



NEW SOUTH WALES

STATE EMERGENCY SERVICE

ANNUAL REPORT

2005-06



**NEW SOUTH WALES
STATE EMERGENCY SERVICE
ANNUAL REPORT
2005-06**

<http://www.ses.nsw.gov.au>

*The worst in nature
the best in us*

NSW STATE EMERGENCY SERVICE

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STATE EMERGENCY SERVICE

State Headquarters

Level 6, 6-8 Regent St, Wollongong NSW 2500

Phone: 02 4226 2444 Fax: 02 4229 7109

Website: www.ses.nsw.gov.au

OFFICE HOURS: 8.30am - 4.30pm

MONDAY - FRIDAY

For emergency assistance during
floods and storms phone 132 500.

Region Postal and Street Addresses	Telephone	Facsimile
Central West 79 Corporation Avenue, Bathurst 2795	(02) 6334 8555	(02) 6334 8501
Clarence-Nambucca 26 Induna Street, South Grafton 2460	(02) 6642 6900	(02) 6643 1327
Far West 5 Bradley Street, Cobar 2835	(02) 6836 4944	(02) 6836 4955
Hunter 72 Turton Street, Metford 2323	(02) 4931 3222	(02) 4931 3200
Illawarra-South Coast 22-32 Masters Rd, Coniston 2500	(02) 4251 1200	(02) 4251 1202
Lachlan 55 Mathews Street, Parkes 2870	(02) 6863 4999	(02) 6863 4455
Macquarie 160 Bultje Street, Dubbo 2830	(02) 6882 2222	(02) 6884 2858
Murray PO Box 523, Lavington 2641 25 Catherine Crescent, Lavington 2641	(02) 6040 6093	(02) 6040 1092
Murrumbidgee 206 Fernleigh Road, Wagga Wagga 2650	(02) 6931 4777	(02) 6931 4466
Namoi PO Box 465, Gunnedah 2380 28 Borthistle Road, Gunnedah 2380	(02) 6742 4545	(02) 6742 4036
North West 102 Amaroo Drive, Moree 2400	(02) 6752 4166	(02) 6752 5087
Oxley 14 Arkwright Crescent, Taree 2430	(02) 6551 2400	(02) 6551 2338
Richmond-Tweed PO Box 4044, Goonellabah 2480 7 Lancaster Drive, Goonellabah 2480	(02) 6625 2070	(02) 6625 2623
Southern Highlands 56-58 Knox Street, Goulburn 2580	(02) 4821 8333	(02) 4822 1287
Sydney Northern PO Box 91, Hornsby 1630 Cnr Leonard and Hornsby Streets, Hornsby 2077	(02) 9477 5577	(02) 9482 1913
Sydney Southern PO Box M54, Manahan 2220 Unit 4, 150 Canterbury Road, Bankstown 2220	(02) 9793 3099	(02) 9793 3042
Sydney Western Unit 3, 7 St James Place, Seven Hills 2147	(02) 8811 7700	(02) 9674 7131
OFFICE HOURS 8.30am - 4.30pm MONDAY - FRIDAY		

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The Hon Tony Kelly MP
Minister for Emergency Services
Level 34
Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Minister

In accordance with the provisions of the *Annual Reports (Departments) Act 1985*, I submit the Annual Report of the New South Wales State Emergency Service for the year ended 30 June 2006 for tabling before both Houses of Parliament.

Yours sincerely

A handwritten signature in black ink that reads 'Philip McNamara'. The signature is written in a cursive, flowing style.

BRIGADIER PHILIP McNAMARA CSC
Director General

Encl



Part 1

Director General's Review

We celebrated 50 years of service to the community of New South Wales in November 2005



The reporting year just completed, 2005-2006, has been an important year for the State Emergency Service for a number of reasons – most importantly because we celebrated 50 years of service to the community of New South Wales in November 2005. On 11 November, we conducted the State Controller's Conference in Sydney at the Sydney Masonic Centre, bringing together the majority of our volunteer Local and Unit Controllers and the Service's Senior Managers to discuss issues important to the future of the SES. We heard from our Minister, the Honourable Tony Kelly MLC, and he launched our anniversary book, *In Times of Crisis – the Story of the NSW SES*, written by our former Deputy Director General, Dr. Chas Keys. After the Conference, Governor Marie Bashir and her husband, Sir Nicholas Shehadie, hosted us at a reception at Government House. The following day, the Governor General, Premier Morris Iemma and our Minister joined nearly 1,600 volunteers and staff members in First Fleet Park before we marched through the CBD of Sydney to the Town Hall, where the

Governor General took the salute. This was a great way for the community of NSW to say thank you to our volunteers for 50 years of service.

Our 50th anniversary also presented an opportunity to review the *State Emergency Act* to ensure it reflects our development as a modern, efficient emergency service. Fittingly, in the week of our anniversary celebrations, the NSW Parliament passed a number of amendments to the Act, including formally recognising our members' invaluable contribution as volunteers and allowing more than one local controller to be appointed to help manage the workload in larger local government areas.

During the reporting year, we also received a record \$40.6 million budget, an 18 percent increase that has allowed two very important projects to progress. Firstly, it has enabled a restructure of the organisation at State and Region level to ensure we can provide an

enhanced level of support to our volunteers and our Units. Secondly, it has enabled a full-time presence in State Headquarters by the formation of an Operational Communications Centre. The Centre will have a staff of 18 and a minimum staffing level of a team leader and two operators at all times. I see this as a very important step in our development as an emergency service agency.

We have also continued to develop our information management capability. This has resulted during the reporting year in the introduction into service of a homegrown Operational Management System that we have named RFA Online (Request for Assistance). This system has been developed within our information management Branch, with considerable consultation with our volunteers, to ensure it meets their operational requirements. RFA Online provides a considerable enhancement of our operational information management capability, our situational awareness, our operational team management and our ability to depict response operations using geographic information systems.

At the State Controller's Conference in November 2005, I identified two areas where I felt the Service could improve its performance: volunteer Controller development and volunteer Controller support. I designated 2006 as the Year of the Controller. Two working groups were formed, both containing a number of volunteer Controllers, to study these two important issues. These working groups are making great progress and I am confident that sound programs for Controller support and Controller development will be introduced into the Service in 2007.

Operationally, the 2005-2006 reporting year has been somewhat of a paradox. Whilst the number of storm-related tasks was down significantly over other years, the year still represented our sixth-busiest year this decade in terms of the volunteer hours committed. The year saw significant storms in Broken Hill, Albury, Ballina, Casino, Lismore and Woodburn. Flood operations were conducted in Lismore, Molong, Eugowra and Bellingen. Our commitment to road-crash rescue and land search was also significant over the year. Once again, our volunteers have met all these commitments as they always do: willingly and very professionally.

The 2005-2006 year has been a very productive year for the State Emergency Service and I commend our Annual Report to you.

Philip McNamara
Brigadier Philip McNamara CSC
Director General



Part 2

Our Organisation, Our People: Past, Present, Future

Today's SES is made up of approximately 10,000 volunteers, including reserves, and 131 staff members



Introduction

The organisation, now known as the State Emergency Service, came into being in April 1955. Over the previous 15 months, there had been disastrous floods on the north coast, in the northern inland of the state and in the Hunter Valley, with considerable loss of life and massive damage to property and infrastructure. Seeking to better manage the serious problems that floods were causing, the Government saw the need for an organisation, made up of trained and disciplined people, to lead the community through future episodes of flooding. This organisation would provide rescue, resupply, warning and other services and give coordination to what had been ad-hoc responses at the community level.

The 1950s also saw the beginning of the Cold War, a period of great international tension with a genuine threat of nuclear war. A need could be seen for an agency to provide for the civil defence of the community, and in September 1955, this function was

given to the SES, which was then called The State Emergency Services and Civil Defence Organisation. The first director was Major General (later Sir) Ivan Dougherty.

In its early years, the SES operated under a loose charter. Over time, the organisation took on additional functions, including managing responses to the damage done by storms and supporting other emergency services. The SES's roles and functions were eventually formalised in law, and today's organisation operates under the *state emergency service Act 1989* (as amended). This Act spells out the following roles for the SES:

- To protect persons from dangers to their safety and health, and to protect property from destruction or damage, arising from floods and storms;
- To act as the combat agency for dealing with floods (including the establishment of flood warning systems) and to coordinate the evacuation and welfare of affected communities;

- To act as the combat agency for damage control for storms and to coordinate the evacuation and welfare of affected communities;
- As directed by the State Emergency Operations Controller, to deal with an emergency where no other agency has lawful authority to assume command of the emergency operation;
- To carry out, by accredited SES rescue Units, rescue operations allocated by the State Rescue Board;
- To assist the State Emergency Operations Controller to carry out emergency management functions relating to the prevention of, preparation for, response to and recovery from emergencies in accordance with the *State Emergency and Rescue Management Act 1989*;
- To assist, at their request, members of the NSW Police Service, NSW Fire Brigades, the NSW Rural Fire Service or the Ambulance Service in dealing with any incident or emergency;
- To maintain effective liaison with all emergency service organisations; and
- To carry out such other functions as may be assigned to it by or under this or any other Act, or by the State Emergency Operations Controller or the Minister.

Structure

Today's SES is made up of approximately 10,000 volunteers, including reserves, and 131 staff members. Service to the state's communities is provided by 228 fully volunteer Units, which operate at the local level. Every council area in New South Wales has an SES presence, and some of the more populous council areas have Units with more than 100 SES volunteers. Most council areas have a single SES Unit, led by a Local Controller, but some council areas have two or more Units, each of which is led by a Unit Controller.

Our volunteers are highly skilled and well trained to provide rescue, first aid and other services necessary in emergencies. All Units are involved in responding to the damage caused by storms, and most have an active flood-management role as well. Many of our regional Units are responsible for road-crash rescue within their own areas, and all provide support to other emergency services (including the Police and the fire and

ambulance services) as well as being involved in a range of community activities. Frequently, SES volunteers travel outside their own areas at short notice, sometimes for days at a time, to respond to emergency situations in other communities.

The range of emergency situations with which the SES deals is a broad one and, indeed, we claim to be the most versatile and widely used of all the state's emergency service organisations. Our core business, however, is the management of the effects of floods and storms. Between them, these hazards account for more than two-thirds of the dollar cost of natural disasters in New South Wales. Nevertheless, each Unit is unique in its pattern of work because of the variable mix of threats and roles in each area.

The SES maintains a network of volunteer flood-gauge readers, who provide a valuable service in their local areas by reading stream gauges to assist in the accurate prediction of flood levels. Volunteers also operate three radio outstations that provide radio relay in the event of the failure of normal communications systems.

Each of the 228 volunteer Units belongs to a Region, which is led by a Region Controller (Region boundaries coincide as nearly as possible with major river systems). The Region Controller is responsible for the operational control of emergency responses and the Region headquarters provides administrative support to its Units. Like the Units, the Region headquarters all have fully functioning Operations Centres and a group of volunteers who help with training, planning, operational and other functions. The Region Controller is currently assisted by two paid staff members, a Business Manager and Business Services Officer. During the next reporting year, this will grow to four with the addition of a Deputy Region Controller and a Region Learning and Development Officer.

The State Headquarters, based in Wollongong, coordinates training, planning and operational activities, supplies and equips the volunteer Units and operates the organisation's human-resources, corporate-services and public-relations functions.

Three organisations are affiliated to the SES: the Royal Volunteer Coastal Patrol (RVCP), the Australian Volunteer Coast Guard Association (AVCGA) and the Wireless Institute Civil Emergency Network. For ease of administration, RVCP and AVCGA members are also SES members.

The Future

The Corporate Plan, shown below, outlines our vision, motto, mission and goals. It defines our volunteers as the core of the SES and spells out our intentions and how we will seek to realise them over the next five years.

Corporate Plan 2003–07

Dedicated, highly trained, professional volunteers will continue to be the most important asset of the SES.

Our Vision: safe communities supported by motivated, well-trained, managed and equipped volunteers

Our Motto: the SES is volunteers helping their communities cope with emergencies

Our Mission: lead communities in managing floods and storms and help people in other emergencies

Our Goals

- Help build communities which are safe from floods, storms and other emergencies.
- Provide enhanced support to Units and volunteers.
- Create an improved structure that provides a better service.
- Become a better resourced emergency service.
- Continue to update our organisational culture.

Making a Better SES

We will help build safe communities by:

- Being the State's most versatile and widely used emergency service.
- Working with communities to strengthen their resilience against emergencies.
- Collaborating with other agencies to maximise the quality of service.

We will create an improved structure that provides a better service by:

- Organising State Headquarters along functional lines that reflect the emerging needs of the organisation.
- Increasing the capacity of Region headquarters to support the volunteer Units.

We will become a better resourced emergency service by:

- Seeking budgets that enable the Service to meet community and government expectations.
- Attracting new sources of funding.

We will develop a modern organisational culture by:

- Reflecting the communities we serve.
- Fostering an open and friendly environment.
- Recruiting and retaining volunteers from diverse backgrounds.

- Understanding community needs and expectations and how they can be met.
- Embracing emergency risk management.
- Being innovative and consultative.

We will develop a modern organisational culture by:

- Reflecting the communities we serve.
- Fostering an open and friendly environment.
- Recruiting and retaining volunteers from diverse backgrounds.
- Understanding community needs and expectations and how they can be met.
- Embracing emergency risk management.
- Being innovative and consultative.

Principal Officers

Director General

Deputy Director General

Director Operations

Chief Information Officer

Director Emergency Risk Management

Director Human Services

Director Logistics

Manager Communications

Manager Finance and Administration

Manager Geographic Information Systems

Manager Human Resources

Manager Information Technology

Manager Learning and Development

Manager Operations

Manager Planning

Manager Procurement

Manager Public Communication

Region Controllers

Brigadier Philip McNamara CSC, BSc, MAIES, GradAIM
GradAICD

Greg Slater

Dieter Gescke ESM

Andrew Edwards

Stephen Opper ESM, GradCertAppMgt

David Rae BSc Psych, MBA StratMgt

John Heath JP, GradCertMgt

Patrick Clague

Mark Pride AssocDipAcc

Elliott Simmons BSc

Lorna Grange AdvDip(Govt)Mgt

Kim McCall DipCompAppl

David Owen

Keith FitzGerald BA, MBA

Andrew Gissing BEc, MSc(Hons)

Mark Kennedy

Stephen Delaney

See next page



The Regions

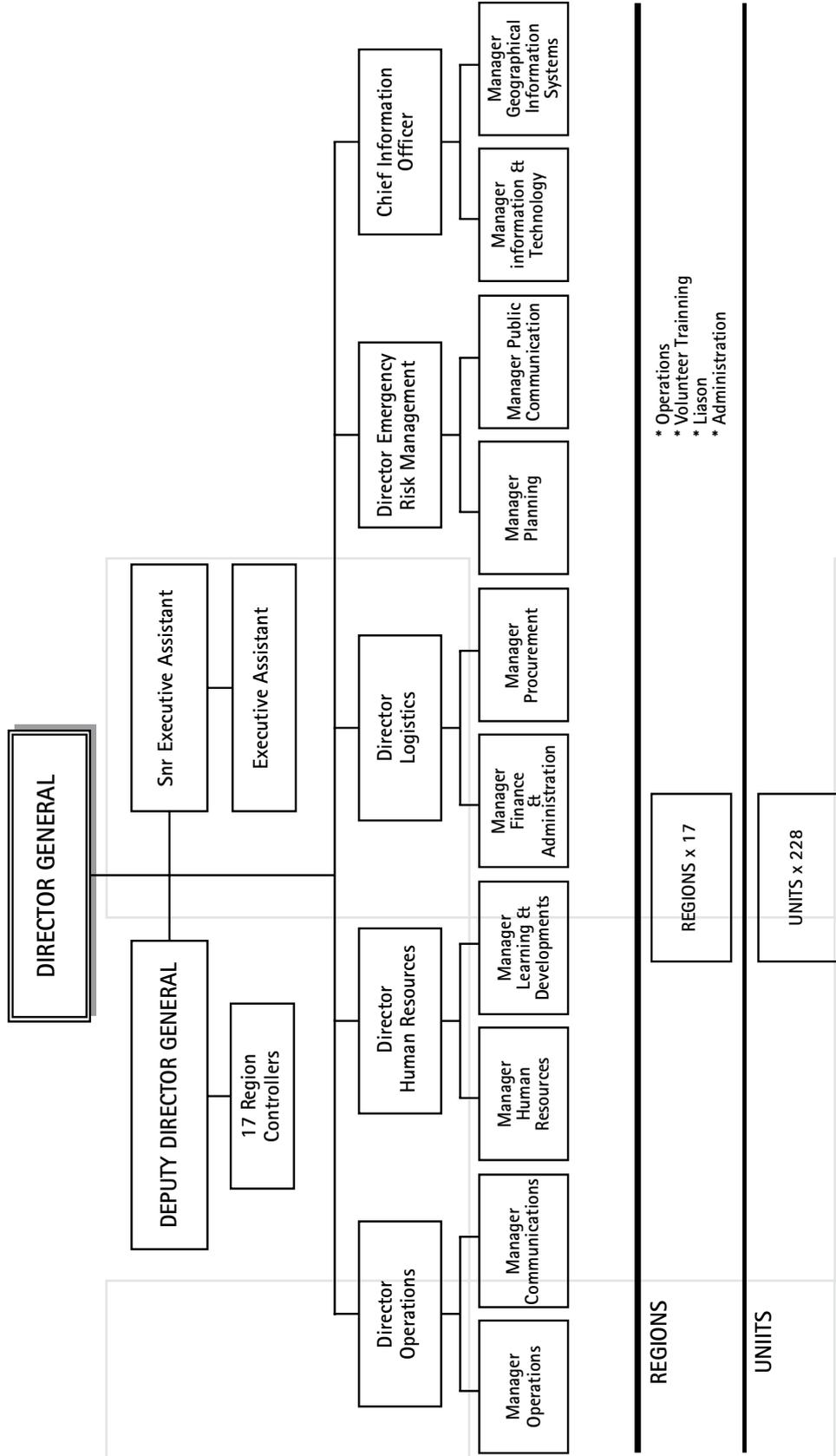
Region	Location of Headquarters	Controller	Number of Local Units
Central West	Bathurst	Craig Ronan MAIES, JP	11
Clarence-Nambucca	South Grafton	Peter Minturn OAM, MAIES, JP	15
Far West	Cobar	Kathleen Cain	10
Hunter	Metford	Greg Perry ESM, MAIES, JP	18
Illawarra-South Coast	Coniston	Neil Pfister BSc(Hons), GradCertApplMgt	10
Lachlan	Parkes	Bob Evans	10
Macquarie	Dubbo	David Monk	16
Murray	Lavington	Peter Jhonston ESM	16
Murrumbidgee	Wagga Wagga	Ray Jasper	15
Namoi	Gunnedah	Peter Higgins	16
North West	Moree	Steve Martin	13
Oxley	Taree	Peter Floyd	11
Richmond-Tweed	Goonellabah	Scott Hanckel	12
Southern Highlands	Goulburn	Tony Casey BA, GradDip Str St	15
Sydney Northern	Hornsby	Marnie Hillman	11
Sydney Southern	Bankstown	Gary Jones OAM, MAIES	16
Sydney Western	Seven Hills	Peter Cinque OAM, BSc(Hons), MSc, MAIES	13
TOTAL			228

The officers noted here are those in the positions at the end of the reporting year.



ORGANISATION CHART

STATE HEADQUARTERS



Registered Local SES Units

Central West Region

Bathurst
Blayney
Burruga
Canowindra
Eugowra
Lithgow
Molong
Oberon
Orange City
Portland
Turon

Clarence–Nambucca Region

Bellingen
Brushgrove
Coffs Harbour City
Copmanhurst
Corindi
Dorrigo
Grafton City
Lawrence
Macleay
Nambucca
Nymboida
Ulmarra
Urunga
Yamba
Yuraygir

Far West Region

Bourke
Brewarrina
Broken Hill
Cobar
Euabalong
Ivanhoe
Menindee
Tibooburra
White Cliffs
Wilcannia

Hunter Region

Aberdeen
Cessnock City*
City of Newcastle
Cooranbong
Denman
Dungog
Forster-Pacific Palms
Karuah Valley
Lake Macquarie City
Maitland City
Merriwa
Murrurundi
Muswellbrook
Nabiac
Port Stephens
Scone
Singleton
Tomaree

Illawarra–South Coast Region

Bega
Bermagui
Eden
Eurobodalla
Kiama
Shellharbour
Shoalhaven City
Southern Shoalhaven
Wingecarribee
Wollongong City

Lachlan Region

Condobolin
Cowra
Forbes
Gooloogong
Grenfell
Lake Cargelligo
Parkes
Peak Hill
Trundle
West Wyalong

Macquarie Region

Baradine
Carinda
Collarenebri
Coonamble
Dubbo
Dunedoo
Gilgandra
Glengarry
Lightning Ridge
Mudgee
Narromine
Nyngan
Rylstone*
Walgett
Warren
Wellington

Murray Region

Albury
Balranald
Barham
Berrigan
Corowa*
Culcairn
Deniliquin–Conargo*
Holbrook
Jerilderie*
Mathoura
Moama
Moulamein
Oaklands
Tumbarumba Shire
Urana
Wentworth

Murrumbidgee Region

Coleambally
Coolamon
Cootamundra
Goolgowi
Griffith
Gundagai
Hay
Hillston
Jonee
Leeton
Narrandera*
Temora
The Rock
Tumut
Wagga Wagga

* Local Controller Only

Namoi Region

Armidale–Dumaresq
 Barraba
 Boggabri
 Gunnedah
 Guyra
 Liverpool Plains Shire
 Manilla
 Narrabri
 Nundle
 Pilliga
 Tambar Springs
 Tamworth Regional Council
 Tingha
 Uralla
 Walcha
 Wee Waa

North West Region

Ashford
 Bingara
 Boggabilla
 Boomi
 Deepwater
 Garah
 Glen Innes
 Inverell
 Moree
 Mungindi
 Tenterfield
 Yallaroi
 Yetman

Oxley Region

Camden Haven
 Gladstone
 Gloucester Shire
 Harrington
 Kempsey Shire
 Lord Howe Island
 Port Macquarie Hastings
 South West Rocks
 Taree City
 Wauchope
 Wingham

Richmond–Tweed Region

Ballina
 Banora
 Broadwater
 Casino
 Coraki
 Kyogle
 Lismore City
 Mullumbimby
 Murwillumbah
 Tabulam
 Urbenville
 Woodburn

Southern Highlands Region

Bigga
 Bombala
 Braidwood
 Bungendore
 Captains Flat
 Cooma–Monaro
 Crookwell
 Goulburn
 Gunning
 Harden
 Nimmitabel
 Queanbeyan
 Snowy River
 Yass
 Young

Sydney Northern Region

Gosford
 Hornsby
 Hunters Hill
 Ku-ring-gai
 Manly
 Mosman
 North Sydney
 Ryde
 Warringah–Pittwater
 Willoughby–Lane Cove
 Wyong

Sydney Southern Region

Bankstown
 Botany Bay
 Camden
 Campbelltown
 Canterbury
 City of Sydney
 Fairfield
 Hurstville
 Kogarah
 Liverpool
 Marrickville
 Randwick
 Rockdale
 Sutherland
 Waverley–Woollahra
 Wollondilly

Sydney Western Region

Ashfield–Leichhardt
 Auburn
 Baulkham Hills
 Blacktown
 Blue Mountains
 Burwood
 Canada Bay
 Hawkesbury
 Holroyd
 Mount Druitt
 Parramatta
 Penrith
 Strathfield

* Local Controller only

Quality of Service

State Emergency Service Units are community-based to provide timely local response.

State Emergency Service officers are available to provide emergency management advice at State, Region and local level.

- State Headquarters and all 17 Region headquarters will be contactable during normal office hours and have after-hours duty systems operating to provide for 24-hour emergency contact; and
- All Units accredited for general rescue are equipped with call-out systems.

Contact

If you require emergency help relating to a flood or storm, dial 132 500 to be connected to your nearest SES Unit. For other information, the numbers are shown under "State Emergency Service" in the alphabetical section of the White Pages in your local Telstra Directory.

For general information about the SES, on storm and flood safety or how to volunteer, ring [1 800 201 000](tel:1800201000) or contact us via our website at www.ses.nsw.gov.au.

Suggestions and Complaints

If you have any suggestions to improve the Service or if you are dissatisfied with the Service, please discuss the matter with a SES Region representative in your area. The contact number is shown in the White Pages of your local Telstra Directory. If you wish to discuss the matter further, please contact the Director General, State Emergency Service, PO Box MC6126, Wollongong 2500 (02) 4226 2444 or contact us via our website at www.ses.nsw.gov.au.

Committees

The State Emergency Service is actively involved in many inter-departmental committees that play important roles in relation to emergency management

interests. We were represented during the reporting year on the following committees:

- Australian Council of State Emergency Services – Brigadier Philip McNamara
- Australasian Fire Authorities Council – Brigadier Philip McNamara
- State Emergency Management Committee – Brigadier Philip McNamara
- State Rescue Board – Brigadier Philip McNamara
- Australian Council of State Emergency Services (ACSES) Operations Group – Dieter Gescke
- Australasian Fire Authorities Council Operations Working Group – Dieter Gescke
- Australasian Fire Authorities Council AIFMS Steering Committee – Dieter Gescke
- Australasian Fire Authorities Council, Community Safety Working Group – Stephen Delaney
- Australasian Fire Authorities Council, Community Education Sub-Group – Stephen Delaney
- State Disaster Recovery Coordinating Committee – Andrew Gissing
- NSW Greenhouse Office, Adaptation Working Group – Stephen Opper
- State Mitigation Sub-committee – Stephen Opper
- Natural Disaster Mitigation Program, State Assessment Committee – Stephen Opper
- Regional Flood Mitigation Program, State Assessment Committee – Stephen Opper
- Council of Australian Government (COAG) National Risk Assessment Working Group – Stephen Opper
- Australian Council of State Emergency Services (ACSES) National Public Communication Committee – Stephen Delaney
- State Rescue Board Training Advisory Panel – John Young
- State Rescue Board Vertical Rescue Sub-Committee – John Young

- State Rescue Board Swiftwater Rescue Advisory Committee – John Young
- Hawkesbury-Nepean Floodplain Management Strategy Steering Committee – Stephen Opper
- State Flood Warning Consultative Committee – Andrew Gissing
- Australian Tsunami Working Group – Stephen Opper
- Emergency Management Sub-committee of the Dams Safety Committee – Stephen Opper
- State Mapping Advisory Committee – Elliott Simmons
- Emergency Information Coordination Unit, Symbology Working Group – Michael Day
- Standing Committee on Information Management Spatial Sub-committee – Elliott Simmons
- Counter Terrorism Information Group – Elliott Simmons
- Public Information Services Functional Area Committee – Stephen Delaney
- CEO Radio Management Committee – Brigadier Philip McNamara
- Senior Officer's Wireless Working Party for Radio Communications – Patrick Clague
- NSW Supply Service Contract Management Committees (Fire Fighting Equipment, Sandbagging Machines, Clothing, Machinery, Hydraulic and Air Operated Rescue Equipment, Floodboats) – Mark Kennedy
- ACSES National Emergency Equipment and Purchasing Officers Committee – Mark Kennedy
- Australian Standards Committee for Rope and Cordage – Mark Kennedy
- Procurement Network Group – Mark Kennedy
- State Emergency Management Committee, Standing Committee on Information Management – Andrew Edwards



- NSW Government Chief Information Officer, Emergency Information Management Working Group – Andrew Edwards
- National Education and Training Committee for State and Territory Emergency Services – David Owen
- Driver Reviver State Coordinating Committee – Mark Pride
- Public Sector Risk Management Association – John Heath
- SES Volunteers Association – John Heath and Dieter Gescke (technical advisers)
- State Emergency Management Committee Emergency Management Training Advisory Group – David Owen
- Australian Building Codes Board Steering Committee, Construction Requirements for Building on Land Liable to Flooding – Stephen Opper
- Hawkesbury-Nepean Road Evacuation Route Upgrade Working Group – Stephen Opper and Peter Cinque
- Hawkesbury-Nepean Public Communication Coordination Group – David Webber

The SES is also represented on Emergency Management Committees and Rescue Committees at District and Local Government level.

The SES has a Departmental Committee which provides advice and recommendations to the Director General on industrial relations and other staff matters. It consists of the following officers: David Owen (Chairman/Secretary), Shoshanna Griffin, Richard Orchard, Joanne Humphries, Kaylene Jones and Greg Slater (member).

The following committees were abolished during 2005-06:

- Communications Functional Area Committee
- Public Safety Industry Training Advisory Body
- State Rescue Board Training Managers Working Group.





Part 3

Performance Measurement

Our volunteers are highly skilled and well trained to provide rescue, first aid and other services necessary in emergencies



Targets and Achievements, 2005-06

Main goal: Help build communities which are safe from floods, storms and other emergencies

Strategy: Become the state's most versatile and widely used emergency service.

Target

Continue investigation into connecting the SES using viable technologies and cost-effective solutions to support information services.

Achievement

The proof-of-concept phase for the state-wide Hardware and Network Program has commenced. Connection to the SES Wide Area Network was delivered to State Headquarters and to Sydney Southern, Hunter and Illawarra-South Coast Regions.

Target (cont'd)

Continue the state-wide Geographical Information Systems (GIS) Program to provide tools and maps for operational and planning functions.

Achievement (cont'd)

- Production of standardised mapping for inclusion in emergency plans completed.
- Delivered hardcopy maps to 14 Region and 190 Unit headquarters.
- The integration of online mapping with RFA Online is being developed.
- Provided GIS support to State Operations during events.
- Updated versions of the NSW Road Directory , covering all towns in the State, were supplied to all Region and Unit headquarters.

Finalise the state-wide upgrade of mobile and handheld radios and RF base controls to the Government's digital standard.

Completed.

Prepare draft Australasian Inter-Service Incident Management System (AIIMS) Incident Control System manual.

Completed.

Introduce AIIMS ICS in five regions.

Introduction deferred, however, familiarisation lectures were presented in eight Regions and at the State Conference.

Commission 24/7 Operational Communications Centre. Commence a state-wide information technology hardware program.

- Recruitment completed June 2006 and draft Award awaiting PSA signoff.
- Official opening by Minister for Emergency Services scheduled for 14 August 2006.

Provide Category 1 support to all NSW Fire Brigades USAR courses.

Ongoing support when courses recommence.

Participate in at least one multi-agency exercise in each Region.

Completed.

Revise road-crash rescue training.

Ongoing revision.

Revise land search training.

Learning Guide complete. Trainer and Assessor Guide underway; 90% complete.

Develop swiftwater rescue training.

Target under review. Report provided to State Rescue Board Secretariat, December 2005. Working group formed.

Increase participation in multi-agency exercises.

- Participated in State Water dam-failure exercises in the Hunter and Namoi valleys.
- Participated in Rural Fire Service air-observer exercise.
- Participated in international tsunami exercise (Exercise Pacific Wave).
- CISP Coordinator participated in Victoria SES annual training and hosted counterpart at NSW SES annual training.
- Involved in the Moonlight series of exercises and the desktop exercises associated with multi-agency pandemic planning.
- Provided GIS support to the following multi-agency exercises: Mercury 05 and Exercise Eleusis. All GIS staff are now trained in multi-agency mapping support.

Target (cont'd)

Achievement (cont'd)

Review the *SES Act 1989* and develop amendments that reflect the capability of the Service.

Reviewed and passed by Parliament and enacted on 11 November 2005.

Provide volunteers with access to contemporary legislation.

Completed. Placed on SES Online and Regions provided with copies.

Strategy: Work with communities to strengthen their resilience against emergencies.

Target

Achievement

Increase community awareness and use of SES emergency assistance and self-help measures; this includes the development of flood plans for families, businesses and institutions.

- Completed the pilot of Business FloodSafe. This program was awarded first place in the NSW Safer Community Awards and highly commended in the National Safer Community Awards.
- Public Awareness Survey conducted to provide baseline understanding of community attitudes.
- Home FloodSafe Kit Project commenced.
- Business FloodSafe Kit trialled in several communities.
- Community Partnership with PRIME TV with major community advertising support covering all aspects of community safety.

Produce community FloodSafe guides.

- Published 8 new guides, with 10 in various stages of production and seven under review.
- Hawkesbury-Nepean Education Program reviewed to ensure currency.

Develop and implement community education programs.

- Completed the pilot of Business FloodSafe. This program was awarded first place in the NSW Safer Community Awards and highly commended in the National Safer Community Awards.
- Work undertaken with Richmond Valley, Tweed, Parramatta and Canterbury councils to address community education needs and provide guidance and support where required.

Produce community action and education guides including FloodSafe and StormSafe.

Conducted five Business FloodSafe breakfasts. Implemented 132 500 Awareness Campaign, Community Service Announcements covering SnowSafe, KidSafe and FloodSafe.

Conduct information and education seminars.

Conducted Business FloodSafe breakfasts in Grafton, Lismore, Moruya, Newport and Bellingen.

Implement revised Community Education Officer program.

Revision of Education Officer training package conducted; new package trialled in two Regions prior to fine-tuning and final rewrite.

Improve community access to the SES through improved and revised website.

The new SES website was launched at the 50th Anniversary Controllers' Conference on 11 November 2005. It has resulted in a 50% increase in visits to the website.

Strategy: Collaborate with other agencies to maximise the quality of service.

Target

Participate in multi-agency information- management and information-sharing activities.

Achievement

- Provided input into the review of the State DISPLAN and NSW HAZMAT Plan.
- Provided input into the Department of Education and Training Emergency Management Guidelines.
- Conducted briefings on the NSW Tsunami Emergency Sub-Plan to the following organisations and forums: Shoalhaven Council, Floodplain Management Authorities, NSW Local Government Emergency Management Conference, SES Region Conferences, Engineering Services Functional Area, Sydney Northern District Emergency Management Committee, Royal Volunteer Coastal Patrol, Volunteer Rescue Association Marine Branch, Japanese Consulate, Surf Life Saving NSW, Australian Volunteer Coast Guard, Australian Government Bureau of Meteorology, NSW Police, Port Corporations, NSW Maritime, and Lake Macquarie Floodplain Management Committee.
- Provided presentations at conferences and seminars including:
 - o NSW Floodplain Management Authorities
 - o National Flash Flood Workshop
 - o Government Business Continuity Forum
 - o Victorian Floodplain Management Conference
 - o Floodplain Management Workshop.
- CISP Coordinator participated in Victoria SES annual training and hosted counterpart at NSW SES annual training.
- Participated in the following multi-agency forums:
 - o Australasian Fire Authorities Council Knowledge Management Working Group and Strategic Information Management Working Group
 - o NSW Government Chief Information Officers Emergency Information Management Working Group
 - o Standing Committee on Information Management
 - o Counter Terrorism GI Spatial Data strategy meetings
 - o Spatial Data Sub-committee of the Standing Committee on Information Management
 - o State Mapping Advisory Committee
 - o Emergency Information Management System Project Steering Group
 - o InterCad Emergency Messaging System
 - o Emergency Services Computer Aided Dispatch Project
 - o National single contact number (132 500) Implementation Working Party.
- Inclusion of links to BoM Weather Warnings on website, as part of a BoM-SES one-stop information initiative in an ongoing quality assurance process relating to emergency information.

Target (cont'd)

Achievement (cont'd)

Finalise the implementation of the migration of Road Crash Rescue units to RFS/SES paging system.

Five units remain for which it is financially viable to migrate to the RFS system. This will be achieved in financial year 2006-07.

Reconfigure radio profiles to accommodate RFS tactical frequencies.

Completed.

Establish Memorandum of Understanding (MOU) with Victoria State Emergency Service.

Draft currently under review by Victoria SES.

Establish MOU with NSW Ambulance Service for Community First Responders.

MOU signed and pilot program underway at Nundle and Captains Flat.

Continue the development of Mutual Aid Agreement with the Rural Fire Service.

Mutual Aid Agreement with the Rural Fire Service completed and approved.

- Learning and Development staff attended and contributed to forums with Rural Fire Service, NSW Fire Brigades, and Ambulance Service of NSW, and represent SES on AFAC through ACSES/NETC ARRO workshops.
- Staff attended multi-agency training in emergency management and aviation.
- Staff provided presentations at conferences and seminars including:
 - o NSW Floodplain Management Authorities
 - o National Flash Flood Workshop
 - o Government Business Continuity Forum
 - o Victorian Floodplain Management Conference.
- Staff lectured at the Australian Institute of Emergency Management as part of the Undertake Emergency Planning course.
 - Participated in multi-agency exercises conducted by the Office for Emergency Services.
- Participated in preparation and conduct of Public Information Functional Area Committee (PIFAC) Support Plan desktop exercise.
- Provided coordination support to exercises conducted at whole-of-government level, to ensure understanding of protocols and procedures to be used in emergency situations.

Incorporate Bureau of Meteorology (BoM) briefings in Region Controllers' Conferences.

BoM Hydrology Staff participated in Regional Nevaguzunda series of flood exercises.

Participate in emergency management committees at all levels.

- Provided representation on the Human Influenza Task Force and Human Influenza Planning Sub-Group.
- Provided briefings to Emergency Management Committees regarding the NSW Tsunami Emergency Sub-Plan.
- Membership of ACSES National Communications Committee, AFAC Community Safety Working Group and Community Education Sub-Group.

Provide expert advice to councils that are developing or upgrading flood-warning systems.

- Participated in National Flash Flood Warning Seminar.
- Provided advice to 34 local government councils either directly or through Natural Disaster Mitigation Program application reviews.

Target (cont'd)

Continue to develop partnerships with other state government agencies and local government.

Achievement (cont'd)

- Presented SES and Council partnership briefings at several Regional locations and delivered a presentation on the SES role in recovery at the Local Government Forum.
- Provided representation on the Australian Tsunami Working Group; Flood Warning Consultative Committee; State Mitigation Sub Committee; Human Influenza Task Force; Human Influenza Planning Sub Group; State Assessment Committee; Emergency Management Information Development Plan Working Group; and National Risk Assessment Framework Working Group.
- Partnered with two councils to deliver information technology services during the state-wide Hardware and Network Program proof-of-concept phase.
- Collaboration with Canterbury Council for translations of FloodSafe and StormSafe Guides into six separate languages.
- Working with the Hunter/Central Rivers Catchment Authority on Community Education programs.
- Working to facilitate reintroduction of the Standard Emergency Warning Signal.

Review the current arrangements under the *SES Act 1989* Section 8(1).

Completed November 2005.

Develop an MOU with NSW Police that accurately reflects our statutory responsibility and operational capability.

Not actioned; competing priorities prevented staff work in this area.

Participate in NSW Fire Brigades USAR Exercises to ensure interoperability and appropriate tasking of SES USAR Category 1 teams.

Ongoing support when activities recommence.

Work with ACT SES on joint peer-support program development and training.

Completed 23 June 2006.



Main Goal: Provide enhanced support to units

Strategy: Improve Region and State Headquarters structures and procedures.

Target	Achievement
Establish Manager Procurement and Procurement Officer's positions and complete the staffing of Logistics Branch.	Manager Procurement recruited and Procurement Officers in place. Arrangements in hand to complete recruitment in Logistics Branch early in the new financial year.
Refine procurement procedures and provide better support to State and Region Headquarters staff.	Processes refined and presentations delivered at a number of Region Conferences. Supply of inventory items on demand now standard.
Complete the role of Subject Matter Advisory Groups (SMAG) by upgrading terms of reference.	SMAGs undergoing transition to Training Advisory Group (TAG).
Review personal protective equipment and other essential gear allocations to volunteers to ensure adequacy of supplies.	PPE and other essential equipment review completed. Amended system of supply implemented.
Continue delivery of the Information and Technology Manual.	Completed in April 2006.
Continue the state-wide information-technology hardware program.	<ul style="list-style-type: none"> • The state-wide Hardware and Network Program proof-of-concept phase commenced. • IT hardware was delivered to: <ul style="list-style-type: none"> o eight Region headquarters, with two full refreshes at Hunter and Illawarra South Coast. o 38 Unit headquarters, with full refreshes at Bankstown, Maitland, Wollongong and Hunters Hill Units. o 15 new staff at Region and State Headquarters. o Refresh of 24/7 Operational Communication Centre.
Continue the state-wide software licensing program.	Continued with the second year of a three-year software licensing program through the NSW Agreement for Microsoft Software (NAMS) for 500 seats.
Finalise and distribute the paging and telecommunications manuals.	Manuals 75% complete.
Develop a service-wide telecommunications plan.	Plan developed in draft as part of the submission to realign funding.
Continue development of SES Operational Standards.	This project has been incorporated into the Capability Development Project.
Review State Headquarters Standing Operating Procedures (SOP).	SOPs reviewed to accommodate the introduction of AIIMS and RFA Online. They are now 30% complete.
Develop new post-operational review process.	After Action Reviews now conducted at State and Region level for all operational activities.

Target (cont'd)

Achievement (cont'd)

Develop and promulgate a system for coordinating the exercise program and establish a repertoire of exercises on SES Online.

Developed two hypothetical exercises focused on improving planning and operational management skills. These exercises have been delivered to approximately 200 volunteers and staff.

Establish the Strategic Coordination Group as the principal group for determination of policy and project priorities to ensure alignment and coordination at all levels within the Service.

This group now titled Strategic Coordination and Capability Development Group to incorporate a focus on capability development.

Establish the Division Headquarters Restructure Working Group to review and provide recommendations on Division Structures, work profile and contemporary position descriptions to provide for a flexible, volunteer-focused Service.

Committee established and completed review October 2005. Recommendations presented to Director General's Conference November 2005. Implementation commenced December 2005.

Establish a mechanism for Region Controllers to actively contribute to Senior Management Team meetings through the provision of briefings.

All Region Controllers are able to contribute issues to Senior Management Team meetings through the electronic submission of reports.

Review and test the State Headquarters Business Continuity Plan to ensure that it is effective and provides for the potential relocation of State Headquarters.

Plan reviewed in December 2005.

Commence staged recruitment of Region staff.

Recruitment of six Deputy Region Controllers completed in May 2006; process commenced for the recruitment of 17 Region Learning and Development Officers in June 2006.

Complete restructure of State Headquarters.

Completed in January 2006 with the exception of consequential vacancies.

Complete Human Resources Manual.

First draft chapter issued June 2006.

Complete development of the Managing People training resource kit.

98% complete June 2006.

Streamline procedures for accessing all development activities for staff and volunteers.

Ongoing; working groups established for Controller Development and Staff Development.

Draft standard operating procedures for media management at State Headquarters.

First draft chapter issued June 2006.
SOPs drafted but not yet formalised.

Enhance the vehicle module in SES Online.

Ongoing.

Develop and implement a procurement policy and stringent processes to enhance the delivery of procurement and supply services.

Revised system implemented.

Adopt the PPE on-demand supply system.

System implemented.

Develop and implement a new equipment supply system.

System based on the "equipment calculator" has been trialled and will be fully implemented in 2006-07.

Develop and implement a system of asset, plant and inventory accounting that encompasses all SES holdings.

To be completed. Database in the process of finalisation with rollout expected in 2006-07.

Formalise a stocktaking policy and procedure across the SES that fulfils State Government regulations and requirements.

In development stage.

Strategy: Streamline administrative systems to reduce paper-work.

Target	Achievement
Introduce better systems for the allocation of motor vehicle grants.	Will be introduced during 2006-07.
Deliver the human resource and training information systems.	Completed in April 2006. SES Online Human Services module is integrated with CHRIS and provides the SES at State and Region headquarters with access to human resource and training records for 10,000 volunteers and staff.
Continue SES Online training for Unit and Region volunteers.	SES Online training was provided to 90 volunteers and staff.
Streamline road-crash rescue reporting.	The commissioning of the 24/7 Communication Centre on 14 August 2006 will significantly streamline road-crash rescue reporting.
Review training and assessment administration system.	Ongoing. Continuous improvements aligned to enhancements within CHRIS and SES Online.
Review CISP administrative procedures.	Completed August 2005.

Strategy: Make training easier.

Target	Achievement
Implement a training pilot to improve technological literacy skills, particularly in rural and remote Units.	<ul style="list-style-type: none"> Completed the pilot program in Hunter and Oxley Regions via the WELL program. This training project has now commenced as a full program.
Complete bridging training for new Request for Assistance (RFA) system.	RFA Online training was provided to 900 volunteers and staff.
Provide material for the Manage Emergency Operations training resource kit in the AIIMS context.	Converted current doctrinal material to incorporate AIIMS.
Revise structure of initial skill training.	Ongoing.
Introduce log book to simplify recording training currency.	Project underway.
Implement CHRIS.	This project was completed in April 2006. SES Online Human Services module is integrated with CHRIS and provides the SES at State and Region Headquarters with access to human resource and training records for 10,000 volunteers and staff.
Implement new Training Package for Trainers and Assessors.	Application for variation to scope submitted. Development of learning materials and strategies.
Conduct one Region training coordinators' workshop.	Several meetings conducted across NSW.
Develop video training aid for courses in Flood Rescue Boat Operations and Managing People.	Looking After People video script in final draft stage.

Target (cont'd)

Streamline procedures for access to development activities for staff and volunteers.

Ensure all staff attend induction and performance-management training.

Ensure all new staff complete Certificate IV in Government through assessment and online learning

Achievement (cont'd)

Under review. Aligned to enhancements within CHRIS and SES Online.

Achieved. All new staff attended induction and performance management training.

The new SES website was launched at the 50th Anniversary Controllers' Conference on 11 November 2005. It has resulted in a 50% increase in visits to the website.

Strategy: Raise public profile

Target

Develop a new State Emergency Service corporate website.

Develop and produce state-wide initiatives and resources.

Plan and conduct the Director General's State Controllers' Conference in November 2005 to provide a forum for all Controllers to meet and discuss issues as the Service celebrates 50 years.

Plan and conduct the Service's 50th anniversary street parade through Sydney CBD. Provide the Service with an opportunity to showcase their volunteers and for the community to express their appreciation to SES volunteers and staff.

Commission and publish a book to mark the Service's 50th anniversary.

Continue to enhance professionalism of SES documents and materials.

Continue revision and enhancement of community service announcements based on volunteering profile.

Achievement

The new SES website was launched at the 50th Anniversary Controllers' Conference on 11 November 2005. It has resulted in a 50% increase in visits to the website.

- Developed the NSW State Tsunami Emergency Sub-Plan.
- Developed outline of NSW Tsunami Risk Assessment Scoping Study.
- Produced draft chapters of the Planning Manual.
- Developed and conducted two new hypothetical exercises in the Nevaguzunda series focused on improving planning and operational management skills.
- Initiated NSW Levee Study for Emergency Management.
- Completed Business FloodSafe pilot.
- Standardising equipment with four new education trailers and associated marquees. Provision of major photographic display portfolios to all Region headquarters. Resource holdings rationalised to several items of current value: wristbands, magnets, bookmarks.

Conducted very successfully on 11 November 2005.

Conducted street parade on 12 November 2005.

Book published; launched by Minister at State Conference and distributed to members, sponsors and other emergency services.

Revised and updated Recruitment Guide. To be completed 2006-07.

Use of volunteers in several new CSAs: FloodSafe, SnowSafe and KidSafe messages.

Target (cont'd)

Achievement (cont'd)

Ensure effective relationships with the media.

- Media relationships enhanced by continuing professional, timely response during all events.
- Maintained AAP contacts list.
- Maintained and built specific partnerships with PRIME and The Weather Channel.

Monitor media coverage of SES roles and activities.

- Continued monitoring of regional coverage to support our volunteers' media, emergency and community work.
- Liaised with Ministerial media staff.
- Maintained environmental awareness.

Coordinate and resource StormSafe Week and National SES Awareness Week.

Both activities fully supported with excellent results especially for National SES Week.

Enhance organisational capacity to work with the media and the public.

- Website information accessibility to media enhanced with new website launch.
- Two Volunteer Media Officer training courses conducted with ongoing input through the conduct of information gathering meetings.

Improve community access to the SES through improved and revised website.

- The new SES website was launched at the 50th Anniversary State Controllers' conference on 11 November 2005. It has resulted in a 50% increase in visits to the website.
- Website rebuild resulted in very successful take-up and markedly increased usage by the public; new site includes extensive linking options to storm and flood information on the web.

Introduce new system to recognise SES members' long service.

Medal design approved by Minister for release October 2006.

Strategy: Recognise and reward volunteers' commitment.

Target

Achievement

Maintain Registered Training Organisation status to issue nationally recognised Statements of Attainment and Certificates.

Ongoing – moderation/validation of processes and attendance at DET/DEST professional development workshops.

Issue Certificate III in Public Safety (SES Rescue).

Ongoing.

Lobby to review Public Safety qualifications framework.

SES is represented on National and State committees for the review of the Public Safety Training Package.

Design, produce and distribute a medallion to be presented to the Service's 10,000 volunteers and staff to commemorate 50 years of service to the State of New South Wales.

Medallion produced and distributed by SESVA. Ceremonial handover to Region representatives by Her Excellency the Governor, Professor Marie Bashir on 11 November 2005.

Hold quarterly Awards Committee meeting with calls for nominations.

The committee met four times during the reporting year; 116 awards recommended and presented.

Publish all awards in quarterly Director General's Newsletter.

Achieved.

Target (cont'd)

Continue to raise profile of volunteers within their communities and the Service.

Achievement (cont'd)

Every opportunity taken to profile volunteers within the community through media profiling and ongoing support from PRIME TV Community Service Announcements.

Develop Employer Recognition Program to support volunteer retention and employment value to the Service.

Program researched but not developed in this financial year.

Ongoing Goal: Create an improved structure that provides a better service.

Strategy: Organise State Headquarters along functional lines that reflect the emerging needs of the organisation.

Target**Achievement**

Complete Logistics Branch and finalise recruitment of all positions.

Branch established and senior positions recruited. Recruitment to occur for two remaining positions early in the new financial year.

Recruit Director Logistics.

Completed.

Recruit Director Human Services.

Completed.

Recruit Manager Procurement.

Completed.

Recruit Manager Planning.

Completed.

Complete restructure of SHQ.

Completed.

Form Division Restructure Working Group.

Committee established and completed review October 2005. Recommendations presented to Director General's Conference November 2005. Implementation commenced December 2005.



Strategy: Increase the capacity of Region headquarters to support the volunteer Units.

Target	Achievement
Continue to develop operational information services for flood, storm and supporting roles.	<ul style="list-style-type: none"> Continued research and development work on GIS Flood Intelligence in the Georges River and Hawkesbury/Nepean River catchment. Reviewed 19 flood intelligence cards.
Deliver the human resource and training information systems.	This project was completed in April 2006. The SES Online Human Services module is integrated with CHRIS and provides the SES at State and Region Headquarters with access to human resource and training records for 10,000 volunteers and staff.
Recruit Deputy Region Controllers and Training Coordinators for Regions from 2005-06 to 2007-08.	Commenced March 2006.
Commence recruitment of Region staff..	Commenced May 2006.
Review training and assessment administration system.	Ongoing. Continuous improvements aligned to enhancements within CHRIS and SES Online.
Complete Looking after People training resource kit.	98% complete.
Enhance resources available for community-level media, public relations and education.	<ul style="list-style-type: none"> Completed the pilot of the Business FloodSafe toolkit. The program has now been delivered to over 1,000 businesses in Kempsey, Wagga Wagga, Lismore, Grafton, Bellingen, Newport and Moruya. A flash-flood version of the Business FloodSafe toolkit was developed as a pilot in Pittwater. Produced and distributed printed and electronic resources including, resources from Emergency Management Australia. Revised and redesigned five brochures and guides to enhance professional appearance and content. Included all printed resources on website.
Support Regions in major promotional events.	<ul style="list-style-type: none"> Produced four new education trailers and associated marquees to support local event involvement at a professional level. Provided major photographic display portfolios to all Region headquarters. Rationalised resource holdings to wristbands, magnets and bookmarks.
Conduct ongoing education support and strategic update program for Region community education officer and media officers.	Education Training resource kits revised; two Education and two Media training sessions conducted to confirm content.
Establish Community Education Officer program across all Regions.	Awaiting employment of additional Education Officer positions prior to establishing full program. Limited support provided to Sydney Southern, Southern Highlands, Murray and Murrumbidgee Regions.

Ongoing Goal: Become a better resourced emergency service

Strategy: Seek budgets that enable the service to meet community and Government expectations.

Target

Continue to refine the Results and Services Plan to reflect the Service's changing needs.

Seek realignment and consolidation of radio, telecommunications and paging allocations to maximise communications capability for Regions and Units.

Achievement

Ongoing; staff training provided.

- Ongoing – 2006-07 and beyond.
- Discussions with Treasury have led to the development of a submission for Financial year 2007-08.

Strategy: Attract new sources of funding.

Target

Continue to explore joint ventures with non-government agencies for projects.

Achievement

- Ongoing.
- Natural Disaster Mitigation Program funding applications were successful for the following projects: NSW Levee Study for Emergency Management; Communication Methods for Tsunami Evacuation Warnings; Home FloodSafe Development; and Business FloodSafe Information Distribution.
- O'Brien partnership cemented with excellent funding support to Units via additional equipment donations.

Commence work to obtain funding for the "Connecting the SES" project to enable a state-wide rollout of a wide area network.

Work on this project has commenced and continues on how best to deliver an economical, fast, secure and robust wide area network that will meet the existing and future needs of the SES.



Ongoing Goal: Develop a modern organisational culture

Strategy: Reflect the communities we serve.

Target

Mirror diversity in publications and education material by the way we present our image.

Achievement

- Collaborated with Canterbury Council to translate FloodSafe and StormSafe brochures into six separate languages.
- Included 12 language translations for rolling 132 500 emergency contact number banner on Website.
- Produced and distributed 132 500 magnet in a format suitable for culturally and linguistically diverse target groups – graphics and number only.

Continue to explore means of communicating with people with disabilities and culturally and linguistically diverse groups.

Continual research and liaison with groups with similar aims and objectives to ensure best practice.

Strategy: Foster an open and friendly environment.

Target

Complete course development for Managing People.

Achievement

98% complete.

Conduct 10 Team Leader courses.

Completed.

Senior managers and supervisors to attend Managing Performance Toolkit training.

Postponed due to restructure.

Maintain Chaplaincy Program.

Chaplaincy Program continued and annual training completed.

Maintain Peer Support Program.

- Peer Support Program continued and annual training completed.
- Duty Officer annual training completed.

Strategy: Recruit and retain volunteers from diverse backgrounds.

Target

Enhance marketing strategies to recruit and retain volunteers.

Achievement

- Recruitment guide revised. To be issued 2006-07.
- Continued to foster PRIME TV as a priority carrier for volunteer profiling community advertisements.
- Ensuring all opportunities are used to capture volunteer achievements, including profiling them with their achievements on the website homepage.

Profile multiculturalism in all public communication products where appropriate.

- A rotating banner on the SES website and six StormSafe brochures were produced in community languages.
- All opportunities taken to raise a multicultural profile through photographic support.

Strategy: Work with communities to determine community needs and expectations and how they can be met.

Target

Through community consultation, capture lessons after significant flood or storm events.

Achievement

- Managed review of warning and evacuation performance following the June 2005 North Coast flood events.
- Participated in public meetings following flooding in Lismore, Molong and Eugowra.
- Further involved the community in flood emergency planning by bringing community representatives into the process.

Apply flood intelligence to ensure community-specific risks are reflected in flood plans and community flood education.

Provided technical input into the development of all new and revised FloodSafe guides.

Strategy: Continue development of emergency risk management processes.

Target

Contribute to floodplain risk management and coastal zone risk management.

Achievement

- Worked in collaboration with the Department of Natural Resources to develop a draft guideline: "Information Required by the SES from the Floodplain Risk Management Process".
- Provided technical and editorial input into the Australian Building Codes Board Residential Building Flood Standards project, Penrith Lakes Development project, North West Sector Urban Release planning and the WaterSide Green Development.
- Provided expert witness input to Land and Environment Court cases for Wollongong City and Wagga Wagga City Councils.
- Provided floodplain risk management advice to the following councils and organisations: Wollongong City, Shellharbour City, Bathurst City, Insurance Council of Australia, Griffith City, Wagga Wagga City, Wellington Shire, Shoalhaven City, Penrith City, Wollondilly Shire, Camden Shire, Parkes Shire, Hawkesbury City, NSW RTA, NSW Greenhouse Office, Lake Illawarra Authority, Clarence Valley and Tweed Shire.
- Reviewed flood- and storm-related Natural Disaster Mitigation Program applications for over 30 council areas.

Target (cont'd)

Maintain the currency of flood plans through a risk-based review cycle.

Achievement (cont'd)

- Completed the first NSW State Tsunami Emergency Sub-Plan and completed the full revision of the Hawkesbury-Nepean Flood Emergency Sub-Plan.
- Completed Exercise Unicorn I, the first of three exercises for the Hawkesbury-Nepean Flood Emergency Sub-Plan.
- 41 local flood plans currently under review.
- Two snow plans currently under development.
- Reviewed dam safety emergency plans for State Water (six), Sydney Catchment Authority (15), and several local government councils including Liverpool City, Wollongong City, Blue Mountains City and Clarence Valley.

Maintain the currency of flood intelligence by reviewing and updating flood- risk information.

Nineteen flood intelligence cards for key flood warning gauges were reviewed.

Foster emergency risk management by participating in emergency management committees.

- Provided representative on the Human Influenza Task Force and Human Influenza Planning Sub-Group.
- Provided briefings to Emergency Management Committees regarding the NSW Tsunami Emergency Sub-Plan and the Hawkesbury-Nepean Flood Emergency Sub-Plan.

Support Units and Regions in refining media messages, advice and warnings.

- Facilitated a one-day workshop for Region Controllers regarding flood warnings.
- Provided ongoing support and advice as required and requested during and after emergency events.

Continue to seek improvements to warning systems by augmenting message quality and delivery methods.

- Reviewed flood-warning messages following flood events.
- Facilitated a one-day workshop for Region Controllers regarding flood warnings.
- Initiated research into the evaluation of different warning technologies for disseminating tsunami warnings.
- Provided full support and participation in the planning sessions and community-education strategy for the reintroduction and relaunch of the Standard Emergency Warning Signal by NSW Office for Emergency Services.

Strategy: Be innovative and consultive

Target

Engage volunteers in the provision of rescue and equipment type.

Achievement

Volunteers are members of all relevant State Headquarters Committees.

Examine smarter methods of equipment provision including use of electronic procurement systems.

"E" procurement used wherever possible. Continue to examine enhanced methods of procurement.

Develop joint partnerships with NSW Fire Brigades for shared corporate systems, including replacement finance and accounting systems.

A new accounting system will be introduced during the 2007-08 financial year as a joint system with NSW Fire Brigades.

Target (cont'd)

Continue to trial new information services and emerging technologies with Unit volunteers.

Achievement (cont'd)

- Testing of RFA Online Client software in August-September 2005 was conducted by volunteers at Manly, Wyong, Hawkesbury, Gunnedah, Hurstville and Wollongong Units and Richmond Tweed Region.
- Testing of RFA Online nominal server software December 2005 to June 2006 was conducted by volunteers at Orange, Hawkesbury, Wyong, Maitland and Sutherland Units.
- The SES successfully participated in a trial with the Bureau of Meteorology to integrate live weather products in near-to real-time into the SES Geographic Information System at State Headquarters.
- A trial of the CommandMap system was undertaken, transferring live field reconnaissance information to a local SES headquarters.

Continue to incorporate geographic information system outputs in service-wide plans.

- All revised/new plans include high-quality colour maps and graphics.
- Research and development continued into GIS flood intelligence initiatives.
- Geographic Information System products were produced for the Emergency Risk Management Branch, including flood evacuation route maps, revised map templates for local flood plans, snow plan maps and tsunami planning maps.

Foster Subject Matter Advisory Groups.

Incorporated into the Capability Development Model.

Develop and use Strategic Issues/Innovations Discussion Papers as a means of recording and assessing strategic issues and innovations.

Developed and distributed electronically via SES Online. Discussion Papers are now used as the standard for Project Development and Knowledge Management in-service.



Major Achievements, 2005-06

The principal achievements of the Service during the year under review were:

- The SES conducted effective flood, storm, rescue and land search operations in many parts of the state, including Broken Hill on two occasions (September and November 2005), Albury (early December 2005) and Casino on three occasions (December 2005, January 2006). In addition, significant flood operations were conducted in Lismore (July 2005), Molong and Eugowra (November 2005) and Bellingen (March 2006).
- The SES has been seeking to rationalise and make its telecommunication services more efficient. The market was examined and Telstra's Custom Net was chosen and piloted in three Region headquarters and the new 24x7 Operational Communications Centre. The pilot was successful and this service will be installed in all Regions that have Custom Net access. It is proposed to examine the potential to use it in SES Units.
- Many remote rural areas are a considerable distance from initial emergency medical assistance. The Ambulance Service of NSW and the SES have collaborated to develop a Memorandum of Understanding (MOU) to enable a basic medical emergency service to be provided by volunteers from the SES. After a training and equipment procurement process, the program, called Community First Responder, was completed. The Nundle SES Unit was selected as the first to test the service. This program will be further implemented in other areas as required.
- The SES was successful in gaining funding for a dedicated 24x7 Operational Communications Centre to receive life-critical emergency calls from the NSW Police Service in relation to accredited rescue responses. The Centre was close to completion by the end of this reporting period, for commissioning by the Minister for Emergency Services shortly thereafter. The centre also provides a complete range of other call-taking services on behalf of the SES and its volunteer Units.
- The Australasian Inter-Service Incident Management System (AIIMS) is being used as the standard by most emergency management agencies nationally. NSW SES has embraced this system and completed a draft training package for its introduction.
- SES volunteers and staff form collaborative groups to examine many technical and training issues. One of these successful groups, the Subject Matter Advisory Group, was used as a model to redefine the consultation and research system used by the SES. New Capability Development Groups and their attendant Training Advisory Groups will be created to enhance the overall development of Service capability.
- The introduction of a computerised Human Resources system was completed.
- Negotiations were completed with the Public Service Association on the Call Centre Award, including shift structure and remuneration.
- The migration of the SES radio fleet to digital capable radios was completed in support of the Government's intention to digitise the Government Radio Network.
- The review and rewrite of the Flood Rescue Boat training resource kit was completed.
- Fourteen team leader courses for volunteers and staff were delivered (369 members trained in financial year 2005-06).
- The Region restructure was begun, with six Deputy Region Controllers recruited and trained.
- The first NSW Tsunami Emergency Sub-Plan was written by the SES, and was endorsed by the State Emergency Management Committee (SEMC) in December 2005.
- The Hawkesbury-Nepean Flood Emergency Sub-Plan was prepared by the SES in response to the State Government's Hawkesbury-Nepean Flood Management Strategy, and was endorsed by the SEMC in December 2005.
- The SES's Business FloodSafe Toolkit was the winner in the Pre-disaster category of the Australian Safer Community State Awards (NSW) and went on to be highly commended in the Pre-disaster category in the National finals.

- Funding was approved under the Natural Disaster Mitigation Program to undertake a detailed risk assessment of all town flood-levee structures in NSW to identify issues for flood emergency planning.
- An SES officer was invited to the World Conference on Disaster Management in Toronto, Ontario, Canada (10-13 July 2005) to speak about flood evacuation modelling developed by the SES.
- Public communication has been improved through a new corporate website. This project has improved access to information for the communities of NSW, and its design specifically considered users with low bandwidth, those with special needs and those using community languages. The new site has resulted in a 50% increase in site visits during 2005-06. The site is hosted at the Australasian Centre for Advanced Computing and Communications and uses a web-based content management system.
- The SES revised the volunteer Community Education Program with an emphasis on support to Unit Controllers' community-awareness and preparedness strategies.
- The SES continued to build on community partnerships with PRIME TV and O'Brien. Both partnerships have proven extremely beneficial to the SES in raising and maintaining the Service's community profile, as well as endorsing and emphasising our safety messages.
- The SES revised the Volunteer Media Officer program to ensure a robust and professional level of support to Regions and Unit Controllers in media engagement, especially during a large and extended event
- The SES has targeted communities with large numbers of culturally and linguistically diverse members with a series of translations of FloodSafe brochures and other messages and themes to highlight flood awareness and flood-safety measures. These initiatives have been in collaboration with local government authorities and with support from private enterprise.
- The SES received funding under the Natural Disaster Mitigation Program for the production of a Home FloodSafe Toolkit to supplement the Business FloodSafe Toolkit in a suite of resources for building on community resilience. The Home FloodSafe Toolkit production program was commenced in 2005-06, and is to be rolled out in mid- to late 2006-07.
- The SES conducted a benchmarking survey to support the state-wide Community Safety Education program, by setting a statistical baseline for individual and community attitudes and awareness towards flood emergencies. The survey was funded by the Natural Disaster Mitigation Program and the data obtained, along with additional surveying, will ensure that future education and public-safety campaigns achieve long-term results.
- The SES delivered the Request for Assistance (RFA) Online operational management system on time, on budget and above specification. The system will improve capabilities at all levels to manage operations and report activities.
- The SES delivered the SES Online Human Services Module (Human Resource and Training system) on time and within budget. The project consolidated 17 Region and several State Headquarters databases, to provide a centralised system to support human resource and training-related information management for all volunteers and staff.
- An upgrade to the SUN finance system was completed, delivering dramatic improvements to finance processing times.
- The proof-of-concept phase for the State-wide Hardware and Network Program was commenced.
- The Information Management and Technology Manual was delivered and provides a governance framework to enable information security certification.
- The SES successfully participated in a trial with the Bureau of Meteorology to integrate live weather products in near- to real-time into the SES Geographic Information System at State Headquarters. This integration product was used operationally for the first time during the 2005-06 storm season.
- A trial of the CommandMap field-reporting system was undertaken with a number of Units, involving live storm and land-search information and using GPS and mobile data solutions to map relevant information.

- Updated versions of the NSW Road Directory covering all towns in the State were supplied to all Region and Unit headquarters.
- Funding was obtained through the Microsoft Service Provision fund for basic computer skills training, which was then implemented; Hunter TAFE was engaged to deliver the training.
- The SES Act was reviewed and amended by Parliament on 11 November 2005.
- The restructure of State Headquarters was completed. It included positions for two new directors: Director Human Services and Director Logistics.
- The Division Headquarters Restructure Working Group was formed to review and provide recommendations on the Division Structure. The recommendations are already being implemented.
- The Service's 50th Anniversary was very successfully celebrated in November 2005 with the conduct of a State Controllers' Conference, a street parade of volunteers through the Sydney CBD and the launch of a book detailing the history of the first 50 years of the SES.



Strategies and Targets, 2006-07

Main goal: Help build communities which are safe from floods and other emergencies

Strategy: Become the state's most versatile and widely used emergency service.

Target

- | | |
|---|--|
| <ul style="list-style-type: none"> • Complete the endorsement process for the Crown Employees (State Emergency Service Communication Centre – Continuous Shift Workers) Award 2006, by August 2006 and implement. • Revise Chainsaw training. • Revise the General Rescue training resource kit (TRK). • Develop specific Induction training for Local and Unit Controllers. • Revise Corporate Induction and Development TRK. • Revise Storm and Water Damage training. • Continue to develop and implement Training and Assessment programs and prepare for VETAB audit. • Expand Workplace English Language and Literacy program for Information Technology training to the Orana area of the state. | <ul style="list-style-type: none"> • Continue to develop the Aircraft Management System used by the Service. • Continue to develop alpine search and rescue capability. • Continue investigation into viable technologies and cost-effective solutions to support information services. • Continue the state-wide Geographical Information Systems (GIS) program to provide tools and maps for operational and planning functions. • Work collaboratively with federal, state and local government authorities to better understand NSW's tsunami risk. • Work with the Bureau of Meteorology to integrate GIS with severe weather warnings. • Consolidate enhanced call-out mechanisms for road-crash rescue, community first responder units. |
| <ul style="list-style-type: none"> • Complete Introduction to AIIMS Training Resource Kit. • Deliver Introduction to AIIMS at Region level. • Examine options for better integrating the 24/7 Operational Communications Centre into our Service. • Increase participation in multi-agency exercises. • Develop a plan for a pilot mobile technology/ operations facility. • Promulgate new minimum-equipment lists, linked to operational roles. • Install one PMR Private Mobile Radio system in Richmond Tweed Region. • Implement the planning and information-gathering phase of the telecommunications project. | <ul style="list-style-type: none"> • Reinvigorate the Operational Readiness Review process to provide a one-stop capability "health check" by Unit, Region and State and measure the results against the Service Calculator. • Release the Service Calculator. • Consolidate air operations and alpine search and rescue. • Develop Search Exercise regime with NSW Police to support the MoU. |

Strategy: Work with communities to strengthen their resilience against emergencies.

Target

- Increase community awareness and use of SES emergency assistance and self-help measures; this includes developing tools for families, businesses and institutions to create their own flood plans.
- Produce community FloodSafe guides.
- Develop and implement community education programs for flood, storm and tsunami.
- Produce community action and education guides, including FloodSafe/StormSafe.
- Conduct information and education seminars.
- Expand the coverage of the Community Education Officer program.
- Improve community safety and self-help options through enhancements to the SES website.
- Migrate the Business FloodSafe Toolkit to a web-based environment.

Strategy: Collaborate with other agencies to maximise the quality of service.

Target

- Complete joint pilot Storm and Flood Awareness Training Resource Kit with the Rural Fire Service and implement.
- Establish an MoU with Victoria State Emergency Service.
- Complete phase one and commence phase two of the roll-out of the Community First Responder program in conjunction with the Ambulance Service of NSW.
- Develop an MoU with NSW Police that accurately reflects our statutory responsibility and operational capability.
- Migrate remaining five road-crash rescue Units to the Rural Fire Service paging system.
- Review road-crash rescue audit process.
- Seek membership on the Control Room Committees established by the State Rescue Board Policy.
- Participate in multi-agency information management and information-sharing activities.
- Participate in multi-agency training forums.
- Participate in emergency management committees at all levels.
- Provide expert advice to councils developing or upgrading flood warning systems.
- Continue to develop partnerships with other state government agencies and local government.
- Commence implementation of CAD information sharing with other emergency services.

Main goal: Provide enhanced support to Units

Strategy: Improve Region and State Headquarters structures and procedures.

Target

- Conduct a conference for business managers and business service officers to discuss standard procedures across all Regions.
- Complete the Looking After People TRK and implementation plan.
- Assist in the transition of Subject Matter Advisory Groups into Capability Development Groups as part of the new Capability Development process.
- Complete Region restructure.
- Provide induction and orientation programs for new Region staff.
- Develop and implement a team-building workshop for six regions.
- Review 50% of State Headquarters standard operating procedures.
- Continue to refine and test the State Headquarters Business Continuity Plan.
- Finalise the paging and telecommunication manuals.
- Finalise the draft telecommunications plan.
- Develop an operational capability-based model to inform SES initiatives for determining future needs
- Review the operational capability and readiness process.
- Develop a system for managing the exercise process.
- Develop a response-vehicle recycling process.
- Continue the development of a repertoire of exercises.
- Refine standard operating procedures for media management at State, Region and Unit headquarters.
- Continue revision and enhancement of community service announcements based on volunteering profile.
- Continue the state-wide information technology hardware program.
- Continue the state-wide software licensing program.
- Continue to implement further RFA Online functionality and system features.

Strategy: Streamline administrative systems to reduce paperwork.

Target

- Conduct a Business Manager and Business Service Officers' conference to discuss standard procedures across all Regions.
- Controller Support Working Party to develop processes to streamline and reduce administrative paperwork.
- Assist Regions with the cleansing of all data in CHRIS/SES Online
- Enhance SES Online..
- Develop Human Services business process improvements and system enhancements and liaise with IT.
- Develop an OHS Hazard and Near-Miss reporting system.
- Develop a structure for the OHS Management System.
- Develop a global assets and inventory system.

Strategy: Make training easier.

Target

- Implement a new Learning and Development (L&D) planning cycle.
- Introduce L&D Area Planning committees.
- Complete the development and commence the implementation of the Controller Development Program.
- Develop and implement the Staff Development policy and procedure.
- Introduce a new pathway for Government qualifications including Certificate IV, Diploma and Advanced Diploma.
- Develop the Level One – Manage Operations Training Resource Kit, incorporating AIIMS.
- Continue to train operators in RFA Online.
- Develop more flexible learning strategies.
- Continue a training pilot to improve technological literacy skills, particularly in rural and remote Units.

Strategy: Raise public profile.

Target

- Continue enhancements to the State Emergency Service corporate website.
- Ensure effective relationships with the media.
- Monitor media coverage of SES roles and activities.
- Develop and produce state-wide initiatives and resources.
- Coordinate and resource StormSafe Week and National SES Awareness Week.
- Enhance organisational capacity to work with the media and the public.
- Rebuild FloodSafe website.

Strategy: Recognise and reward volunteers' commitment.

Target

- Seek funds to further support Local and Unit Controllers through implementing recommendations of the Controller Support Working Party.
- Determine eligibility and issue 10-year long service medals for members.
- Implement change to Registered Training Organisation scope for Training and Assessment qualifications.
- Represent the SES on National and State committees for the review of the Public Safety Training Package.
- The SES Awards Committee to meet quarterly and recommend awards.

Main goal: Create an improved structure that provides a better service

Strategy: Organise State Headquarters along functional lines that reflect the emerging needs of the organisation.

Target

- Establish a Logistics Branch Corporate Plan with a five-year strategy for improved service to clients.
- Realign the Strategic Coordination Group to a Strategic Coordination and Capability Development Group.
- Monitor the effectiveness of the new State Headquarters structure and recommend improvements.
- Finalise the restructure of the Emergency Risk Management Branch by designing and recruiting for the two remaining positions.

Strategy: Increase the capacity of Region headquarters to support the volunteer units.

Target

- Complete recruitment, induction and orientation of the 17 Region Learning and Development Officers and commence the recruitment of 10 Deputy Region Controllers.
- Identify enhancements for Human Services information systems and liaise with IT for development.
- Implement the Looking After People TRK.
- Research efficacy of introducing industrial Award for field staff.
- Review the flexible work hours system.
- Continue to develop operational information services for flood, storm and supporting roles.
- Enhance resources available for community-level media, public relations and education.
- Support Regions in major promotional events.
- Conduct ongoing education support and a strategic update program for Region community education officers and media officers.
- Support the Community Education Officer program across all Regions.

Main goal: Become a better resourced emergency service

Strategy: Seek budgets that enable the service to meet community and Government expectations.

Target

- Continue to seek funds appropriate for targeted projects.

Strategy: Attract new sources of funding.

Target

- Continue to explore alternate funding sources including sponsorships for appropriate activities.
- Develop individual SES and joint venture project proposals for the Natural Disaster Mitigation Program.

Main goal: Develop a modern organisational culture

Strategy: Reflect the communities we serve.

Target

- Mirror community diversity in our publications and education material.
- Explore means of communicating with people with disabilities and culturally and linguistically diverse groups.

Strategy: Foster an open and friendly environment.

Target

- Ensure all staff provide the best possible customer service, focusing on our volunteers.
- Introduce an Employee Assistance Program.
- Maintain the Critical Incident Support Program.
- Review the performance management system.
- Complete the Looking After People TRK and develop the implementation plan.

Strategy: Recruit and retain volunteers from diverse backgrounds.

Target

- Enhance marketing strategies to recruit and retain volunteers.
- Issue the recruitment guide to Controllers.
- Profile multiculturalism in all public communication products where appropriate.
- Develop a pilot program for indigenous membership in the North West Region.
- Engage with Muslim communities in Sydney Southern Region.

Strategy: Work with communities to determine community needs and expectations and how they can be met.

Target

- Through community consultation, capture lessons after significant flood or storm events.
- Apply flood intelligence to ensure community-specific risks are reflected in flood plans and community flood education.

Strategy: Continue development of emergency risk management processes.

Target

- Contribute to floodplain risk management and coastal zone risk management.
- Foster emergency risk management by participating in emergency management committees.
- Maintain the currency of flood plans through a risk-based review cycle.
- Support units and regions in refining media messages, advices and warnings.
- Maintain the currency of flood intelligence by reviewing and updating flood risk information.
- Continue to seek improvements to warning systems by augmenting message quality and delivery methods.

Strategy: Be innovative and consultative.

Target

- Examine innovative methods of procurement and streamline administrative processes. Include regional staff in planning for new accounting system including implementation and process flow.
- Continue to trial new information services and emerging technologies with Unit volunteers.
- Implement Controller Development and Staff Development Programs.
- Continue to incorporate geographic information system outputs in Service-wide plans.
- Implement a salary packaging scheme including vehicle packaging.
- Establish the GIS User Group.
- Explore opportunities for the introduction of youth traineeships/cadetships within the Service.
- Broaden the scope of the Strategic Coordination Group to the Strategic Coordination and Capability Development Group to encompass capability development.
- Ensure the Service takes up opportunities to contribute to state and national research and development initiatives.
- Realign and rename Subject Matter Advisory Groups to Capability Development Groups.
- Ensure external input is actively sought for all planning and educational processes and products.
- Establish Training Advisory Groups in all SES capability areas to address training.
- Investigate partnerships with other government agencies for shared corporate systems.
- Enhance SES Online vehicle/boat modules.

Critical areas for future years.

Critical areas in the next few years will be as follows:

- Complete the introduction of the Australasian Inter-Service Incident Management System (AIIMS) at Region level.
- Develop a Memorandum of Understanding with NSW Police that accurately reflects our statutory responsibility and operational capability.
- Establish a Memorandum of Understanding with Victoria State Emergency Service.
- Develop a total telecommunications plan for all levels of the SES.
- Complete phase one and commence phase two of the rollout of the Community First Responder program in conjunction with the Ambulance Service of NSW.
- Strengthen our telecommunications facilities with a standard operating environment, Business Continuity Plans and Business Resumption Services, to better support SES operational responses, under the SES Customer Contact Strategy.
- Continue the development of the Rural Fire Service/State Emergency Service paging system.
- Develop an operational, capability-based model to inform the strategies of the Service to meet future needs.
- Continue the Information Management and Technology Program to deliver improved information systems, infrastructure and training.
- Maintain RFA Online to ensure optimal performance and deliver additional functionality to improve the management of operations.
- Investigate the most cost-effective disaster-recovery mechanisms for SES systems.
- Commence an update of SES Online to improve functionality by taking advantage of advances in technology.
- Deliver the 24/7 Operational Communication Centre module of RFA Online.
- Continue the State-wide Hardware and Network Program for our information-technology capability.
- Deliver a web-enabled version of the Business FloodSafe toolkit.
- Work within a whole-of-government framework to deliver cost-effective information-management solutions.
- Implementation of a state-wide geographic information system that will deploy mapping capability to Regions and Units and integrate with the operational management system and the Bureau of Meteorology systems.
- Work within the emergency services sector to improve information sharing between agencies during major disasters.
- Complete the construction of the Macquarie Region Headquarters.
- Redevelop and let a new flood rescue boat contract.
- Implement the flood rescue boat allocation policy as developed by the Flood Rescue Boat Working Party.
- Examine improved technologies for asset, plant and inventory management through a trial of radio frequency identification tags and barcode technologies.
- Develop, through use of the Service's equipment calculator, procurement strategies that will achieve minimum equipment levels.
- Develop strategies to better support volunteer Controllers through lessening administrative workloads.
- Implement a revised financial and accounting package (SAP).
- Review and update Finance and Administration Manuals.
- Continue to explore alternate funding opportunities for the Service.
- Complete the Region restructure to provide the volunteers and New South Wales community with an enhanced operational and administrative structure that will reduce the administrative burden on our volunteer Units.
- Implement the capability development model, and establish Training Advisory Groups to ensure new capabilities are captured in the curriculum.
- Enhance the functionality of the human resources and training information system to optimise the use of human resource and training information for volunteers and staff.

- Implement a Controller Development Program to enhance the skills of volunteer Controllers and to provide a succession pathway for future Controllers.
- Implement a staff development program to enhance staff members' ability to support volunteers.
- Implement an OHS Management System to improve all members' safe work practices and to reduce and control risk.
- Introduce leadership development in all levels of the organisation to enhance the ability of the SES to assist the community in times of crisis.
- Work with the Department of Natural Resources (DNR) to initiate a detailed tsunami risk assessment project for vulnerable coastal communities. This will build on the current SES/ DNR tsunami hazard project identifying the likely sources of tsunami that could reach the NSW coast.
- Develop a Tsunami Risk Intelligence System to prepare for the results of detailed risk assessment and the implementation of the Australian Tsunami Warning System over the next few years.
- Develop SES Regional Tsunami Sub-Plans to complement the State-level planning already undertaken.
- Redesign the SES Regional Flood Sub-Plans to bring them into line with the updated model now being used for local community Flood Sub-Plans.
- Continue to focus on interaction with schools, supplementing the high school geography curriculum and the materials for primary school students emphasising safety.
- Continue to develop a program to provide a network of community education officers who facilitate community engagement in preparedness and safety awareness.
- Implement a media engagement program using a nucleus of volunteer media officers, selected and trained for the task, to raise the Service's media profile in the metropolitan area during periods of non-operational tasking.
- Continue to engage culturally and linguistically diverse communities to ensure that they are aware of the flood and storm risk in their community and can take steps to minimise their risk.
- Continue the development of a program to recognise and acknowledge the part played by supportive employers in the vital role of our volunteers in maintaining their community safety and wellbeing.
- Seek additional community partnerships to enhance the recognition of the vital role our volunteers play in maintaining their communities' safety.



Part 4

Operations

The SES has developed an in-house operations management system to better support the people of NSW.

The SES continues to develop its operational capability, in particular the ability to synchronise and orchestrate activities on a state-wide basis. A change in the operational ethos toward a more proactive approach in preparing for significant events has improved SES responsiveness. The end result is a higher level of operational readiness and agility, designed to meet the needs of the people of NSW.

Overview

The raison d'être of the SES is its responsibilities in storms and floods. All SES operational capability is developed to meet these needs. However, the SES is a diverse organisation and its volunteers operate in many different environments and, embedded within its core responsibilities, is the capacity to respond across the wider operational continuum. The *State Emergency Service Act* was amended in 2006 to better reflect the emerging needs of the Service and



to more accurately represent its responsibilities. The volunteer, well-trained and equipped, is the bedrock of the SES operational response capability. While the predominant volunteer operational response relates to the Service's combat agency responsibilities for floods and storms, SES volunteers are also routinely called upon to assist NSW Police, firefighting services and community groups.

The SES has developed an in-house operations management system to better support the people of NSW. This has been undertaken along with the refurbishment of the State Operations Centre. This move to a more technically sophisticated system improves response times, provides enhanced situational awareness and better enables the SES to manage large operational events. The increased capacity to respond is matched by an increased ability to report operational information to Government, other emergency services and the media. The SES continues to develop, in partnership with the NSW Bureau of Metrology, better ways of displaying information relating to weather events.

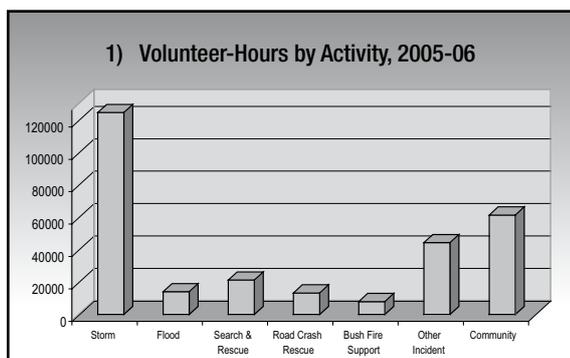
The Operational Year

Paradoxically, although requests for assistance in both floods and storms were significantly lower in 2005-06 than in previous years, this was the sixth-busiest in terms of operational activity in the last decade. The ongoing drought and the low number of damaging storms in the metropolitan area were factors that contributed to a lower operational tempo. Set against this was the number of labour-intensive evacuations conducted as part of our flood operations and the fact that many storm jobs related to large trees down. While there was no single event of major consequence, the operational year was characterised by an ongoing requirement to support sustained moderate events across the state.

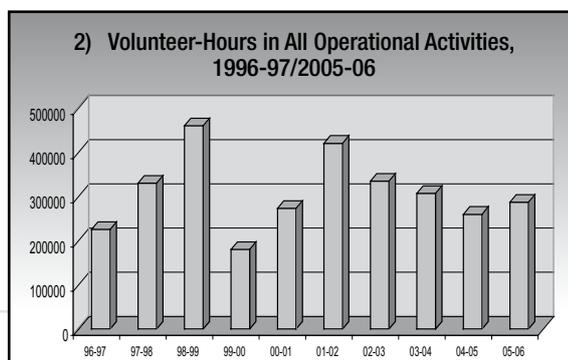
The number of search-and-rescue tasks and the volunteer-hours dedicated to this activity were the third-highest over the decade. Rescuing people involved in road crashes placed a high demand on the professional services of the SES, although the trend toward lower activity levels in road-crash rescue continued, with this year representing the third-lowest activity level in the last 10 years. Notwithstanding the drought, bushfire support was surprisingly low, in line with the third consecutive year of reduced fire operations across the State.

The SES volunteer commitment to non-operational community service has remained almost stable across the decade, and support to other incidents in 2005-06 was at the highest level of the last decade.

Graph 1 summarises the work carried out by SES volunteers for different types of operational activity during 2005-06, and clearly shows the high level of response to rainstorm operations, other incidents and community activities.



Graph 2 represents the hours SES volunteers committed to operational activities of all kinds, year by year, over the past decade. For this period, the number of volunteer-hours committed in 2005-06 was 286,942. This is close to the average base level of annual operational activity for the last decade. This is even more apparent when events like the Sydney hailstorm of 1998-99 and the Wollongong windstorm of 2001-02 are excluded.



Storms

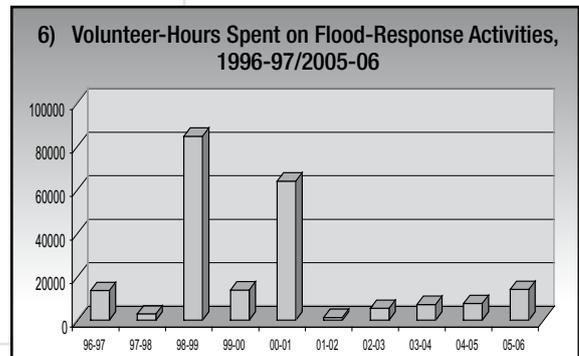
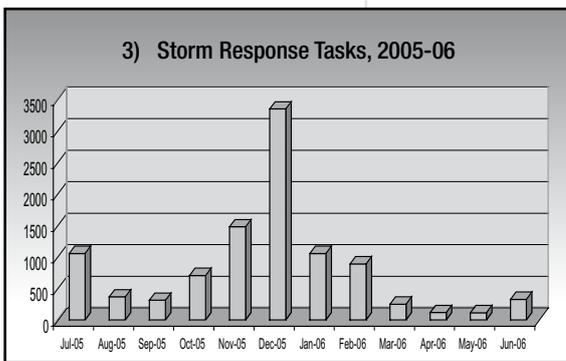
As the designated combat agency for storms, the SES provides the operational control and coordination of all storm activities across the state. The SES conducts its storm operations on a decentralised basis, with the focus of control shifting from Unit to Region and ultimately State, depending on the size and complexity of the operation. Storm damage response operations almost invariably require considerable additional resources, and many operations were well supported by the NSW Fire Brigades, the NSW Rural Fire Service, the Department of Community Services, local councils and the Volunteer Rescue Association.

For 2005-06, activity during the official "severe thunderstorm season", which runs from 1 October to 31 March, was much reduced compared to the previous year. The SES received only 8,617 requests for assistance for this period, in contrast to the 2004-05 season, which generated 16,200 requests. The trend to a lower number of requests continued outside of the severe thunderstorm season. SES volunteers were only really challenged over the month of December. Interestingly, few large storms occurred over the metropolitan area, with 55 percent of all requests for assistance recorded in country areas outside Newcastle, Sydney, Wollongong and the Central Coast. Major storms occurred in the country communities of Broken

Hill, Albury, Ballina, Casino, Lismore and Woodburn. Graph 3 shows the monthly distribution of storm-related work over the past year, during which the SES managed more than 9,992 storm related tasks. While total requests for assistance were down significantly, the number of volunteer hours provided was only slightly down. This is due to the fact that many of the requests for assistance for the Broken Hill storm were for large trees and the storms in the far north of the state were attended to in 40-degree heat and high humidity levels, which required careful management of volunteers' wellbeing. These storms constitute the most notable events for the year, but many other storms caused severe localised damage.

Floods

The continuing drought in NSW resulted in a relatively quiet year in terms of flood operations. Volunteer-hours spent on flood-response activities has slowly increased over the past five years, but is still well below the levels of 2000-01 and 1992-99. The increased activity rate in 2005-06 was due to the labour-intensive evacuation operations required for several floods during the year. Graph 6 shows the comparisons of activity measured in volunteer-hours for the last 10 years.

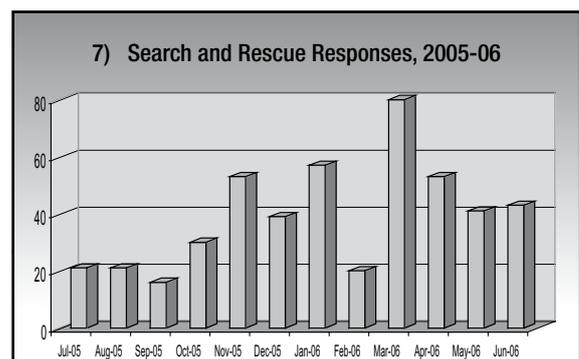
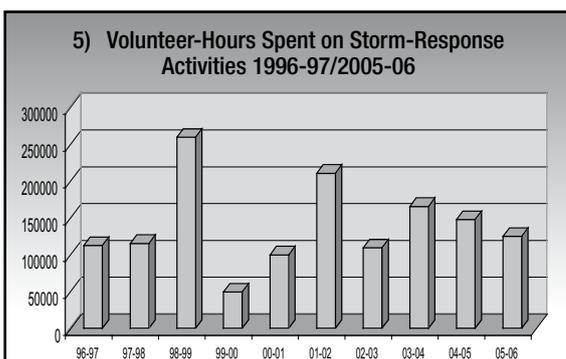
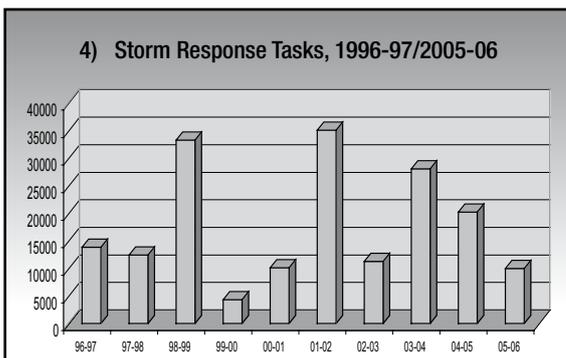


Graph 4 and Graph 5 show the number of storm tasks and volunteer-hours for 2005-06 compared with the previous nine years.

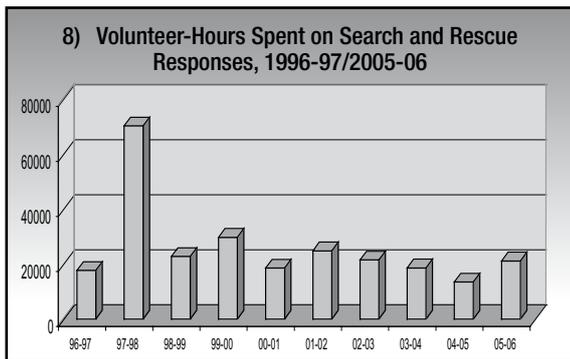
Search and Rescue Activity

The SES assists NSW Police, the lead agency for search and rescue, by regularly contributing trained personnel, communications, catering, and lighting. There is a continuing strong demand for this support. Searches included those for missing persons and for forensic evidence. In addition, the SES provides highly trained and experienced air observers to the Australian Maritime Safety Authority to assist in searches for missing aircraft, ships and boats.

Graph 7 indicates the number of search and rescue activities on a month-by-month basis during 2005-06.



to search and rescue support has tended to remain relatively even over the last decade. This year represents the third-busiest over the last decade. The exception was the 1997-98 financial year, when there was a massive SES involvement in the response to the Thredbo landslide.



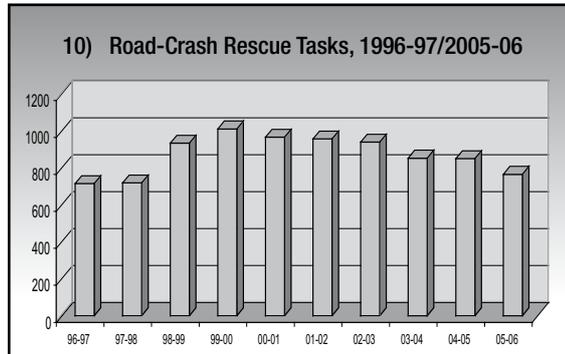
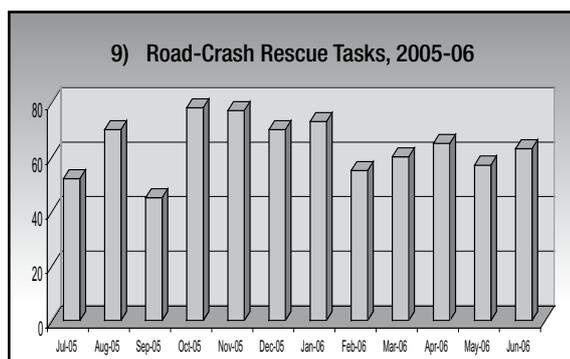
Road-crash Rescues

The SES undertakes road-crash rescue on behalf of the NSW Police in many parts of the state. There are 91 SES Units accredited by the State Rescue Board for this task.

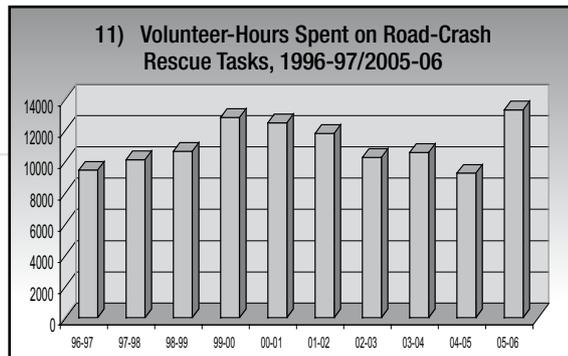
During the year, the volunteers of these Units responded to 765 road-crash rescue tasks, an average of 14 call-outs per week and 63 per month.

Graph 9 shows the road-crash rescue tasks to which the accredited Units responded in each of the months of 2005-06.

Graph 10 shows road-crash rescue tasks performed by the SES over the last decade.



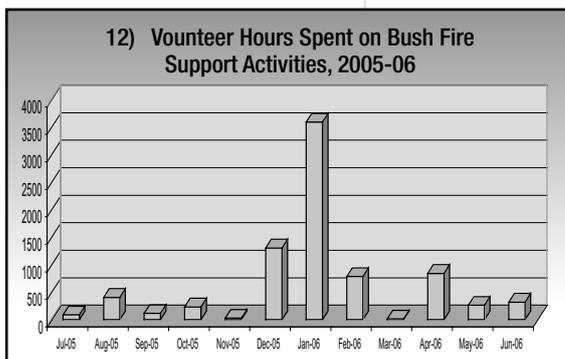
Graph 11 shows the volunteer-hours spent on road-crash rescue tasks over the past decade.



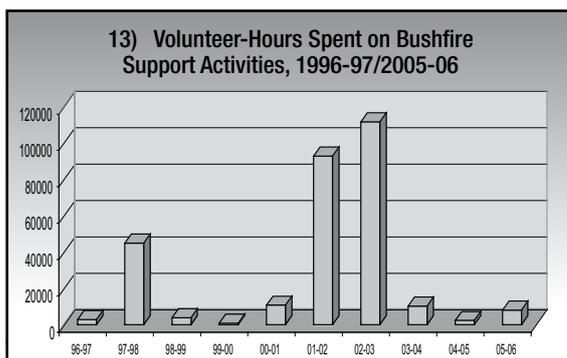
Bushfire Support

The 2005-06 year continues the recent trend of other agencies requiring SES assistance in bushfire support. Tasks included area control, helicopter refuelling, doorknocking, pamphlet dropping, communications, transport, catering, evacuation and other work.

Graph 12 demonstrates the monthly volunteer-hour commitment to bushfire support for the year. The commitment during December and January represented 61 percent of the year's total due to extreme weather and the incidence of many fires across the State.



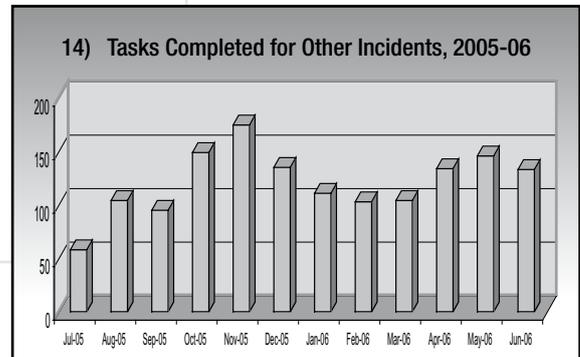
Graph 13 shows volunteer-hours spent on bushfire responses over the last decade.



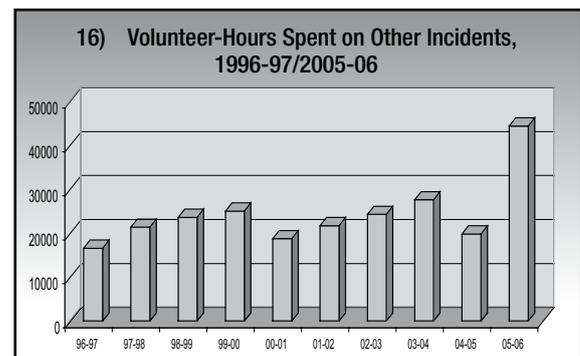
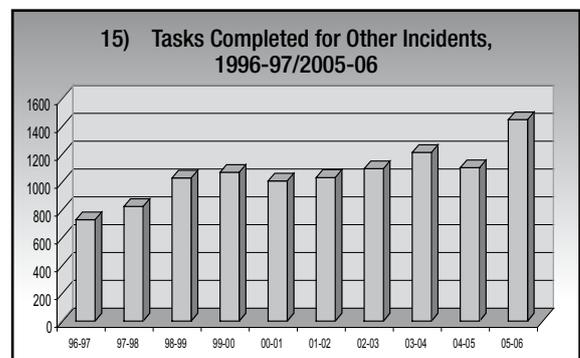
Other Incidents

SES volunteers regularly participate in nationally accredited training programs and are provided with specialised equipment and practical leadership skills. This ensures that professional support and assistance can be provided to other emergency services across a very wide range of non-core SES activity

Graph 14 depicts the monthly involvement of SES volunteers in other incidents.



Graph 15 and Graph 16 show the total tasks performed and the volunteer-hours contributed to "other incidents" during 2005-06 in comparison with the past nine years. Both graphs show an increase in the level of demand for SES involvement over this period. The increase in tasks and volunteer hours in 2005-06 is partly explained by a better reporting system, which captures all support activities

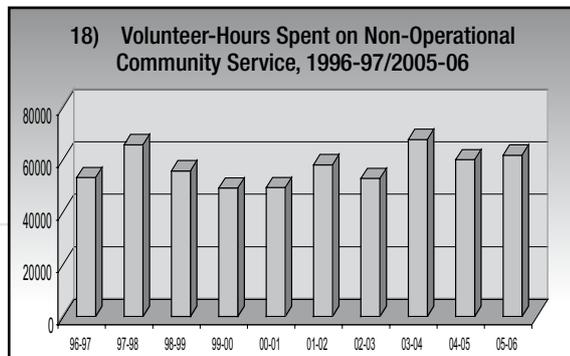
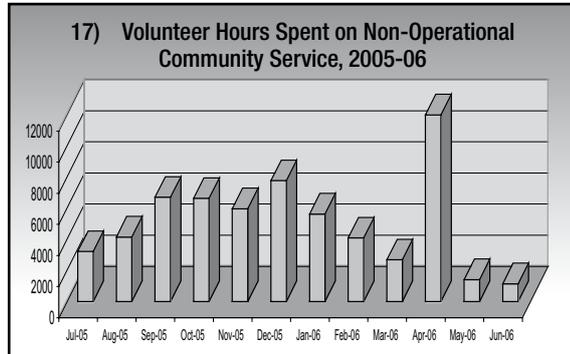


Non-emergency Community Service

SES volunteers' organisational ability and communications skills are often requested to assist in community-based functions through participation at fetes, displays and sporting events. Our volunteers are keen to use these opportunities to cement the connection between the local Units and their communities. These events encourage future volunteer membership and community sponsorship and provide visibility for the Service in non-operational times.

During 2005-06, SES volunteers were involved in a wide range of activities, including helping with the organisation of parades and marches, supporting charity events (such as Clean Up Australia Day), staffing Driver Reviver sites, providing crowd management and communications at sporting events (such as the Sydney Marathon and the Sydney-to-Hobart Yacht Race) and assisting at many community fairs, shows and events. Most Units and Regions also spent many hours conducting community-education and public-relations activities.

Graph 17 and Graph 18 show volunteer-hours given to non-operational community service on a month-by-month basis for the year in review and comparisons with the previous nine years.



Part 5

Emergency Risk Management

The primary function of the ERM Branch is to develop options for emergency management risk treatment for floods, storms, and now also tsunami.

Overview

The Emergency Risk Management (ERM) Branch combines a Planning Section and a Public Communication Section into a single business unit. The ERM Branch is also responsible for the ongoing management of the Hawkesbury-Nepean project.

The primary function of the ERM Branch is to develop options for emergency management risk treatment for floods, storms, and now also tsunami. These options are intended to deal with what is sometimes referred to as the continuing risk: that part of the risk spectrum that cannot be reduced or eliminated (by, for example, locating development away from a source of risk or installing physical mitigation measures such as levees).

In the emergency management context, risk treatment focuses on preparing for the impact of floods, storms, and tsunami. To avoid a narrow response-only focus, the SES also provides input to land-use planning to help ensure that development does not create future



risk beyond the capability of emergency management. Preparation for floods, storms, and tsunami covers planning for warning; evacuation; the immediate welfare of people affected; the resupply of isolated communities; and the rescue of people trapped by the event.

For planning to be effective, the participants must be aware of their own and other participants' roles and responsibilities. This is especially true in the case of the communities exposed to the risks. To that end, in addition to its planning work, the ERM Branch has a strong focus on community education for floods and storms and on the management of the SES's relationships and interaction with the media. The design of community education for tsunami has only recently begun, and is linked to national-level activities and funding.

Planning

Overview

Two significant planning milestones were achieved this year: the completion and endorsement of the first NSW Tsunami Emergency Sub-Plan and the revised Hawkesbury-Nepean Flood Emergency Sub-Plan. (The latter of these is discussed later in the separate Hawkesbury-Nepean project section.) In addition, the ERM Branch further refined GIS-based flood intelligence tools; provided technical input to 49 community FloodSafe guides; reviewed 41 local flood plans; updated 19 flood intelligence cards; and presented papers to flood and natural hazard management forums. More than 200 SES personnel, mostly volunteers, participated in scenario-based flood exercises. The demand from local government councils and other agencies for SES advice and assessment of floodplain development proposals was at its highest level to date.

Activities

Planning and Research staff undertook flood planning, flood intelligence, floodplain risk management, flood-management training, and support to flood-response operations. This required a high level of collaboration with staff and volunteers from SES Regions, SES volunteer Units and other agencies. There was a continuing focus on important strategic issues, such as climate change research, flood mitigation, risk assessment and floodplain risk management.

Community Flood Plans

Complete reviews were undertaken of 41 local flood plans; a number of these were endorsed by Local Emergency Management Committees (LEMCs). Review work continued on other plans that will move to the endorsement phase in the 2006-07 year. The year

also saw the start of a significant project to undertake an administrative review of every flood plan in NSW, reflecting changes in local government boundaries and the many name changes for government and non-government organisations. In this financial year, the foundations for the project were established. The efficiency and effectiveness of this review have been greatly enhanced by an automated data retrieval and mail-merge process developed jointly by the SES Planning and GIS sections.

For the communities of NSW, the rainfall patterns during the reporting year were a mixed blessing, with drought conditions in most areas resulting in only a few significant floods. Despite the low incidence of floods, some local flood sub-plans were tested during the year through either the conduct of flood-response operations or the activation of flood-warning services.

Twenty-five dam safety emergency plans, produced by State Water Corporation, Sydney Catchment Authority, the Department of Commerce or local government dam owners, were reviewed. In some cases, this required the review of the complementary warning and evacuation annex in the SES local flood sub-plan.

NSW Tsunami Emergency Sub-plan

The first NSW Tsunami Emergency Sub-plan was endorsed by the State Emergency Management Committee (SEMC) in December 2005. This milestone was the culmination of several years of intensive research and investigation into a hazard which is possibly still underrated by the community. The State plan now forms the basis for the development of complementary regional tsunami sub-plans for the seven SES coastal Regions over the coming years. The SES and the Department of Natural Resources have been granted funding under the Natural Disaster Mitigation Program (NDMP) to undertake an initial phase of a longer-term tsunami risk assessment for NSW in 2006-07.

Flood Intelligence

A total of 19 flood intelligence cards were revised, mostly in association with the review of local flood plans. Information was collected to provide input to flood intelligence and planning reviews in communities where local flood plans were tested during actual responses to flood warnings and where flooding actually occurred.

Further enhancements were made to the GIS-based spatial display for the Georges and Hawkesbury-Nepean rivers, with the granting of additional funding under the Natural Disaster Mitigation Program (NDMP) for this project. The application can now display properties likely to be affected based on flood-prediction levels, rather than so-called design floods, and assists both planning and response management. In a complementary project, funded by the NDMP, the SES has begun a collaboration with Richmond Valley Council to apply the technology to the Richmond River area.

Flood Warning

The SES conducted several community surveys that included questions about attitudes to flood-warning services. In general, the community considers that flood warnings are well managed, but the surveys have identified areas for improvement. These include continuing to better target warnings to target groups within flood-threatened communities. A major achievement in this regard has been the development of the Business FloodSafe Toolkit, which helps businesses develop a flood-warning and response plan, linked to the flood levels that pose a specific risk to their assets and activities.

Through its role on the State Mitigation Sub-Committee of the SEMC and the State Assessment Committee for the NDMP, the SES has also contributed to the development of project proposals for flood warning and related projects in 33 local government council areas.

Floodplain Risk Management

The SES responded to floodplain risk management issues in the local government areas of Wollongong City, Shellharbour City, Bathurst City, Griffith Shire, Wagga Wagga City, Wellington Shire, Shoalhaven City, Penrith City, Parkes Shire, Hawkesbury City

and Wollondilly Shire, as well as the Lake Illawarra Authority. The SES provided expert flood emergency management advice to Department of Planning on the Penrith Lakes Development proposal and the Sydney metropolitan northwest sector planning. Through its membership on the State Assessment Committee, State Mitigation Assessment Committee and State Mitigation Sub-Committee, the SES contributed to the allocation of funds for flood-mitigation works and other local projects such as community education and warning-systems development.

The SES also contributed to the Australian Building Codes Board Project on flood standards for new residential buildings in flood-prone areas and to the work of the Insurance Council of Australia to develop flood insurance cover under domestic insurance policies. Submissions were also made to community consultation processes for the Pacific Highway Kempsey Bypass and Urbenville Bypass projects.

Working with the Department of Natural Resources, the SES has further developed a technical guideline (Guideline Number 14) to assist consultants undertaking floodplain risk management studies for local government councils.

The SES was a major contributor to the 2006 Annual Conference of the Floodplain Management Authorities of NSW, presenting several technical papers, as well as two sessions at a pilot training course for local government staff and elected officials. Briefings on flood and planning activities were provided at each of the Authorities' quarterly meetings.

Climate Change Research

There has been little activity directly involving the SES at the strategic level on climate change in 2005-06. The SES remains in contact with the NSW Greenhouse Office, awaiting the outcome of some of the projects that are under way.

Flood Workshops and Exercises

The very successful flood exercise series, dubbed Exercise Nevagazunda, has continued. Planning staff have reworked the original exercise suite to include a planning scenario to add to the existing flood response scenario. The exercise package uses an entirely hypothetical geographical location, which

prevents participants from becoming focused on local details, reducing the tendency for dominance by individuals who may know an actual location very well. Participants find they can more easily consider innovative options and focus on concepts and principles. They can apply these new skills to actual floods in their own real-life areas. About 200 new participants undertook the exercises during the year.

The SES also participated in many external exercises conducted by State, District, and Local Emergency Management Committees, and also exercises around major water-storage dams, including Copeton and Glenbawn.

Planning-related Activities

The Planning Section continues to provide one of the four NSW State representatives on a series of national working parties to implement Council of Australian Governments recommendations aimed at developing the National Risk-Assessment Framework and the Emergency Management Information Development Plan (data-management standards).

Planning staff wrote and presented papers on elements of best practice related to flood, storm and coastal-erosion emergency management. Events included the World Conference on Disaster Management in Toronto, Canada and the NSW Floodplain Management Authorities Annual Conference in Lismore. The SES also presented two technical sessions in a workshop for floodplain management professional development held in conjunction with the FMA conference.

As in previous years, SES Planning and Research staff were invited to deliver lectures on practical case studies for students at activities sponsored by the Emergency Management Australia Institute (EMAI). These included courses on Implementing Emergency Risk Management and Undertake Emergency Planning (Evacuation). Newer members of the Planning staff also attended as students on various EMAI courses.

The Future

Several important projects will be undertaken in 2006-07. One major initiative will be to update and modernise a large number of older SES flood sub-plans which are mostly operationally sound but not written in the current plan format and language. The SES will work with the Department of Natural Resources to

initiate a detailed Tsunami Risk Assessment project for vulnerable coastal communities. The SES will also start development of a Tsunami Risk Intelligence System. Regional planning will focus on development of SES regional tsunami sub-plans and the redesign of SES regional flood sub-plans. The NSW State Storm Sub-Plan and the NSW State Flood Sub-Plan also require review in 2006; these major projects will involve extensive consultation with stakeholders.

The Hawkesbury-Nepean Project

Overview

The SES has continued to build on the work of previous years under the Hawkesbury-Nepean Flood Management Strategy adopted by the NSW Government in 1997. Construction commenced under the Roads and Traffic Authority for the South Creek High Level Flood Evacuation Route, the fully revised Hawkesbury-Nepean Flood Emergency Sub-Plan was endorsed and the first of a series of flood-simulation exercises was conducted. Upgrading and maintaining local government-based SES Units also continued. The demand on the SES to contribute to ongoing floodplain risk management activity has not lessened and requires significant SES resources.

Activities

The Hawkesbury-Nepean project has six main areas: the review of flood emergency plans; the development of flood intelligence; the development of flood-warning systems; community flood education; improving operational readiness for community safety; and communications systems. A review of communications systems was completed in 2003 and is now maintained under a general state-wide communications program. The five remaining active project areas, along with ongoing floodplain risk management activity in the valley, are discussed below.

Review of Flood Emergency Plans

A major part of this project area is now complete. The Hawkesbury-Nepean Flood Emergency Sub-Plan, which has undergone complete revision under this Strategy, was endorsed by the State's peak emergency-management body, the SEMC, in December 2005. This endorsement marks the end of an exhaustive process,

encompassing more than seven years of consultation, research, risk assessment, strategy development and documentation. In addition to the Sub-Plan, the SES has worked with NSW Health to help develop its Hawkesbury-Nepean Supporting Plan.

In line with established planning best practice, a series of flood exercises – collectively dubbed “Exercise Unicorn” – was conducted to test the new plans. Unicorn 1 was held to test the SES’s internal operational arrangements. Exercises were also held with NSW Health and the Department of Community Services. A major multi-agency exercise is planned for 2006-07.

The supporting SES local flood sub-plans remain under review, taking into account flood-risk data from various recent flood studies (including Penrith City Overland Flow, Hobartville, South Creek and the Lower Macdonald River Flood Studies). The SES worked with Railcorp, the local council and the RTA to develop design specifications for the upgraded rail crossing over the Cox Street level crossing, a critical flood-evacuation route linking South Windsor to the new South Creek Crossing high-level evacuation bridge. The SES also sits on the South Creek Crossing Community Liaison Group, which meets monthly to ensure community input into the construction project. This process has already proven its worth in improvements to the design to meet community needs.

The flood-evacuation modelling and planning developed under the Hawkesbury-Nepean Flood Management Strategy received further international recognition with an invitation for a presentation at the World Conference on Disaster Management in Toronto, Canada in July 2005.

Flood Intelligence

The application of GIS technology for interpreting complex flood-model data has continued through the pilot projects based on the Hawkesbury-Nepean and Georges River valleys. Both projects have resulted in useful planning and operational tools that can translate predicted or estimated flood heights into approximate maps of likely flood extents. More refinements are planned for 2006-07. The SES GIS Section has continued to collect large amounts of data,

ranging from underlying map detail to databases of assets and resources managed by other agencies (such as the departments of Health and Education) that will be useful in planning and responding to floods. Flood data for this system has also been obtained from Penrith City Council.

The Region’s GIS capability has been expanded to include new mapping software at Penrith City, Blue Mountains City, and Hawkesbury City SES Units.

Flood Warning Systems

No significant work is necessary in this project area at this time. Warning procedures have been further refined and flood-plan reviews have focused on the implementation of the warning strategies identified in previous years. In the earlier years of the Hawkesbury-Nepean Project, a detailed assessment was made of available warning technologies. This work is being reviewed under the Tsunami Planning project; the review will conclude during 2006-07.

The work to design and implement mobile public address systems has been somewhat slower than expected, due to the focus on completing the flood plans. Despite this, several prototype models were tested during the year. The design specifications will be finalised and installation carried out in 2006-07.

Community Education

Volunteers, with the support of Region staff, mounted impressive public SES displays, including the biggest regular event on the calendar, the Hawkesbury Agricultural Show. The SES display won the Exhibitors Award. In addition, the members of the Hawkesbury City SES Unit staged the very successful Rescue Expo 2006.

Business FloodSafe Planning Toolkit

This toolkit was developed under the Hawkesbury-Nepean project and the NDMP to help businesses prepare a flood-response and recovery plan. The quality of the toolkit has been recognised through selection as the winner in the NSW section of the Emergency Management Australia (EMA) Safer Communities Awards (Pre-Disaster Category) The toolkit went on to be awarded a “highly commended” in the national finals.

Home FloodSafe Planning Toolkit

To complement the Business FloodSafe Toolkit, a domestic version, the Home FloodSafe Toolkit, is being developed under funding from the Hawkesbury-Nepean project and the NDMP. This should be completed in 2006-07.

Improve Operational Readiness for Community Safety

Operational improvements have been made to the Media Information Management Centre at Sydney Western Region headquarters, and data projection in the Operations Centre has been enhanced by upgrading audiovisual equipment. Electronic data and data projection were also upgraded in the Sydney Northern Region headquarters, which looks after the lower Hawkesbury valley (below Wisemans Ferry).

To ensure sustainable operations during periods of power loss during major floods, an Uninterruptible Power Supply system were installed at Penrith City and Hawkesbury City Unit headquarters. The emergency power generators at Mt Druitt and Baulkham Hills were upgraded to new 80kVA and 100kVA units respectively.

Two new flood rescue boats (punt-type) were purchased and undercover storage was enlarged at the Hawkesbury City SES Unit headquarters. There are now 24 modern flood rescue boats available for Hawkesbury-Nepean flood operations. The telephone systems at Sydney Western Region and at Hawkesbury City SES Unit headquarters were upgraded to increase their incoming call capacity and to add Interactive Voice Response menus. This will help callers during floods and storms to reach their specific information source more efficiently.

Regional Floodplain Risk Management

In an acknowledgement of the importance of emergency management in the overall task of floodplain risk management, the SES has contributed literally hundreds of hours to regional floodplain risk management activities in the Hawkesbury-Nepean valley. The Penrith Lakes Development is moving towards the milestone of public exhibition of the amended Regional Environmental Plan. This process has hinged almost entirely on the investigation of flood-evacuation issues.

The demand on the SES to provide advice to

Hawkesbury City Council to resolve land-use planning issues, especially concerning the contentious Bligh Park North area (also known as the South Windsor Extension), has not eased. In addition, the SES has been required to investigate proposals for variations to existing development approvals for Waterside Green (near the Penrith Lakes site) and Pitt Town. Involvement continues in the planning for the massive Sydney Northwest Sector land-release area.

The Future

Activity will focus on finalising the design and installation of mobile public address/warning technology and continuing input to the floodplain risk management process (especially the Penrith Lakes Development and the Northwest Sector). The completion of local flood sub-plans for Hawkesbury and Penrith will also be a high priority. Testing and enhancement to the GIS Flood Display will also be undertaken. The Unicorn flood exercise series will continue with a multi-agency exercise planned for July 2006 and a full SES internal exercise planned for August 2006.

The Business FloodSafe Toolkit has been finalised and will be officially launched in the Hawkesbury-Nepean in 2006. Approval has been granted for funds under the NDMP to develop the Business FloodSafe Toolkit concept into a Home FloodSafe Toolkit. Funds have also been approved under the NDMP to develop a web-based version of the Business FloodSafe Toolkit.

Public Communication

Overview

Working with the Public

The SES is committed to building resilient communities where SES staff and volunteers can work in partnership with the people they serve. People who are aware of the flood and storm threat in their area, and know the basic safety measures they can take to help themselves, are an asset to the volunteers. The aim is to educate people about storm and flood safety and to warn and inform them in order to strengthen their resilience in severe-weather emergencies.

Every day, the SES conducts planning and training, local media awareness campaigns and community

education presentations. The SES aims to ensure that its 10,000 volunteers throughout the state have the support they need to meet the goal of building safe communities.

The SES restructure program, which began in 2004-05 and continued this year, has helped the Emergency Risk Management Branch to enhance its planning work with a strong focus on community education for floods and storms and on the management of the SES's interactions with the media.

Activities

During 2005-06, the SES continued to focus on refining the programs and initiatives of recent years. The Public Communication Section of the ERM Branch has continued to support the SES corporate goals on many fronts. Public relations and community education play an important role in empowering the Units and Regions to use their close ties with their communities – one of the SES's greatest strengths – to help build community resilience. Apart from working with the media in what has been a relatively quiet year operationally (with the only notable events being the Lismore Floods which carried into early July, the Molong and Eugowra Floods in November and the storms which ripped through Broken Hill in November and December), the Section provided support to November's 50th Anniversary celebrations in Sydney and across the State, the State and National Rescue Competitions in the latter half of 2005 and numerous other community-based activities. Some of the notable achievements during the year included:

- *Working with communities to strengthen their resilience against emergencies*

SES staff and volunteers continued the work of increasing community awareness of how to get help from the SES during flood and storm emergencies, but more importantly how to help themselves prepare for and cope with these emergencies. The SES produced and updated its series of community-specific and generic FloodSafe and StormSafe brochures, incorporating their translation into six ethnic languages as a specific project with a local government authority.

The Business FloodSafe Toolkit has proven to be a very popular resource aimed at business-continuity planning and was successfully tested and presented to a large number of flood-prone businesses across the state in a series of breakfast workshops. As an adjunct to this program, the SES received funding under the NDMP for the production of a similar resource aimed at the domestic market, and commenced the production of a Home FloodSafe Toolkit which will be tested and rolled out in 2006-07. Under the umbrella of the Prime TV Network Community Partnership, the SES produced and aired two new community service announcements covering flood safety, which have continued to maintain a high public recognition factor and awareness for the SES and the contributions of our volunteers in regional New South Wales. The SES continued the program of assisting local Units to engage with their communities by providing a higher standard of display material to enhance their professional image within their communities, and designed four trailers to enhance the standards of public-education displays in the community. Three were funded by a grant from the National Emergency Volunteer Fund under the Working Together to Manage Emergencies program; the fourth was funded by O'Brien as part of their continuing partnership to support our volunteers. We have continued the program of FloodSafe and StormSafe community-education events and campaigns at the local and state levels; including ongoing collaboration with councils and liaison with Aboriginal groups and Safe Community committees.

- *Forging Community Partnerships*

To further enhance the community support program, 2005-06 saw the consolidation of the SES's two significant community partnerships. O'Brien confirmed its ongoing support for the SES by continuing their major equipment sponsorship deal, while the Prime Television Network continued its support with community advertising programs and, more importantly, ongoing community education programs based on flood-safety messages.

- ***Enhancing organisational capacity to work with the media and the public***

In late 2005, the Public Communication Section conducted the Public Awareness Survey in four NSW communities, to identify a starting point for future education and safety programs. Funded by the NDMP, the survey was conducted by GNS Science in late 2005. Survey results are expected in early 2006-07 and will be used in strategic planning for future community safety programs. This year also saw revisions to the scope of the Training Kit for volunteer media officers. The new format and content will be tested in early 2006-07 before full implementation. Operational media procedures were analysed and tested during the July Lismore flood and in Molong and Eugowra in November, with a focus on providing more timely support to Regions and Units in the field by sending a full-time media support officer to the affected area, assisted by selected volunteer media officers. State Headquarters continued to provide support for Region and Unit media and community education officers, including maintaining a 24-hour point of contact for the media; providing resources such as pro-forma releases, presentation scripts and an Internet-based discussion list; and ongoing consultation.

- ***Collaborating with other agencies to maximise quality of service***

SES staff and volunteers participated in the media function of multi-agency exercises, participated in state- and national-level conferences and served on various emergency-management committees concerned with reaching the public before, during and after emergencies: the Public Information Functional Area Committee, the Community Safety Working Group of the Australasian Fire Authorities Council and the National Public Communicators Committee of ACSES. The SES also worked closely with the Bureau of Meteorology to ensure that safety and preparedness information in all storm warnings and severe weather alerts is current and relevant, and initial work has been undertaken to allow direct linking to the Bureau website from the SES website and vice versa, to give the public quick access to weather-emergency information. The SES also participated in several joint projects

aimed at public awareness and understanding of risk exposure in specific communities. Staff worked closely in specific safety, information and awareness campaigns with the Hunter-Central Rivers Catchment Management Authority, Lismore Council, Richmond Valley Council, Pittwater Council and Canterbury City Council during the year.

- ***Helping to develop a modern organisational culture by reflecting the communities we serve***

The SES ensured its brochures, community service announcements, posters, web content and other materials portrayed male and female SES volunteers and community members of various ethnic backgrounds and ages. The SES also increased its capacity to work with and reach people with disabilities and culturally and linguistically diverse groups; examples included the continued distribution of the 132 500 fridge magnet designed for such groups, as well as providing assistance to several local government agencies in the translation of our emergency and safety-advice information brochures. The SES continued to review strategies to recruit volunteers from diverse backgrounds and under-represented groups, and State Headquarters supported Regions and Units in their recruitment initiatives.

- ***Improving community access to the SES***

A major achievement this year was the redesign and launch of the website. The aim was to ensure its compliance with access and useability standards, while still providing safety information, background information on the SES and access to research papers and presentations. The redesign has resulted in a marked increase in visits and public use. Additionally, the Community Education Officer Training Program underwent a full review and focus testing through the conduct of two training programs this year, and is scheduled for final confirmation, reproduction and reintroduction in 2006-07. This new focus will provide a better service to Region and Unit Controllers to support their work with community groups and individuals in getting vital severe-weather safety information to the public.

The community education officers will be better resourced to facilitate the community engagement process.

The Future

2005-06 saw the consolidation of the new role for the Public Communication Section of the Emergency Risk Management Branch. The capacity of the SES to work effectively with the public has expanded rapidly, and 2006-07 will see the recruitment of two extra community education staff to help meet the increasing demand for the SES's more in-depth public education program. The new website, and the results of the public awareness survey to benchmark current processes, offer ongoing opportunities to strengthen our current position and evaluate progress to date. The Public Communication Section will continue to produce resources and provide training and support to Unit and Region Media Officers and Community Education Officers, as well as explore ways to work with other services. The importance of community partnerships increased in 2005-06, and further work will be undertaken to build on these partnerships by including further partners and reinforcing existing relationships. A major undertaking for 2006-07 and beyond is the engagement of metropolitan media, in addressing the safety issues of the growing urban population.





Part 6

Logistics



The equipment and resources we provide are intended to give our volunteers the capacity to work quickly, safely and effectively.

Overview

During the 2005-06 financial year, the Equipment Section concentrated on the Major Equipment Replacement Program, which aims to ensure that Regions and Units are supplied with items of equipment and services along with the protective clothing and safety equipment our volunteers require to undertake their operational roles safely and effectively.

Through the management of procurement processes and the implementation of improved business practices, the SES was able to meet the overall operational needs of Regions and Units.

Activities

Highlights of Capital Expenditure

Flood Rescue Boats and Motors

Capital expenditure for the financial year enabled the SES to continue the flood rescue boat replacement program. These funds were predominately used to replace obsolete boats. The following SES Units and Regions benefited from these purchases:

Central West Region	Molong Unit
Central West Region	Bathurst Unit
Central West Region	Oberon Unit
Hunter Region	Port Stephens Unit
Lachlan Region	Condobolin Unit
Lachlan Region	Peak Hill Unit
Macquarie Region	Nyngan Unit
Murray Region	Culcairn Unit
Murrumbidgee Region	Tumut Unit

Murrumbidgee Region	Wagga Unit	with the replacement of operational vehicles. These grants benefited the following Units:
Murrumbidgee Region	Temora Unit	
Murrumbidgee Region	Gundagai Unit	Dorrigo Unit \$4,749
Murrumbidgee Region	Gundagai Unit	Southern Shoalhaven Unit \$58,000
Murrumbidgee Region	Hay Unit	Shellharbour Unit \$35,000
Namoi Region	Narrabri Unit	Kiama Unit \$22,500
Oxley Region	Kempsey Shire Unit	Eurobodalla Unit \$14,000
Richmond/Tweed Region	Mullumbimby Unit	Wollongong City Unit \$13,920
Southern Highlands Region	Goulburn Unit	Grafton City Unit \$6,000
Sydney Southern Region	Kogarah Unit	Orange Unit \$27,547
North West Region	Boomi Unit	Port Stephens Unit \$28,000
North West Region	Moree Unit	Lake Macquarie Unit \$20,000

All boats were provided with a new boat trailer and motors.

Rescue Equipment

The ongoing supply of new road-crash rescue (RCR) equipment and the continuation of the RCR equipment maintenance program has seen significant improvement in the holdings of RCR equipment. This has further enhanced accredited RCR Units to carry out this important role.

Maitland Unit	\$4,000
Gilgandra Unit	\$14,500
Albury City Unit	\$21,000
Moama Unit	\$15,000
Goolgowi Unit	\$10,000
Hillston Unit	\$10,000
Wagga Wagga Unit	\$11,364
The Rock Unit	\$71,434
Tumut Unit	\$58,000
Narrabri Unit	\$80,000
Gunnedah Unit	\$18,000
Tambah Springs Unit	\$18,000
Armidale Unit	\$30,000

Storm Damage Trailers

During 2005-06, the SES continued to provide storm-damage trailers for SES Units. Eight trailers were purchased during the financial year. These trailers were supplied to:

Quirindi Unit	Namoi Region	Tamworth Unit	\$20,000
Armidale Unit	Namoi Region	Glen Innes Unit	\$11,121
Canowindra Unit	Central West Region	Yallaroi Unit	\$23,354
Tenterfield Unit	North West Region	Gladstone Unit	\$15,000
Inverell Unit	North West Region	Taree City Unit	\$23,000
Boggabilla Unit	North West Region	Lismore Unit	\$15,000
Mungindi Unit	North West Region	Penrith Unit	\$21,943
Moree Unit	North West Region	Ryde Unit	\$40,000
One trailer was retained at State Headquarters as unallocated at the end of the financial year.		Wyong Unit	\$17,000
		Manly Unit	\$30,000

Operational Vehicles

The SES expended \$1 000 000 in grants on a dollar-for-dollar basis to councils and units to assist

Gosford Unit	\$7,777
Marrickville Unit	\$55,000
Sutherland Unit	\$53,250
Kogarah Unit	\$12,946
Campbelltown Unit	\$30,000

Generators, Lighting Kits and Rescue Kits

The SES supplied and upgraded 109 lighting kits, 27 generators and 77 general rescue/roof safety rope kits during the 2005-06 financial year.

Highlights of Recurrent Expenditure

Non-capital Equipment

The provision of protective clothing, safety equipment and other non-capital equipment and services for SES Units continues to be one of the highest priorities for the SES. The provision of these items in accordance with the SES annual bid system saw the following categories of items supplied:

• Acrow props	56
• Torches	390
• Roadside safety signs	140
• Chain/pole saws	102
• Water pumps	44
• Turfor winches	35
• First-aid kits	64
• First-aid kit refills	120
• Assorted ladders	110
• Personal floatation devices	270
• Chainsaw chaps	186
• Helmets	860
• Backpacks	710
• Safety vests	830
• Gloves	4400

The list of protective equipment and other equipment essential to the provision of a safe and efficient work environment for our volunteers is not restricted to the items listed and will never be definitive.

Throughout the year, a number of new requirements were recognised and the supply of essentials either as replacements or as a new requirement was funded by the recurrent budget.

Radio Communications and Paging

The project to migrate the SES radio fleet to a digital standard in preparation for the Government Radio Network migration to a full digital capability was started and completed on schedule this financial year. In addition, the inclusion of the RFS tactical frequencies in the SES radio capability, has enhanced the interoperability capacity between the two services.

The SES remains committed to continuing the development of the RFS/SES paging network and the migration where financially viable, of those SES Units with road crash rescue response roles. The RFS/SES paging system is being used as the call-out mechanism for those units that are accredited for road crash rescue and those that have accepted the role of community first responder in support of the Ambulance Service of NSW.

The SES continues to follow the NSW Government blueprint for radio communications by purchasing equipment and using frequencies that are compatible with the Government Radio Network and by committing to the decommissioning of SES Private Mobile Radio sites when the Government Radio Network provides equivalent or better coverage.

The Future

The Equipment Section have committed to working with the Operations Branch to develop minimum equipment standards for all SES Units, and to prioritise funding towards Units not currently meeting those standards.

The SES has committed to meeting the reporting standards required by the Total Asset Management and Procurement Planning programs. This reporting should assist with providing feedback to volunteers in relation to the equipment programs.



Part 7

Human Services

The Human Services team influences and supports the SES's strategic directions and initiatives to enhance the capability of our staff and volunteers.

Overview

Human Services is a new branch of the SES, formed as part of the State Headquarters restructure program. It brings together the existing portfolios of Human Resources and Learning and Development, along with Occupational Health and Safety. The branch came together in the early part of the 2005-06 year and provides the important, people-focused infrastructure to ensure our members are well supported when assisting the communities of NSW in times of crisis.

The Human Services team influences and supports the SES's strategic directions and initiatives to enhance the capability of our staff and volunteers. This is achieved through leading and managing the functions of human resources, organisational change, learning and development, workplace relations and occupational health and safety.

The team's vision is for the SES to be the organisation of choice for volunteers and staff. To achieve this, the team's mission is to attract, retain, develop and reward the best volunteers and staff and to keep them safe



at work. These activities directly align with the SES Corporate Plan, particularly the organisational goals "to create an improved structure that provides a better service" and "to continue to update our organisational culture".

Activities

The 2005-06 period has been an extremely busy time for the Human Services team, with significant outcomes achieved in each of the portfolio areas. Completion of the State Headquarters restructure and commencement of the Region restructure have been the top priorities over the period. The State Headquarters restructure was completed in January 2006; amongst a number of new positions, the two directors for Human Services and Logistics began duty in October 2005.

The first phase of the region restructure commenced in April 2006 with the appointment, induction and orientation of six Deputy Region Controllers. Recruitment activity commenced for 17 Region

learning and development officers in June 2006 in the second phase of the restructure.

Controller development has been a key focus in the second half of the reporting year, with the Controller Development Working Group formed to look at the following issues for volunteer Controllers:

- Identification of development needs
- Formulation of programs to meet those development needs, and
- Succession planning processes to develop new Controllers.

Key activities for Learning and Development during the period included the implementation of new and revised programs. These included the new training resource kit for Maintain Team Safety and the revised program for Flood Rescue Boat Operations, including a new two-tiered qualification.

Curriculum was also developed for the new Training and Assessment National Training Package (TAA). An application to vary our Registered Training Organisation scope was lodged with the NSW Vocational Education Training Advisory Board in February 2006. All State learning and development officers were successful in upgrading their qualifications to the new TAA qualification, which meets our obligations under the Australian Quality Training Framework Standards.

Occupational Health and Safety activities gained impetus during the period with the commencement of a full-time Occupational Health and Safety officer in August 2005. The implementation of the Maintain Team Safety training resource kit provided the vehicle for broad-based risk management and safety education in the SES, allowing the Occupational Health and Safety officer to concentrate on the development of an Occupational Health and Safety system.

The system will include a range of policies and procedures that draw on the existing safe work practices in Units and Regions and will include a Hazard and Near Miss Details (HAND) reporting mechanism. The Occupational Health and Safety Policy Statement was launched by the Director General and

the Chairperson of the Occupational Health and Safety Committee in April 2006. Volunteer services remained a focus throughout the period, with the consolidation of key processes introduced in previous years, including the Critical Incident Support Program and the CrimTrac process for criminal records.

The Future

A key target for Human Services during the 2006-07 year will be continued implementation of the Region restructure, with the appointment and induction of 17 Region learning and development officers. Team building workshops will be developed and implemented for the seven Regions that will have a full complement of five staff. These workshops will be revised and refined and implemented with the remaining 10 Regions when the restructure is fully completed in 2007-08.

The development of volunteer Controllers will be a key focus for Human Services throughout the 2006-07 year. A Controller Development Survey will be conducted, designed to pinpoint Controller development needs, and will form the basis for programs to meet those needs, including a succession planning process.



Human Resources

Overview

The SES provides an equitable, positive environment for volunteers and staff. Such an environment is characterised by clear communication, transparent policies and the opportunity for discussion and debate, along with procedures and programs that support individuals in acquiring new skills and enhancing their professional and personal development. This, in turn, fosters a high level of capability and cooperation throughout the SES, which makes us more effective in leading the communities we serve, before, during and after emergencies.

Activities

The Human Resources area completed several significant initiatives during the reporting year. However, the consolidated effort for the branch was the restructure of the SES that had received approval during the previous reporting year.

Restructure

Planning for the restructure of the department commenced in 2004-05 and stage one - the establishment and recruitment of senior positions in State Headquarters - commenced and was completed in the 2005-06 reporting year.

Stage two of the restructure, Region Headquarters, commenced with the establishment of the Division Restructure Working Group (DRWG). The DRWG was guided by the following principles:

- A commitment to provide the SES, volunteers, Government and the community of NSW with a Division structure that provides an enhanced operational and administrative capability;
- A focus on reducing the administrative burden on Unit and Local Controllers; and
- A guarantee that no individual or class of staff members is disadvantaged through the restructure.

The DRWG consisted of representatives of all groups at Division level, including volunteers and staff and representatives of the SES Volunteer Association and the Public Service Association. An independent

consultant provided specialist human resource advice and direction. The group made 76 recommendations, including many relating to the structure, roles, relationships and accountabilities of Divisions, now to be known as Regions, and their staff. The report was tabled at the Director General's Conference in Wagga Wagga in November 2005. The Human Resources branch commenced the establishment and recruitment of the new positions and during the second half of the reporting year had completed recruitment for 37 of them. To complement these processes, the branch facilitated three Selection Techniques Training workshops (certifying 37 participants) and four Application and Interview Techniques workshops (certifying 40 volunteers and staff).

The amalgamation of the Learning and Development and Human Resources sections to form the Human Services branch was a major initiative achieved during the reporting year. The process included a planning workshop, the establishment and recruitment of all staffing positions and the re-engineering of all processes to eliminate duplication and provide a more efficient service to the volunteers and staff of the SES.

The branch introduced a Computerised Human Resource Information System (CHRIS) through the SES Online platform to capture Human Resource information for volunteers and staff and make it accessible both centrally and regionally. Reporting year 2006-07 will be spent cleansing and verifying the data uploaded into this new system from the previous system.

The SES membership application procedure, including criminal history records checking, has processed 2,060 applications since its commencement in January 2005.

Work was completed on a Recruitment Guide for Controllers of SES Units, to assist them with maximising recruitment opportunities within their communities. The guide will be launched in the 2006-07 reporting year. Work continued on the development of the Looking after People training resource kit, including the completion of an accompanying training DVD.

The branch facilitated the creation of and associated job descriptions for 18 positions in the 24-hour Communications Centre, and also formulated the industrial instrument, covering the conditions of employment for Centre staff.

Other major projects continuing during the year included a program to recognise staff through the award of Certificate IV in Government and the drafting of a comprehensive Human Resource Manual. The SES continued its program of inoculation of all volunteers and staff against Hepatitis B. All staff and volunteer Controllers participated in the annual performance review process.

SES commitment to further recognise the work of volunteers and staff is exemplified through the SES Awards Committee, which meets each quarter to consider all award nominations.



Restructure

The following positions were filled during the year:

Clerk 7/8	Occupational Health and Safety Officer
Clerk 3/4	Salaries Officer
Clerk 3/4	Geographic Information Systems Officer
Clerk 1/2	Administrative Officer, Emergency Risk Management (Temporary)
Clerk 11/12	Director, Logistics
Clerk 1/2	Administration Officer, Activities Administration
Clerk 7/8	Communication Centre Supervisor
Clerk 11/12	Director Human Services
Clerk 5/6	Division Executive Officer, Far West
Clerk 5/6	Program Officer, Information Technology Infrastructure
Clerk 9/10	Manager, Procurement
Clerk 5/6	Finance Officer, Logistics
Clerk 5/6	Procurement Officer (Temporary No. 1)
Clerk 5/6	Procurement Officer (Temporary No. 2)
Clerk 9/10	Manager, Planning
Clerk 7/8	Assistant Manager, Operations
Clerk 5/6	Senior Operations Officer
Clerk 5/6	Communications Officer
Clerk 9/10	Manager, Finance and Administration

Clerk 7/8	Senior Community Education Officer
Clerk 3/4	Business Services Officer, Far West
Clerk 5/6	Business Manager, Hunter
Clerk 3/4	Records Officer
Clerk 9/10	Manager, Learning and Development
Clerk 5/6	Business Manager, Illawarra South Coast
Clerk 7/8	Deputy Region Controller (HUR)
Clerk 7/8	Deputy Region Controller (ISR)
Clerk 7/8	Deputy Region Controller (MOR)
Clerk 7/8	Deputy Region Controller (RTR)
Clerk 7/8	Deputy Region Controller (SNR)
Clerk 7/8	Deputy Region Controller (SSR)
Clerk 3/4	Business Services Officer, Namoi
Clerk 5/6	Senior Team Leader, Operations Communications Centre (x 2)
Clerk 5/6	Learning and Development Officer (CWR)
Clerk 5/6	Learning and Development Officer (LAR)
Clerk 5/6	Learning and Development Officer (MER)
Clerk 5/6	Learning and Development Officer (RTR)
Clerk 5/6	Learning and Development Officer (HUR)
Clerk 5/6	Learning and Development Officer (NWR)
Clerk 5/6	Learning and Development Officer (ISR)
Clerk 5/6	Learning and Development Officer (MYR)
Clerk 5/6	Learning and Development Officer (SHR)
Clerk 5/6	Learning and Development Officer (SNR)
Clerk 5/6	Learning and Development Officer (SSR)
Clerk 5/6	Learning and Development Officer (SWR)
Clerk 3/4	Team Leader, Operations Communications Centre (x 5)
Clerk 7/8	Senior Planning and Research Officer
Clerk 1/2	Call Operator, Operations Communications Centre (x 10)

The total number of staff recruited, not including the Operations Communications Centre staff, was 61 from 1,041 applications.

Restructure

A Human Services Information System was implemented during the year as a major risk reduction strategy. This work involved re-engineering many processes, which resulted in efficiency gains and risk reduction in the processing and storage of data. A CHRIS Advisory Team was involved in defining the user requirements for the system, and subsequently developed materials and delivered training on the new system to Region and State Headquarters staff before going live in April 2006.

The CHRIS system was integrated with the Human Services SES Online component and provides Human Resource and Learning and Development data for all SES members, with a range of standard reports. The new system replaces an antiquated legacy system and provides the ability to consolidate data at Unit, Region and State level, which was not possible in the old system. Currently, a range of access levels is available for State Headquarters and Region staff; ultimately Unit staff will also have access. The system provides much better decision-supporting information, particularly for planning purposes, and reduces the risk of poorly formulated Human Services strategy.

Human Services continues to administer the SES Code of Conduct. The Annual Strategies and Targets statement sets out the organisation's direction in relation to human resource management. Our training induction material and performance management system give clear direction to staff and volunteers on what the organisation expects from individuals and how these expectations link to corporate goals.

The Critical Incident Support Program is a harm-minimisation strategy, aimed at reducing the impact of exposure to critical and traumatic incidents.

Critical Incident Support Program: Peer Support and Chaplaincy in the SES

The SES Critical Incident Support Program (CISP) is represented by Peer Support Team members who are volunteers, staff from Regions and SES Region chaplains. The Peer Support Team is coordinated by the Personnel Officer, Volunteers, who fulfils the role of the CISP Coordinator. The program also has a Management Team, which includes the CISP

Coordinator, the Manager, Human Resources, the Senior Chaplain and a psychologist. The Team meets quarterly to set the strategic direction for the program.

Members of the SES Peer Support Team are trained via the Critical Incident Stress Management Course – Basic Group Crisis Intervention, which is accredited by the Critical Incident Stress Management Foundation of Australia. Team members are able to conduct pre-incident awareness education/training, defusings and support in critical incident stress debriefings. They are also available to discuss a range of issues on an individual basis. Whilst peers are not trained counsellors, they are able to offer initial support, assessment and referral for appropriate assistance if required.

The psychologist also has responsibility for training in this model and for the clinical supervision of members of the team.

Pre-incident Awareness Training

The peers and chaplains attend training nights throughout the year at SES Units, as well as participating in new members' induction, to conduct pre-incident awareness education. This has proven to be a very effective way of managing the effects of future exposure to traumatic events.

Defusing Sessions

These are normally conducted by peers as soon as possible after a critical incident and may include the Region Chaplain. Ideally, they will occur for a team on return to the Unit headquarters, and are usually sufficient to ensure that there are no further problems. If required, this process should always occur within 24 hours of the incident.

Critical Incident Stress Debriefing

Critical incident stress debriefing is facilitated by the CISP team psychologist or supporting mental health professional along with peers and chaplains. The debriefing is appropriate when it has not been possible to conduct a defusing session within the required timeframe if the incident has been of a very serious nature, or if there is more help required after a defusing.

Annual Team Training

The Peer Support Team meets annually for training, practice and revision of the Basic Group Crisis intervention model and to update skills in conducting pre-incident awareness education, defusing and critical incident stress debriefings. During the reporting year, the team gathered for two days; the theme 'the demands of success' gave them the opportunity to hone their skills.

Duty Officer Training

The Critical Incident Support Program has a designated 1800 number for contact 24 hours a day, 7 days a week. These calls are answered by trained Peer Support Team members. During the year, these members meet to train and report on issues that affect their roles as duty officers.

Interventions Conducted 2005-06

Defusings: 15
Critical Incident Stress Debriefings: 7

Further information on the SES Critical Incident Support Program should be directed to the Personnel Officer, Volunteers/CISP Coordinator at State Headquarters.

The emergency contact number for the Critical Incident Support Program is: **1800 626 800**

Chaplaincy in the SES

SES Region chaplains provide spiritual and emotional support to the members of the SES and their families. Chaplains also provide advice to senior officers on spiritual and pastoral support for SES staff, volunteers and their families and advice on religious or cultural factors that may affect SES operations.

The chaplains are also available to provide pastoral support to SES staff and volunteers before, during and after operations and to minister when requested in the preparation and celebration of marriages, baptisms/ child dedications and other religious services.

When necessary, SES Region chaplains provide support to sick or injured volunteers and their families through

hospital or home visits. They also conduct or attend funerals, and provide pastoral support to families in bereavement, where requested.

The conduct of memorial services and dedications for SES is a service Region chaplains also provide.

SES chaplains act with other members of the Peer Support Team and psychologist in providing ongoing support and assistance to members of SES as part of the Critical Incident Support Program.

During 2005-06 the Region chaplains also conducted a training conference to discuss chaplaincy in the SES.

Overseas Travel

The Director Emergency Risk Management travelled to Toronto to present a paper at the World Conference on Disaster Management

Freedom of Information

During the reporting year, the SES responded to five requests for access to documents pursuant to the Freedom of *Information Act 1989*.

Workforce Diversity and Equal Employment Opportunity

The SES is an equal employment opportunity employer with a commitment to providing a harmonious, non-discriminatory and safe workplace that attracts and maintains the highest calibre of staff and volunteers. Appointments to positions within the SES are made on the basis of merit, relevant to position requirements. The SES strives to ensure that all staff and volunteers receive equal opportunities for advancement and career opportunities through performance management, staff development and learning and development initiatives.

During the reporting year, Equity and Diversity training was incorporated into three main programs: team-leader training for staff and volunteers, to ensure training reaches all supervisors and members

in positions of authority; SES Induction, covering generic induction of all new SES volunteers; and the Staff Induction program, covering all new staff members. Team-leader courses were especially targeted to capture emerging leaders and redress the gender imbalance in leadership positions. Nearly 370 volunteers and staff attended this course during the reporting year. Over 800 volunteers attended SES Induction and 21 staff attended the Staff Induction program. We also continued our program of acknowledging the expertise of staff through the Certificate IV in Government program. State Headquarters and Region staff participated in the Women in Management annual conference.

The SES provides opportunities to staff and volunteers alike to acquire skills relevant to individual career development and the needs of the SES. The SES also takes a proactive approach to the development and application of non-discriminatory practices especially in its curriculum and training resource kit development.

Ethnic Affairs Priority Statement

The SES is committed to recognising and respecting the cultural and linguistic diversity of NSW and supports the principles of equity and access. The SES has embraced the principles of multiculturalism by preparing a Statement of Intent that has been adopted throughout the organisation.

As part of its ongoing activities, the SES actively seeks the participation of and feedback from people of all cultural backgrounds and includes these groups in its many brochures and advertising opportunities. The SES participates in the state-wide Public Information Functional Area Committee, which deals in part with issues of ensuring effective targeting of cultural communities with warning messages and safety information. Furthermore, we have ongoing strategies to:

- Convey education and awareness material to the community;
- Ensure SES plans and policies consider the needs of communities they cover, including ethnic communities; and
- Encourage Units to recruit members from non-English-speaking backgrounds.

The SES has developed some specific strategies for the next 12 months to continuously improve our EAPS performance. In recognition of the culturally and linguistically diverse communities we serve, the SES website, which includes flood and storm safety information, will continue to carry relevant safety information translated into a broad range of community languages. Also, the FloodSafe and StormSafe brochures distributed throughout NSW in 2006-07 will be continue to be provided in a range of relevant community languages. These strategies will be achieved via a joint venture with Canterbury City Council and the NRMA.

The SES will also be commissioning an Operational Communications Centre in August 2006 to receive requests for assistance and activate appropriate responses to emergencies on a 24/7 basis. To ensure that all communities can access this service, a draft Memorandum of Understanding has been established with the Australian Government's Translation and Interpreting Service. The key feature of this MOU will be priority access to the service for linguistically diverse community members in times of crisis.

Disability Action Plan

The SES is committed to providing access to services and employment opportunities for all, including those with disabilities. To support this commitment, a Disability Action Plan has been developed and is reviewed on an annual basis to identify and remove barriers that may hinder people from gaining access to services and employment opportunities.

Special-needs groups

The SES has established links with a number of Aboriginal communities and Land Councils and has identified special-needs groups of various types in its flood planning processes. Arrangements have been devised to ensure that communities in flood-prone or isolated areas receive the required assistance when floods occur. Sections of the community and institutions requiring extra attention (for example the elderly and schools) are identified in local flood plans and additional arrangements for their safety and wellbeing are made as necessary.

The SES recognises the important contribution that older people can make to the organisation, and it encourages their volunteer membership. Many have skills and expertise in areas that help the SES do its job better, and the transfer of these skills to younger volunteers can be a major contribution. There are positions within our Units, particularly in headquarters, where older people can perform essential tasks and release those members who prefer to be in the field. The SES has engaged in a number of strategies, such as participation in Seniors' Expos, using presentation templates targeted at older audiences and ensuring that we publicise the work done by our older volunteers, highlighting their achievements to other older people in our communities and offering them the opportunity to join as volunteers.

The SES also embraces the Government's policy on programs and services for people with disabilities in the following ways:

- Including facilities and access for people with disabilities in the specifications for custom-built Region headquarters. These include toilets and showers for the disabled, ground-level access and widened corridors and doorways where possible;
- Encouraging people with physical disabilities to join our volunteer ranks and carry out tasks in line with their abilities;
- Ensuring that the needs of people with disabilities are catered for in the recruitment, development and promotional aspects of employment and in volunteer membership;
- Explicitly encouraging all SES volunteers to support fellow volunteers in their Units who have special needs; and
- Implementing equal employment opportunity strategies to achieve these objectives.

Women in the SES

The SES recognises that women are proportionally under-represented in its workforce, especially at the higher levels, and remains committed to removing any barriers that might hinder women from gaining employment or career development. During the year, female staff members attended training in selection techniques and interview skills, as well as targeted professional development as specified in their performance management plans. This training

provided them with career and personal development strategies to help them enhance their competitiveness for emerging vacancies. Some positions that have traditionally been filled by males became vacant during the year and successful appointments of women were made, a positive step in removing barriers to promotional opportunities. Other initiatives designed to improve access to employment and career development for women in the SES during 2005-06 included:

Spokeswoman's Program

The SES is committed to the Spokeswoman's Program and has one Spokeswoman representative for staff and volunteers. The Spokeswoman's Program is an important component of a range of strategies designed to improve gender equity in employment in the NSW public service, and one fully supported by the SES. The Spokeswoman's Program identifies and acts on matters affecting women in the workplace, provides information and development opportunities for women and increases the overall equity in the SES. During the past year, the Spokeswoman's Program has organised representatives to attend the Emergency Services Women's Network Forum, the Australian Women in Leadership forum and the Women in Management Annual Conference. The program forwarded nominations for the Telstra Business Women of the Year Award, provided regular articles in the Director General's Newsletter recognising women in the SES whose contributions have made a difference to the SES, and raised the profile of and celebrated International Women's Day. The Women's Liaison Officer and other staff of the Human Resources area assist the SES Spokeswoman.

Action Plan for Women

The Action Plan for Women is a component of the NSW Government's social justice strategy. As such, it becomes an integrated focus for assuring cooperation across portfolios, community consultation, expert guidance from the Premier's Council for Women and the recognition and adoption of women's needs as being central to Government policy, planning and programs. (Details of the Action Plan for Women can be found at www.women.nsw.gov.au.) SES strategies and achievements under this plan are outlined in the following table.

Action Plan for Women, Strategies and Achievements, 2005-06

Strategies

Achievements

Develop and promote equity and diversity training to the widest possible audience.

- Equity and diversity training module is included in all team-leader training courses, reaching 287 volunteers and staff, and induction, reaching 808 volunteers and staff

Develop female staff to enable them to maximise their promotional opportunities within the department.

- Business service officers encouraged to attend the Senior Emergency Management Course at the Police Academy, Goulburn.
- Training of staff included on each operational shift during operations in the reporting year.
- Annual performance management program includes career development plan.
- All absences on recreation leave used as a relieving opportunity for administrative officers.
- Spokeswoman represented clients on the Departmental Committee and Joint Consultative Committee
- 10 job-share arrangements approved.

Promote flexible working policies to maximise women's participation in work and family life.

- Working-from-home policy and other flexible arrangements in place to assist with carers' commitments
- SES Women's Liaison Officer gave presentation to Women's Information Day on policies and strategies in place in the SES to promote family and work life balances.
- Spokeswoman training provided.
- 10 women attended Women in Management Conference.



Staff Profile

The staff profile of the SES as at 30 June 2006 is indicated below.

Level	Total Recruits	Respon- dents	Gender		Aboriginal People and Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People Whose Language First Spoken as a Child was		People With a Disability Requiring Work-related Adjustment
			Men	Women			not English	People with a Disability	
< \$28,710	0	0	0	0	0	0	0	0	0
\$28,710 - \$37,708	0	0	0	0	0	0	0	0	0
\$37,709 - \$42,156	0	0	0	0	0	0	0	0	0
\$42,157 - \$53,345	9	9	1	8	0	1	1	0	0
\$53,346 - \$68,985	16	16	9	7	0	2	2	0	0
\$68,986 - \$86,231	1	1	1	0	0	0	0	0	0
>\$86,231 (non SES)	1	1	1	0	0	0	0	0	0
>\$86,231 (SES)	0	0	0	0	0	0	0	0	0
TOTAL	27	27	12	15	0	3	3	0	0

Level	Total Recruits	Respon- dents	Gender		Aboriginal People and Torres Strait Islanders	People from Racial, Ethnic, Ethno-Religious Minority Groups	People whose Language First Spoken as a Child was		People With a Disability Requiring Work-related Adjustment
			Men	Women			not English	People with a Disability	
< \$28,710	1	1	1	0	0	0	0	0	0
\$28,710 - \$37,708	1	1	0	1	1	0	0	0	0
\$37,709 - \$42,156	0	0	0	0	0	0	0	0	0
\$42,157 - \$53,345	48	48	9	39	1	6	4	1	0
\$53,346 - \$68,985	48	48	26	22	0	4	4	2	1
\$68,986 - \$86,231	31	31	27	4	0	0	0	0	0
>\$86,231 (non SES)	5	5	5	0	0	1	1	0	0
>\$86,231 (SES)	2	2	2	0	0	0	0	0	0
TOTAL	136	36	70	66	2	11	9	3	1

Racial/Ethnic/ Level	2005-06			2004-05			2003-04		
	Total Staff	Women	Ethno-Religious Minority	Total Staff	Women	Ethno-Religious Minority	Total Staff	Women	Ethno-Religious Minority
Below CO Gd 1	0	0	0	1	1	0	0	0	0
CO1 - A&C Gd 1	2	1	0	6	5	1	26	19	0
A&C Gds 1-2	8	7	1	37	34	6	17	15	3
A&C Gds 3-5	52	39	6	16	9	0	33	25	1
A&C Gds 6-9	48	17	3	38	10	2	28	12	0
A&C Gds 10-12	23	2	0	20	2	0	18	1	0
Above A&C Gd 12	3	0	1	1	0	1	3	0	1
Total	136	66	10	119	61	10	125	72	5

Number of CES/SES Positions 2005-06

Level	Total CES/SES End of Current Year 2006	Total CES/SES End of Previous Year 2005	Total CES/SES 2004
1	1	1	1
4	1	1	1
CEO	-	-	-
Under S.11A*			
Total	2	2	2

Liability for Accrued Leave to 30 June 2006

Year	Extended Leave	Recreational Leave
At 30 June 2004	\$1,256,647	\$578,658
At 30 June 2005	\$1,465,722	\$617,909
At 30 June 2006	\$1,516,434	\$745,086



Learning and Development

Helping every volunteer pursue opportunities for learning and development is crucial to the SES.

Overview

The SES is a registered training organisation, and delivers training and assessment to national standards across the state, so its members can operate safely and efficiently in response to incidents and emergencies, and can support community events. The SES learning and development program helps build community capacity by developing volunteers' technical, interpersonal, leadership and management skills. Developing trainers and assessors in rural and remote areas, where the SES may be the only adult-learning resource, is a high priority.

The SES learning and development program has three key aims: to build a solid skill base of competent volunteers with current skills who can safely and effectively complete the tasks allocated to them; to develop and maintain self-sufficiency by building networks of volunteer trainers and assessors, supported by regional learning and development officers; and to provide current and useful learning resources that reflect best practice in the skills they develop and the learning technology they apply.

Activities

SES field team members complete a suite of competencies to become fully qualified. To this end, the SES issued 626 Certificates II in Public Safety (SES Rescue) to new field operators during the year.

To help support field response teams, the SES awarded 287 Certificates II in Public Safety (SES Operations Management).

Building team-leadership skills is a crucial part of ensuring successful operations. The SES ran 15 team-leader courses during the year, with 369 members successfully completing the three-day program.

Training Resource Kit development continued throughout the year across a range of products, ensuring that competency standards are met and maintained and that trainers and assessors within the

SES provide best practice in delivery and assessment methods. Representatives from Learning and Development were also involved in research and development working groups at both national and state level.

A program of building Training Support Teams continued. These teams of experienced trainers and assessors support self-sufficiency in delivering training and assessment. All Regions have identified volunteers for their Training Support Teams. Members of these teams are supported to gain the Certificate IV in Assessment and Workplace Training and more recently the Certificate IV in Training and Assessment (TAA). A total of 99 new trainers and 77 new assessors were qualified during the year.

The program to develop high-level operations management skills continued during the year and the recently reviewed Australian Inter-Agency Incident Management System has been piloted within the SES.

The ongoing program of confirming currency in our support competencies of road-crash and vertical rescue continued during the year. The SES issued 183 statements of attainment in road-crash rescue and 16 statements of attainment in vertical rescue. The State Rescue Board accredited 149 new SES general land-rescue operators during the year.



NSW SES Learning and Development Awards 2005-06

Award	TOTALS
Certificate II Rescue PUA20400626	
Certificate II Operations PUA20500	287
Train Small Groups BSZ404A	99
Workplace Assessor BSZ401-3A	77
First Aid PUAEME001A and PUAEME002A	1,621
General Rescue PUASAR001A PUA EQU001A PUAOHS001B	640
Flood Rescue PUASES003A	124
Storm and Water Damage Operator PUASES001A	432
Chainsaw Operator FPIFGM069A and FPIFGM111A	328
Communications Equipment PUAOPE002A	709
SES Induction PUACOM001A PUACOM002A PUAOHS001B PUATEA001A PUATEA004A	828
Land-Search Operator PUASAR008A	149
Road-Crash Rescue PUASAR002A	183
Work in an Operations Centre PUASES002A	207
Map Reading PUAOPE003A	476
Vertical Rescue PUASAR004A	16
Air Observer PUAAMS001A and PUAAMS002A	80
Maintain Team Safety PUAOHS002A	889
Team Leader	369
Totals	8,141

During the year, the Learning and Development Team implemented the recently revised Operate Communications Equipment courses and a Flood and Storm Awareness course was designed for delivery to members of the NSW Rural Fire Service. Revision of the Road-Crash Rescue, Rescue Boat, and Land Search training resource kits continued, with extensive national consultation. The SES completed development of a computer-based training program that will concentrate on developing technological literacy, particularly in volunteers from rural and remote Units.

Unit-level training and assessment continued to be the bulk of learning and development activity in the Service; with 5,520 nationally recognised statements of attainment and 1,621 WorkCover-approved first-aid certificates awarded.

The Future

New initiatives to further enhance the skills of trainers, assessors, all staff, operations managers and Controllers will be the focus for the coming financial year. The new Training and Assessment training package will see improved courses for new trainers and assessors, and ensure members of Training Support Teams gain the most up-to-date training qualifications. The Public Safety Training Package is under review; the outcomes will provide for improved training and flexibility.

Learning and Development will be involved in the development of learning opportunities for local Controllers as part of the outcomes from the Controller Development Working Groups.

The Learning and Development team will be involved in providing feedback to the body reviewing the Public Safety Training Package; assist the Operations Section in developing learning material for AIIMS as well as learning material that reflects policy; and work in partnership with other agencies and interstate on the development of Alpine Rescue training.

With the recent recruitment of Regional learning and development officers, there will be a focus on providing support on training matters when identified and working closely to ensure the integrity of the organisation's Registered Training Organisation status through Australian Quality Training Framework compliance.

Staff and Professional Development

During the year, staff members attended a number of workshops and courses relevant to staff development. These included workshops directly relating to the SES's core roles, such as state flood plan management, Introduction to Emergency Management, Undertake Emergency Planning, Facilitate Emergency Risk Management, Manage Emergency Operations, Emergency Management Planning and Arrangements, Evacuation Management and Working With Local Government. There have also been workshops in Selection Techniques, Records Management, Developing a Functional Retention and Disposal Authority, Project Management and specific IT Hardware and Software applications. Many staff members have also taken advantage of opportunities to pursue formal qualifications in government and workplace training.

In addition, SES staff and volunteers presented papers or facilitated workshops as follows:

- Presentation at World Conference on Disaster Management, Toronto, Ontario, Canada
- 14th New South Wales Coastal Conference
- "Stress - A Personal Perspective" CISP Annual Conference
- "SES & Council - After Disaster Recovery". Local Government Conference Leura
- Government Business Continuity Forum
- NSW Floodplain Management Authorities Conference
- Victorian Floodplain Management Conference
- National Flash Flood Workshop.

Occupational Health and Safety

With the employment of the Occupational Health and Safety Officer in early August 2005, a large amount of the latter half of 2005 was spent visiting the 17 Region headquarters and conducting an Occupational Health and Safety compliance audit. The results of this audit set the Occupational Health and Safety program for 2006, with the main focus being the development of an Occupational Health and Safety Management System.

In early 2006, the Occupational Health and Safety Policy was developed by the Occupational Health and Safety Committee with extensive consultation. The policy, officially launched by the Director General on 26 April 2006, sets the framework and objectives for the Occupational Health and Safety Management System.



During 2006, the Occupational Health and Safety attended Region conferences and presented to Local and Unit Controllers on occupational health and safety matters, including basic principles and where the SES is headed in this area.

In the last half of the reporting year, there has been a substantial amount of time committed to the management of the potential asbestos exposure at the Holsworthy Army Base during the USAR and Exercise Explorer activities from 2004 and 2005. The SES was involved in a Health Management Team, facilitated by the NSW Fire Brigades, to ensure a consistent approach to the issue. SES staff and volunteers who were potentially exposed were initially contacted individually, with ongoing communication occurring on a regular basis since. SES has acted on behalf of the Royal Volunteer Coastal Patrol (RVCP), Australian Volunteer Coast Guard Association (AVCGA) and the Australian College of Make Up and Special Effects (ACMUSE) in the matter.

Consultation arrangements were reviewed in the last quarter of the year. The results have seen an increase in Unit and Region representation on the SES Occupational Health and Safety Committee, as well as the introduction of a Region safety representative into each Region across the state. Elections for these regional positions commenced in June. The positions will enable Occupational Health and Safety issues to be solved at the local level and allow for more effective consultation with volunteers.

Over the year, we have been involved in various networks with regard to Occupational Health and Safety. This has included the participation in a NSW Emergency Services Occupational Health and Safety group and the commencement of establishing an ACSES Occupational Health and Safety group which has included the Occupational Health and Safety Officer representing ACSES on the AFAC OHS Sub Group.

Overall 2005-06 has seen an increase in the promotion and communication of safety issues and the development of mechanisms to continue this momentum.

Part 8

Honours and Awards

As in previous years, many SES members were honoured for their work during the reporting year.



Overview

Outstanding contributions to the community by volunteers and staff were recognised during 2005-06 as shown below.

Emergency Services Medal

- Dieter Gescke, SES State Headquarters
- Robyn Huer, Illawarra South Coast Region SES
- Francis Turner, Sydney Southern Region SES

Director General's Awards

Director General's Commendation for Service 2005-06

Malcolm Anderson	Illawarra South Coast Region SES
Ruth Armstrong	North West Region SES

Sandra Birchall	Hunter Region SES
Debbie Burns	Sydney Southern Region SES
David Curley	Sydney Northern Region SES
Jenny Gehrig	SES State Headquarters
Graeme Geyer	Murrumbidgee Region SES
Lorna Grange	SES State Headquarters
Lola Hurst	North West Region SES
Peter Lalor	Sydney Western Region SES
Stephen Lonergan	Sydney Western Region SES
Gina Mammone	SES State Headquarters
John McMahon	Central West Region SES
Gary Nelson	Sydney Southern Region SES
Brian Parsons	Sydney Northern Region SES
Andrew Roberts-Thomson	Hunter Region SES
Kim Salton	Southern Highlands Region SES
Maxwell Simpson	Illawarra South Coast Region SES

Rick Stone SES State Headquarters
 Liz ThomasClarence Nambucca Region SES
 John Young SES State Headquarters

**Director General's Commendation for
 Courage 2005-06**

Geoffrey Crumblin Sydney Western Region SES

**Director General's Unit Citation 2005-06
 Orange City SES**

Graeme Bates
 Robert Stevens
 Jacinta Townsend

Region Restructure Working Group

Matthew Armour Richmond Tweed Region SES
 Tony Casey Southern Highlands Region SES
 Allison Flaxman Sydney Western Region SES
 Peter Floyd Oxley Region SES
 Shoshanna Griffin Murray Region SES
 Marnie Hillman Sydney Northern Region SES
 Tanya Jones Lachlan Region SES
 Josephine Jones Sydney Southern Region SES
 Martin Lysaught North West Region SES
 Greg Murphy Sydney Northern Region SES
 David Owen SES State Headquarters
 Tony Pinelli SES State Headquarters
 Kenneth Speer Hunter Region SES
 Bill Webster SES State Headquarters

Region Communications Managers

Jack Anderson Macquarie Region SES
 Robert Armstrong North West Region SES
 Roy Brewer Oxley Region SES
 Peter Corkeron Sydney Southern Region SES
 Robert Dean Clarence Nambucca Region SES
 Christopher Huer Illawarra South Coast Region
 SES
 Chris Jesshope Illawarra South Coast Region
 SES
 Peter Mair Richmond Tweed Region SES
 Dave Marks Lachlan Region SES
 Barrie Miller Southern Highlands Region SES
 Gregory Mooney Sydney Northern Region SES
 Keith Muir Murrumbidgee Region SES
 Allan Rollinson Sydney Western Region SES
 Kenneth Speer Hunter Region SES
 Kim Stevens Central West Region SES
 Stephen Walsh Far West Region SES

**Maitland Flood Commemoration Working
 Group**

Martin Allsop Hunter Region SES
 David Baldwin Hunter Region SES
 Graham Bell Hunter Region SES
 Adrian Boyce Hunter Region SES
 Robert Bradbury Hunter Region SES
 Andrew Brosie Hunter Region SES
 Anatol Dangel Hunter Region SES
 William Drain Hunter Region SES
 Derek Edwards Hunter Region SES
 Brendon Edwards Hunter Region SES
 Craig Fullock Hunter Region SES
 Mark Godfrey Hunter Region SES
 Ronald Heath Hunter Region SES
 David Heffernan Hunter Region SES
 Olivia Lee Hunter Region SES
 Jaime MacIntyre Hunter Region SES
 Adam Nicholas Hunter Region SES
 Kile Nicholas Hunter Region SES
 Wessley Paton Hunter Region SES
 Darryl Robertson Hunter Region SES
 Rosalind Russ Hunter Region SES

Neill Russ	Hunter Region SES
Gavin Simkin	Hunter Region SES
Christopher Spencer	Hunter Region SES
Stefan Staszkiwicz	Hunter Region SES
Alfred Thamm	Hunter Region SES
Deborah Tonkin	Hunter Region SES
Bruce Varley	Hunter Region SES
Allan Warson	Hunter Region SES
Trevor Wilson	Hunter Region SES

Australia Day Awards

Citizen of the Year

Michael Carney	Sydney Southern Region SES
Jenny Coulter	Far West Region SES
Dawn Daley	Lachlan Region SES
Allan Draper	Lachlan Region SES
Mark Elsley	Hunter Region SES
Darren Larkin	Far West Region SES
Lindsay Matterson	Richmond Tweed Region SES
Janet Passmore	Sydney Western Region SES
Sam Zorbas	Sydney Southern Region SES

50th Year Anniversary Celebration Committee

Susan Boyd	SES State Headquarters
Philip Campbell	SES State Headquarters
Warwick Cary	Sydney Southern Region SES
Steve Delaney	SES State Headquarters
Patricia Johnson	Sydney Southern Region SES
Peter Lalor	Sydney Western Region SES
Greg Mooney	Sydney Northern Region SES
Peter Patterson	SES State Headquarters
Greg Slater	SES State Headquarters
Paul Southall	SES State Headquarters
Jordan Stojanovski	SES State Headquarters
Rick Stone	SES State Headquarters
Elizabeth Troiani	SES State Headquarters
Jean Tyacke	Sydney Northern Region SES
David Webber	SES State Headquarters

West of the Range Young Citizen Award

Marc Slade	Richmond Tweed Region SES
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Community Service Award 2006

Nicholas Green	North West Region SES
Mathew Sturtridge	North West Region SES
Christopher Sturtridge	North West Region SES

Torch Bearer

Marc Coulter	Far West Region SES
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Honorary Life Membership

Bob Myles	Hunter Region SES
Gwen Myles	Hunter Region SES
Anthony Press	Central West Region SES
Charlie Woollett	North West Region SES

Medal of the Order of Australia

Henry Denyer	Macquarie Region SES
Harold Durant	Namoi Region SES

St John Ambulance Australia (NSW)

Alan Williams	Hunter Region SES
Nundle SES Unit	Namoi Region SES

National Medal

Kevin James Anderson, Southern Highlands Region SES
 Sergio Osvaldo Ballarin, Sydney Southern Region SES
 Trevor Maxwell Barker, Sydney Western Region SES
 Deborah Anne Bate, Murrumbidgee Region SES
 Carey James Bell, Sydney Northern Region SES
 Rodney Cecil Boots, Murrumbidgee Region SES
 Derek George Boughton, Oxley Region SES
 Patrick John Bourke, Macquarie Region SES
 Adrian Armas Boyce, Hunter Region SES
 Susan Gayle Boyd, SES State Headquarters
 Judith Anne Bull, Illawarra South Coast Region SES
 David Osborne Bullivant, Murray Region SES
 Margaret Vera Bullivant, Murray Region SES
 Peter John Butt, Clarence Nambucca Region SES
 Kelvin Leonard Carter, Clarence Nambucca Region SES
 Barry John Clenton, Oxley Region SES
 Stephen John Cliffe, Illawarra South Coast Region SES
 Justin Giles Coleman, Sydney Western Region SES
 Anne Marie Corbett, Sydney Northern Region SES
 Margaret Coulter, Far West Region SES
 George Coulter, Far West Region SES
 Neil John Cummings, Hunter Region SES
 Allan Leslie Davidson, Hunter Region SES
 Robert James Dean, Clarence Nambucca Region SES
 Robert Dempsey, Clarence Nambucca Region SES
 Danielle Louise Devine, Southern Highlands Region SES
 Neil Gregory Ernst, Lachlan Region SES
 Arthur Kim Evans, Hunter Region SES
 Mark Anthony Ewin, Namoi Region SES
 Richard Fellowes, Namoi Region SES
 Susan Lynette Fischer, Clarence Nambucca Region SES
 Brenda Fisher, Central West Region SES
 Neil Leonard Flack, Sydney Western Region SES
 Ronald David Fletcher, Sydney Western Region SES
 Peter Charles Floyd, Oxley Region SES
 Michael Ford, Sydney Northern Region SES
 Judith Anne Forty, Hunter Region SES
 Noel William Furness, Clarence Nambucca Region SES

Christopher James Gale, Clarence Nambucca Region SES
 Raymond Martin Gatt, Sydney Western Region SES
 Stephen Edwin Goldthorpe, Richmond Tweed Region SES
 Lorna Ann-Sinead Grange, SES State Headquarters
 Richard James Blayden, GreenRichmond Tweed Region SES
 Lance Tony Haeden, Sydney Western Region SES
 Andrew Wilson Harding, Illawarra South Coast Region SES
 Kenneth Ian Hawkes, Hunter Region SES
 Lorraine Joi Heinjus, Murray Region SES
 Jason Andrew Hickey, Clarence Nambucca Region SES
 Graham Alexander Holland, Macquarie Region SES
 Carla Irving, Murrumbidgee Region SES
 Stuart Jackson, Illawarra South Coast Region SES
 John Wayne Johnson, North West Region SES
 Raymond John Johnston, Sydney Western Region SES
 Athol Leo Jones, Illawarra South Coast Region SES
 Joy Jones, Illawarra South Coast Region SES
 Stephen David Keighley, Namoi Region SES
 Charles Lawrence Keys, Richmond Tweed Region SES
 Trevor Kidson, Macquarie Region SES
 Robert Drew Kitching, Hunter Region SES
 Lynette Lahey, Central West Region SES
 Ian William Leadbitter, Lachlan Region SES
 Scott James Lynch, Sydney Western Region SES
 Joanne Robyn Macdonald, Murray Region SES
 David John Maiden, Sydney Western Region SES
 Gina Marie Mamnone, SES State Headquarters
 Elizabeth Shirley Marsden, Oxley Region SES
 Lynda May McKay, SES State Headquarters
 Rodney Noel McLeod, Sydney Northern Region SES
 Robert Bruce Moon, Sydney Southern Region SES
 Keith Muir, Murrumbidgee Region SES
 Walter Patrick Mulholland, Clarence Nambucca Region SES
 William Alfred Murray, Illawarra South Coast Region SES
 Alan Richard Norris, Oxley Region SES
 Susan Margaret O'Brien, North West Region SES
 Danielle Osborne, Macquarie Region SES
 Robert Paterson, Sydney Western Region SES
 John Charles Pardy, Macquarie Region SES
 William Leroy Pond, Macquarie Region SES
 Bryan Leslie Protheroe, Murrumbidgee Region SES

Karen Anne Protheroe, Murrumbidgee Region SES	Robert James Drewer, Hunter Region SES
Debbie Margaret Rogers, Illawarra South Coast Region SES	Mark Anthony Duckworth, Clarence Nambucca Region SES
John Anderson Russell, Sydney Southern Region SES	Vernon James Dunning, Southern Highlands Region SES
Thomas Edward Ryan, Illawarra South Coast Region SES	Brian Douglas Field, Hunter Region SES
Narelle Ada Saunders, Clarence Nambucca Region SES	Neil Gall, Sydney Western Region SES
Dianne Estelle Skaines, Hunter Region SES	Ronald Stewart Gillies, Sydney Western Region SES
Mary Smith, Murrumbidgee Region SES	Kenneth Ian Hawkes, Hunter Region SES
Keith Royden Spokes, Murrumbidgee Region SES	Warren Oliver Hick, Hunter Region SES
Debbie Anne Sturtridge, North West Region SES	Athol George Hipwell, Hunter Region SES
Tony Keith Taylor, Namoi Region SES	Robin Lindsey Hobson, Namoi Region SES
Maureen Gwen Thompson, Clarence Nambucca Region SES	Paul John Holdsworth, Murrumbidgee Region SES
Elizabeth Troiani, SES State Headquarters	Derek Andre Hudson, Sydney Western Region SES
Douglas John Turner, Sydney Western Region SES	John Sydney Johnston, Oxley Region SES
David Ernest Whitehead, Murray Region SES	Merien Catherine Jones, Sydney Western Region SES
David Peter Whitfield, Southern Highlands Region SES	Trevor Kidson, Macquarie Region SES
Peggy Ellen Williams, Macquarie Region SES	Robert Drew Kitching, Hunter Region SES
Cam Wilson Clarence, Nambucca Region SES	Oliver Lennox Lambley, Hunter Region SES
Ian Andrew Wilson, Hunter Region SES	Ian William Leadbitter, Lachlan Region SES
Peter John Wilson, North West Region SES	Anthony Paul Lumley, Clarence Nambucca Region SES
Phillip Linden Wilson, Lachlan Region SES	Kenneth Richard Makepeace, Macquarie Region SES
Robert William Wilson, Lachlan Region SES	Gregory Mark Mooney, Sydney Northern Region SES
Daryl Johnnothan Wray, Southern Highlands Region SES	Bob Moore, Hunter Region SES
Barbara Joan Yates, Hunter Region SES	William Alfred Murray, Illawarra South Coast Region SES

Clasp 1

Peter John Baker, North West Region SES	Tracy Jane Provest, Illawarra South Coast Region SES
Susan Diane Baker, North West Region SES	John Edward Read, Lachlan Region SES
David Dewarren Berry, Illawarra South Coast Region SES	Gary Raymond Reeves, Oxley Region SES
Henry Edwin Bowen, Oxley Region SES	Wendy Elizabeth Ruff, Oxley Region SES
Judith Anne Bull, Illawarra South Coast Region SES	Gregory John Snape, Sydney Western Region SES
Geoffrey Bursill, Sydney Western Region SES	Kenneth John Speer, Hunter Region SES
Mark Anthony Campbell, Oxley Region SES	Robert Standen, Hunter Region SES
William Alan Campbell, Oxley Region SES	Ron Van Es, Sydney Western Region SES
Bernard Quayle Carran, Sydney Northern Region SES	Barry Andrew Wademan, Sydney Western Region SES
Ian John Christensen, Clarence Nambucca Region SES	Anthony Walton, Sydney Western Region SES
Ian Craft, Sydney Western Region SES	Robert Allan White, Clarence Nambucca Region SES
Rex Wayne Davis, Hunter Region SES	David Ernest Whitehead, Murray Region SES
Graham Degnan, Sydney Southern Region SES	Ian Andrew Wilson, Hunter Region SES
Philip Alan Downs, Murray Region SES	

Clasp 2

Michael Sidney Alborough, Macquarie Region SES
Leo Robert Allen, Namoi Region SES
Arthur Edwin Baker, Clarence Nambucca Region SES
Walter Lee Brown, Southern Highlands Region SES
Leonard Harold Brown, Lachlan Region SES
Patricia Kathleen Crowe, Clarence Nambucca Region SES
William Timothy Curtin, Illawarra South Coast Region SES
Robert James Drewer, Hunter Region SES
Keith Grant, Sydney Western Region SES
Warren Oliver Hick, Hunter Region SES
Graeme Colin Johnston, Illawarra South Coast Region SES
Oliver Lennox Lambley, Hunter Region SES
Janet Margaret Martin, Hunter Region SES
Allan Paton McLachlan, North West Region SES
Bob Moore, Hunter Region SES
John Mackay Officer, North West Region SES
Kenneth Brian Smith, Oxley Region SES
David Ernest Whitehead, Murray Region SES
Alan Thomas Whitford, Hunter Region SES

Clasp 3

Cecil Fellowes, Hunter Region SES
Neil Fellowes, Hunter Region SES
Oliver Lennox Lambley, Hunter Region SES
John Alexander Martin, Hunter Region SES
Alan Thomas Whitford, Hunter Region SES

TOTALS	
MEDALS	102
CLASP 1	53
CLASP 2	19
CLASP 3	5
CLASP 4	0



Long Service Awards 2005-06

Long service awards are available to volunteers and staff who complete 10, 15, 20, 25, 30, 35, 40, 45 and 50 years' service.

A total of 344 awards were presented to SES volunteers and 15 to SES staff as shown below:

Long Service Awards, 2005-06				
Award	Volunteers 2005-2006	Total Awards since inception	Staff 2005-2006	Total Awards since inception
10 year awards	147	1339	4	26
15 year awards	70	1550	4	17
20 year awards	48	903	4	5
25 year awards	35	472	1	5
30 year awards	22	159	1	5
35 year awards	11	70	1	3
40 year awards	4	25	0	2
45 year awards	3	20	0	0
50 year awards	4	7	0	0

Certificates of Appreciation 2005-06		
Recipient	Company	Description
	NSW Police Service	Support provided by the NSW Police Band and NSW Police Pipe Band to the SES 50th Anniversary Parade, Saturday 12 November 2005
	PRIME TV	Acknowledgement of the strong partnership forged between PRIME TV and the NSW State Emergency Service
	NSW Fire Brigades	Support provided by the NSW Fire Brigade Band to the SES 50th Anniversary Parade, Saturday 12 November 2005
	O'Brien	Acknowledging the ongoing support for the volunteers of the SES
Richard Petch	NSW Rural Fire Service	Assistance provided with organising marshalls for the SES 50th Anniversary Parade, Saturday 12 November 2005
Richard Cotterill	NSW Rural Fire Service	Assistance provided with organising marshalls for the SES 50th Anniversary Parade, Saturday 12 November 2005



Part 9

Finance and Administration

The SES aims to ensure that its volunteers have access to the resources and administrative support they need.



Overview

The SES aims to become a better resourced emergency service by seeking budgets that enable it to meet both community and Government expectations. During the 2005-06 financial year the SES received additional funding of \$1.9 million to increase organisational capability by enhancing State and Regional Headquarters; \$0.9 million to operate a 24/7 operations communication centre to facilitate enhanced and streamlined dispatch of SES Units to emergencies; and \$0.3 million for risk communication to maintain the SES's Creating Safer Communities Program.

An additional \$4.2 million was provided for capital programs. Funding continued for rescue equipment and radio systems, with \$2.6 million allocated to install new radio systems in Regions as well as maintaining a repair pool for radios across New South Wales. An amount of \$1.3 million was used to continue purchasing essential rescue equipment, including road-

crash rescue equipment, flood rescue boats, emergency lighting, vertical rescue equipment and rescue callout system. Volunteer Units, Regions and State Headquarters received \$0.2 million to purchase paging hardware and associated facilities to assist during emergency operations.

These funds are administered by the Finance and Administration Section, which is also responsible for the funding and administrative support provided to State Headquarters as well as Region functions (including the budget process, accounts, assets and facilities).

Activities

Internal Audit and Control

The SES contracts the Internal Audit Bureau of the NSW Treasury to provide internal audit services. The fee for this service in the 2005-06 financial year was \$43,500. Additionally, the SES Audit Committee assists the Director General in fulfilling his responsibility to

establish and operate effective internal control systems. The Audit Committee monitors and ensures the effectiveness of internal control systems, ensures compliance with Government policies and statutory requirements and provides assurance that the SES meets its statutory requirements. The Audit Committee comprises an officer from the Office of Emergency Services (Chairperson); the Director General; the Director, Logistics; the Manager, Finance and Administration; a representative from SES Regions and a representative from the Internal Audit Bureau. The committee also includes representatives from the Auditor General's Office, who act as observers and provide technical advice.

Consultancy

The SES did not engage the services of consultants to a value equal to or more than \$30,000 during the 2005-06 financial year.

Risk Management and Insurance

The SES has a Fraud Control Plan that identifies major areas of risk and the controls necessary to detect and combat fraud. The plan incorporates the requirements of the *Protected Disclosures Act 1994*. The Internal Audit Bureau, in conjunction with the Audit Committee, reviews departmental plans and their appropriateness in respect to finance and administration and human-resources matters.

Insurance

The Treasury Managed Fund Insurance Scheme is the SES's mode of insurance. The Director, Logistics is the appointed Risk Manager under the scheme.

The Contract of Coverage encompasses:

- Workers' compensation insurance
- Public liability insurance
- Motor vehicle comprehensive insurance
- Property insurance
- Miscellaneous insurance.

Regular assessment of risk is carried out, as is risk-recognition training, including the training of volunteers at conferences and workshops. Actual

claims and scenarios are used in this training. The SES has an Occupational Health and Safety Officer and an Occupational Health and Safety Committee, comprising representatives from State Headquarters, Region staff and volunteer representatives and two employer representatives (the Manager, Procurement and the Director, Human Services). The Occupational Health and Safety Committee helps develop a safe and healthy working environment and systems of work within the SES, within the framework of the *NSW Occupational Health and Safety Act 2000* (No. 40) and the *NSW Occupational Health and Safety Regulation 2001*.

Workers' Compensation Insurance – Volunteers

SES volunteers are covered by workers' compensation under the provisions of the *Workers' Compensation (Bush Fire, Emergency and Rescue Services) Act 1987*, administered by the WorkCover Authority.

Personal injury cover is afforded to SES volunteer members, casual volunteers and members of officially affiliated groups while carrying out SES activities. This includes operations as described in the *State Emergency Service Act 1989*, including training, preparatory work genuinely related to operations and fundraising.

The scheme also provides comprehensive cover for volunteers' private property, including private motor vehicles damaged, lost or stolen whilst being used on bona fide SES activities.

Complaint Procedures

The SES receives very few complaints; the Director General personally reviews those that are received. When complaints do occur, they fall into the following categories:

- Ministerials initiated by Members of Parliament and/or a member of the public;
- Letters from Members of Parliament, members of the SES and/or a member of the public; and
- Letters or phone calls from the public in respect to misuse of the SES name for unscrupulous advertising and fundraising companies or individuals not approved by the SES.

There is always follow-up action, which can include a visit by a senior officer and/or discussions with the complainant. When required, corrective action is taken and, if necessary, the Crown Solicitor is contacted to provide advice.

There were no complaints received outside the above categories during 2005-06.

Land Disposal

The SES did not dispose of any landholdings during the 2005-06 reporting year.

Major Asset Disposal

The SES did not dispose of any major assets during the 2005-06 reporting year.

Legislative Amendment

The State Emergency Service legislation was amended during the reporting year. The *State Emergency Service Amendment Act 2005* received assent on 17 November 2005 which inter alia gave the Director General the power to act proactively to form an SES Unit at any time, rather than only in response to an application from a group of individuals who express interest in establishing a local Unit. These amendments allow the Director General to respond to population growth or identified local hazards. The amendments provide the SES with a greater degree of flexibility in responding to local needs.

Major Works

There were no major works undertaken in 2005-06.

Minor Works

Construction of the Illawarra South Coast Region Headquarters at Lot 10 Corner Masters Road and Drummond Avenue, Coniston, was completed during the financial year. This new purpose-built building provides Region staff and volunteers with premises that enhance their administrative and operational capabilities.



Major Assets (Other than Landholdings), 2005-06

Classification	Location	Acquired
Central West Region Headquarters	79 Corporation Avenue BATHURST NSW 2795	1995
Clarence-Nambucca Region Headquarters	26 Induna Street SOUTH GRAFTON NSW 2640	1998
Far West Region Headquarters	3-5 Bradley Street COBAR NSW 2835	2000
Lachlan Region Headquarters	55 Matthews Street PARKES NSW 2870	1997
Hunter Region Headquarters	72 Turton Street METFORD NSW 2323	1987
Illawarra South Coast Region Headquarters	Lot 10 Cnr Masters Road & Drummond Streets CONISTON 2500	2005
Macquarie Region Headquarters	160 Bultje Street DUBBO NSW 2830	1982
Murray Region Headquarters	25 Catherine Crescent LAVINGTON NSW 2641	2002
Murrumbidgee Region Headquarters	206 Fernleigh Road WAGGA WAGGA NSW 2650	1992
Namoi Region Headquarters	20 Borthistle Road GUNNEDAH NSW 2380	1991
North West Region Headquarters	102 Amaroo Drive MOREE NSW 2400	1997
Oxley Region Headquarters	71 Arkwright Crescent KOLODONG NSW 2430	1999
Richmond-Tweed Region Headquarters	6 Lancaster Drive GOONELLABAH NSW 2480	1993
Southern Highlands Region Headquarters	56-58 Knox Street GOULBURN NSW 2580	1996
Sydney Northern Region Headquarters	Cnr Leonard & Hornsby Streets HORNSBY NSW 2077	1978
Sydney Western Region Headquarters	Unit 3, 7 St James Place SEVEN HILLS NSW 2147	1994

Grants to Non-government Community Organisations

In the reporting year, there were no funds granted to non-government community organisations.

Research and Development

No projects were carried out during the financial year.

Energy Conservation

The SES maintains a strong commitment to the NSW Government Energy Management Policy, and has implemented a range of measures to assist meeting the policy requirements. The SES has achieved the Premier's instructions in achieving the motor vehicle "green fleet" rating.

Waste Management

The SES has a Waste Management Plan, which is reviewed annually and submitted to Resources NSW. All staff are made aware of the need for efficiency in reducing waste levels. The SES includes, as part of its strategy, the procurement of recycled photocopy/printing paper, the priority purchase of office equipment that has the capability to process recycled products, publishing internal manuals online, and paper recycling throughout the state by local recycling firms.



SES Unit Accommodation

Under the provisions of the *State Emergency Service Act 1989*, councils of local government areas are responsible for providing facilities for Units in their areas. Through Emergency Management Australia (EMA), the Commonwealth provides subsidies of up to \$50,000 on a dollar-for-dollar basis to help councils meet this obligation. State Headquarters is responsible for distributing these funds.

During the review year, the Commonwealth provided grants totaling \$483,056.

Unit Accommodation Grants, 2005-06	
Unit	Amount of Grant
Ryde	\$50,000
Singleton	\$15,000
Turon	\$26,000
Cootamundra	\$10,000
Captains Flat	\$40,000
Kyogle	\$50,000
Ivanhoe	\$47,425
Harden	\$20,000
Wilcannia	\$24,131
Eugowra	\$50,000
Guyra	\$ 5,000
Liverpool Plains	\$50,000
Wagga Wagga	\$45,500
Botany Bay	\$50,000

Occupational Health and Safety

The SES Occupational Health and Safety Plan has been rewritten following the appointment of a full-time Occupational Health and Safety Officer during the review period. The Occupational Health and Safety Committee ensures that the health, safety and welfare practices of the SES comply with the requirements of the *NSW Occupational Health and Safety Act 2000*.

The Occupational Health and Safety Committee meets at least quarterly, and helps the Occupational Health and Safety Officer in developing a safe and healthy working environment and systems of work, within the framework of the *Occupational Health and Safety Act* and Regulations.

E –Commerce

The SES advertises upcoming tenders online and advises successful tenders electronically. Position vacancies with the SES are shown on the Jobs NSW website and the NSW Public Service Notices are received and distributed electronically.

The SES makes payments to suppliers online by way of electronic funds transfer. Procurement of goods and services online is used where applicable.

Time for Provision of Services

SES offices at State and Regional level operate within normal office hours and deal promptly with operational and administrative matters, including projects and correspondence.

The SES is a 24-hour operational response agency, providing immediate assistance to the community in its statutory role as combat agency for floods and storm emergencies. It also provides assistance to other emergency services on request.

All staff and volunteers are required to be available for operational duties outside normal office hours in such events.

Time for Payment of Accounts

The SES has a strict policy that all accounts are paid within the specified trading terms of the vendor as per Treasury Circular 01/12, and that advantage is taken of available discounts. The SES maintains a Payment Performance Profile.

There is a special requirement for all claims relating to emergency orders to be paid as far as practicable within seven days of receipt of the claim. Any delays experienced in paying accounts on time are due in the main to outside influences beyond the control of the SES. The table below shows payments by quarter for the reporting year.

Payments by Quarter, 2005-06				
Payment Performance Indicators	Sept 2005	Dec 2005	Mar 2006	June 2006
Accounts payable				
Current (within due date)				
Less than 30 days overdue	\$87,070.40	\$664,642.15	\$566,903.33	\$851,871.45
Between 30 & 60 days overdue	\$15,826.68	\$5,483.04	\$21,216.23	\$4,177.15
Between 60 & 90 days overdue	\$751.16	\$829.16	\$2,208.59	\$295.77
More than 90 days overdue	\$3,407.62	\$517.88	\$1,224.07	\$2,291.99
Accounts paid				
Target percentage of accounts paid on time	100%	100%	100%	100%
Percentage of accounts paid on time	95%	98%	98%	98%
Total dollar amounts of accounts paid on time	\$8,398,381.41	\$6,845,287.65	\$4,972,181.90	\$15,205,264.80
Total dollar amount of accounts paid	\$8,762,421.79	\$6,923,730.76	\$5,037,627.83	\$15,363,321.64

Credit Card Policy

All credit cards are issued in accordance with Treasury Circular 99/6. No late fees or interest payments were incurred in 2005-06.

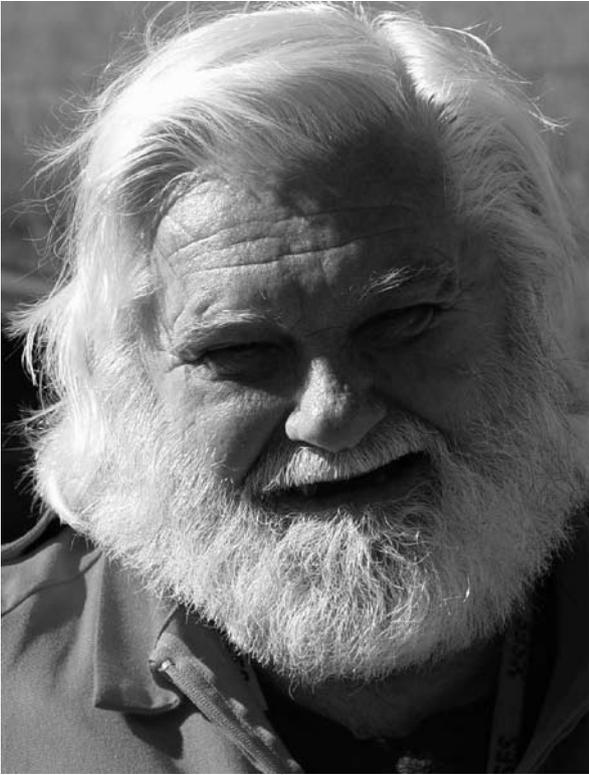
A policy on credit cards is maintained and adjustments to the policy are available to all card holders.

Annual Report

A total of 500 copies of the 2005-06 Annual Report have been printed, at an average cost of \$19.80 per copy, inclusive of artwork and printing. Design is carried out internally.

The report for 2005-06 is available on CD-ROM and on the SES website at www.ses.nsw.gov.au.





Part 10

Information Management and Technology

Information management and technology is using systems and technology to enable information to be concisely presented to operations staff and volunteers at all levels of the SES to enable better decisions during emergencies to support the communities of NSW.

Overview

A key concern for Information Management and Technology is the requirement to support volunteers by streamlining administrative processes and providing systems that enable effective management of operations. This will improve responses to emergency events which will also assist the reduction in the risk of damage to property and life.

Information that is captured securely and accurately at the outset can be reused many times for many different purposes. RFA Online and SES Online has enabled the SES to improve operation management, administration and reporting.



By sharing information between different systems, such as the SES Online Human Services module (human resources and training information) and Request for Assistance (RFA Online), details of who attended each job and the equipment that was used can all be recorded. This allows for more effective reporting on activities, training, inventory and asset management across the SES. It also ensures that only appropriately qualified volunteers are responded to jobs.

Activities

Information service delivery is critical for the SES when preparing communities for an emergency, responding to their needs and assisting in recovery after an emergency. In order to achieve this, a robust, adaptable, reliable, accessible and secure information system is required to share essential information within the SES, and with other emergency services and government agencies.

During 2005-06, the Information Management and Technology staff had several notable successes: the delivery of Request for Assistance operational information system (RFA Online), and the SES Online Human Services Module (Human Resource and Training) systems, on time, on budget and meeting specification.

Some additional achievements of the information management and technology program during 2005-06 included:

- An upgrade to the SUN finance system, which dramatically improved processing times;
- Commencement of the state-wide Hardware and Network Program. In the proof of concept phase, hardware was supplied to eight Region and 38 Unit headquarters and four headquarters were connected to the SES Wide Area Network;
- Hardware refresh of the new 24/7 Operational Communication Centre and State Operations Centre;
- Commencement of an on-call technical officer roster to provide after-hours information technology and systems support during operations;
- Continuation of the NSW Government and Microsoft Agreement program to assist in managing current Microsoft licences.
- Delivery of the Information Management & Technology Manual; this provides a governance framework to enable information security certification. Once certified, the SES will have processes and systems in place to ensure information is managed to international standards;
- Fit-out of the new 24/7 Operational Communication Centre project, with software to be delivered prior to commencement in August 2006;
- Improvement of public communication through a new corporate website. The website, hosted at the Australasian Centre for Advanced Computing and Communications (AC3), makes use of a web-based content management system improving access to information to the communities of NSW, but also considers users with low bandwidth, those with special needs and those speaking community languages. The SES has experienced a 50% increase in site visits during 2005-06.
- Delivery of an information system to enable scoring for the National Rescue Competition, hosted by NSW SES in October 2005;
- Customised unit wall maps, produced internally and supplied to 14 Region and 190 Unit headquarters;
- Distribution of updated versions of the NSW Road Directory covering all towns in the State to all Region and Unit headquarters.
- A successful trial with the Bureau of Meteorology to integrate live weather products in near-to real-time into the SES Geographic Information System at State Headquarters. The weather feeds were used operationally for the first time during the 2005-06 storm season;
- A trial of the CommandMap field-reporting system with a number of Units. It involved converting live storm and land search information using GPS and mobile data solutions into map information;
- Geographic information system products for the Emergency Risk Management Branch, including flood evacuation route maps, revised map templates for local flood plans, snow plan maps and tsunami planning maps; and
- Funding obtained through the Microsoft Service Provision fund for basic computer skills training; Hunter TAFE engaged to deliver the training.

The Future

The SES has initiated several major programs that will improve information services state-wide, within a whole-of-government framework.

- The coming year will see the continuation of the state-wide Hardware and Network Program, with the aim of completing all Region headquarters and accelerating delivery to Unit headquarters.
- Work will continue to enhance the Request for Assistance operational information system (RFA Online). A web-based interface will also be delivered to enable operations to be managed from anywhere an internet connection is available.
- SES Online will be enhanced to improve security and functionality.
- The delivery of the RFA Online ComCen module to enable the operation of the 24/7 Communication Centre.
- Commence Information Security Certification.
- Work with other government agencies on innovative technologies to improve the way assets, plant and inventory are managed and to reduce the administration burden placed on volunteers.
- A local mapping application to be delivered to all Region Headquarters.
- A local mapping file to be developed for all Region and Unit Headquarters.
- Establishment of the SES GIS User Group.
- Extensive ongoing work with other agencies to define requirements for whole-of-government solutions to:
 - o computer-aided dispatch
 - o inter-computer aided dispatch emergency messaging systems
 - o emergency information management systems
 - o operational management systems
 - o geographical information systems
 - o shared corporate systems.





Part 11

Royal Volunteer Coastal Patrol

During the reporting year, the Coastal Patrol rescued or assisted 2,822 people in 1,247 vessels, having an estimated value of \$76.26 million.

Overview

The Royal Volunteer Coastal Patrol has continued its program of steady growth during 2005-06 and membership is at its highest level in NSW since 1945, when the organisation was demobilised at the end of World War Two.

The Coastal Patrol operates 26 bases from Eden to Byron Bay providing a fleet of 46 lifeboats for emergency response to the needs of the ever-growing NSW boating community. The rescue fleet in the state includes eight ocean-going, self-righting marine rescue vessels; these vessels were designed to save lives in the notorious North Sea, North Atlantic and Arctic Ocean off the UK and Northern Ireland coasts.

Two 52-ft Arun class lifeboats are stationed in Port Stephens and Sydney while six 44-ft Waveney class lifeboats are at Coastal Patrol bases in Bateman's Bay, Botany Bay, Narooma, Sydney Harbour, Trial Bay and



Ulladulla. These lifeboats have regularly demonstrated their capability to handle the offshore conditions of Australia's east coast while still providing a safe workplace for their crews.

In NSW, there are around 209,000 registered boats and almost 450,000 boat driver licence holders, with an annual average growth of 30,000 new licences in recent years. The demand for Coastal Patrol assistance has never been so great.

Activities

During the reporting year, the Coastal Patrol rescued or assisted 2,822 people in 1,247 vessels, having an estimated value of \$76.26 million. Over 100 of these vessels exceeded 12metres in length (demonstrating the growth in ownership of larger pleasure boats). However, nearly half of assists (48%) continue to be for vessels up to 6metres, with 26% for vessels between six and nine metres. An increasing number of assists, almost 40%, took place offshore, with just over

60% occurring in enclosed waters. This compares with 30% and 70% respectively the previous year.

Incidents included 23 MAYDAY calls, 100 PAN PANS, 24 sinkings, 12 fires on board, 168 searches, 30 medical events, 34 capsizes and more than 800 adrift out of fuel or mechanical breakdowns.

The Future

The Volunteer Coastal Patrol has a strong ongoing program of public education, member training and community participation and will continue to provide timely emergency responses as required for the future. Recent completion of a new TV community service announcement, funded by the National Emergency Volunteer Support Fund, will increase awareness of the organisation and attract new members to enjoy the satisfaction and rewards of making a positive, life-saving difference to the boating community in NSW.

Planning has also commenced for events and celebrations in March 2007 that will mark 70 years of Coastal Patrol volunteer marine rescue service to the community.

Contact Details

Royal Volunteer Coastal Patrol
Head Office
239 Spit Road, Mosman, NSW, 2088

Tel: 02 9960 3311
Fax: 02 9969 5214

Website: www.coastalpatrol.com.au

Officer Commanding 2005-06:
Commodore Mark Wain ESM

Chairman of the Board 2005-06:
Barry McGrath

Activities 2005-06

1. Sea Duty

Vessels Rescued or Assisted	1,247
Persons Rescued or Assisted	2,822
Estimated Value of Vessels Rescued/Assisted	\$76,260,000
Incidents in Inside Waters	61.2%
Incidents in Outside Waters	38.8%

Incidents attended

MAYDAY	23
PAN PAN	100
Sinking	24
Fire	12
Searches	168
Medical	30
Capsized	34
Stranded	111
Adrift	109
Mechanical	620
Out of Fuel	91
Flat Battery	124
Vessels towed to safety	735

Performance of Lifeboats on Incidents

Duty Crew – Hours	330,965
Hours Steamed	5,035
Litres of Fuel used	101,000
Cost of Fuel	\$134,800

Vessels Rescued or Assisted

Under 6m	598
6m - 9m	327
9m - 12m	221
Over 12m	101

2. Shore Duty

RADIO WATCH – listening hours	195,030
RADIO CONTACTS – all frequencies	294,575
Offshore tracking (vessels)	5,116
Day trips logged on	49,987
Persons on board day trips	165,698
Maintenance, personnel – hours	25,512
Administration, personnel – hours	126,670
Fund-raising, personnel – hours	35,310
Education courses conducted	400
RVCP Students	1,480
Public Students	470

Royal Volunteer Coastal Patrol

Members' Awards

Coastal Patrol members have been honoured with the following awards.

Emergency Services Medal (ESM)

Sharyn Gillings

Sydney

Order of Australia Medal (OAM)

Huw Gethin-Jones

Sydney

National Medal for Emergency Services

Kenneth Ronald Wark

Ulladulla

Kim Russell

Wollongong

Alexander Joseph Mathieson

Wollongong

David Rollo Anderson

Wollongong

John Edward Weeden

Central Coast

John Francis Kennedy

Ulladulla

George Paul Mercieca

Bateman's Bay

Raymond Edward Dixon

Ulladulla

Tom Macqueen Hughes

Broken Bay

John Bagnall Burrows

Ulladulla

Lance Hayden Miller

Sydney

Wilfred John Thompson

Port Stephens

John Bernard McCloskey

Hawkesbury

Mary Dunkley

Trial Bay

John Raymond Bell

Botany Bay

Jeffrey CONSTABLE

Narooma

Michael William Lovell Fairless

Port Stephens

Eunice Freeman

Ulladulla

Jack Fotheringham

Ulladulla

Charles Westley Divers

Merimbula

Anthony David Bray

Sydney

Brian Francis Kelly

Broken Bay

Richard John Smith

Port Stephens

Colin James Tritton

Bateman's Bay

Jill McGrath

Hawkesbury

Jann Mackellar Iredale

Forster/Tuncurry

Harold James Gibson

Port Stephens

Peter John Phillipson

Port Stephens

Gavin Edward Boland

Lake Macquarie

Albert Keith Morris

Central Coast

Beryl Callagher

Sydney

Janice Maree Walton

Broken Bay

Jack Milham Dunkerley

Ulladulla

Leslie Robert Elvin

Terrey Hills

Colin Watkin Wynn

Port Stephens

Julian Christopher Scott

Port Stephens

George Warren Pepperall

Lake Macquarie

Graham Aden Barnett

Trial Bay

Francis Joseph Flanagan

Sussex Inlet

James Henry Duggan

Sydney

David Vardre Jones

Sussex Inlet

Lindsay Burnell Fleming

Hawkesbury





Part 12

Australian Volunteer Coast Guard



The Australia Volunteer Coast Guard provides valuable marine-rescue services, and trains the public in boating safety.

Overview

2005-06 has seen the Australian Volunteer Coast Guard Association continue to develop volunteer marine rescue throughout Australia. With the formal affiliation of Coast Guard with the Volunteer Rescue Association Marine Division, the AVCGA/VRA (Marine) is established across five Australian States.

The AVCGA is an endorsed provider of the NSW Maritime Safe Boating Course and a registered NSW Maritime testing body for the general and personal watercraft licence. The AVCGA is proud to be a partner with NSW Maritime in this important initiative for the enhancement of public education and awareness of operator and vessel safety.

The AVCGA supplements the NSW Maritime initiative with the provision to the public of instruction courses in basic seamanship, marine radio and coastal

navigation, all designed to support and promote the AVCGA motto "Safety by All Means".

Within New South Wales, the AVCGA has now completed the replacement and upgrading of all association owned offshore rescue vessels to comply with NSW Maritime 2C survey requirements. This task has taken a number of years to finalise and would not have been achieved without the hard work and dedication of our members who have raised in excess of 70% of the associated costs.

The NSW State Government, by way of grants, for which we give our appreciation, has met the remaining cost of these capital acquisitions.

Membership remains stable with 685 active operational members within NSW and some 2,650 more active operational members across five states. In addition,

the Association has some 6,000 associate members across the country. Recruitment of new members is an ongoing activity. However, gaining younger members is difficult, particularly in the country regions which have a high retiree population. This would appear to be a problem generic to all rescue organisations and a problem that is not readily overcome, due to family and employment commitments and, as stated above, the age distribution of the population in country regions.

Training

Member training under competency based training is well developed and continues under the AVCGA status of a Registered Training Organisation. Training is provided to Certificate 2 Coxswain level in NSW. Formal certificate courses in Marine Radio are in the final stage of registration with VTAB.

Operations

Flotilla (unit) operations have been maintained with only the occasional interruption from machinery failure; such failures being rectified as soon as repairs could be completed. The cost of fuel has had a significant impact on non-rescue activities, with many

flotillas having to minimise running hours to contain this expense. (Volunteer marine rescue fuel costs are met by public donations and fundraising activities.)

AVCG Statistics, 2005-06	
Radio Traffic (all frequencies)	142 393
Vessels Logged-On (safety tracking)	29 327
Vessels Assisted Routine Assist	681
May Day	10
Pan Pan	22
Persons on Board	1 773
Est. Value of Vessels Assisted	\$23.694 million
Member Hours	216 330
Cost of Fuels (vessels only)	\$90 347

Frank Robards ESM
Chair, AVCGA NSW State Council



Part 13

Auditor General's Opinion and Financial Statements





GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDIT REPORT
STATE EMERGENCY SERVICE

To Members of the New South Wales Parliament

Audit Opinion

In my opinion, the financial report of the State Emergency Service (the Department):

- presents fairly the Department's financial position as at 30 June 2006 and its performance for the year ended on that date, in accordance with Accounting Standards and other mandatory financial reporting requirements in Australia, and
- complies with section 45E of the *Public Finance and Audit Act 1983* (the Act) and the *Public Finance and Audit Regulation 2005*.

My opinion should be read in conjunction with the rest of this report.

Scope

The Financial Report and Director-General's Responsibility

The financial report comprises the operating statement, statement of changes in equity, balance sheet, cash flow statement, summary of compliance with financial directives and accompanying notes to the financial statements for the Department, for the year ended 30 June 2006.

The Director-General is responsible for the preparation and true and fair presentation of the financial report in accordance with the Act. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report.

Audit Approach

I conducted an independent audit in order to express an opinion on the financial report. My audit provides *reasonable assurance* to Members of the New South Wales Parliament that the financial report is free of *material* misstatement.

My audit accorded with Australian Auditing Standards and statutory requirements, and I:

- assessed the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the Director-General in preparing the financial report, and
- examined a sample of evidence that supports the amounts and disclosures in the financial report.

An audit does *not* guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Director-General had not fulfilled his reporting obligations.

My opinion does *not* provide assurance:

- about the future viability of the Department,
- that it has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal controls, or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

Audit Independence

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office are not compromised in their role by the possibility of losing clients or income.

M P Abood, CPA
Director, Financial Audit Services

SYDNEY
20 October 2006

**STATE EMERGENCY SERVICE
FINANCIAL STATEMENTS
For the Year Ended 30 June 2006**

CERTIFICATE OF FINANCIAL STATEMENTS

Pursuant to Section 45F of the Public Finance and Audit Act 1983, I state that:

- (a) The State Emergency Service's financial statements are required to be prepared in accordance with applicable Australian Accounting Standards and other mandatory professional reporting requirements, the requirements of the Public Finance and Audit Act 1983 and its Regulations, and the requirements of the Finance Reporting Directives published in the Financial Reporting Code for Budget Dependent Agencies and agreed to by the Treasury;
- (b) The financial statements exhibit a true and fair view of the financial positions and transactions of the Service; and
- (c) There are no circumstances which would render any particulars in the financial statements to be misleading or inaccurate.



BRIGADIER PHILIP McNAMARA CSC
Director General

18 October 2006

State Emergency Service
Financial Statements
30 June 2006

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STATE EMERGENCY SERVICE
OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2006

	Notes	Actual 2006 \$'000	Budget 2006 \$'000	Actual 2005 \$'000
Expenses				
Operating expenses				
Employee-related	2(a)	10,386	11,358	8,923
Other operating expenses	2(b)	14,475	11,726	12,395
Depreciation	1(m),2(c) & 11(e)	5,780	2,520	3,892
Grants and subsidies	2(d)	4,984	5,756	4,904
Other expenses	2(e)	4,060	5,000	4,080
Total Expenses		39,685	36,360	34,194
Less:				
Revenue				
Sales of goods and services	3(a)	3	28	19
Investment income	3(b)	198	84	162
Grants and contributions	3(c)	13,169	481	5,497
Other revenue	3(d)	1,442	5,000	1,997
Total Revenue		14,812	5,593	7,675
Gain/(loss) on disposal of non-current assets	4	(293)	71	3
Net cost of services	19	25,166	30,696	26,516
Government Contributions				
Recurrent appropriation	5	27,603	27,603	23,144
Capital appropriation	5	4,638	4,187	3,757
Acceptance by the Crown Entity of employee benefits and other liabilities	1(f)(ii) & 6	264	572	764
Total Government Contributions		32,505	32,362	27,665
Surplus for the Year from Ordinary Activities		7,339	1,666	1,149

The accompanying notes form part of these statements.

STATE EMERGENCY SERVICE
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2006

	Actual 2006 \$'000	Budget 2006 \$'000	Actual 2005 \$'000
Net increase / (decrease) in property, plant and equipment asset revaluation reserve	3,896	-	189
TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY	3,896	-	189
Surplus / (Deficit) for the Year	7,339	1,666	1,149
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR	11,235	1,666	1,338



STATE EMERGENCY SERVICE
BALANCE SHEET
AS AT 30 JUNE 2006

	Notes	Actual 2006 \$'000	Budget 2006 \$'000	Actual 2005 \$'000
Assets				
Current Assets				
Cash and cash equivalents	7	4,090	4,124	4,125
Receivables	8	1,194	802	802
Inventories	1 (l) & 9	4,955	3,695	3,695
Total Current Assets		8,595	8,256	8,257
Non-Current Assets				
Property, Plant and Equipment				
Land and buildings	10(a)	12,378	8,153	8,302
Plant and equipment	10(b)	19,677	15,719	13,903
Total Property, Plant and Equipment		32,055	23,872	22,205
Total Non-Current Assets		32,055	23,872	22,205
Total Assets		42,294	32,493	30,827
Liabilities				
Current Liabilities				
Payables	11	781	724	724
Provisions	12	1,056	880	880
Total Current Liabilities		1,837	1,604	1,604
Non-Current Liabilities				
Provisions	13	7	8	8
Total Non-Current Liabilities		7	8	8
Total Liabilities		1,844	1,612	1,612
Net Assets		40,450	30,881	29,215
Equity				
Reserves		5,892	1,996	1,996
Accumulated funds		34,558	28,885	27,219
Total Equity	14	40,450	30,881	29,215

The accompanying notes form part of these statements.

STATE EMERGENCY SERVICE
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2006

	Notes	Actual 2006 \$'000	Budget 2006 \$'000	Actual 2005 \$'000
Cash Flows from Operating Activities				
Payments				
Employee related		(9,773)	(10,786)	(8,639)
Grants and subsidies		(7,560)	(10,756)	(4,904)
Other		(19,870)	(13,036)	(19,101)
Total Payments		(37,203)	(34,578)	(32,644)
Receipts				
Sale of goods and services		3	28	19
Interest received		179	84	272
Other		9,714	6,791	9,911
Total Receipts		9,896	6,903	10,202
Cash flows from Government				
Recurrent appropriation		27,603	27,603	23,144
Capital appropriation		4,638	4,187	3,757
Cash reimbursements from the Crown Entity		-	-	483
Net cash flows from Government		27,384	25,503	23,325
Net Cash Flows from Operating Government	19	4,934	4,115	4,942
Cash Flows from Investing Activities				
Proceeds from sale of Land and Buildings, Plant and Equipment		-	71	3
Purchases of Land and Buildings, Plant and Equipment		(4,969)	(4,187)	(4,461)
Net Cash Flows from Investing Activities		(4,969)	(4,116)	(4,458)
Net Increase/(Decrease) in Cash		(35)	(1)	484
Opening cash and cash equivalents		4,125	4,125	3,641
Closing Cash and Cash Equivalents	7	4,090	4,124	4,125

STATE EMERGENCY SERVICE
SUMMARY OF COMPLIANCE WITH FINANCIAL DIRECTIVES
FOR THE YEAR ENDED 30 JUNE 2006

	2006			2005		
	Recurrent Appropriation \$'000	Expenditure \$'000	Capital Appropriation \$'000	Expenditure \$'000	Capital Appropriation \$'000	Expenditure \$'000
ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE						
Appropriation Act	27,551	27,551	4,187	21,574	3,678	3,678
TOTAL	27,551	27,551	4,187	21,574	3,678	3,678
OTHER APPROPRIATIONS/EXPENDITURE						
Treasurer's Advance				1,500	1,049	79
Section 27- Variation of authorised payments from consolidated fund	52	52	624	70		
TOTAL	52	52	624	1,570	1,049	79
Total Appropriation/Expenditure/ Net Claim on Consolidated Fund (includes transfer payments)	27,603	27,603	4,811	23,144	4,727	3,757
Amount drawn down against Appropriation		27,603				3,757
Liability to Consolidated Fund		-		-		-

The Summary of Compliance is based on the assumptions that Consolidated Fund moneys are spent first (except where otherwise identified or prescribed).

STATE EMERGENCY SERVICE
Notes to and Forming Part of the Financial Statements
for the year ended 30 June 2006

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STATE EMERGENCY SERVICE
Notes to and Forming Part of the Financial Statements
for the year ended 30 June 2006

1.	SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES		Finance and Audit Act and Regulation; and
(a)	The Reporting Entity	·	the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under section 9(2)(n) of the Act.
	<p>The State Emergency Service is a NSW Government Department. The reporting entity is consolidated as part of the NSW Total State Sector and as part of the NSW Public Accounts.</p> <p>The State Emergency Service is a budget dependent agency. The agency is an emergency and rescue service dedicated to assisting the community.</p> <p>The State Emergency Service, as a reporting entity, comprises State and Regional Headquarters and all volunteer-based Units that are under its control.</p> <p>In the process of preparing the financial statements for the agency, all inter-entity transactions and balances between State Regional Headquarters and SES Units have been eliminated.</p> <p>These consolidated financial statements have been authorised by the Director-General on 20/10/06.</p>		<p>Property and assets (or disposal groups) held for sale are measured at fair value. Other financial statement items are prepared in accordance with the historical cost convention.</p> <p>Any judgements, key assumptions and estimations, management has made, are disclosed in the relevant notes to the financial statements.</p> <p>All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.</p>
(b)	Basis of Preparation	(c)	Statement of Compliance
	<p>The agency's financial statements are a general purpose financial report, which have been prepared on an accruals basis and in accordance with:</p> <ul style="list-style-type: none"> · applicable Australian Accounting Standards (which include Australian equivalents to International Financial Reporting Standards); · the requirements of the Public 		<p>The financial statements and notes comply with Australian Accounting Standards, which include AEIFRS.</p> <p>This is the first financial report prepared based on AEIFRS and comparatives for the year ended 30 June 2005 have been restated accordingly, unless otherwise permitted.</p> <p>In accordance with AASB 1 First-time Adoption of Australian Equivalents to International Financial Reporting Standards and Treasury Mandates, the date of transition to AASB 132 Financial Instruments: Disclosure and Presentation and</p>

AASB 139 Financial Instruments: Recognition and Measurement has been deferred to 1 July 2005 and, as a result, comparative information for these two Standards is presented under the previous Australian Accounting Standards which applied to the year ended 30 June 2005. Under previous Accounting Standards, financial instruments were recognised at cost, with the exception of TCorp Hour-Glass Facilities and Managed Fund Investments, which were measured at fair value.

There was no change between the AEIFRS equity and profit or loss for 30 June 2005 to the balances reported in the 30 June 2006 financial report.

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as income when the agency obtains control over the assets comprising the appropriations/ contributions. Control over appropriations and contributions are normally obtained upon the receipt of cash.

An exception to the above is when appropriations are unspent at year-end. In this case, the authority to spend the money lapses and generally the unspent amount must be repaid to Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue.

(d) Administered Activities

The agency administers, but does not control, certain activities on behalf of BHP Billiton, and the Australian Council of State and Territory Emergency Services. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of the agency's own objectives.

Transactions and balances relating to the administered activities are not recognised as the agency's revenues, expenses, assets and liabilities, but are disclosed in Note 21 as 'Administered Assets and 'Administered Liabilities'.

The accrual basis of accounting and all applicable accounting standards have been adopted for the reporting of the administered activities.

(ii) Sale of Goods

Revenue from the sale of goods is recognised as revenue when the agency transfers the significant risks and rewards of ownership of the assets.

(iii) Rendering of Services

Revenue is recognised when the service is provided or by reference to the stage of completion (based on labour hours incurred to date).

(iv) Investment Income

Interest revenue is recognised using the effective interest method as set out in AASB 139 Financial Instruments: Recognition and Measurement.

(e) Income Recognition

Liabilities for salaries and wages and annual leave are recognised and measured as the amount unpaid at the reporting date in respect of

(i) Parliamentary Appropriations and Contributions

(f) Employee Benefits

(i) Salaries and Wages, Annual Leave, Sick Leave and On-Costs

Liabilities for salaries and wages (including non-monetary benefits), annual leave and paid sick leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted

<p>amounts based on the amounts expected to be paid when the liabilities are settled.</p>	<p>Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.</p>
<p>Long-term annual leave is measured at present value in accordance with AASB 119 Employee Benefits. Market yields on government bonds of 5.5% are used to discount long-term annual leave.</p>	<p>(g) Insurance</p> <p>The agency's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government departments. The expense (premium) is determined by the Fund Manager based on past experience.</p>
<p>Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.</p>	<p>(h) Accounting for the Goods and Services Tax (GST)</p> <p>Revenues, expenses and assets are recognised net of the amount of GST, except where:</p> <ul style="list-style-type: none"> the amount of GST incurred by the agency as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expenses. Receivables and payables are stated with the amount of GST included.
<p>The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.</p>	
<p>(ii) Long Service Leave and Superannuation</p>	
<p>The agency's liabilities for long service leave and superannuation are assumed by the Crown Entity. The agency accounts for the liability as having been extinguished resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of Employee Benefits and other Liabilities.'</p>	<p>(i) Acquisition of Assets</p> <p>The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the agency. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.</p>
<p>Long service leave is measured at present value in accordance with AASB 119 Employee Benefits. This is based on the application of certain factors (specified in NSWTC 03/08) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.</p>	<p>Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition.</p>
<p>The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (ie Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (ie State Superannuation Scheme and State</p>	<p>Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.</p>

Where payment for an item is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted at an asset specific rate.

in the class does not differ materially from its fair value at reporting date. The last revaluation was completed on 30 June 2006 and was based on an independent assessment.

(j) Capitalisation Thresholds

Property, plant and equipment and intangible assets individually costing \$5,000 and above (or forming part of a network costing more than \$5,000) are capitalised. The Networking Assets are Rescue Equipment, Communication Equipment and Computer Equipment.

Non-specialised generalised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

When revaluing non-current assets by reference to current prices for assets newer than those being re-valued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated.

(k) Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 05-03). This policy adopts fair value in accordance with AASB 116 Property, Plant and Equipment and AASB 140 Investment Property.

For other assets, any balances of accumulated depreciation existing at the valuation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of assets previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

Revaluation decrements are recognised immediately as expenses in the surplus/deficit, except to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Land and Buildings are re-valued every five years or with sufficient regularity to ensure that the carrying amount of each asset

Where an asset that has previously been re-valued is disposed of, any balance remaining in the asset re-valuation reserve in respect of that asset is transferred to accumulated funds.

- (l) Impairment of Property, Plant and Equipment
- As a not-for-profit entity with no cash generating units, the agency is effectively exempted from AASB 136 Impairment of Assets and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.
- (m) Depreciation of Property, Plant and Equipment
- Depreciation is provided for on a straight-line basis against all depreciable assets, to write off the depreciable amount of each asset as it is consumed over its useful life to the agency. Land is not a depreciable asset.
- All material, separately identifiable component assets, are recognised and depreciated over their shorter useful lives, including those components that in effect represent major periodic maintenance.
- The useful lives of major categories of assets are:
- | | |
|-------------------------|---------------|
| Buildings | 40 years |
| Plant and Equipment | 5 to 10 years |
| Computers | 5 years |
| Furniture and Fixtures | Term of Lease |
| Operational Equipment | 5 to 8 years |
| Communication Equipment | 5 years |
- (n) Major Inspection Costs
- The labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.
- (o) Restoration Costs
- The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.
- (p) Inventories
- Inventories held for distribution are stated at the lower of cost and current replacement cost. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost or "first in first out" method.
- The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the agency would incur to acquire the asset on the reporting date. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.
- (q) Leased Assets
- A distinction is made between finance leases, which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.
- Where a non-current asset is acquired by means of a finance lease, the asset is recognised at its fair value at the commencement of the lease term. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.
- Operating lease payments are charged to the Operating Statement in the periods in which they are incurred.

(r)	<p>Payables</p> <p>These amounts represent liabilities for goods and services provided to the agency and other amounts, including interest. Payables are recognised initially at fair value usually based on the transaction cost, or face value. Subsequent measurement is at amortised cost using the effective interest method. Short term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.</p>	<p>not been early adopted by the State Emergency Service. The following is a list of these standards:</p> <p>AASB7 - Financial Instruments: Disclosure (issued August 2005)</p> <p>AASB119 – Employee Benefits (issued December 2004)</p> <p>AASB 2004-3 – Amendments to Australian Accounting (issued December 2004)</p>
(s)	<p>Budgeted amounts</p> <p>The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, S 21A, S 24 and/or S 26 of the <i>Public Finance and Audit Act 1983</i>.</p> <p>The budgeted amounts in the Operating Statement and the Cash Flow Statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Balance Sheet, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts (ie per the audited financial statements rather than carried forward estimates).</p>	<p>AASB 2005-1 – Amendments to Australian Accounting Standards (issued May 2005)</p> <p>AASB 2005-5 – Amendments to Australian Accounting Standards (issued June 2005)</p> <p>AASB 2005-9 – Amendments to Australian Accounting Standards (issued September 2005)</p> <p>AASB 2005-10 - Amendments to Australian Accounting Standards (issued September 2005)</p> <p>AASB 2006-1 – Amendments to Australian Accounting Standards (issued January 2006)</p>
(t)	<p>Comparative information</p> <p>Comparative figures have been restated based on AEIFRS with the exception of financial instruments information, which has been prepared under the previous AGAAP standard (AAS 33) as permitted by AASB 1.36A. The transition date to AEIFRS for financial instruments was 1 July 2005.</p>	<p>The initial application of these standards will have no impact on the financial results of the State Emergency Service. The Standards are operative for annual reporting periods beginning on or after 1 January 2006.</p>
(u)	<p>Accounting standards issued but not yet operative</p> <p>At the reporting date, a number of Accounting Standards adopted by the AASB had been issued but are not yet operative and have</p>	

STATE EMERGENCY SERVICE
Notes to and Forming Part of the Financial Statements
for the year ended 30 June 2006

	2006 \$'000	2005 \$'000
2. EXPENSES EXCLUDING LOSSES		
(a) Employee related expenses comprise the following specific items:		
Salaries and wages (including recreation leave)	8,934	7,656
Superannuation - defined benefit plans	170	157
Superannuation - defined contribution plans	547	483
Long service leave	84	86
Workers' compensation insurance	69	39
Payroll tax and fringe benefit tax	582	502
	10,386	8,923
	10,386	8,923
(b) Other Operating Expenses		
Auditor's remuneration		
Audit or review of the financial reports	34	29
Operating lease rental expense - minimum lease payments	623	573
Insurance	236	259
Cleaning	108	97
Gas and Electricity	98	109
Motor Vehicle Expenditure	1,319	929
Travel	590	406
Freight, Cartage and Packing	73	68
Advertising and Publicity	247	231
Books, Periodicals and Papers	3	2
Communication	1,842	1,489
Printing	48	28
Stores	7,071	4,359
Fees for Services Rendered	283	1,063
Training	994	1,035
Maintenance	14,475	12,395
	14,475	12,395
	14,475	12,395
Maintenance Reconciliation		
Contracted labour and other (non-employee related) in 2(b)	444	192
Employee related maintenance expense included in 2(a)	5,336	3,700
	14,475	12,395
	14,475	12,395

	2006 \$'000	2005 \$'000
(c) Depreciation expense:		
Buildings	444	192
Plant and Equipment	5,336	3,700
	<u>5,780</u>	<u>3,892</u>
(d) Grants and Subsidies		
Grants - WorkCover, SES and VRA	3,500	3,500
Grants - Rescue Vehicles	1,023	865
Grants - Commonwealth Buildings/Local Government Buildings	461	539
	<u>4,984</u>	<u>4,904</u>

Grants to Volunteer Rescue Association represents payments for Worker's Compensation provision under Emergency and Rescue Workers Compensation Fund.

Grants - Rescue Vehicles is usually on a dollar for dollar basis up to \$30,000

(e) Other expenses		
Disaster/Relief - Goods and Services	3,784	3,798
Disaster/Relief - Staff	276	282
	<u>4,060</u>	<u>4,080</u>

Flood, bushfire, storm and tempest relief payments are made during the emergency for stores directly attributable to that Natural Disaster which are reimbursable through the Natural Disaster Relief Arrangements between the Commonwealth and N.S.W.



	2006 \$'000	2005 \$'000
3. REVENUES		
(a) Sale of goods and services		
Rendering Services	3	19
	<u>3</u>	<u>19</u>
(b) Investment income		
Interest	198	162
	<u>198</u>	<u>162</u>
(c) Grants and contributions		
Bluscope Steel	115	185
Disaster Relief	4,060	4,072
Department of Commerce (non cash)	7,058	-
Department of Commerce	111	-
Emergency Management of Australia	497	487
Donations	1,328	753
	<u>13,169</u>	<u>5,497</u>
(d) Other Revenue		
Certificate IV Project	27	4
Other minor assets sale	4	14
Units Revenue	1,184	1,448
Miscellaneous	211	89
Pallet Barrier Project	-	290
NDMP	16	152
	<u>1,442</u>	<u>1,997</u>
4. GAIN/(LOSS) ON DISPOSAL		
Proceeds from sale	-	3
Less: written down value of assets disposed	(293)	-
	<u>(293)</u>	<u>3</u>

	2006 \$'000	2005 \$'000
5. APPROPRIATIONS		
Recurrent appropriations		
Total recurrent drawdowns from Treasury (per Summary of Compliance)	27,603	23,144
Less: Liability of Consolidated Fund (per Summary of Compliance)	-	-
Total	27,603	23,144
Comprising:		
Recurrent appropriations (per Operating Statement)	27,603	23,144
Total	27,603	23,144
Capital appropriations		
Total capital drawdowns from Treasury (per Summary of Compliance)	4,638	3,757
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	-
Total	4,638	3,757
Comprising:		
Capital appropriations (Operating Statement)	4,638	3,757
Total	4,638	3,757
6. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES		
The following expenses have been assumed by the Crown Entity:		
Superannuation	170	640
Payroll tax	10	38
Long service leave	84	86
	264	764

	2006 \$'000	2005 \$'000
7. CURRENT ASSETS - Cash and Cash Equivalents		
Cash at bank and on hand	4,090	4,125
	<u>4,090</u>	<u>4,125</u>

For the purpose of the Cash Flow Statement, cash and cash equivalents includes cash on hand and cash at bank.

Cash and cash equivalent assets recognised in the Balance Sheet are reconciled at the end of the financial year to the Cash Flow Statement as follows:

Cash and cash equivalents (per Balance Sheet)	4,090	4,125
Closing Cash and Cash Equivalents (per Statement of Cash Flows)	<u>4,090</u>	<u>4,125</u>

8. CURRENT ASSETS - Receivables		
Sale of Goods and Services	233	36
Accrued interest receivable	92	73
GST Receivable	619	534
Prepayments	250	159
	<u>1,194</u>	<u>802</u>

9. CURRENT ASSETS - Inventories		
Finished goods - at cost	4,955	3,695
	<u>4,955</u>	<u>3,695</u>

	2006 \$'000	2005 \$'000
10. NON-CURRENT ASSETS - PROPERTY, PLANT EQUIPMENT		
(a) Land and Buildings		
At Fair Value	14,909	10,388
Accumulated Depreciation	2,531	2,086
Net Carrying Amount	12,378	8,302
(b) General Plant and Equipment		
At Fair Value	45,642	36,062
Accumulated Depreciation	25,965	22,159
Net Carrying Amount	19,677	13,903
TOTAL PROPERTY, PLANT AND EQUIPMENT AT NET CARRYING AMOUNT	32,055	22,205

(c) RECONCILIATIONS - NON-CURRENT ASSETS

Reconciliations of the carrying amounts of property, plant and equipment at the beginning and end of the current and previous reporting period are set out below.

2006	Land and Buildings \$'000	General Plant and Equipment \$'000	Total \$'000
Carrying amount at start of year	8,302	13,903	22,205
Additions	624	11,404	12,028
Disposals	-	(1,823)	(1,823)
Net revaluation movement	3,896	-	3,896
Depreciation Expense	(444)	(5,336)	(5,780)
Writtenback on disposal	-	1,529	1,529
Carrying amount at end of year	12,378	19,677	32,055
<hr/>			
2005	Land and Buildings \$'000	General Plant and Equipment \$'000	Total \$'000
Carrying amount at start of year	7,763	13,684	21,447
Additions	542	3,919	4,461
Disposals	-	(18)	(18)
Net revaluation movement	189	-	189
Depreciation Expense	(192)	(3,700)	(3,892)
Writtenback on disposal	-	18	18
Carrying amount at end of year	8,302	13,903	22,205

Land and Buildings were revalued in October 2005, in accordance with the Treasury Policy Paper TPP 05-03 valuation of Physical Non Current Assets at fair value by the State Valuation Office.

	2006 \$'000	2005 \$'000
11. CURRENT LIABILITIES - Payables		
Accrued salaries, wages and on-costs	36	-
Creditors	745	724
	<hr/> 781	<hr/> 724
12. CURRENT LIABILITIES - Employee Benefits and related on-costs		
Recreation leave	926	728
Long Service Leave on-costs	130	152
	<hr/> 1,056	<hr/> 880
Total Provisions	<hr/> <hr/> 1,056	<hr/> <hr/> 880

In accordance with AASB 101 Presentation of Financial Statements, liabilities are classified as current where the State Emergency Service does not have an unconditional right to defer the settlement of a liability for at least 12 months after the reporting date.

Notwithstanding this, it is estimated that the liabilities will be settled within the following periods:

	Recreation \$'000	LSL on-costs \$'000
Within 1 year	926	-
Greater than 1 year		130
	926	130

13. NON-CURRENT LIABILITIES - Employee Benefits and related on-costs		
Long Service Leave on-costs	7	8
	<hr/> 7	<hr/> 8
	<hr/> <hr/> 7	<hr/> <hr/> 8
Aggregate employee benefits and related on-costs		
Provisions - Current (note 12)	1,056	880
Provisions - Non-Current	7	8
Accrued Salaries, Wages and on-costs (note 11)	36	-
	<hr/> 1,099	<hr/> 888
	<hr/> <hr/> 1,099	<hr/> <hr/> 888

15. CHANGES IN EQUITY

	Accumulated Funds Reserve		Asset Revaluation		Total Equity	
	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000
Balance at the beginning of the financial year	27,219	26,070	1,996	1,807	29,215	27,877
<u>Changes in equity - transactions with owners as owners</u>						
Increase in net asset from equity transfers	-	-	-	-	-	-
<u>Changes in equity - other than transactions with owners as owners</u>						
Surplus/(deficit) for the year	7,339	-	1,149	-	7,339	1,149
Increment/(decrement) on revaluation of Land and Buildings	-	-	3,896	189	3,896	189
	34,558	27,219	5,892	1,996	40,450	29,215

15. PROGRAMS/ACTIVITIES OF THE AGENCY

The Department operated under one program with the following objective:
'To provide appropriate emergency services management for flood, storm, tempest and other incidents and emergencies and other operational response.'

The Department does not administer any activities on behalf of other agencies.

16. COMMITMENTS FOR EXPENDITURE

	2006 \$'000	2005 \$'000
(a) Operating Lease Commitments		
Aggregate non-cancellable operating lease expenditure contracted for at balance date but not provided for in the accounts payable.		
Not later than one year	1,191	1,020
Later than one year but not later than five years	962	1,986
Total (including GST)	2,153	3,006

Represents rent on premises occupied including State Headquarters located at Wollongong and motor vehicle lease commitments with State Fleet.

Operating Lease commitments include input tax credits of \$195,705 (\$273,216 - 04/05) that are expected to be recovered from the Australian Taxation Office.

(b) The Department has no Capital, Finance or Other Expenditure Commitments.

17. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

The Department had no Contingent Liabilities.

18. BUDGET REVIEW

Net cost of services

The net cost of service was \$5.530 million lower than budget. This variation was mainly due to a non cash grant of radios from the Department of Commerce of \$7.058 million.

Assets and Liabilities

Actual net assets was higher than budget by \$9.569 million due to a non cash grant of radios from the Department of Commerce of \$7.058 million and a land and building valuation increment of \$3.896 million.

19. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COSTS OF SERVICES

	2006 \$'000	2005 \$'000
Net cash flows from operating activities	4,934	4,942
Recurrent appropriation	(27,603)	(23,144)
Capital appropriation	(4,638)	(3,757)
Cash reimbursement from the Crown Entity	-	(483)
Depreciation	(5,780)	(3,892)
Net gain/(loss) on disposal of non-current assets	(293)	3
Non cash grant revenue	7,058	-
Decrease/(increase) in provisions	(175)	(71)
Acceptance by Crown Entity of employee benefits	(264)	(281)
Increase/(Decrease) in Receivables	392	(480)
Increase/(Decrease) in Inventories	1,260	334
Decrease/(increase) in Payables	(57)	313
Net cost of services	(25,166)	(26,516)

20. MATERIAL ASSISTANCE PROVIDED BY OTHER BODIES OR PERSONS TO THE AGENCY

Instances exist of material services having been provided to the Department and for which no actual payment was made. Such services would include:

- (a) Training of volunteers and permanent staff at the Emergency Management Australia Institute, Mount Macedon, Victoria - No costs available.
- (b) Consultancy and advice by the Department of Infrastructure Training Natural Resources, Bureau of Meteorology and various Water Boards.

A reliable measurement on the value of these services is not available.

Radio assets to the value of \$7,058,000 were provided free of charge by the Department of Commerce during the 2005-06 financial year.

21. ADMINISTERED ASSETS AND LIABILITIES

	2006 \$'000	2005 \$'000
Administered Assets		
Cash at bank	332	349
	332	349
Administered Liabilities		
Liability to BHP Billiton	177	193
Liability to Universal Appeal	155	156
	332	349

The administered asset/liability represents proceeds from BHP Australia and Bon Jovi Concert. The funds will be utilised to meet expenses incurred by each of the State Emergency Service Headquarters in Australia. The Department will administer these funds until they are fully expended.

22. FINANCIAL INSTRUMENTS

The Department's principal financial instruments are outlined below. These financial instruments arise directly from the Department's operations or are required to finance the Department's operations. The Department does not enter into or trade financial instruments for speculative purposes. The Department does not use financial derivatives.

Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11 am unofficial cash rate adjusted for a management fee to Treasury. The weighted average rate in 2005-06 was 4.55% (4.33% in 2004-05). The Department does not have an overdraft facility.

Receivables

All trade debtors are recognised as amounts receivable at balance date. Collectability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The credit risk is the carrying amount (net of any allowance for impairment). No interest is earned on trade debtors. The carrying amount approximates net fair value.

Trade Creditors and Accruals

The liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment.

23. **IMPACT OF ADOPTING AUSTRALIAN EQUIVALENTS TO INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)**

(a) Reconciliation of key aggregates

Under AASB 101 Presentation of Financial Statements, liabilities must be classified as current where the agency does not have an unconditional right to defer the settlement of a liability for at least 12 months after the reporting date. Accordingly, all annual leave and unconditional LSL must be classified as a current liability, even where the agency does not expect to settle the liability within 12 months. Previously, the current / non current classification was based on whether or not the liability was expected to be settled within 12 months. This change has not affected financial performance, equity or cash flows.

State Emergency Service determined that there were no other areas where changes in accounting policies affected the reported financial position, financial performance and cash flows. Accordingly, total reported equity, net cost of services and the surplus under previous AASB requirements (AGAAP) did not change when determined under AEIFRS for 2004-05.

(b) Financial Instruments

In accordance with NSW Treasury's mandates, State Emergency Service has applied the exemption provided in AASB 1 First-time Adoption of Australian Equivalents to International Financial Reporting Standards not to apply the requirements of AASB 132 Financial Instruments: Presentation and comparative information. Therefore the comparative information for 2004-05 for financial instruments has been presented in accordance with previous AGAAP. These Standards have been applied from 1 July 2005, however they have not affected the reported financial position, financial performance and cash flows.

(c) Grant recognition

As a not-for-profit entity, State Emergency Service has applied the requirements in AASB 1004 Contributions regarding contributions of assets (including grants) and forgiveness of liabilities. There are no differences in the recognition requirements between the new AASB 1004 and the previous AASB 1004. However, the new AASB 1004 may be amended by proposals in Exposure Draft (ED) 125 Financial Reporting by Local Governments. If the ED 125 approach is applied, revenue and / or expense recognition will not occur until either State Emergency Service supplies the related goods and services (where grants are in-substance agreements for the provision of goods and services) or until conditions are satisfied. ED 125 may therefore delay revenue recognition compared with AASB 1004, where grants are recognised when controlled. However, at this stage, the timing and dollar impact of these amendments is uncertain.

24. **AFTER BALANCE DATE EVENTS**

State Emergency Service are not aware of any after balance date events that need to be disclosed.

END OF AUDITED FINANCIAL STATEMENTS

Part 14

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A

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