response	CDEM Group/FENZ
Civil Defence centres (CDCs)	CDEM Group
Swift water rescue	NZSAR/Police/FENZ
Rope rescue/recovery by ropes etc.	FENZ
Mass casualty	MoH/St John/WFA
Animal rescues/evacuation	MPI
Suburban search and rescue	Police
USAR First Responder/Light USAR	FENZ
Land search and rescue	Police/RCCNZ
Anytime a SOE is declared	CDEM Group/NEMA

Notwithstanding the table above, it is noted that there may be situations or incidents where the use of a particular skill is appropriate, but the usual lead agency is not present i.e., use of ropes to achieve an outcome at an incident FENZ is not present at. In these situations, as always, teams should utilise their qualified skillsets to achieve the desired outcome, incorporating all appropriate safety and associated risk assessment processes.

10.3 Coordination

On a business as usual (BAU) basis, coordination of NZRTs is carried out by the team owner or their delegated representative or representative body.

During deployments in declared emergencies, NZRTs will be coordinated as part of the National Security System process, either nationally by the NCC/NCMC, regionally by an ECC, or locally by an EOC.

Where NZRTs are requested in support of a lead agency in a non-declared event, they will be coordinated through the mechanism utilised for that event (normally via the lead agency systems).

11 Composite Teams

11.1 Composite team make-up

In some circumstances a request may be made for a composite NZRT to deploy to an incident, rather than deployment of full, distinct teams. Examples of this include the 2012 Queensland Floods and the 2019 Pigeon Valley Fires.

A composite team may be components of two or more teams within a CDEM Group or components of two or more teams nationally.

If a request of this sort is made, the NEMA NZRT Secretariat will call for expressions of interest from NZRTs and form a composite team according to the capabilities and capacity requested. The NEMA NZRT Secretariat will coordinate and oversee deployment logistics and management for the team.

All composite teams contributing personnel must be accredited in the specialist strand/s required including Out-of-Region Deployments. All personnel deploying must have the appropriate certifications and qualifications to deploy the specialist strand/s requested.

11.2 Composite command & control

The composite NZRT will perform its role under the command of the local response structure. The NEMA NZRT Secretariat, a Steering Group member, or a member of the NEMA Deployable Capabilities team will be deployed to accompany the team and act as a focal point/liaison, and to ensure integration of NZRTs into the CIMS sub-function of volunteer coordination or associated equivalent within another ICS i.e., in Australia.

Refer to 10.1 Command above for composite team leadership guidance.

12 Activation and Deployment

12.1 SLA & MOUs

All teams should maintain Service Level Agreements and/or Memorandum of Understanding with parent/owning organisations, the CDEM Group and partner agencies. These are based primarily on the CEG endorsed strands the team delivers.

These agreements also outline the expected service delivery of the NZRT and the circumstances in which these services will be delivered. Teams may have bespoke localised agreements to provide unique skills or services i.e., communications, lighting for incidents, suburban search personnel.

An MOU should reflect the common commitment of the parties to the protection of people living in New Zealand in the period leading up to, and during, emergency events. It records the mutual understanding of the parties in relation to the response and purpose of an NZRT in emergency events.

The MOU should apply, whether or not a state of local emergency has been declared, under section 68 of the Civil Defence Emergency Management Act 2002. This allows for the support of partner agencies when and where required.

The parties will undertake collaborative planning, information sharing and other activities that will enhance local Emergency Management. Both parties will encourage active participation, or the provision of observers in exercises, training or professional development opportunities.

12.2 Lead agency

At a local level, lead agencies can request the use of NZRTs through SLAs and MOUs. This process must be formalised and have clear reporting lines. At all times the requesting agency is the lead for these events.

Any volunteer response team registered as an NZRT may be available to be used by another agency or organisation, as long as they gain approval from the team owner to provide support to other agencies. In order to be recognised as an NZRT, teams must be willing to support other agencies, not just the parent organisation.

12.3 CDEM Group

At a local level the CDEM Group should have any local NZRTs included in the CDEM Group Plan, plus a standardised deployment process should exist to utilise the team locally during declared emergencies and non-declared events by agreement.

12.4 NEMA

Requests can be made for accredited teams to deploy outside of their home region. These requests are coordinated by the NEMA NCC and only teams accredited for Out-of-Region Deployment will be considered. The team must also hold accreditation in the capability strand relevant to the purpose of the deployment.

NEMA will act as the coordinator, not the decision maker for deployment at all times. Agreement for the deployment will be between CDEM Groups and the NEMA NZRT Secretariat and/or member of the NZRT Steering Group. They will have the final decision on the appropriateness (or otherwise) to deploy a NZRT out of their home region.

12.5 Off-shore deployments

If the New Zealand Government receives a request for, or offers the services of NZRTs to another country and the offer is accepted, NEMA will contact those CDEM Groups with accredited teams:

- Advising them of the number of members and skills required to make up a composite NZRT team;

- Inviting them to nominate suitably qualified team members from their area.

NEMA will decide from the nominees on the composition of the team and appoint the Team Leader and Deputy Team Leader/s. A member of the NEMA Deployable Capabilities team will deploy as a focal point and act as the liaison person for the deployment. This person will oversee the NZRT, manage in-country support and maintain the ongoing link back to New Zealand via MFAT.

- The composite NZRT is responsible to NEMA as parent organisation for the duration of the deployment.
- The composite NZRT will perform its role under the command of the local (in-theatre) response structure.
- Any in-country issues are to be managed directly by the NEMA focal point in consultation with MFAT.

NEMA will make all logistical arrangements for deployment of the composite NZRT. The team will deploy and return as one unit. No team members are to organise any separate or personal arrangements.

No salary or allowances will be provided to team members by NEMA.

NEMA will facilitate a debrief upon return of the composite NZRT that all team members must attend. Psychological debriefing will also be mandatory and will be arranged at no expense to the team.

12.6 Deployment SOPs

Every team must document their activation and deployment procedures, including how they are to gain the necessary authorisations from their parent organisation.

These procedures must include at least one primary and one secondary method to contact the team for activation on a 24/7 basis, plus a contingency for telecommunications failure. Such arrangements must consider times when key members may be unavailable to be contacted. SOPs should set out the procedure for activation, deployment and demobilisation.

Aspects to consider are establishing levels of activation, means of team notifications, assembly points and equipment lists. In particular, the SOPs will need to set out the steps that the duty or on-call members are to follow, from the time the request is received until the team has assembled.

It should be reiterated that all members shall proceed to the designated meeting point at normal road speed and without any violation of road traffic law.

12.7 Deployment numbers

Factors that may influence how many team members are activated and deployed in response to an emergency event include:

- the tasks to be done
- the number of available members

- duration of the deployment; and
- location of deployment.

12.8 Minimum deployment numbers vs minimum tasking numbers

The minimum team deployment numbers are as per the Capability and Competency Framework. This states explicitly the minimum numbers to deploy a particular strand's skillsets. This is how many team members must be deployed to an event.

Once deployed, the minimum team tasking numbers at an event may change. This is dependent on the tasking agency, and what the task to be delivered is. The Team Leader in consultation with the tasking agency will determine numbers required, bearing in mind NZRT members should always work in a minimum of pairs (see **12.10** below). Where doubt exists, the tasking agency is unsure, or NZRTs are deployed as stand-alone assets, then the minimum numbers within the Framework will always apply.

An example of this is where an NZRT deploys eight members for Light Rescue taskings. On arrival, it is determined by the Controller that the team will work as two pairs door-knocking, and four team members will work to assist loading trucks. Although deployed for Light Rescue and meeting the Framework requirements, the team had been redeployed to different roles as determined by the Controller.

12.9 Bespoke localised deployments

Teams may undertake bespoke localised responses, in support of tasking agencies, to provide specific needs such as communications, transport, or logistical support etc. Deployment requirements will be at the discretion of the tasking agency.

For any skillsets covered by the strands within the Framework, the appropriate minimum standards will apply, and the team must be approved and accredited in a strand to be able to deploy it.

12.10 Personnel in operations

The minimum number of NZRT personnel undertaking any tasking on operations is two (2). This provides an element of safety in case one member is hurt or has a medical event, and it ensures that there is always another witness when dealing with the public who will often be in an emotional state of mind and may not react rationally to requests from team members.

The exception to this is when an NZRT is tasked with another uniformed agency.

12.11 Medical protocols

All team members shall provide basic patient care in their attempt to preserve life, prevent further injury and promote recovery to the best of their ability, at the level of their skills, experience and qualifications.

The general principle is that First Aiders or advanced First Aiders will follow basic patient care guidelines with support from paramedics and doctors (either within the team or externally).

NZRTs are expected to manage all patient tracking up to handover to the ambulance provider only. For the *Mass Casualty Support* strand, patient tracking is only to be carried out by the ambulance provider, not NZRTs.

The Team Medic is responsible for overseeing the clinical skills of team members and their maintenance at an operational standard. The Medic is responsible for maintenance of medical equipment and for ensuring that one of the medical kits is exclusively for the treatment of team members on deployment.

Triage training for the Mass Casualty Support strand will be delivered either by an external provider, or through the local ambulance provider, and is expected to be refreshed annually.

The Health and Disability Commissioner (Code of Health and Disability Services Consumers' Rights) Regulations 1996 shall apply to all team members.

https://www.legislation.govt.nz/regulation/public/1996/0078/latest/whole.html

12.12 Injury or death during training or operations

Any event resulting in the injury or death of a team member during training or whilst deployed must be dealt with appropriately.

Where somebody is obviously dead such as extreme trauma etc. an immediate request for ambulance and Police is required. Prior to their arrival, the body must be treated with respect and dignity, the scene preserved, and any information captured. If the body is in a publicly visible position, it should be covered with a clean covering or a screen set-up to block the view of the public.

Wherever doubt exists about a team member's life status, first aid should be immediately commenced, and emergency services called. All information relating to the incident should be recorded when possible.

When any team member is injured, ill, missing or deceased, it is the responsibility of the Team Leader to inform the appropriate agency of the incident and a determination will be made when the next-of-kin (NOK) are to be notified.

All personnel are required to ensure NOK information is up to date in case of an emergency. For minor injuries and illnesses, the patient/casualty will be asked whether they wish their respective NOK to be notified. Once permission is given the NOK process is conducted.

12.13 Medical evacuation (Medevac)

Medical evacuation is the timely, efficient movement and on-route care by medical personnel of injured or ill team members from an area of operations.

For any significant event requiring the medevac of a team member/s, initial care is to be provided by the team medic and/or other team members.

The senior NZRT member involved in the situation is to request a medevac either via 111, or through the EOC/ECC as appropriate, dependent on the situation. In some circumstances a medevac request may have to be via handheld radio.

The medevac will be conducted in accordance with local arrangements utilising the predetermined assets and capabilities and the patient/casualties will be evacuated to the most appropriate medical facility determined by the transporting agency/EOC/ECC.

12.14 Pre-deployment health checks

Pre deployment checks should include either a medical screening or a basic health check declaration, which may have to be verbal in time-critical situations. This is to exclude anyone deploying with any existing injuries or illness which may be detrimental to the team deployment.

An exemplar template is available as **Appendix J.**

13 Health, Safety and Wellbeing

13.1 Managing safety, health & wellbeing on operations

All team members must apply sound decision-making in operational environments, be they simulated (exercises/training) or real (emergencies).

To assist team members to look after themselves and those around them, the safe person concept (SPC) can be applied. To help assess the potential risk of any situation, the dynamic risk assessment (DRA) process can be utilised alongside the SPC. Further information is available at **Appendix C**.

Situations of elevated fatigue impact on the decision-making ability and process of people, therefore fatigue in operational environments must be recognised and carefully managed.

13.2 Fatigue

A team member may be described as “run down” referencing the fact a person is not performing as expected and needs rest and/or food and water. Fatigue may lead to a health and safety incident causing harm to a team member or partner agency colleague.

People who are fatigued are:

- not as alert as they normally are
- less able to make good judgements and decisions; and
- slower to respond and adapt to changing circumstances.

For NZRT operations, which are often conducted in high-risk situations and environments, this can mean they put themselves and others at risk and reduce the effectiveness of operations, compromising the chances of a successful outcome.

As well as these immediate problems, fatigue can lead to long-term health problems. Therefore, looking after the team is not just a legal requirement, it is essential to ensuring healthy, sustainable, and efficient NZRTs that are able to respond to communities in need.

It can be difficult during operations for responders to take care of their own needs and their own health. The drive and motivation to push through can become all consuming. It is imperative that the organisations directing and controlling responders consider the health and fitness of those they are responsible for.

Sleep is the only way to recover from fatigue. Team members need regular breaks and rest opportunities during operations to reduce the potential, or effects, of fatigue. If during operations a responder is showing signs of fatigue:

- Provide an appropriate (cool, dark, quiet) area for them to sleep – where possible and appropriate; and
- Ensure all team members are adequately fed and hydrated, at all times.
- Manage work rotations and personnel on shifts where possible to ensure team members get adequate stand-down time.
- Any time team members need to travel by road, ensure drivers are not fatigued.
- At the conclusion of any exercise/deployment, ensure safe transportation back to the team base, and subsequently home, is made available.

13.3 Debriefing

Debriefing is an important process to both capture learnings, but also to diffuse from training or an incident. Debriefing should be conducted at the conclusion of an incident, exercise or training session.

There are generally two types of debriefing:

- Hot – normally conducted at the site of the training/exercise/incident away from any ongoing operations and away from any other people or agencies on site. This is a quick, less formalised debrief aimed to capture learnings front of mind and identify anything that may need to be addressed prior to departing. It is also an opportunity to diffuse and talk through any traumatic episode. Everybody should be encouraged to speak with open-ended questions.
- Cold – this is a more formalised, structured debrief aimed at more significant events such as an incident or exercise. It should take place between a few days and a few weeks after the exercise/incident in order to allow reflection on what occurred (bearing in mind that the longer the delay, the more valuable information may be lost). Therefore, where no hot debrief takes place prior, team members should be encouraged to record initial thoughts to reflect on prior to the cold debrief. Everyone should be given the opportunity to speak, although it is important the same information isn't constantly repeated once captured, unless it conflicts with another account.

13.4 Psychological wellness

Everyone has different reactions to operational and personal experiences. Reactions may be quite diverse. Each person's reactions are individual and unique.

Exposure to danger, such as the NZRT operating environment, can pose risk to a team member's mental health, even more so if an event is particularly traumatic e.g., involving injury or fatalities. These risks can involve a range of psychological reactions ranging from minor reactions through to the development of Post-Traumatic Stress Injury.

Reactions may be precipitated by a single traumatic event, or a cumulative exposure to a number of traumatic events. It is therefore important that teams have processes designed to assist team members to cope with the worst experiences that they may encounter. This should include assistance for team members to work through various post-traumatic reactions and to minimise later incidence of post-traumatic injury through the provision of Psychological First Aid (PFA) and support services.

14 INSARAG Methodology

14.1 INSARAG

The International Search and Rescue Advisory Group (INSARAG) is a global network of more than 80 countries and disaster response organisations, that provides minimum standards and best practice guidelines for search and rescue, particularly to earthquake-prone countries and organisations. New Zealand contributes to this community of member countries as part of the Asia/Pacific Regional Group.

14.2 Methodology

The methodology of INSARAG is described within its Guidelines. The INSARAG Guidelines address international USAR response in a cycle that includes the following phases: Preparedness, Mobilisation, Operations, Demobilisation and Post-Mission. For each of these phases the INSARAG methodology as defined by the Guidelines and the INSARAG Technical Guidance notes describe what is expected of international USAR teams as they respond to an affected country. It also describes how coordination between USAR teams should take place and what is expected of the affected country, including local arrangements.

14.3 INSARAG and integration with NZRTs

NZRTs must gain a basic understanding of the INSARAG methodology and how international USAR teams, Emergency Medical Teams (EMTs) and the United Nations Disaster Assessment and Coordination (UNDAC) system work, so that they can integrate as seamlessly as possible during a sudden onset disaster requiring international support and/or national USAR resources to be deployed.

The NZRT National Accreditation Process and Capability and Competency Framework have been based on INSARAG best practice wherever possible.

15 Deceased Victims

15.1 Police DVI/the Coroner

The discovery of deceased victims or their remains is a possibility in the course of NZRT operations.

All fatalities at any incident, in any circumstance, are the responsibility of the New Zealand Police, either as the lead agency, or acting on behalf of the coroner. Police should be notified as soon as possible upon the discovery of any deceased victims or human remains.

Dealing with the deceased (other than notifying Police ASAP) does not need to occur immediately and the focus should remain on the rescue of survivors and the injured.

15.2 Actions

- When a fatality/remains are discovered by an NZRT team member, notify the Team Leader ASAP, who is to notify Police ASAP through the process in place i.e., Police on scene, through the tasking agency, or via the EOC.
- Do not disturb the body/remains or the area surrounding it.
- Ensure team members and other agencies are aware of the area and surroundings, and not to disturb it – consider a cordon where possible.
- Minimise team member exposure to the body/remains.
- Photograph the deceased/remains and surroundings in situ.
- Where practicable, mark the area and cover the deceased/remains with a suitable (clean) covering.
- Take a GPS waypoint to mark the area.
- Document all actions and provide to Police.

If a deceased body/remains have to be moved to facilitate further rescue work:

- Moving a body/remains should always be a last resort, where there is no other option, and Police are not able to attend. This should only be carried out under the direction of the Police (via phone, radio etc.).
- Photograph the body/remains and surroundings.
- Mark the body/remains location and take a GPS waypoint to mark the area prior to moving
- Ensure maximum PPE is worn prior to moving the body/remains.
- Relocate the body/remains to an area nominated by Police (via phone, radio etc.).
- Ensure team members and equipment are appropriately decontaminated.
- Document all actions and provide to Police.

15.3 Cultural considerations

In some circumstances dealing with human bodies/remains will require cultural considerations. Wherever team members are unsure, they should request guidance.

In dealing with Māori, recommended practices include (but not limited to):

- The body should be considered tapu/sacred
- always use a clean covering to cover bodies/remains
- try to keep the body/remains dry
- try not to step over the deceased
- take special care of the head, keep it protected and support it you have to move the body

- try to clean any equipment/clothing/PPE on site so that no fluids or part of the body is transferred away from the site; and
- notify local Kaumatua via the EOC/ECC or through Te Puni Kōkiri (TPK).

Guidance for Pasifika peoples should be requested through the Ministry for Pacific Peoples. Considerations for other cultures/religions should be sought through the Ministry of Foreign Affairs and Trade (MFAT).

16 Animal Welfare

16.1 Responsibility

At the National and CDEM Group levels, the Ministry for Primary Industries (MPI) is the agency responsible for:

- coordinating the provision of the animal welfare services subfunction for all animals, including companion animals, production animals, animals in research, testing and teaching facilities, zoo and circus animals, and wildlife
- coordinating the planning for animal welfare in emergencies; and
- maintaining the Government's reporting and advisory capability on animal welfare in an emergency.

Advice must be sought from MPI for all animal issues outside of the listed scope below.

16.2 NZRT scope

Scope of NZRTs is limited to domestic animals (not including livestock pets such as sheep, goats, pigs, cows etc.). Up to five domestic animals may be moved where possible and the appropriate means are available. These should be domiciled in an animal welfare centre approved and established in accordance with MPI and the local CDEM Group requirements.

Where animals are unable to be moved, or there are large numbers of animals to be moved, the MPI local/regional Animal Welfare Coordinator must be advised.

Where people refuse to evacuate without their animals, and an evacuation order is in place, the Police should be called to assist in the evacuation. As a last resort, where human life is at stake, animals may have to be abandoned.

16.3 Disability assist dogs

Certified Disability Assist Dogs are required to remain with their owners at all times. Along with their owners, Disability Assist Dogs are a priority during evacuation, rescue, and emergency shelter/accommodation at Civil Defence Centres (CDCs). This means that CDC personnel are required to accommodate, and know how to meet the needs of, Disability Assist Dogs and their owners.

The Disability Assist Dog identification tag is a unique tag worn by a certified dog to provide easy identification of Disability Assist Dog status. The brass identification tag depicts the Civil Defence logo on the front and information specific to the Disability Assist Dog and the certifying organisation on the back.

16.4 Companion animals

Companion animals are defined as small animals that are kept for companionship and enjoyment, such as cats, dogs (including disability assist dogs), caged birds, ornamental fish, reptiles, amphibians, rabbits, guinea pigs, rats and mice.

The responsibility for companion animal welfare lies foremost with the owner or person in charge of the animal(s).

Key support agencies for companion animal welfare are:

- the Royal New Zealand Society for the Prevention of Cruelty to Animals
- the New Zealand Companion Animal Council
- the New Zealand Veterinary Association, and
- territorial authorities (Animal Control/Services).

During response and recovery, animals may require temporary accommodation, and may need to be registered. It is important that registration details are accurately recorded and maintained, and that owners agree to animal welfare provisions.

Further guidance is available in Directors Guideline [DGL 11/15]: https://www.civildefence.govt.nz/assets/Welfare-Services-in-an-Emergency/Welfare-Services-DGL-11-15-Part-II-Section-14.pdf

16.5 All other animals

Further information on all aspects of animal welfare during emergencies, including production animals such as cattle, sheep, deer, goats, alpacas, and llamas, is available in the Animal Welfare Emergency Management technical reference document [to be published], available at www.mpi.govt.nz

The technical reference document also includes specific information on:

- Horses
- Poultry
- Pigs
- animals used in research, testing, and teaching
- animals in containment (zoos and wildlife parks), and
- wildlife.

16.6 Animal welfare centres

MPI guidelines and recommended best practice, must be adhered to at all times, in the establishment and running of temporary animal welfare centres. Further guidance can be found at: https://www.mpi.govt.nz/dmsdocument/30795/direct

16.7 NAIT

The National Animal Identification and Tracing (NAIT) programme is led by MPI, anyone in charge of cattle or deer must make sure they are tagged with NAIT tags and registered in the NAIT system.

For further information see: https://www.mpi.govt.nz/animals/national-animal-identification-tracing-nait-programme/

16.8 Contaminated properties

Rural properties can become contaminated for a variety of reasons such as noxious plants, Mycoplasma Bovis, Foot and Mouth disease etc. The

Biosecurity Act 1993 defines contaminated as any pest or unwanted organism, or any organism or organic material or thing that there are reasonable grounds to believe harbours a pest or unwanted organism.

Contaminated properties should be notified with a sign however, information may be gained from the owner, occupier or neighbours etc.

Wherever NZRTs may need to access or work on a potentially contaminated property, they must contact MPI for advice through the EOC, ECC or NCMC.

17 Traffic Management

17.1 NZTA requirements

Authority to control movement of vehicles during a non-declared emergency was determined by the NZTA 24/7 Transport Operations Centre staff, Practice Area Team and NZ Police senior officers. The consensus was that CDEM staff and volunteers would have no authority to take any action. They would only have authority if directed by a Controller exercising their powers under the CDEM Act in a declared State of Emergency (SOE).

If no emergency is declared, then only the agencies with existing powers to control the movement of traffic would be able to act and only for the specific reasons they are able to act under the various legislation that applies. They would not be able to direct NZRT volunteers to take any action on their behalf as the legislation does not permit this.

18 Equipment

18.1 Strand requirements

The team should have a minimum team cache when responding to various incidents. They should not be reliant upon other NZRTs or partner agencies for equipment.

The recommended cache list for the various strands is attached to this document as **Appendix H**. The quantities listed are the minimum requirements to gain accreditation. Teams are encouraged to add more equipment to their cache to suit their specific needs.

Each team is required to have enough equipment to sustain the entire team for any locally deployed operations. There must be a documented process for the resupply of this equipment to maintain operational capability for the duration of a deployment if it cannot be managed locally at the event. Ideally, equipment resupplies should have the minimum impact on the local emergency management and coordination effort.

Note: A minimum of 72-hours self-sustainability is a requirement for the Out-of-Region Deployment strand.

18.2 Supply agreements

Teams may choose to hold minimum equipment stocks in favour of establishing supply agreements with bulk suppliers such as supermarket and hardware chains. To gain and maintain accreditation, evidence of that supply agreement must be provided during the audit.

Even if a supply agreement exists, teams are expected to have in their possession, the minimum amount of team equipment required to carry out their tasks on arriving at the area of operations.

18.3 Self-sufficiency

Team self-sufficiency is encouraged for the purposes of continuity during a sudden onset disaster, as normal supply chains such as supermarkets may be overwhelmed, unavailable or destroyed. The team should have personnel, accommodation, sanitation, equipment, transport, fuel, communications, and other consumables such as first-aid supplies, food and water, to support it for the first 72-hours of response activities where possible.

Each team member should have access to three (3) main meals (breakfast, lunch and dinner), and at least 4.5 litres of water per person, per day.

Team members must be able to gather together their required items in the time after they are activated and before they respond. The team must ensure that it is able to replenish supplies whilst deployed. A team may require dedicated support personnel to procure items while the team is deployed.

Self-sufficiency is only a mandatory requirement for any teams with the Out-of-Region Deployment strand.

18.4 Commissioning equipment

Equipment should not be used before it has been commissioned. An equipment database or log shall be kept, containing, but not limited to, the following information:

- Date of commission/manufacture
- Specifications and equipment description (make/model)
- Serial number or unique identifier/code
- Replacement/Value/Cost
- Equipment limitations/specifications
- Life expectancy of the equipment/remove from service date
- Other information, such as strength, diameter, length, etc. may be recorded.

Labelling or marking may be used to indicate ownership/strand use/team etc. Technical product sheets shall be kept on file and accessible for members to review as needed.

This does not include consumable or expendable items.

18.5 Maintenance

Equipment maintenance is the responsibility of the team through its operating expenditure. All equipment maintenance (including vehicles), must be maintained and serviced for their whole-of-life, to meet or exceed manufacturers recommendations.

18.6 Testing/life

All equipment throughout its whole-of-life service must be tested as recommended by the manufacturer. This may be possible within the capabilities of the team. Where this is not possible or feasible, it must be outsourced to a suitably qualified service provider.

All testing, must meet the minimum requirements as set by the manufacturer, and this includes frequency.

18.7 De-commissioning equipment

Equipment that is damaged or is in unknown condition shall be tagged and immediately removed from service. Once equipment has been approved for decommissioning it shall be recorded on the commissioning logs with the date and reason. All labels/markings are to be removed and replaced with black marking tape, which is to remain in place permanently, even when the equipment is disposed of or destroyed.

19 Vessels

19.1 Maritime NZ regulations

All team boats, RDCs, or work platforms need to comply with appropriate Maritime New Zealand regulations. In general, this will mean compliance with rules part 40(A) or 40(C). Appropriate detailed information regarding your team vessel can be discussed with selected surveyors.

- Rules Part 40(A): https://www.maritimenz.govt.nz/rules/part-40A/
- Rules Part 40(C): https://www.maritimenz.govt.nz/rules/part-40C/

19.2 MOSS/SOP

Maritime Rules require operators to develop and follow a safety management system. The Maritime Operational Safety System (MOSS) is the current system to support safety in maritime transport operations. Operators of certain boats under six metres may be covered by a Safe Operational Plan (SOP) system, but it will depend on the vessel.

Your safety management plan can cover all the maritime-based activities you provide, including those that require a maritime document. Maritime New Zealand and WorkSafe NZ administer these requirements which also include audits.

20 Vehicle Requirements

20.1 Team vehicles

A team must be self-reliant to transport their equipment and personnel within their local area. Their parent organisation may have allocated them a vehicle/s to have on site or made other arrangements for them. Transport arrangements for deployment outside of the local area are part of the discussion with the NCMC or EOC/ECC within the affected area at the time an activation request is received.

MoUs/SLAs should be established for all loan vehicles with the owner organisation.

Equipment should not be shared with other teams or agencies. Vehicles are the exception to this due to the capital expenditure required however, wherever vehicles are shared, there must exist a documented process on how these are allocated/prioritised for team use/deployments.

Drivers must drive to incidents at a normal road speed and without any violation of road traffic laws. If the vehicle is fitted with flashing beacons and/or sirens, these shall only be used where directed by a Constable, Civil Defence Controller or an Authorised Person within Fire and Emergency New Zealand.

Vehicles include the use of trailers, whether team owned or otherwise.

20.2 Team drivers

Any team member who drives a team vehicle must have a current and relevant class of driver's licence and follow the provisions of The Land Transport (Road User) Rule 2004. To support this, NEMA recommends that the parent organisation establishes safe driving policies and maintains a register setting out:

- Who may drive which vehicles and how drivers are authorised.
- What class of drivers licence is needed and other relevant procedures to be followed for each vehicle type.
- What training the parent organisation is to provide to a driver of each vehicle type.
- The NZRT should have an internal driving SOP which captures all relevant information.

Note: If a team driver is involved in an accident, they must not admit or accept liability for the incident.

20.3 Driving hours

Deployments extend over prolonged periods, the nature of deploying by road can be very exhausting, particularly over long distances. Driver fatigue must be managed, and it is recommended that drivers always travel in pairs as a minimum, and that where possible, driving is shared.

Refer to **13.2 Fatigue** for further information.

21 Communications

21.1 Hand-held radios

A team must have at least two VHF handheld radios that are programmed to operate on the emergency service liaison simplex and duplex channels (ESX39, ESB164). These should be monitored at all times during operations except where other arrangements have been made directly with the lead agency or coordination cell.

The team must also prepare an internal communications plan that includes callout and operational situations.

21.2 Other comms equipment

Other communications equipment may be available including (but not limited to): Broadband Global Area Network (BGAN) satellite terminal, Ignition Hawk Case mobile network, satellite phones, cellular phones etc.

21.3 Radio procedure

All team members must be familiar with standard practice and language used in radio communications. Teams should have common radio procedures.

Callsigns should be allocated and agreed to different users. During operations these call signs will need to be confirmed with the Incident Controller. When the team is working in squads the call sign for each squad will be determined by the Team Leader at the time of activation as will any call signs used internally to the squad. Individual call signs will be by last name unless the Team Leader has designated another call sign.

When calling any callsign international radio procedure applies. The following order is the standard:

'Hey you, it's me'. For example: ***"Smith this is Johnson over"***.

Other key rules:

- Use the phonetic alphabet for all letters, spelt words etc.
- Do not use pleasantries e.g., please, thank you etc.
- Do not use um, er, or filler sounds.
- Think about what you want to say, then say it concisely, precisely and in as few words possible.
- Do not use conversational language.
- Do not use profanities.
- Do not share sensitive information such as the discovery of fatalities.

21.4 USAR signals

The following are the INSARAG recognised warning methods for use with horns or whistles etc.

Evacuate the area	Three short blasts - repeated
Cease operations/all quiet	One long signal (8-10 seconds)
Resume operations	One long and one short signal

All team members regardless of role must be familiar with these.

22 Building Marking

22.1 Rapid clearance marking system

The INSARAG recognised Rapid Clearance Marking system (RCM) should be utilised by NZRTs except where other local arrangements exist within the local CDEM Group. Where this is the case, these markings must not replicate the INSARAG marking system to prevent confusion amongst incoming classified teams.

- A decision must be made by the local CDEM Controller to implement this level of marking.
- RCM can only be used when sites can be fully searched quickly or there is strong evidence confirming no live rescues are possible.
- Two RCM marking options are available, they are: "Clear" and "Deceased Only."
- Can be applied to structures that are able to be searched rapidly or where information **confirms** there are no live victims or only deceased remain.

- Can be applied to non-structural areas, i.e., cars/objects/outbuildings/debris piles etc. that have been fully searched.
- Applied in the most visible/logical position on the object/area to provide the greatest visual impact.
- Material to be used can be spray paint, builders' crayon, stickers, waterproof card etc. at the discretion of the teams.
  - Size: Approximately 200 mm x 200 mm.
  - Colour: Bright, contrasting colour to background.

Examples:

• Diamond shape with a large "C" inside for **Clear**.
• Immediately below, the following is applied:
  ○ Team ID, e.g., **NZRT-1**
  ○ Date, e.g., **19 Oct**
• Full search completed – confirming that the area/structure is clear of all live and deceased casualties.
	

• Diamond shape with a large "D" inside for **Deceased Only**.
• Immediately below, the following is applied:
  ○ Team ID, e.g., **NZRT-1**
  ○ Date, e.g., **19 Oct**
• Full search completed - only deceased casualties remain in-situ.
	

22.2 Victim marking

Victim marking is required to identify potential or known casualty (live or dead) locations that are not obvious to rescuers e.g., below debris/entombed.

The following method should be used when applying victim marking:

- When teams are not remaining on site to immediately commence operations or they are beyond the capability of the NZRT.
- At incidents involving multiple casualties or where any confusion on exact location from search operations is possible.
- Markings are done as close as physically possible to the actual surface point identified as the location of the casualty.
- Material used can be spray paint, builders' crayon, stickers, waterproof card etc. as determined by the team.
- The size should be approximately 500 mm.
- The colour should be highly visible and contrasting to the background.
- Not intended for use when rescue operations are completed.

Examples:

Large "V" applied to location of all potential victims – live or deceased.	
Optional arrow from "V" to clarify location if required.	
Under the "V" either: • An "L" indicating confirmed live victim, followed by a number (e.g., "2") indicating the number of live victims at that location; and/or • A "D" indicating confirmed deceased victim, followed by a number (e.g., "3") indicating the number of deceased victims at that location.	
On removal of any casualty the relevant marking is crossed out and updated (if required) below; e.g. "L-2" may be crossed out and an "L-1" applied indicating only one live victim remaining.	

22.3 INSARAG marking

The full INSARAG Worksite Triage Marking System should only be utilised by approved Light, Medium and Heavy USAR teams, this only includes NZRTs with the INSARAG Light USAR strand.

The local CDEM Group may have arrangements with teams about how they want buildings marked/identified however, this must not replicate the INSARAG marking system to prevent confusion amongst any classified USAR teams operating.

Accreditation

23 Interim Arrangements

23.1 Ability to deploy

During the transition period, teams will remain deployable as an NZRT under existing arrangements, provided they are able to demonstrate that they are working towards accreditation. This interim arrangement will cease on the 31st of December 2023.

Note that once teams become accredited within the new framework, those with the Out-of-Region Deployment strand will be given preference for national deployments based on the protections that offers requesting/tasking agencies in terms of health and safety, and the commitment from partner agencies across the NZRT governance structure.

23.2 Interim uniform arrangements

Existing registered teams eligible to wear the official NZRT uniform may continue to do so as an interim arrangement until they have completed the NAP. See section 9 ***Uniforms and Badging*** and 23.4 ***Registered Teams*** for further information.

This will be accompanied by a sticker issued by NEMA for the team member's helmets with the word "Accredited" on it.

23.3 Light Rescue

Until the INSARAG aligned USAR system for teams (USAR First Responder and Light USAR) is properly implemented with training, assessment and access to courses, the existing Light Rescue strand captures entry level USAR as it traditionally has.

23.4 Registered teams

Existing registered teams must apply for accreditation under the revised system no later than December 2022 and must set a date for accreditation of no later than December 2023. Accreditation in the Foundation strand is required as a minimum, as contained in the Interim Capability and Competency Framework document.

Teams that fail to meet this requirement will have their team status for deployment suspended and will be deemed non-operational. Refer to sections 5.11 to 5.14 of this Guideline for the next steps.

Once a team has undergone accreditation within the new framework, whether they pass or otherwise, they will no longer be considered in transition, and must meet all new requirements going forward.

Should a team not pass accreditation, they will have to meet the relevant timelines set out in the National Accreditation Process (NAP) document to rectify any areas that were not met. This process may also include the appointment of a mentor from an accredited team to support the process.

Should they fail to achieve this, they will have their team status for deployment suspended and will be deemed non-operational. Teams that are suspended will need to work closely with their appointed mentor, team owner, local CDEM Group, and the NZRT Secretariat until the deficiencies are rectified and accreditation completed satisfactorily.

23.5 Accreditation

All teams existing and new are required to go through the revised accreditation process in order to be deployable. This is to satisfy national standards and provide protections under health and safety requirements.

23.6 NZSAR Database

Registered and accredited teams with specific skillsets which come under the guidance of New Zealand Search and Rescue (NZSAR), will be registered within the NZSAR database for deployment through their mechanisms, in support of their operations.

24 NZRT National Accreditation Process (NAP)

24.1 Context

Accreditation ensures teams meet a minimum national standard. This minimum ensures requesting agencies and CDEM Groups know the minimum capabilities the team can provide, and that it will be provided to a safe standard.

The NZRT Interim Capability and Competency Framework outlines the minimum requirements for all capability strands and the approvals required. The NZRT National Accreditation Process (NAP) has the detail on the steps required to achieve accreditation.

The Foundation strand is the minimum standard all teams require. Elective strands are in addition to this requirement.

For prospective teams the standards listed in each of the response capability documents allow the parent organisation to estimate the effort, time and cost of establishing a team under the NZRT framework and brand.

The personal equipment and team cache specified in the recommended equipment guideline document is the expected requirement. Teams may choose to exceed the specifications or offer alternatives to meet their own operational requirements. Interim arrangements for the first accreditation are set out in the NAP documents.

Equipment should not be shared with other teams or agencies. Vehicles are the exception to this due to the capital expenditure required however, wherever vehicles are shared, there must exist a documented process on how these are allocated/prioritised for team use/deployments.

Teams must be able to deploy within the required timeframe with the relevant team cache as specified in this document. Teams may achieve this by memorandums of understandings (MOUs) to access the equipment as and when required, however, MOUs must provide for 24/7 access.

24.2 Accreditation teams

The following is the composition requirement for the Accreditation Team and the need for other stakeholders to attend the base audit visit and exercise/scenario portion of the accreditation process:

Accreditation Team

- NEMA NZRT Secretariat; or NEMA Deployable Capabilities rep; and/or
- NZRT Steering Group rep; or Steering Group selected SME
- Partner agency rep – FENZ USAR/Police/NZSAR (dependent on key strands)
- Accreditor in training (optional)

Auditees (compulsory)

- Team Manager
- Team Leader
- Team Equipment & Training Officers
- Team members for exercise/scenario

Optional/present

- Team owner
- CDEM Group rep
- NEMA REMA
- Team Mentor – where appointed
- Observers

24.3 Observers

Observers may be invited to assist them with their own capability development and preparation for accreditation. Observers will only attend by invite of the Response Team being accredited and through agreement of their team owner.

Observers are required to meet all of their own costs to attend and should not enter into any discussion regarding the accreditation with either the Accreditor Team, or the team being accredited. They should keep all judgement to themselves and adhere to expected code of conduct behaviour at all times.

24.4 Process

Team Preparedness
Team Leader and owner commits to audit and accreditation process, notifies NEMA NZRT Secretariat
Team has 30 days to complete self-assessment audit phase
Team undertakes full self-assessment with team owner and local CDEM Group rep overseeing
Outcome, including any areas of need are notified to the Secretariat
If the team needs further remedial work, a Mentor may be requested through the NEMA NZRT Secretariat
Team Application
If Team Leader, owner, and CDEM Group rep are satisfied with team performance, application is made to Secretariat for accreditation audit.
Abbreviated Portfolio of evidence (PoE), including self-assessment submitted to Secretariat and Accreditation team for administrative audit
Accreditation team and Secretariat assess application and recommend accreditation and set date, or delay with recommendations and/or appoint Mentor

Audit and Assessment
If accreditation recommended, then comprehensive portfolio of evidence is (CPoE) requested from the team
Accreditation Team assess CPoE – carried out remotely and then MS Teams meeting to discuss and work through – particular attention paid to exercise/scenario proposal to demonstrate skills – will this achieve the objectives
Accreditation
Preceding evening: Base visit arranged, and base/team processes reviewed – includes conversations/interviews with team members
Accreditation day: Exercise/scenario to demonstrate skills carried out
Opportunity for remediation of minor issues identified
Accreditor Team assemble and discuss entire team performance against the checklist and finalise accreditation report document including any recommendations and examples of 'best practice'
Team notified of result and Secretariat informed

24.5 Portfolio of Evidence

As part of the accreditation process, an initial abbreviated portfolio of evidence (PoE) will be requested, followed by a comprehensive portfolio of evidence (CPoE), once the NZRT Steering Group approve the initial application for accreditation.

The initial abbreviated PoE should consist of:

- Letter of application
- Team Focal Point – key accreditation contact
- Self-assessment checklist along with any feedback identified internally
- Team composition/structure
- Mentor (where appointed/requested)
- Team overview – brief history, sponsor, owner, funding etc.

If approved, and the team's accreditation application is progressed, **the CPoE should consist of the above plus:**

- CEG approved strands with evidence of approval
- Evidence of training currency for strands
- Evidence of any deployments
- Copy of any post-deployment report/debriefing including specific taskings
- Details of the team's deployment plan
- Details/inventory/database of equipment cache
- Team training plan
- Details of the proposed exercise/scenarios to demonstrate capability and competency
- Any other information
- Recommendation of Mentor (where appointed/requested)

In providing any or all of these additional items, teams recognise that this will improve the opportunity to identify any issues early and provide opportunities for quicker resolution. Further, this will also enable the team to be ‘pre-greened’ in more checklist items prior to the base visit. **Additional items:**

- Key links to CDEM Group
- Communication link with CDEM Group
- Team SOPs
- Record keeping – weekly/monthly checks etc.
- Comms plan
- H & S reporting/process

24.6 Deficiencies

A team must pass the Foundation strand in order to hold specialist strands. Where a team passes Foundation accreditation but fails to meet the accreditation requirements of one or more strands, the remedial process will only apply to the strands requiring a pass. In this case, the team would still be deployable in the Foundation elements and any strands it has passed.

Following the accreditation process, the Accreditor Team will assemble and meet with the NZRT leadership to discuss the entire team’s performance against the checklist and explain any recommendations or areas requiring remedial action.

Minor issues/deficiencies may be able to be repeated during the exercise/scenario(s), but this will only be initiated by the Accreditor Team who will consult with the NZRT at the time.

More significant deficiencies will follow this process:

- Accreditation Team will enter discussion with NZRT and owner on shortfalls
- Minor remedials allowed 30 days to rectify
- Significant remedials allowed 90 days to rectify
- Major deficiencies will have a corrective action plan (CAP) developed in consultation with the NZRT Secretariat.
- Evidence of remedial undertakings submitted to Secretariat
- Secretariat reviews with member of Steering Group, if approved, follow ‘pass’ process
- Some circumstances may require a follow-up visit to the team base

Note: Where there are a number of recommended actions to be developed or CAPs to be put in place, this may not be able to occur at the end of the accreditation and will normally be via correspondence from the NZRT Secretariat.

If a team does not meet the minimum standard, the NZRT Secretariat will utilise the Accreditation Team, Team Leader, the team owner and any appointed Mentor to determine the most appropriate means for re-assessing the issue(s) that require remedial attention; consideration should be given to include the team’s CDEM Group contacts in these discussions. This will include development and implementation of remedial requirements or a corrective action plan (CAP) that is based on an achievable timeline (90 days). Upon satisfactory completion of the CAP, a mutually agreed date for National Accreditation Process (NAP) re-evaluation will be coordinated by the NZRT Secretariat, noting that this may be evidenced remotely without the need for a return visit to the team, i.e., course certification, purchase of key equipment etc.

24.7 Limitations

Where course equivalency or recognised learning is to be utilised to acknowledge the skills some team members may already have, or have from other agencies, the recognised learning process in section 8.6 of these Guidelines will apply.

Note: There are also interim arrangements in place for a team's first accreditation only.

24.8 Checklist

The Checklist is a tool used by the Accreditation Team to gauge whether the Response Team meets the current minimum standards. It may be included as part of the team report. During the debriefing, the Accreditation Team will provide the necessary feedback based on the tool. The focus of the Accreditation Team via the Secretariat is to prepare and deliver a report to the Response Team for future development.

The NAP Checklists have been developed by the NZRT Secretariat in consultation with the NZRT Steering Group to promote quality assurance for requesting/tasking agencies during operations. They have been approved for use by the NZRT Governance Group and are to be reviewed by the NZRT Steering Group at the annual Steering Group workshop. This ensures that feedback from the NZRT community is captured, and ensures the checklists reflect any changes that will improve the probability of rescue, community support, team safety, and incorporates best practices learned during the previous year.

Any changes requested to the checklists should be forwarded to the NZRT Secretariat for endorsement at its annual workshop. If approved, the revised checklists will then be communicated to all teams who are scheduled for accreditation and posted to the NZRT section of the NEMA website.

The NAP Checklist text is also colour coded:

Red text - Must have - the team **must** pass this component (Green) to be accredited

Blue text - Should have - the team **should** pass this component to be accredited (Yellow or even Orange may be acceptable)

Black text - Good to have - the team **may** still be accredited with any colour against this item and improvement will be sought at reaccreditation.

24.9 Assessment against the checklist

- A **Green** box with a "Y" (Yes) indicates the assessed team meets or exceeds the minimum standards.
- A **Yellow** box with a "Y" indicates the team meets the minimum standards; however, the Accreditation team has determined that

further improvements are necessary. **The Response Team will have 30 days to meet the requirements of the deficiency.**

- An **Orange** box with "RT" (Requires Time) does not meet the standard but has been assessed by the Accreditor team as having the capability or means to meet it. **The Response Team will have 90 days to meet the requirements of the deficiency.**
- A **Red** box with "NY" (Not Yet) indicates that the assessed team has not yet met the minimum standards. Anything marked as red requires the Accreditor Team to work with the Response Team to help develop a Corrective Action Plan (CAP) and they may appoint a Mentor to assist. The CAP is submitted to the NZRT Secretariat for consideration to progress.

Essentially, Orange and Red results are non-deployable, Green and Yellow results are deployable. This, however, will be assessed by the NZRT Secretariat and/or Steering Group on a case-by-case basis.

As a guide to assist this decision-making, Red text items must achieve a Green result, either during accreditation or as part of the remedial process in order for a team to remain deployable, as these are considered critical skills/items.

Any Blue text items must be a Green or Yellow result for a team to remain deployable, this includes following any remedial assessment.

Any Black text item can be finalised in any colour, noting that this will be reviewed at the 3-4 year reaccreditation.

24.10 Approval of accreditation

Once the NEMA Secretariat has determined that a team has met the criteria for accreditation or re-accreditation, the NZRT Steering Group will meet to approve registration as a New Zealand Response Team along with their relevant elective strands.

The team will then either be assigned a NZRT number (or have their current NZRT number reconfirmed) and be added to the national database and register of accredited teams held by the NEMA NZRT Secretariat.

24.11 Identification

Identification of accredited teams will be through the use of the official NZRT uniform (reds). Operational members of an accredited NZRT must wear the officially approved uniform when deployed as an NZRT.

Only accredited New Zealand Response Teams are permitted to wear the NZRT uniform. Previously registered teams may continue using this uniform until they have accredited under the NAP (see section 24.2 ***Interim Uniform Arrangements***).

This will be accompanied by a sticker issued by NEMA for the team member's helmets with the word "Accredited" on it.

This will be further supported by an identification card to be issued by NEMA, which states the team's name and NZRT number.

A national register of all teams will be held by the NEMA NZRT Secretariat with teams able to be deployed listed separately along with their approved and accredited strands.

24.12 Accreditation agreement

For accredited teams, it is fundamental that the accreditation approval notification contains a declaration for the Team owner/Manager and Team Leader to sign on the responsibilities to accept, standards to uphold, and minimum competencies to be maintained, in order to be an accredited team.

This declaration provides a commitment to:

- Uphold the NZRT Code of Conduct.
- Contribute to the national NZRT health, safety and wellbeing forum.
- Provide regular reporting to the aforementioned forum.
- Maintain the standards achieved during accreditation.
- Report strand qualified team numbers no less than six (6) monthly. The report should be sent to the local CEG, the NZRT Secretariat and the region CDEM Group.
- Where for any reason a team is unable to maintain the required standards met during accreditation, they must notify their owner, the CDEM Group, and the NZRT Secretariat.
    - If this is within an elective strand, then the team will voluntarily stand-down from the strand until such time as they are able to once again meet the required standard.
    - If it involves the Foundation requirements, the NZRT Secretariat will arrange a meeting with the Team Leader, Team Manager, and the NZRT Steering Group to plan the best approach to resolving the issues in the most expedient manner.

24.13 Periodic checks

Once a team is accredited, at any point prior to re-accreditation, NEMA in consultation with the local CDEM Group may conduct a spot audit to ensure teams are maintaining the ongoing expectations of accreditation status. Appropriate notice will be provided prior to a periodic audit occurring, this will normally be 14 days.

Additional triggers for a periodic check include post-deployment debrief information highlighting a potential issue, notification from a partner agency or a complaint being received by NEMA or the CDEM Group.

24.14 Re-accreditation

Reaccreditation is required no sooner than three (3) years, and no later than four (4) years from the previous accreditation to maintain team status and deployability.

Definitions

Term	Definition
AoG	All of Government – Represents multiple governmental agencies working in partnership.
AREC	Amateur Radio Emergency Communications.
BoO	Base of Operations.
CAP	Corrective Action Plan – Required where a team cannot meet accreditation criteria.
CDC	Civil Defence Centre – A place where welfare services are provided to displaced people or those affected by an emergency.
CDEM	Civil Defence and Emergency Management.
CDEM Groups	A territorial authority or other agency involved in the application of CDEM. There are 16 CDEM Groups covering all regions of NZ.
CEG	Coordinating Executive Group. Regional groups of senior executive leaders from partner agencies.
CIMS	Co-ordinated Incident Management System. Agreed NZ interagency model for command, control and co-ordination of emergency response from small, single agency responses through to large scale, multi-agency incidents.
Controller	The National Controller appointed under s.10 of the CDEM Act 2002, or the Group Controller under s.26, or a Local Controller under s.27.
CPoE	Comprehensive Portfolio of Evidence – Required from teams as part of the accreditation process.
C2	Command and Control.
C3	Command, Control and Coordination.
DPMC	Department of the Prime Minister and Cabinet – The government department which NEMA is a part of.
DVI	Deceased Victim Identification – Police teams who undertake victim identification duties including criminal investigation processes.
DWST	Red Cross Disaster Welfare Support Teams.
ECC	Emergency Coordination Centre – this is from where an emergency is managed and coordinated at a regional level to coordinate and support one or more activated EOCs.
Emergency	A situation that poses an immediate risk to life, health, property or the environment that requires a coordinated response.
EMO	Emergency Management Office or Officer.
EOC	Emergency Operations Centre - this is from where an emergency is managed and coordinated at a local level.
FENZ	Fire and Emergency New Zealand, formerly the New Zealand Fire Service.
Fully trained	Refers to a response team member who holds and maintains the minimum standards for any approved team strand.
HSWA	The Health and Safety at Work Act 2015.
IC	Incident Controller: The person responsible for overall direction or response activities for an emergency incident.

ICS	Incident Command System – Generic term for the various models of incident command, control and coordination. In New Zealand this is CIMS.
INSARAG	International Search and Rescue Advisory Group established to set standards and guidelines for international USAR capabilities. Organised by the Office for the Coordination of Humanitarian Affairs (OCHA) within the United Nations.
Lead agency	The agency in command and control of the event.
MFAT	Ministry of Foreign Affairs and Trade.
Minimum standards	Standards that are compulsory to be met if the response teams want to gain accreditation in a response strand.
MoH	Ministry of Health.
MOU	Memorandum of Understanding – A document signed by two parties, agencies or entities who agree to mutually support one another in some way.
MPI	Ministry for Primary Industries.
NAP	NZRT Accreditation Process.
NCC	National Coordination Centre – A national-level coordination centre that coordinates a national response and provides support to regional-level response activities.
NCMC	National Crisis Management Centre – A secure, AoG coordination centre used by agencies to monitor, support or manage a response at the national level. It can also be used as an NCC.
NEMA	National Emergency Management Agency.
NGO	Non-Governmental Organisation.
NZDF	New Zealand Defence Force – Encompasses all arms of the military including the army, navy and air force.
NZRT	New Zealand Response Team. A response team may be able to be deployed away from its home area, if endorsed by the regional CEG and accredited by NEMA. May be a Territorial Authority (TA), NGO or a privately owned team.
NZSAR	New Zealand Search and Rescue – The overarching governing body across LandSAR, Coastguard NZ, Surf Lifesaving NZ, Amateur Radio Emergency Communications (AREC), Rescue Helicopter services, NZ Police SAR coordination, and Rescue Coordination Centre NZ (RCCNZ),
NZTA	New Zealand Transport Agency.
Parent organisation	Organisations that own response teams. In most cases this is a local authority such as a district or regional council but can be private organisations and trusts.
Partially trained	Refers to a response team member who has yet to gain the minimum standards stated in the Capability and Competency Framework document for either the Foundation strand or a specialist strand.
PoE	Portfolio of Evidence – Required by teams as part of their application for accreditation.
Recovery	The coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency.

REMA	Regional Emergency Management Advisor who works with CDEM Groups but reports nationally for NEMA.
Response	The actions taken immediately before, during or directly after an incident that save or protect lives and property and that bring the consequences to a point of stability.
SLA	Service Level Agreement.
SOP	Standard Operating Procedure.
TEC	Tertiary Education Commission – They provide an annual grant administered by NEMA for the training of volunteers which includes NZRTs.
UNDAC	United Nations Disaster Assessment and Coordination – Teams of specially trained personnel who respond internationally to coordinate humanitarian efforts on behalf of the UN.
USAR	Urban Search and Rescue (USAR) is managed by Fire and Emergency New Zealand and involves the location, extrication, and initial medical stabilisation of victims trapped in confined spaces due to natural disasters, structural collapse, and transportation accidents and includes collapsed trenches.
Volunteer	An individual who freely gives their time and labour to the community without financial or material reward.
WFA	Wellington Free Ambulance.
2IC	Second in Command. Normally the deputy or experienced person immediately below the next rank/leadership level above.

Appendix A

Competency & Capability Framework

Appendix B

NZRT Accreditation Process (NAP)

Appendix C

Health, Safety & Wellbeing

Appendix D

Code of Conduct

Appendix E

Performance Management

Appendix F

Media Policy

Appendix G

Team Role Descriptors

Appendix H

Recommended Equipment Lists

Appendix I

Hazard Register Template

Appendix J

Pre-Deployment Medical Forms