



# Surf Life Saving NSW

## Emergency Management Framework

### 2028 Service Delivery Road Map



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## Revision history

| Version | Approved by                   | Date            | Amendment notes                     |
|---------|-------------------------------|-----------------|-------------------------------------|
| 0.1     | Gary McKinnon                 | 27 January 2024 | Initial draft                       |
| 0.2     | Lifesaving Standing Committee | 2 February 2024 | Second draft                        |
| 0.3     | Lifesaving Standing Committee | 4 May 2024      | Third draft                         |
| 0.4     | State Council                 | 22 May 2024     | Fourth draft                        |
| 0.5     | SLSNSW Board                  | 29 May 2024     | Final draft                         |
| 1       | SLSNSW Board                  | 29 May 2024     | Approved version                    |
| 1.1     | Gary McKinnon                 | 23 July 2024    | Added Emma Gale's name to team list |

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Surf Life Saving NSW

3 Narabang Way

Belrose 2085



# 1. Introduction

## Message from our President

As we continue our 115+ year journey in Surf Life Saving it's critical that we constantly strive to not just maintain but build on our relevance to our stakeholders. Our primary purpose is to support our communities and beachgoers between the flags and it's of critical importance to support our Clubs in that important core role. As we evolve, so do the expectations of Government, our community, and our own members, particularly with regards to operations outside the flags. In this context, this SLSNSW Emergency Management Framework will play an important role in meeting those new expectations while relieving pressure on our Clubs whilst continuing to position and grow our strengths between the flags.

**Peter Agnew ESM, SLSNSW President**

## Message from our Director of Lifesaving

Our members and clubs are at the forefront of everything we do and providing opportunities for all to explore additional pathways forms a valuable part of member engagement. As requests from other agencies for our teams to form an integral part of emergency responses outside the flags increases, so too does the need for SLSNSW to provide the structure, training and framework to ensure success. As we assess our capability across a range of emergency response services the Emergency Management team will draw on strategies and networks to ensure our members have access to opportunities to explore additional pathways and are positioned to succeed.

**Joel Wiseman, SLSNSW Director**

## Message from our CEO

Officially gazetted as an Emergency Service Organisation in NSW in 2018, we are mindful of our legislative responsibilities and accountability under the NSW State Emergency and Rescue Management Act. Defining a structured, strategic, and collaborative approach towards our emergency management service delivery will enable our teams to provide professional, and well-resourced responses to emergencies that demonstrate the strengths and capabilities of SLSNSW and our personnel.

**Steven Pearce AFSM, SLSNSW CEO**



## Emergency Management & State Operations Team

**Brent Manieri** General Manager Public Safety and Emergency Management

**Gary McKinnon** Emergency Management and State Operations

**Cheryl McCarthy** Emergency Management Coordinator – South

**Kai Darwin** Emergency Management Coordinator – Metropolitan

**Anthony Jones** Emergency Management Coordinator – Greater Hunter

**Chris Bond** Emergency Management Coordinator – North

**Brianna Coyte | Glenn Clarke | Erin Clarke** State Duty Officers

**Emma Gale** SLSNSW Chief Remote Pilot & UAV Capability Coordinator

**TBA** Membership UAV Development Officer



## 2. Emergency Management Vision Statement

SLSNSW proudly acknowledges the long-standing surf rescue skills, team-based culture, and proven coastal safety expertise our members provide in serving their communities.

**Our emergency management vision is twofold. Firstly, to enhance coastal safety strengthening our Surf Lifesaving objective of Zero Preventable Deaths. And secondly, to ensure effective and consistent operations outside the flags.**

We will achieve this through a structured and accountable 2028 Service Delivery Road Map that supports members, Clubs and Branches as we transition into a more established, embedded, and respected NSW emergency service organisation.



## 3. History of Surf Life Saving in NSW

### Proud history of almost 120 years

#### Beach Safety

The first pillar of Surf Life Saving NSW's Strategic Plan - 'Lifesaving Re-imagined', deals with Saving Lives and efforts in this regard across all facets of public safety. These are detailed in the Annual SLSNSW Coastal Safety Report, researching and documenting hazards and risks correlated with community behaviour, attitudes and usage of the coastal aquatic environment.

#### Clubs

All 129 Surf Life Saving Clubs along the NSW coastline, beginning with Bondi in 1907, were established from an identified need to provide a service to protect the public from surf related hazards. The membership of each club is derived from diverse communities with the common aim of protecting beachgoers at their location with rostered voluntary patrols and with a wide array of surf rescue equipment at their disposal.

#### Branches

Eleven Branches covering the entire coastline of New South Wales provide the administrative structure and support for the clubs in their area. Branches, with their Executive Committee, Honorary Directors and staff, oversee and support the efficient conduct of club operations, ensuring the successful execution of SLSNSW's mission and goals.

#### Surf Life Saving NSW

As a constantly evolving organisation with a reputation for admirable service delivery, Surf Life Saving NSW's reach now extends to Rescue Services including Inflatable Rescue Boats, Offshore Rescue Boats, jet skis / Rescue Water-Craft (RWC), Drone surveillance under the UAV Program and mobilisation of club call-out teams to provide a more comprehensive level of services to the public beyond the traditional 'Between the Flags' patrols.





This has enhanced SLSNSW's capability in reliably and efficiently responding to communities in need, contributing to the All Hazards All Agencies approach across a wide range of emergencies including flood, wildfire, and Search & Rescue. For SLSNSW it is always Mission First, People Always.

## SLSNSW as an Emergency Service Organisation

The Emergency Services Legislation (Amendment) Bill 2018 embedded SLSNSW as a state emergency service organisation enabling full engagement and representation as a voting member on peak bodies and committees vested with the duty to operate in partnership with all other emergency services and functional agencies under the NSW Emergency Management Arrangements.



## 4. SLSNSW Strategic Plan

### Vision, Mission and Purpose

Our SLSNSW Strategic Plan focusses on our core Life Saving services of patrolling our beaches whilst also embracing transformational shifts that SLSNSW needs to secure our continued relevance and growth. The plan clearly sets out our vision, mission and purpose for SLSNSW.

#### Our Vision

Zero preventable deaths on the NSW coastline.

#### Our Mission

Save lives, create great Australians, and build better communities.

#### Our Purpose

We equip, empower, develop, and support our people to deliver vital aquatic safety services to save lives across the NSW coastline.

### Changing nature of Surf Life Saving

Surf Life Saving has built our foundations on preventing drownings, protecting lives on our coastline, and providing vital emergency assistance. Our focus has always been and will always be protecting beach users and promoting swimming between the flags.

Recently, Surf Life Saving has evolved to Rescue Services (formally known as Support Operations) outside of the red and yellow flags. In 2018, Surf Life Saving NSW was gazetted as an Emergency Service Organisation, elevating our status as an organisation. Surf Life Saving NSW has since been involved in numerous statewide emergencies and this has given our members the opportunity to explore and broaden their skills and knowledge outside the flags.



## Australian Water Safety Strategy 2030

The Australian Water Safety Strategy (AWSS) 2030 commits to a goal of reducing drowning by 50% by 2030. It is stressed that these targets are aspirational and the AWSS 2030 identifies many key activities, across seven enablers: research, policy, advocacy, collaboration, education, safe environments, and workforce.

SLSNSW is committed to reducing coastal drownings along the NSW coastline and our outside the flags operations will assist this goal.

## External and internal influences for change

- Increase in severity and frequency of large-scale disasters
- An aging population across NSW
- Declining volunteerism and changing workforce needs
- Increasing Political, Economic, Sociocultural, Technological, Environmental, Legal (PESTEL) pressures
- Operational environment and community expectations
- Ministerial direction and requirements

## What do these external influences mean for SLSNSW?

Given the changing nature of external and internal influences on SLSNSW, it is vital that we continue to grow the organisation to better support our members, ultimately working toward achieving our SLSNSW vision of Zero preventable deaths along the NSW coastline.



## 5. Operational Service Delivery Model

### Foundation and three core elements

Our community is our key purpose and our reason for being. Supporting our community are three core elements, volunteer members, clubs, and the red and yellow flags. These are our foundations and, as an organisation, remain our key focus and reason for being.

#### Volunteer Members

Our members are skilled, trained and resourced to support frontline coastal aquatic lifesaving between the red and yellow flags.

#### Clubs

Our clubs are a community hub and safer place for social gathering and protection. They're the frontline for lifesaving and emergency response.

#### Red & Yellow Flags

The core role for lifesaving during patrolling season. Without this being effectively delivered our relevance as an organisation is diminished.

### Extension beyond the Red and Yellow flags

Our extension beyond the red and yellow flags encompasses the entirety of the NSW coastline (and inland as needed). This includes our Rescue Services, Lifeguards, UAV services and coastal research.

#### Rescue Services

Our lifesavers have attained more skill and specialist training and equipment. These SLSNSW services now support other emergency services 24/7/365. These services are delivered by our Cubs and Branches and are an opt-in model for our lifesavers.



## ALS / ALA / AUAVS / AESS

Our introduction of paid services including Australian Lifeguard Services, Australian Lifesaving Academy, Australian UAV Services, Australian Event Safety Services.

## NSW Coastline

SLNSW services extend the entirety of the coastline and inland as required. These services are coordinated by our State Operations Group.

## Latest stage of evolution

Our services are continually being developed and now include our State Operations Group, Emergency Management and broader NSW services.

## State Operations Group

Our State Operations Group is coordinated by State, supported by branches, and is opt-in for members. State sets policy and standards, Branches/Clubs provide service delivery, and Members opt-in.

## Emergency Management

As a team we must ensure we meet Commonwealth and State legislation and compliance and align to emergency management 'all hazards all agencies' arrangements; have effective interoperability with other emergency service agencies; and implement an Operational Capability / Continual Improvement framework.

## New South Wales

Our services are no longer confined to the coastal foreshores and aquatic environment but now may extend throughout NSW as required. We align with SLSA and other State Surf Rescue services wherever possible.

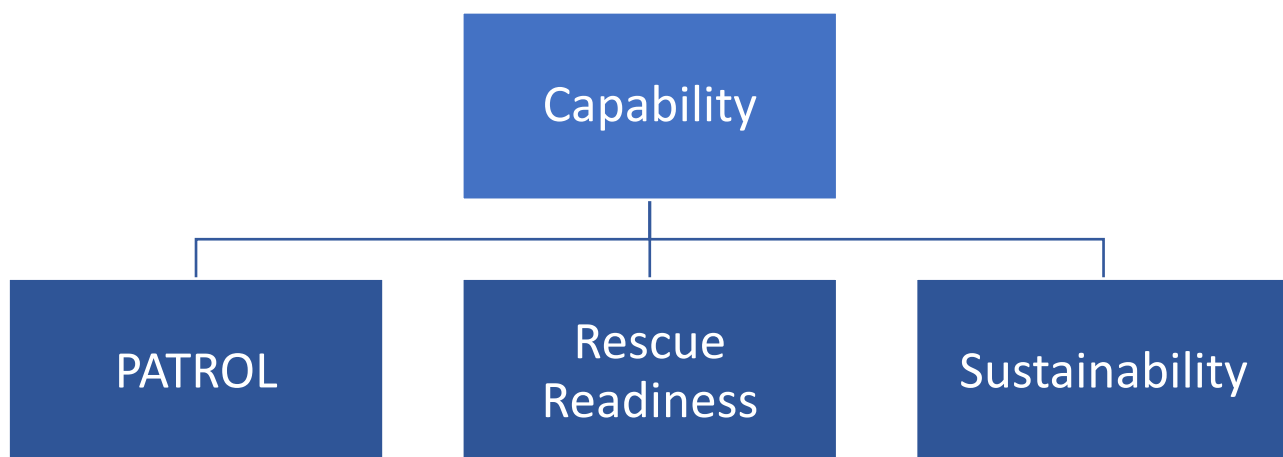
## 6. Emergency Management Capability

### Emergency Management and Capability Framework

SLSNSW Emergency Management Framework operates through an integrated Operational Capability framework that captures everything we do outside the flags. This includes coastal safety, Rescue Services, and operational assistance to other agencies as defined by the SERM Act.

### Capability Statement

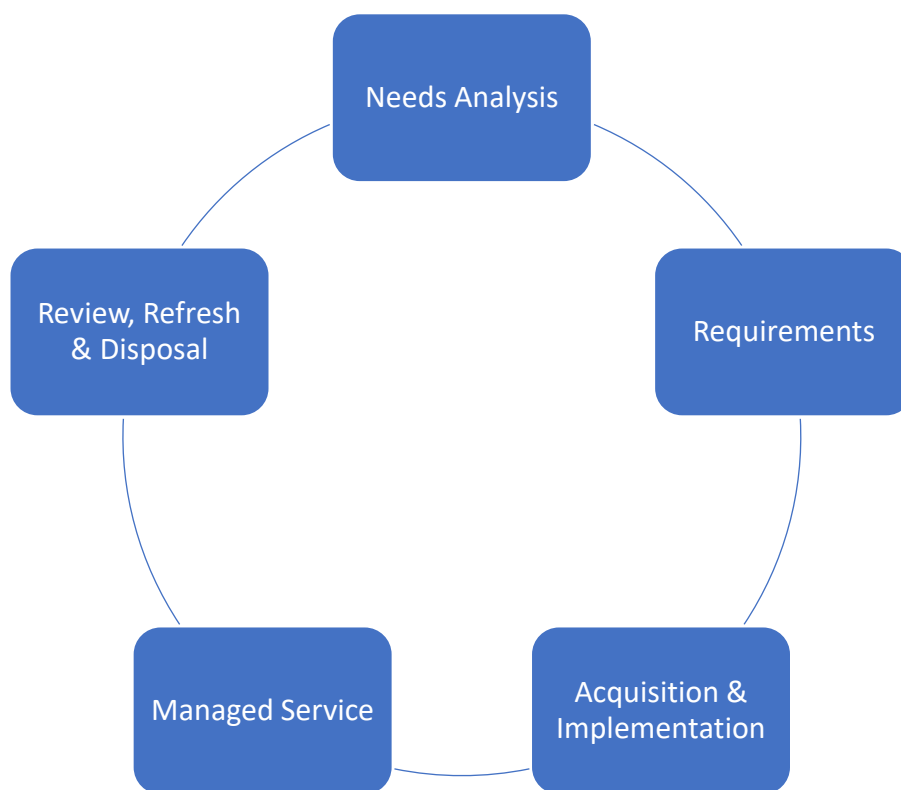
The Capability Statement defines a SLSNSW capability / service through its Capability Lifecycle. A Capability considers inputs that include Policy, Assets/Equipment, Training, Rescue Readiness, Organisational Support, and Leadership (PATROL), plus our ability to Sustain that capability.





## Capability Lifecycle

The Capability Lifecycle includes a capability needs analysis, specific requirements, acquisition and implementation, the managed capability / service, and a review/refresh process.



## Capability Baseline

A Capability baseline includes a capability assessment across five levels of service. Assessing capability baselines allows us to monitor our progress.

- |   |  |       |
|---|--|-------|
| 1 | Ad hoc or unseen capability or service requirement | *     |
| 2 | Repeatable capability or service requirement       | **    |
| 3 | Managed capability or service (no developed KPI)   | ***   |
| 4 | Managed capability or service (includes clear KPI) | ****  |
| 5 | Optimised capability with continual improvement    | ***** |



# 7. EM Road Map Strategic Objectives

## PATROL Elements

**PATROL** – Policy, Procedures and Doctrine

**PATROL** – Assets and Equipment

**PATROL** – Training and Development

**PATROL** – Rescue Readiness

**PATROL** – Organisational Systems and Support

**PATROL** – Leadership and Management

### PATROL – Policy and Doctrine

Our members, volunteers and staff are our most important asset and supporting them with effective EM policies / doctrine enables their success.

**Objective:** Ensure EM policies, procedures and doctrine enable successful operations and services outside the flags.

### PATROL – Assets and Equipment

Effectively delivering our services outside the flags requires a range of assets, rescue equipment, personal protective clothing / equipment etc.

**Objective:** We provide members with the equipment and relevant tools they need to ensure they get the job completed effectively.





## PATROL – Training and Development

Developing an integrated EM training framework that provides pathways for members to develop and enhance their skills will enable success.

**Objective:** Provide an EM training framework with development pathways for members to enhance both EM and core skills.

## PATROL – Rescue Readiness

Ensuring operational members are Rescue Ready to undertake their roles outside the flags with confidence is paramount to our success.

**Objective:** Develop effective systems, processes, doctrine, training, support, and a learning environment to enable rescue readiness.

## PATROL – Organisational Systems and Support

Provide a systematic approach towards EM providing structured support to members undertaking operations and services outside the flags.

**Objective:** Develop effective systems and support structures for members that provide guidance and assistance to achieve success.

## PATROL – Leadership and Management

Setting an effective, inclusive and adaptive leadership culture with accountable management structures will ensure our EM success.

**Objective:** Develop an inclusive leadership culture and accountable management structure across EM activities.



# 8. Emergency Management Legislation and Compliance

## Legislation, Governance and Functions

### Commonwealth Arrangements

Across Australia, the National Emergency Management Agency (NEMA) coordinates emergency management arrangements. These arrangements include managing emergencies applying an all agencies all hazards approach that recognises four phases of emergency management including prevention, preparedness, response and recovery (PPRR).

### Australasian Fire and Emergency Services Council (AFAC)

AFAC is the National Council for fire and emergency services, supporting the sector to create safer, more resilient communities. AFAC drives national consistency through collaboration, innovation and partnerships.

Surf Life Saving NSW CEO is a member of the national council. SLSNSW also have representatives on several AFAC collaboration groups to ensure we effectively align to others and advocate lifesaving needs across the sector.

### Australian Disaster Resilience

The Australia National Strategy for Disaster Resilience encourages the shift from the traditional emphasis of response and recovery from emergencies to one which emphasises the need for a greater focus on prevention, mitigation, preparedness and building capability.



## NSW Emergency Management Legislation (Authorising Environment)

The NSW State Emergency and Rescue Management Act 1989 (SERM Act) provides legislative compliance for emergency service and functional support agencies within NSW. It is important to recognise SLSNSW is now a formally recognised NSW emergency service organisation within the SERM Act.

The SERM Act definition of Emergency means an actual or imminent occurrence (such as fire, flood, storm, earthquake, explosion, terrorist act, accident, epidemic or warlike action) which endangers, or threatens to endanger, the safety or health of persons or animals in the State.

## NSW State Emergency Management Committee (SEMC)

The State Emergency and Rescue Management Act is governed via the State Emergency Management Committee (SEMC). The SEMC includes all Commissioners and CEOs of NSW emergency service organisations, and senior representatives from supporting functional areas including NSW Health, Transport, Utilities etc. The NSW Police Deputy Commissioner for Emergency Management is the Chair of the SEMC.

## NSW State Rescue Board – SERM Act Part 3

The NSW State Rescue Board (SRB) is a legislative compliance Board that is enabled within the SERM Legislation. The principal function of the SRB is to ensure efficient and effective rescue services throughout the State. The SLSNSW CEO is a member of the SRB, this places legislative compliance on the way we carry out any rescue services outside our beach flag safety.



# 9. SLSNSW Emergency Management

## Beach Safety, Rescue Services and EM Assistance

### Between the Flags

A focus on our core business of patrols between the red and yellow flags supports our vision of zero preventable deaths. Keeping beachgoers safe is more than just patrolling, it encompasses a broad range of skills development, training, preparedness and education for the community.

### Club Emergency Call Out Teams

Each NSW surf club has an Emergency Call Out Team consisting of members with a range of skill sets including on-water response, communication, medical and more. They are called on to respond outside patrol hours or outside the flags and are a key part of our emergency response capability.

### Rescue Services

Rescue Services is a Branch-wide entity comprised of Duty Officers, RWC Operators and UAV Operators and Pilots. Duty Officers serve as forward commanders and RWC and UAV Operators play a crucial role in our capacity to conduct roving patrols along the coastline and execute search and rescue missions.

### State Operations Centre

The State Operations Centre (SOC) – SURFCOM is the communications and dispatch hub for SLSNSW and critical to supporting lifesaving services across the State. As a single point of contact for any Lifesaving, Lifeguard or out of flag response, the SOC has operational oversight of emergency responses 24/7, 365 days a year.

### SLSNSW State Operations Group

The SLSNSW State Operations Group encompasses all operational and emergency responses outside the flags. It includes elements such as the SOC, Rescue Services, emergency call out responses, training and preparedness (ie: SAREX's), Emergency Operations Centre activations and more.



The over-arching goal of the State Operations Group is to provide alignment and collaboration across all SLSNSW entities that provide operational response outside the flags. These skills are then transferred back to our patrolling between the flags, further strengthening beach safety.

## Surf Life Saving NSW

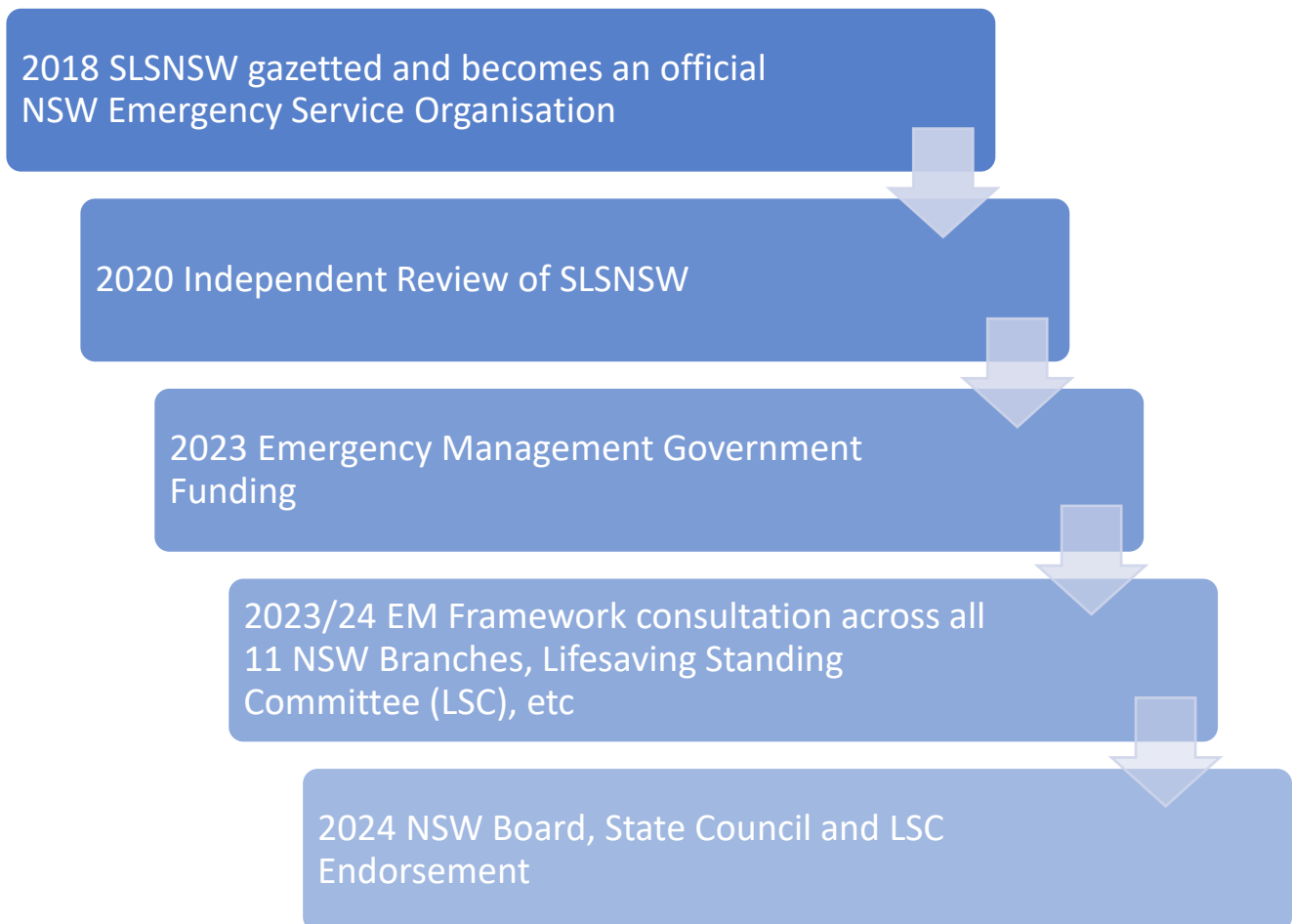
Surf Life Saving NSW is proud to have 129 Clubs spread over 11 Branches throughout the State. SLSNSW's purpose is to equip, empower, develop and support our people to deliver vital aquatic rescue and safety services to save lives across the NSW coastline. In doing so we proactively work towards our broader lifesaving mission of saving lives, creating great Australians and building better communities.

## Surf Life Saving NSW and Emergency Management

Surf Lifesavers have been providing emergency care at NSW beaches for well over a century. As expectations of our community and other agencies evolve so must we. Our reputation for providing professional and capable emergency response has been well-earned and has solidified over the past number of years since becoming an official Emergency Service Organisation. Formalising an emergency management framework will build on the good work to date, provide ongoing pathways for member development, and align us with our partner ESOs, local government and other non-government organisations.



## 10. Recent Key Steps





# 11. Recent Actions and Next Steps

## Independent Review

### SLSNSW Rescue Services and Emergency Service Framework

In June 2020, Surf Life Saving NSW commissioned an independent review.

After broad consultation across the organisation a final report was provided back to SLSNSW in September 2020. The review made 42 recommendations for future improvement. The recommendations range from improvements to operational systems and enhancements to training through to significant strategic changes to the structural framework within the lifesaving portfolio.

### Recommendations and implementation

The Lifesaving Standing Committee determined the implementation priorities and timeline for the rollout from 2021 across the next several years. Implementation of the recommendations has commenced and continues. Key recommendations from the Review included: developing an Emergency Management Framework; and an Emergency Management Team to facilitate and coordinate implementation.

### Emergency Management Framework

The purpose of this Emergency Management Framework is to help provide advice and support to Surf Life Saving members, clubs, and branches as we continue to develop our operations outside the flags.

### 2028 Service Delivery Road Map

The 2028 Service Delivery Road Map aims to outline the strategic direction and actions we plan to undertake to deliver on our framework implementation. It will be launched at the July 2024 Lifesaving Conference.



## What we will do and will not do

A key to setting our teams up for success is to be clear about what it is we will do, and what we will not do in terms of emergency operations. To effectively equip, develop, empower, and support our personnel, the lists below provide examples of our existing capability. As we continue to evolve and further develop as an Emergency Service Organisation, we may review and adapt:

### What we will do

- Provide roving patrols outside the flags and undertake SAR
- Respond outside the flags via taskings from the SOC
- Provide first aid support to the level of our training
- Participate in multi-agency training and SAREX's
- Represent at Local / Regional Emergency Management Committees
- Provide Liaison Officers to Emergency Operations Centres
- Provide flood operations support to NSW SES
- Host community recovery centres at our clubs
- Support beach evacuations where requested
- Provide lifeguarding and event safety services throughout the state
- Provide rapid damage assessments via UAV

### What we will not do

- Self-task to emergency operations outside the flags at any time
- Respond or task where we can't safely train/equip our personnel
- Respond to emergencies with lights and sirens (trial considered)
- Fight fires, provide cleanout/washout after floods
- Undertake HAZMAT operations
- Run evacuation centres





# 12. 2028 Strategic Success Factors

## PATROL – Policy and Doctrine

**Objective:** Ensure EM policies, procedures and doctrine enable successful operations and services outside the flags

**Success Factors:** Emergency Management policies, procedures and doctrine align to member needs ensuring clarity of purpose.

## PATROL – Assets and Equipment

**Objective:** We provide members with the equipment and relevant tools they need to ensure they get the job completed effectively.

**Success Factors:** Effective needs analysis within an embedded capability lifecycle ensures assets and equipment are fit for purpose.

## PATROL – Training and Development

**Objective:** Provide an EM training framework with development pathways for members to enhance both EM and core skills.

**Success Factors:** Members have access to clear training and development pathways and are supported through a blended learning approach towards ongoing development.

## PATROL – Rescue Readiness

**Objective:** Develop effective systems, processes, doctrine, training, support and a learning environment to enable rescue readiness.

**Success Factors:** Our outside the flags operations are aligned, consistent and Rescue Ready to undertake rescue services.



## PATROL – Organisational Systems and Support

**Objective:** Develop effective systems and support structures for members that provide guidance and assistance to achieve success.

**Success Factors:** Organisational systems and support structures are developed and implemented to ensure statewide effectiveness.

## PATROL – Leadership and Management

**Objective:** Develop an inclusive leadership culture and accountable management structure across EM activities.

**Success Factors:** We provide an inclusive, supportive leadership and management environment that embraces continual learning.

# 13. Integrated Operational Service Delivery Model and Emergency Management Framework





## 14. Appendices

## Appendix A: PATROL – Policy and Doctrine

Objective: Ensure EM policies, procedures and doctrine enable successful operations and services outside the flags.

### Actions

| 2024/25 Foundation  | 2025/26 Expand & Improve   | 2026/27 Embed & Grow   | 2027/28 Review & Refresh  |
|---|--|--|---|
| <b>People Centred Action Plan</b><br>Develop a people centred action plan that enables and supports those who provide service outside the flags | Commence implementation of people centred action plan in targeted locations. | Full implementation across all Clubs and Branches                | Review action plan early success measures and refine and refresh    |
| <b>Operational Capability Framework</b><br>Develop an Operational Capability Management Framework that includes all outside the flag activities | Continue implementation of 2028 Service Delivery Road Map                    | Continue implementation of 2028 Service Delivery Road Map        | Review outcomes to date, refresh and refine                         |
| <b>Operational Doctrine Review</b><br>Undertake a desktop review of all SLSNSW Operational Doctrine   | Align contemporary doctrine  | Develop SLSNSW Operational Doctrine alignment program            | Implement SLSNSW Operational Doctrine alignment program             |
| <b>Operational Excellence Framework</b><br>Develop an Operational Excellence Framework for outside the flag activities                          | Trial Operational Excellence Framework                                       | Commence implementation of Operational Excellence Framework      | Embed Operational Excellence Framework into business-as-usual       |
| <b>Coastal Safety Research</b><br>Continue development of SLSNSW Coastal Safety Report  | Partner with other key stakeholders to further refine existing research      | Investigate <i>Centre for Coastal Safety</i> opportunities       | Partner with key stakeholders in a <i>Centre for Coastal Safety</i> |
| <b>Research Surf EM Best Practice</b><br>Undertake International best practice coastal safety review  | Develop International best practice coastal safety concept                   | Commence implementation of best practice coastal safety research | Continue implementation of best practice coastal safety research    |

## Appendix B: PATROL – Assets and Equipment

Objective: We provide members with the equipment and relevant tools they need to ensure they get the job completed effectively.

### Actions

| 2024/25 Foundation  | 2025/26 Expand & Improve   | 2026/27 Embed & Strengthen   | 2027/28 Review & Refresh   |
|---|--|--|--|
| <p><b>PPE / PPC Review and R&amp;D</b></p> <p>Carry out needs analysis of existing PPE / PPC for outside the flags operations and develop user requirements</p> | <p>Commence acquisition and implementation of refreshed PPE/PPC for outside the flags operations</p> | <p>Continue deployment of revised PPE/ PPC to outside the flags operations ensuring managed service.</p> | <p>Review PPE / PPC and carry out future needs assessment</p>      |
| <p><b>Strategic Review of SOC</b></p> <p>Carry out a strategic review of SOC systems, processes and operations and develop 2028 Action Plan.</p>                | <p>Commence implementation of SOC Action Plan</p>  | <p>Continue SOC Action Plan implementation</p>   | <p>Review progress, refine and refresh</p>                         |
| <p><b>Asset Equipment Management</b></p> <p>Review existing outside the flags asset / equipment management (AEM) and develop 2028 Action Plan</p>               | <p>Develop and commence implementation of AEM Action Plan of all State assets</p>                    | <p>Investigate opportunities for Branches to take advantage of AEM</p>                                   | <p>Review AEM, refine and develop business-as-usual transition</p> |
| <p><b>Rescue Services Need Analysis</b></p> <p>Conduct an operational review of Rescue Services, and develop a Needs Analysis 2028 Action Plan</p>              | <p>Commence implementation of Rescue Services Needs Analysis Action Plan program</p>                 | <p>Wider implementation of Rescue Services Action Plan program</p>                                       | <p>Review and Refresh Rescue Services Needs Analysis</p>           |



## Appendix C: PATROL – Training and Development

Objective: Provide an EM training framework with development pathways for members to enhance both EM and core skills.

### Actions

| 2024/25 Foundation   | 2025/26 Expand & Improve   | 2026/27 Embed & Grow   | 2027/28 Review & Refresh  |
|--|--|--|---|
| <b>Core Skills Training Program</b><br>Define 'Core Skills' for Emergency Call Out Team (ECOT) and Operational Support members | Trial Core Skills Training Program for selected ECOT and Operational Support members | Statewide implementation of Core Skills Training Program           | Embed Core Skills Training Program into ongoing training pathways |
| <b>Proficiencies Action Plan</b><br>Assess proficiency structure and processes for ECOT and Support                            | Develop a Proficiency Action Plan<br>Trial Flood Rescue Proficiency                  | Implement Proficiency Action Plan                                  | Embed Proficiency Action Plan into annual proficiency             |
| <b>LEMC Member &amp; EOC Training</b><br>Develop LEMC/EOC training program   | Commence implementation across selected Branches                                     | Complete implementation across all Branches                        | Review and refresh LEMC/EOC training program                      |
| <b>Emergency Management Training</b><br>Develop EM training for SLSNSW   | Develop EM training program for outside the flags operations                         | Implement EM training program for outside the flags operations     | Continue roll out of EM training program                          |
| <b>AIIMS Training Program</b><br>Develop AIIMS Training for SLSNSW   | Implement AIIMS training program   | Continue implementation of AIIMS training program                  | Review and embed AIIMS training program into business-as-usual    |
| <b>Emergency Call Out Team Program</b><br>Analyse ECOT operational capability requirements, develop Action Plan                | Commence implementation of ECOT Operational Capability Action Plan                   | Continue implementation of ECOT Operational Capability Action Plan | Review and refresh ECOT Operational Capability Action Plan        |
| <b>Flood Rescue Training</b><br>Continue implementation of Flood Rescue training program                                       | Continue Flood Rescue Training and get Land Based Operators UOC on scope             | Provide Land Based Operators UOC training                          | Review and refresh Flood Rescue Training Program                  |

## Appendix D: PATROL – Rescue Readiness

Objective: Develop effective systems, processes, doctrine, training, support, and a learning environment to enable rescue readiness.

### Actions

| 2024/25 Foundation  | 2025/26 Expand & Improve   | 2026/27 Embed & Grow   | 2027/28 Review & Refresh  |
|---|--|--|---|
| <b>Search and Rescue Program</b><br>Develop a Search and Rescue training program  | Develop Search and Rescue training program                         | Commence implementation Search and Rescue training program             | Continue implementation Search and Rescue training program          |
| <b>Rescue Services Program</b><br>Review and analyse Rescue Services capability requirements                            | Develop Rescue Services Action Plan                                | Commence implementation of Rescue Services ns Action Plan              | Continue implementation of Rescue Services Action Plan              |
| <b>Flood Rescue Operations</b><br>Develop SLSNSW Flood Operations   | Commence Flood Rescue Capability Action Plan for SLSNSW            | Continue Flood Rescue Capability implementation                        | Review and refresh Flood Rescue Capability Action Plan              |
| <b>Aerial Operations Needs Analysis</b><br>Investigate Aerial opportunities   | Develop an Aerial Operations Needs analysis framework              | Commence implementation of Aerial Operations framework                 | Continue implementation of Aerial Operations framework              |
| <b>GIS Action Plan</b><br>Develop user requirements for GIS within the State Operations Centre                          | Commence implementation of GIS Phase 1 State Operations Centre     | Complete GIS implementation Phase 2 within the State Operations Centre | Assess GIS outcomes and develop Phase 3 and Phase 4 strategies      |
| <b>Outside the Flags Member Action Plan</b><br>Assess membership demographics and develop outside the flags action plan | Trial 'Outside the Flags' member initiatives in targeted locations | Implement 'Outside the Flags' member initiatives                       | Embed 'Outside the Flags' member initiatives into annual calendar   |
| <b>Pre-Incident Planning</b><br>Develop a local coastal emergency Pre-Incident Planning process                         | Trial Coastal Safety PIP in selected Branches                      | Commence implementation of Coastal Safety PIP across Branches          | Review, refresh and embed PIP into business-as-usual coastal safety |



## Appendix E: PATROL – Organisational Systems and Support

Objective: Develop effective systems and support structures for members that provides guidance and assistance to achieve success.

### Actions

| 2024/25 Foundation   | 2025/26 Expand & Improve                                     | 2026/27 Embed & Grow   | 2027/28 Review & Refresh                                      |
|--|--|--|---|
| <b>Life Saving Support Program</b><br>Ensure 2028 Service Delivery Road Map enhances core operations | Develop systems and processes to take learnings back to core | Review systems and processes to ensure core beach activities results | Embed systems and processes to ensuring positive core results |
| <b>Peer Support Program</b><br>Develop Peer Support Program  | Commence Peer Support Program at targeted locations          | Full implementation of Peer Support Program                          | Review and refresh Peer Support Program                       |
| <b>Operational Support Framework</b><br>Develop Op Support Framework                                 | Implement Op Support Framework                               | Review and refresh Op Support Framework                              | Embed Op Support Framework                                    |
| <b>Risk Management Framework</b><br>Incorporate Risk Management into EM processes and systems        | Implement Risk Management systems into EM processes          | Review RM Risk Management systems and processes                      | Embed Risk Management systems into EM processes               |
| <b>Project Management Framework</b><br>Develop a Project Management methodology for EM processes     | Implement Project Management methodologies for EM processes  | Embed Project Management methodologies for EM processes              | Review and refresh Project Management for EM processes        |
| <b>Deployment Support Strategy</b><br>Develop Support Action Plan for personnel on EM deployments    | Commence Support Action Plan for personnel on EM deployments | Continue Support Action Plan for personnel on EM deployments         | Review and refresh Support Action Plan for deployments        |
| <b>Operational Systems Alignment</b><br>Review existing Operational Systems and partner with SLSA    | Develop a 2030 Operational Systems Strategy                  | Commence implementation of 2030 Operational Systems Strategy         | Continue implementation of 2030 Operational Systems Strategy  |

## Appendix F: PATROL – Leadership and Management

Objective: Develop an inclusive leadership culture and accountable management structure across EM activities.

### Actions

| 2024/25 Foundation   | 2025/26 Expand & Improve   | 2026/27 Embed & Grow   | 2027/28 Review & Refresh   |
|--|--|--|--|
| <b>State Public Safety Roles Review</b><br>Review/refresh SLS Public Safety role descriptions alignments to EM | Develop EM training program for any capability gaps in role descriptions               | Complete capability gap training for all Public Safety members       | Review Public Safety role descriptions and refresh   |
| <b>Emergency Management Support</b><br>Develop an EM support program   | Implement EM support program   | Review and refresh EM support program                                | Embed EM support program   |
| <b>SOC Strategic Support</b><br>Develop support program for SOC members and after hours SDO                    | Implement support program for SOC members  | Continue support program for SOC                                     | Review, refresh, and embed support program for SOC   |
| <b>Leadership Support Program</b><br>Develop Leadership Support Program for outside the flags operations.      | Commence Implementation of leadership support program for outside the flags operations | Continue leadership support program for outside the flags operations | Review, refresh, and embed leadership support program for outside the flags as business as usual |
| <b>Management Support Program</b><br>Develop a State Operations management support program                     | Implement State Operations management support program                                  | Review and refresh State Operations management support program       | Embed State Operations management support program  |