



# NATIONAL SEARCH AND RESCUE COUNCIL

# Business Plan

2017-2019



## Purpose

The purpose of this business plan is to define the priorities and actions for the next two years 2017-2019 to achieve the intended strategic objectives presented in the framework below. The actions highlighted in this Business Plan allow the National Search and Rescue (NATSAR) Council to understand what needs to be executed to translate strategy into operation.

Below are the three strategic objectives, which provide guidance to the priorities and tasks for 2017-2019:

1. Create a national Centre of Excellence (COE) for SAR.
2. Establish an authoritative voice on SAR in Australia.
3. Facilitate effective coordination of SAR operations between SAR authorities.

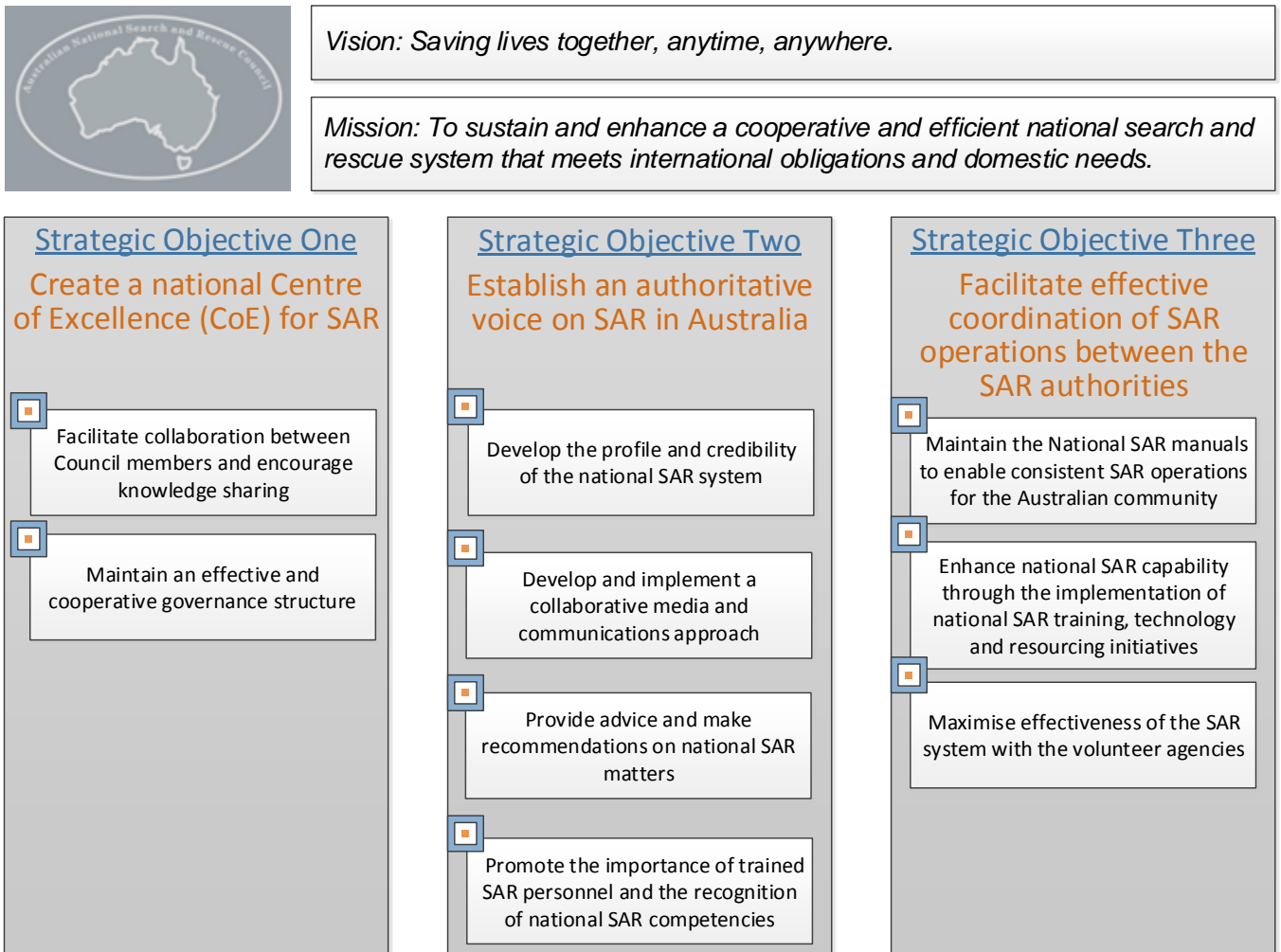


Figure 1. Strategic objectives at a glance

## 1. Create a national Centre of Excellence (CoE) for SAR

To achieve this strategic objective, the NATSAR Council will collaborate and communicate to create a national Centre of Excellence (CoE) where we share information and knowledge about the 'search and rescue world'. For example, information relating to new technologies that impact the way we do search and rescue in Australia, successful safety programs that might benefit other communities, good news stories in the media that promote the hard work of our SAR Authorities. The SAR Authorities will also engage at every practical opportunity so that we get the benefit of face-to-face interactions and conversations. The Council will have the ability to capture and share knowledge, lessons learnt from other jurisdictions, and interact online.

	Priorities	Core Business		Improvement Initiatives
1.1	Facilitate collaboration between Council members and encourage knowledge sharing	Year 1 2017/18	<ul style="list-style-type: none"> <li>Ongoing engagement between NATSAR Council members through the annual meeting cycle.</li> </ul>	•
		Year 2 2018/19	<ul style="list-style-type: none"> <li>Proactive sharing of relevant SAR information relating to emerging technologies, safety programs, SAR media etc.</li> </ul>	•
1.2	Maintain an effective and cooperative governance structure	Year 1 2017/18	<ul style="list-style-type: none"> <li>Maintain the suite of strategic documents as part of the governance structure of administrative duties.</li> </ul>	<ul style="list-style-type: none"> <li>Finalise Ministerial signature of revised IGA.</li> <li>Finalise the Council Charter describing how the Council operates, including key processes.</li> <li>Explore sponsorship opportunities for the National SAR Award.</li> </ul>
		Year 2 2018/19	<ul style="list-style-type: none"> <li>Commence the 2 year review process of the IGA in 2018.</li> </ul>	•

## 2. Establish an authoritative voice on SAR in Australia

To achieve this strategic objective, the NATSAR Council will promote the value and performance of the national SAR system within the Australian community. This will encompass building the credibility and public image of search and rescue with the support from each SAR Authority.

	Priorities	Core Business		Improvement Initiatives
2.1	Develop the profile and credibility of the national SAR system	Year 1 2017/18	<ul style="list-style-type: none"> <li>Regular correspondence with senior external stakeholders (e.g. Police Commissioners) via formal channels (e.g. Letter of Outcomes following annual meeting, Inter-governmental Arrangement).</li> </ul>	<ul style="list-style-type: none"> <li>Develop a consistent approach to the collection of jurisdictions' SAR statistics to inform a collective view of the national SAR system.</li> <li>Develop a 'profile of the Australian SAR system' to use as an external document.</li> </ul>
		Year 2 2018/19	<ul style="list-style-type: none"> <li>Represent the NATSAR Council at national SAR forums and engage with the wider SAR community e.g. Australia New Zealand SAR Conference.</li> </ul>	
2.2	Develop and implement a collaborative media and communications approach	Year 1 2017/18	<ul style="list-style-type: none"> <li>Share social media posts between SAR Authorities.</li> <li>Promote the collaborative SAR system during media coverage post joint agency SAR operations.</li> </ul>	<ul style="list-style-type: none"> <li>Explore national safety messaging opportunities with Police and ANZSBEG to promote correct beacon disposal to reduce the number of inadvertent beacon activations.</li> </ul>
		Year 2 2018/19	<ul style="list-style-type: none"> <li>Provide beacon and incident statistics to ANZSBEG and Police to inform targeted safety messaging and to support ongoing developments to the SAR system where possible.</li> </ul>	
2.3	Provide advice and make recommendations on national SAR matters	Year 1 2017/18	<ul style="list-style-type: none"> <li>Respond to enquiries that come in via the NATSAR Council Secretariat relating to the national SAR system.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate the Council's position on proposed changes associated with the Cospas Sarsat 406MHz system.</li> </ul>

	Priorities	Core Business		Improvement Initiatives
		Year 2 2018/19	<ul style="list-style-type: none"> <li>Provide briefing and input to Coronial and government inquiries as required.</li> </ul>	<ul style="list-style-type: none"> <li>Further develop the national policy for medical evacuations versus medical retrievals within Australia to clarify the commonwealth and state responsibilities, and understand the particular jurisdictional arrangements.</li> </ul>
2.4	Promote the importance of trained SAR personnel and the recognition of national SAR competencies	Year 1 2017/18	<ul style="list-style-type: none"> <li>Prepare correspondence related to the National Police SAR Managers Course, including a letter of appreciation to Commissioners for their support and emphasising the value of the national training approach.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a National SAR Training Working Group to further develop and streamline the national approach to SAR training.</li> </ul>
		Year 2 2018/19	<ul style="list-style-type: none"> <li>Collate figures on the National Police SAR Managers Course to effectively communicate training outcomes in correspondence with Commissioners.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

### 3. Facilitate effective coordination of SAR operations between the SAR authorities

To achieve this strategic objective, the NATSAR Council will set the national procedures, policies and progress other national initiatives to ensure interoperability between the SAR Authorities. The goal is to ensure consistent SAR responses across the whole of Australia. The collective cross-jurisdiction approach ensures that we provide a collaborative SAR operational arrangement to better serve the Australian community. What this really means for our community is that if people venture into the remote outdoors – whether by land, sea or air – and find themselves in distress, they will receive the same SAR response anytime, anywhere.

	Priorities	Core Business		Improvement Initiatives
3.1	Maintain the National SAR manuals to enable consistent SAR operations for the Australian community	Year 1 2017/18	<ul style="list-style-type: none"> <li>Maintain the annual cycle of manual amendments and the schedule for Council review and approval.</li> </ul>	<ul style="list-style-type: none"> <li>Complete the merger of the National SAR Manual and Land SAR Operations Manual to form one National SAR Manual that covers maritime, aviation and land.</li> </ul>
		Year 2 2018/19	<ul style="list-style-type: none"> <li>Continue to review areas not presently included in the National SAR Manual, including e.g. Mass Rescue Operations, oil and gas facilities, and tracking device developments</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
3.2	Enhance national SAR capability through the implementation of national SAR training, research, technology and resourcing initiatives.	Year 1 2017/18	<ul style="list-style-type: none"> <li>Continue the SARMAP Working Group for ongoing development of national drift modelling capability.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a set of endorsed standards / functionality for search and rescue mobile applications.</li> <li>Continue developing a best practice approach to SAR incidents involving Lost Person Behaviour for inclusion in the NATSAR Manual.</li> <li>Explore the potential to improve the access to lost person data to assist with developing SAR response plans for lost persons.</li> <li>Conduct a review of the national approach to SAR training in line with the National SAR Training Framework, using the National SAR Training Working Group for consultation and input by jurisdictions.</li> </ul>
		Year 2 2018/19	<ul style="list-style-type: none"> <li>Increase research through the SAR Technology Working Group on emerging SAR technologies that impact the way we conduct SAR operations and develop SAR response plans.</li> <li>Continue to promote and provide cross jurisdictional training and exercise opportunities when available.</li> </ul>	

	Priorities	Core Business		Improvement Initiatives
				<ul style="list-style-type: none"> <li>• Explore options for grants, scholarships and other funding schemes available to the SAR Council to enable special projects and expansion of SAR Capability.</li> <li>• Commence joint planning between the Commonwealth, States, Territories and NZ, where possible, for potential Mass Rescue Operations.</li> <li>• Explore possible options for effective beacon disposal to reduce the number of inadvertent beacon activations.</li> </ul>
3.3	Maximise effectiveness of the SAR system with the volunteer agencies	Year 1 2017/18	<ul style="list-style-type: none"> <li>• Continued representation of NVMSARC on National SAR Council as an observer.</li> <li>• Conduct joint training activities and SAREX's with between volunteer and emergency service agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore possible representation of land based volunteer groups for observer status on the NATSAR Council.</li> </ul>
		Year 2 2018/19		