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## Report on kick-off meeting

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## EXECUTIVE SUMMARY

This document presents and outlines the key activities and topics covered during the Arctic and North Atlantic Security and Emergency Preparedness Network (ARCSAR) kick-off meeting. The ARCSAR project is funded from the EU Framework Programme for Research and Innovation Horizon2020, under grant agreement No 786571. It aims to establish international best practice and propose innovation platforms for the professional security and emergency response institutions in the Arctic and the North-Atlantic.

The ARCSAR kick-off meeting was organized 11.-13. September 2018, in Bodø, Norway at the Joint Rescue Coordination Centre North Norway. The aim of the kick-off meeting was to launch the ARCSAR network and go through the overarching goals and tasks within the project together with the ARCSAR project partners. The kick-off meeting covered all the priority areas and administrative topics set in the Grant Agreement (T1.1). All work package leaders presented their work packages and introduced all the tasks, deliverables and their key contributors, important milestones, and responsibilities and requirements from the partners to their work package. The ARCSAR kick-off also addressed the ARCSAR network platform and possible communication tools.

The first participatory workshop of work package two (T2.1) was coincided with the kick-off meeting. The goal of the workshop was to increase our understanding of target areas for improvement within technology and innovation. The kick-off meeting was also combined with the ACOPE project workshop as this project is closely related to the establishment of the ARCSAR network platform.

Most of the partners emphasized the importance of the ARCSAR network and the unique opportunity to share information, experiences and expertise with key preparedness organizations across the Arctic and the North Atlantic regions. All kick-off meeting goals were met and most partners had a good idea on how to proceed further.

### **Next scheduled events:**

**27 – 28 November 2018**, WP 2, T2.1 – Workshop 1, Part 2, Portsmouth

**26. – 18. February 2019**, WP 2, T2.1 – Workshop 2, Italy

**9 – 10 April 2019**, WP3, T3.2 – Joint SAR TTX, Iceland



# 1 INTRODUCTION

The ARCSAR kick-off meeting was organized 11.-13 September 2018, in Bodø, Norway at the Joint Rescue Coordination Centre North Norway (JRCC NN). The aim of the kick-off meeting was to launch the ARCSAR network and to go through the overarching goals and tasks within the project together with the ARCSAR project partners. The kick-off agenda (see [Annex 1](#)) covered all the priority areas and administrative topics set in the Grant Agreement (GA), T1.1.

## 1.1 Topics and issues covered during the kick-off meeting

One of the key goals for the kick-off meeting was make sure that all the partners are aware of their tasks, reporting requirements and other responsibilities within the ARCSAR project. The project coordinators gave a brief overview of the administrative tasks that each partner must be aware of during the project, as well as introduced the partners to the project handbook and the H2020 participant portal. The discussions also covered other administrative topics including introduction to the GA and its annexes, signing the GA, reporting requirements (financial and technical) for quarterly, 6-monthly, and annual progress reports, and the key financial, legal and administrative rules from GA. The partners also discussed responsibilities on dissemination, and practicalities with project templates and the website.

All work package leaders presented their work packages and introduced all the tasks and task leaders, deliverables and their key contributors, important milestones, responsibilities, and requirements from the partners to their work package. The connection and overlap of the work packages was brought up several times and the work package leaders agreed to coordinate closely together when it comes to linking the work packages to each other and to avoid overlap. The project coordinator also emphasized the fact that while the ARCSAR project needs to be innovative and come up with plenty of new ideas and opportunities to work together, the project should also look into combining some of the activities with already existing international arenas such as joint exercises, conferences and forums.

The ARCSAR kick-off also addressed the ARCSAR network platform, possible communication tools and linking the JRCC NN led ACOPE project results to the ARCSAR platform analysis and launch. Questions were also raised on how to make the network and the platform, as well as any innovative products launched and established through ARCSAR sustainable, beyond the project lifetime.

The first participatory workshop of work package two (T2.1) was also coincided with the kick-off meeting. The workshop was facilitated by the University of Portsmouth. The goal of the workshop was to increase our understanding of target areas for improvements, to map current gaps and needs in technology and innovation related to requirements in the IMO Polar Code, and to identify barriers to uptake. The workshop results will be utilized in the associated deliverables and tasks of WP2.

Detailed minutes from the ARCSAR kick-off are available upon request.



## 1.2 ARCSAR partners

The ARCSAR project has 21 partners from 13 countries. The partners come from various fields including practitioners, emergency services, academia, businesses, operators, associations and other institutions. All partners bring in different kind of expertise and knowledge that can be utilized throughout the ARCSAR project. The following partners were present at the kick-off meeting:

- Joint Rescue Coordination Centre North Norway (JRCC NN)
- Nord University (NORD)
- Maritime Forum North (MFN)
- Norwegian Ice Services (NIS)
- Norwegian Coast Guard (NMD)
- Admiral Makarov State Maritime University (AMSU)
- Landhelgisgæsla Islands (JRCC I)
- Association of Arctic Expedition Cruise Operators (AECO)
- Maritime Rescue Coordination Centre Bremen (MRCC B)
- JRCC New Zealand (MNZ)
- United States Coast Guard Academy (USCG)
- Laurea University of Applied Sciences (LAUREA)
- Maritime and Coastal Agency UK (MCA)
- University of Portsmouth (UP)
- Memorial University of Newfoundland (MUN)
- Cork Institute of Technology (CIT)
- Polar Quest AB (PQ)
- Lapland University of Applied Sciences (LUAS)
- e-GEOS SPA (GEO)
- MRCC Torshavn (MRCC T)
- Norwegian Coastal Administration (NCA)

In addition, observers from Nordland county administration and the Confederation of Norwegian Enterprise (NHO) were present at the kick-off meeting.



Picture 1. Kick-off meeting participants

This project has received funding from the EU Framework Programme for Research and Innovation HORIZON 2020 under the agreement 786571. Agency is not responsible of any use that may be made of the information it contains.



## 2 ARCSAR KICK-OFF MEETING, 11. – 13.09.2018

### Day 1, 11.09.2018

#### Introduction to the ARCSAR project and the network

The ARCSAR coordinator welcomed all the participants and partners to Bodø and to the ARCSAR project. While the ARCSAR project at this point is still waiting for the final acceptance of the Grant Agreement from the European Commission, the ARCSAR partners and the leader of the project were very eager to start work on the work packages and developing the network.

All partners and participants were asked to introduce themselves, their organization, their roles in the ARCSAR project and expectations for the next five years. Many of the partners were excited to see what kind of results could be expected from the work packages since some of the partners will be the end-users of any innovations and results from the project. Some partners also emphasized the importance of these kind of projects to policy work and planning, both within their organizations, as well as nationally and internationally. Quite many of the ARCSAR partners are also practitioners and are prepared to contribute to the practical side of the project with expertise, equipment and new ideas. The research institutions have good capabilities to contribute to the work packages with research and analysis, as well as with technological development and network creation. Some of the non-Arctic partners were interested in following security and safety development and lessons identified from the Arctic, so that they can take those lessons learned back to their own countries and the environment. The ARCSAR project also has four companies as partners, who were excited to see what kind of gaps there are in the field of safety and security in the Arctic and what kind of project development is needed to address those gaps.

Some of the partners emphasized the importance of connecting the ARCSAR project into other research projects and networks that are relevant for the work packages and project goals. Several projects, platforms, exercises and networks were already mentioned as possible connections to ARCSAR such as the SARiNOR, ACOPE, MARPART, MAREC and SEDNA -projects, SARex and Joint SAR TTX exercises, BarentsWatch information system, Arctic Council EPPR working group, Arctic Coast Guard Forum, as well as other relevant international expert groups.

One of the most important aims of the kick-off was to go through the planned activity of the project and to make sure that all the partners are aware of their tasks, reporting requirements and other responsibilities within the ARCSAR project. The project leader first reminded the partners of the Horizon 2020 call SEC 21 goals and the overarching framework of the ARCSAR project. He also emphasized that it is important to realize that we are talking about both Arctic and North Atlantic (ANA) regions and that the main goal of the ARCSAR project is to establish and support a new *Arctic and North Atlantic Security and Emergency*





*Preparedness Network* for practitioners involved in front-line security and emergency response. For the project, it is important to directly involve practitioners, existing networks, stakeholders in universities, research centers, and industry, and those involved in governance, and policy-making. He also highlighted the need to identify critical barriers, gaps in capacity, competence and infrastructure of professional security and emergency response as well as monitoring innovation and research in new products, ideas, services, and systems for better security, disaster risk and crisis management.

The ARCSAR coordinator briefly went through the work packages, the responsible WP-leaders and the timeline for the ARCSAR project. The work package leaders would later present their own WPs in more detail. He also brought up that all partners ought to be very aware of their responsibilities with dissemination and communication, as this is one of the most important tasks for a high-profile launch of the project. All partners also need to address questions on how to make the network sustainable and how to relay our project results across other communities, networks and policy makers within and outside of the Arctic.

A representative from Nord University presented the main administrative considerations that all the partners should be aware of. She had established a project handbook in a project room in SharePoint for the partners, in order to make information sharing easier at the early stages of the project. From the project handbook, the partners can find all the important documents including the Grant Agreement and its Annexes, the consortium agreement, contact lists, presentations and notes, dissemination material, and other useful documents. The SharePoint solution is only temporary before the website and ARCSAR platform is established.

She also introduced the EU participant portal to the partners that had not yet logged in and reminded that the portal is the formal interface towards the EU, where partners will upload their deliverables, reports, request for payments, and so on. She pointed out the online manual for the portal and gave instructions for signing the Grant Agreement. She wanted to remind the partners of their reporting requirements and went through the technical and financial reporting requirements and the reporting periods. For the more specific financial, legal and administrative rules, she referred all the partners to AMGA. Laurea University of Applied Sciences have been involved in other H2020 projects before and offered to provide some templates for the reporting.

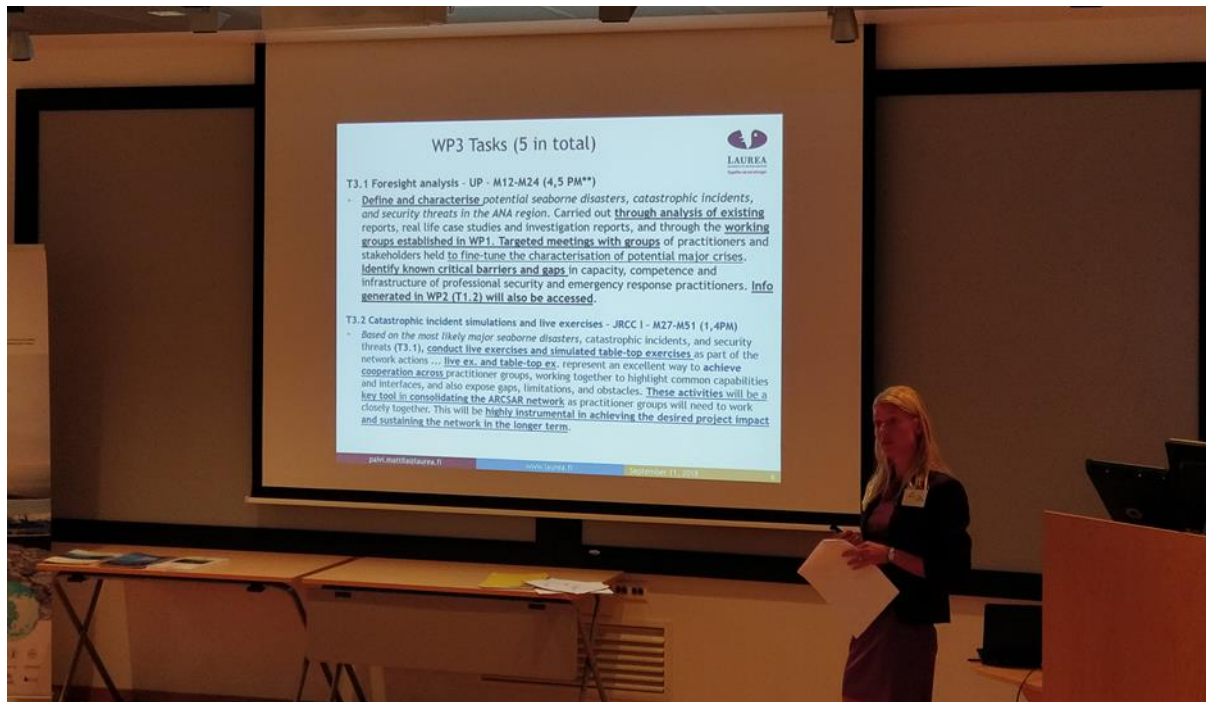
#### Work packages and other considerations

The ARCSAR project has five work packages (WP) containing various tasks, deliverables, and milestones:

- WP I** - Project Management and Network Support (Lead: JRCC NN)
- WP II** - Fast-tracking uptake of innovations and knowledge (Lead: University of Portsmouth)
- WP III** - Future Needs for Innovations and Knowledge (Lead: Laurea University of Applied Sciences)
- WP IV** - Priorities for security and standardization (Lead: Icelandic Coast Guard)
- WP V** - Dissemination and communication (Lead: Cork Institute of Technology)



All WP leaders went through their respective work packages step-by-step. The WP leaders gave the participants an overview of the WP goals, tasks and task leaders, deliverables and the main contributors, person months, timeline, and a general idea on how the other partners can contribute to the WPs with the person months available to them. The WP leaders are responsible for overseeing the progress with their WPs and making sure that everything is running smoothly, that milestones are met and deliverables handed in on time.



Picture 2. WP3 leader presenting the goals and tasks of WP3

The key take-away was that for most of the work packages, and the ARCSAR project as a whole, the success depends highly on the engagement from all the ARCSAR partners. Some WPs include all the partners. This means that the partners with only few person months available can contribute, for example by reviewing deliverables and being actively involved in the WP process. It was also mentioned several times that some of the WPs will overlap and the WP leaders should coordinate with each other on, which tasks have collaborative or overlapping elements and, which of the activities can be combined. It is also important to connect some of the activities with already existing events, exercises and forums, because many of the partners have limited capacity to plan and take part in all the upcoming and already existing activities at the same time.

Most of the discussion after the WP presentations was focused on WP5, dissemination and communication. The dissemination of project results and internal and external communication were identified as some of the most challenging tasks within the project. The key objectives include ensuring the ARCSAR network a high profile launch, sustained visibility throughout, increased knowledge sharing across practitioners and other stakeholders, well-attended international conference, and disseminating the results and message across the international community and audience. WP 5 is closely linked to the other WPs, as they are all reliant on WP5 activities to disseminate the deliverables and advertise ARCSAR related conferences, workshops and other events. All partners are also responsible for promoting the ARCSAR project through their own networks and social media. In order to get the same message out





from all partners, the kick-off participants requested some talking points, logos, PowerPoint slides, posters, templates, flyers and general dissemination guidelines for promoting ARCSAR during events and conferences. ARCSAR will also have its own website with a login function for the members, develop a web application and social media tools, and produce newsletters. For this, the task leaders asked input from all the partners.

A detailed description of all WPs including all tasks, deliverables, timeline and partners' responsibilities can be found from the Grant Agreement *Annex 1 (part A)*.

### Discussion and summary

After the WP presentations, the leader of the project summarized the day and talked about the importance of the ARCSAR project in the Norwegian context showing the participants some real life incidents from Norway. A representative from the Swedish partner Polar Quest also used the opportunity to present their cruise operations in the Arctic. For Polar Quest, it is important to learn about SAR in the Arctic and erase borders within the safety and preparedness services in the ANA region.

Finally, the participants had a chance to see the operations room at the JRCC NN and ask questions about the Norwegian SAR services. In the evening, a networking event was hosted at a historical site, Tuvsjyen, near Saltstraumen, one of the world's strongest tidal current.



**Picture 3. Kick-off participants learning about Norwegian SAR services at JRCC NN main operation room**



## **Day 2, 12.09.2018**

### ACOPE workshop

The second day of the ARCSAR kick-off meeting started with a workshop dedicated to the Arctic operational emergency agency innovation platform (ACOPE) project. The ACOPE project is a Norwegian Ministry of Foreign Affairs funded project, led by the JRCC NN, aiming to develop an Arctic operational emergency agency innovation platform and establish a network of Arctic emergency agencies in Europe. As some of the ACOPE partners are also ARCSAR partners and the ARCSAR project will develop a platform for the partners to use, the idea is to utilize the results from the ACOPE project also in the ARCSAR project. Representatives from Nord University and Laurea University of Applied Sciences introduced the ACOPE project to the ARCSAR partners.

The ACOPE project representatives encouraged the ARCSAR partners to reply to a questionnaire on mapping the needs and preferences of both the ACOPE and ARCSAR partners, in order to gain necessary information for both projects and to develop criteria for the innovation platform. Laurea University of Applied Sciences had also prepared a presentation on some of the already existing platforms and communication tools that the ACOPE project will further analyze.

### ARCSAR project Workshop 1, Part 1

The second part of the day was dedicated to the first part of the first workshop in the ARCSAR project. The workshop was coordinated by University of Portsmouth and linked to WP2, Task 2.1. - *Defining target areas for improvement*. The idea of the workshop was to discuss six different topics in expert groups addressing issues with current capabilities and future needs regarding technology and innovations. The groups then reconvened for a debriefing session to present the discussion on each topic. The workshop will be described in further detail in the next chapter ([Chapter 3](#)) of this report.

The day concluded to a discussion on the format and the next steps of the workshop. The second part of workshop 1 will be arranged in Portsmouth, UK, November 27-28, 2018. The WP2, workshop 2 will be held in Italy in February 2019. After the workshop, a networking event was hosted at the Landego lighthouse.

## **Day 3, 13.09.2018**

The final day of the kick-off started with a discussion on the prioritization of project tasks. The group went through some of the work packages again focusing on next tasks and deliverables in the near future, the main project events and recapping some of the administrative reporting requirements for all partners. The discussions also addressed the possible communication tools, creation of the website and dissemination information. In general, the coordinator asked the WP leaders and task leaders to consider combining some of the events and workshops that will be held in ARCSAR to maximize the time and resource efficiency.



A representative from the Norwegian Ice Services wanted to take the opportunity to flag out their next meeting with the International Ice Charting Working Group and requested the group to take part in a ranking exercise on end user needs online. The executive director of the Association of Arctic Expedition Cruise Operators (AECO) also gave a brief presentation of AECO and the expedition cruise industry emphasizing the importance of utilizing cruise vessels as vessels of opportunity in SAR and maritime preparedness in the Arctic. Finally, a professor from Nord University gave a presentation on possible projects and activities that could be linked to the ARCSAR project. He talked about the results from the SARiNOR and MARPART projects and emphasized that the universities have large networks and a broad range of data that can be utilized for some of the deliverables in ARCSAR. He also presented the recently established NORDLAB at Nord University, where the ARCSAR can take the opportunity of linking up simulators, conducting joint exercises and training, and testing out new concepts.

The ARCSAR coordinator concluded the day by thanking all the participants and reminding the partners of the next workshops that will be held in Portsmouth in November 2018 and in Italy in February 2019.

### 3 ARCSAR WP2, TASK 2.1 – WORKSHOP 1

#### 3.1 Workshop 1, Part 1

The first participatory workshop in ARCSAR was held during the second day of the kick-off meeting. The workshop was facilitated by the University of Portsmouth, who is also the lead beneficiary of WP2.

The goals of the workshop were:

- To increase our understanding of **target areas for improvements** in security and emergency capabilities and **current gaps** with regards to the emergency preparedness system.
- To map **current needs** for innovation, research and knowledge across the different operational area, focusing on practitioners and relevant actors.
- To monitor and select **currently available** innovative solutions for better security, disaster risk and crisis management in the Arctic and North Atlantic area and establish the innovation arena on the ARCSAR network platform.
- To report on uptake of innovation, research and knowledge including successful case studies, and to identify **barriers to uptake**.

One of the focus areas for the workshop was to discuss technology to meet the IMO Polar Code requirements under Arctic and North Atlantic conditions. The workshop therefore started with a keynote address on Meeting the IMO Polar Code by Mr. Mejlaender-Larsen from DNV GL. The workshop then moved on to discuss specific topics in smaller groups related to the Polar Code and to other issues in the ANA region.

The workshop group sessions were focused on technology and innovation in the following topics:



1. Vessel structural and equipment issues
2. Lifesaving appliance and sea and cold survival issues
3. Communication issues
4. Pollution and incident control issues
5. Navigational and voyage planning
6. Personnel, training and education issues

The kick-off participants were divided into three groups at a time, first discussing topics 1, 2, and 3, and after the break topics 4, 5, and 6. After each session, the groups reconvened to de-brief and discuss their results with the rest of the participants. All the notes from these group sessions and the workshop will be available at the ARCSAR handbook and used in the deliverable connected to this task



**Picture 4. Workshop participants discussing challenges in communication in the Arctic**

Each group were asked to address within their assigned topics the current capabilities, gaps, innovation and technology needs, research needs, promising forthcoming technologies, and barriers to implementation of future innovations and technologies.

The results of the workshop will be utilized in tasks 2.1 (Define target areas for improvement) and 2.2 (Map innovation knowledge and research needs) and their associated deliverables. The results, together with the other two planned workshops, will help define the technology and innovation needs considered throughout the ARCSAR project. Ultimately, the results will also shape, standardise, and enhance the technology available for SAR and emergency preparedness in the Arctic and North Atlantic region.





### 3.2 Plan for Workshop 1, Part 2

Due to the limited time available at the kick-off meeting, part 2 of workshop 1 will be held 27-28 November 2018, at Portsmouth Guildhall, in Portsmouth, UK.

The workshop title is *Organisation Learning from Failures – Towards Operational Resilience and Excellence*. The workshop will examine learning from failures and techniques for decision analysis with an emphasis on the use of advanced operational research techniques and applying it to cases of major failures and disasters. The main benefit of the workshop will be to enhance the ARCSAR project goals in terms of “*risk assessment and decision-making - need for advanced root cause analysis techniques, risk-assessment concepts, analysis of scenarios of vulnerability, and selection of appropriate response policies and decision making*” as applied to retrospective and prospective scenarios in the Arctic and North Atlantic region and using real life case studies and investigation reports.

T2.1, Workshop 2 will take place next year, February 2019 (M6), to coincide with the Project Meeting 2 in Italy.

## 4 NEXT STEPS

After the kick-off meeting, the ARCSAR partners had a better idea on how to proceed with their work on each work package and how the ARCSAR project will progress. Most of the topic items that the kick-off meeting was set out to cover were discussed during the kick-off. The first deliverable in ARCSAR will be D5.1 *Dissemination and communication plan*, which will guide all partners in their dissemination and communication activities and will evolve throughout the project. The ARCSAR project website T1.3 and the ARCSAT network platform T1.4 will also be established during the first few months of the project. The high-level launch of the project will also be carried out after the Grant Agreement is officially approved.

### **Already scheduled dates for the next events:**

**27 – 28 November 2018**, WP 2, T2.1 – Workshop 1, Part 2, Portsmouth

**February 2019**, WP 2, T2.1 – Workshop 2, Italy

**9 – 10 April 2019**, WP3, T3.2 – Joint SAR TTX, Iceland

Detailed minutes from the ARCSAR kick-off are available upon request.



## 5 ANNEXES

### Annex 1: Kick-off Agenda

#### Tuesday 11.09

- 09:00 – 09:10** WELCOME  
**09:10 – 10:15** Introduction of participants  
➤ **10:15 – 10:35** *Coffee break*  
**10:35 – 11:20** ARCSAR Project presentation  
**11:20 – 11:30** Questions/answers  
➤ **11:30 – 12:30** *Lunch (Restaurant Sydøst, first floor, same building)*  
**12:30 – 13:00** WP2 (University of Portsmouth)  
**13:00 – 13:30** WP3 (Laurea University of Applied Sciences)  
**13:30 – 14:00** WP4 (JRCC Iceland)  
➤ **14:00 – 14:30** *Coffee break*  
**14:30 – 15:00** WP5 (Cork Institute of Technology)  
**15:00 – 15:30** Discussion  
**15:30 – 16:00** Summary of the day

#### Wednesday 12.09

- 09:00 – 11:30** **ACOPE Workshop**  
**09:00 – 09:10** Introduction of new participants  
**09:10 – 09:40** ACOPE project – Status, communication mechanisms ACOPE and ARCSAR  
**09:40 – 10:00** ACOPE project – recapping the last meeting and WP2  
➤ **10:00 – 10:30** *Coffee break*  
**10:30 – 11:00** ACOPE WP2: Analysis of relevant existing operational emergency agency innovation platforms  
**11:00 – 11:30** Discussion, summary, further steps  
➤ **11:30 – 12:30** *Lunch (Restaurant Sydøst, first floor, same building)*  
**12:30 – 16:00** **ARCSAR project Workshop 1** (Bodø part, coordinated by UP)
  - Technology to meet the IMO Polar Code requirements under Arctic and North Atlantic conditions
  - Technology for seamless sharing of situational awareness between emergency management agencies and other emergency actors, cross sector and cross border.
  - Technology for improved education in maritime emergency management in the Arctic and North Atlantic region
  - Discussion

#### Thursday 13.09

- 09:00 – 10:00** Prioritization of project tasks – group work  
**10:00 – 10:20** *Coffee break*  
**10:20 – 11:00** Group's work result presentation  
**11:00 – 11:15** Prioritization of project tasks – summary  
**11:15 – 11:45** Discussions – administrative, financial, legal, organization, quality aspects of the project  
**11:45 – 12:30** *Lunch (Sydøst, first floor, same building)*





## Annex 2: List of Participants

Organisation (partner short name)	Name	Surname
RCC New Zealand (MNZ), New Zealand	Mike	Hill
Icelandic Coastguard (JRCC I), Iceland	Audunn	Kristinsson
Laurea University of Applied Sciences (LAUREA), Finland	Päivi	Mattila
Laurea University of Applied Sciences (LAUREA), Finland	Nina	Jokinen
Laurea University of Applied Sciences (LAUREA), Finland	Artmir	Galica
Association for Expedition Cruise Operators (AECO), Norway	Frigg	Jørgensen
Cork Institute of Technology (CIT), Ireland	Robert	Lynch
Maritime Forum North (MFN), Norway	Tor	Husjord
Meteorologisk institutt, Norwegian Ice Services (NIS), Norway	Penelope	Wagner
Norwegian Coastal Administration (NCA), Norway	John	Evensen
Lapland University of Applied Sciences (LUAS), Finland	Eila	Linna
Lapland University of Applied Sciences (LUAS), Finland	Eija	Raasakka
Maritime and Coastal Agency (MCA), United Kingdom	Sam	Williams
Marine Rescue and Coordination Center Bremen (MRCC B), Germany	Dirk	Stommel
e-GEOS (GEO), Italy	Maria	Angelucci
e-GEOS (GEO), Italy	Donatella	Giampaolo
Marine Rescue and Coordination Center Torshavn (MRCC T), Faroes	Jóhan	Müller
Marine Rescue and Coordination Center Torshavn (MRCC T), Faroes	Edvard	Bjarnason
Marine institute, Memorial University Newfoundland (MUN), Canada	Robert	Brown
Admiral Makarov State University, St Petersburg (AMSU), Russia	Sergey	Aysinov
Admiral Makarov State University, St Petersburg (AMSU), Russia	Mikhail	Nevolin
Norwegian Coast Guard (NMD), Norway	Birger	Ingebrigtsen
Norwegian Coast Guard (NMD), Norway	Leif-Owe	Birkeland
United States Coast Guard Academy (USCG), USA	Ben	Strong
United States Coast Guard Academy (USCG), USA	Paul	Milliken
University of Portsmouth (UP), United Kingdom	Joe	Costello
Polar Quest AB (PQ), Sweden	Henrik	Törnberg
Joint Rescue Coordination Centre North-Norway (JRCC NN), Norway	Bent-Ove	Jamtli
Joint Rescue Coordination Centre North-Norway (JRCC NN), Norway	Tore	Wangsfjord
Joint Rescue Coordination Centre North-Norway (JRCC NN), Norway	Bente	Jonassen
Nord University (NORD), Norway	Odd Jarl	Borch
Nord University (NORD), Norway	Irene	Andreassen
Nord University (NORD), Norway	Natalia	Andreassen
Nord University (NORD), Norway	Emmi	Ikonen
Nord University (NORD), Norway	Andrey	Kazakov
NHO Nordland	Eivind	Sommerseth
Health and Care Region North, Norway	Jørgen	Hansen
Framsenteret, Tromsø	Kathryn	Donnelly
DNV GL, Norway	Morten	Mejlænder-Larsen
Nordland Fylkeskommune	Jonny	Brodersen