



Adapt 2030

NSW State Emergency Service
Strategy 2026-2030



We pay our respects to the Traditional Owners of the lands across NSW and recognise their relational connection and enduring oneness with Country, including the skies and waterways from wetlands, to coastal areas.

We pay our respects to Elders past and present and acknowledge their deep knowledge of changing climates, from storms to rising sea levels and the vital role their knowledge continues to play in protecting and caring for Country as climate change persists.



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Commissioner's Foreword



Every day, communities across NSW face moments of uncertainty, urgency and need. In this changing world, marked by evolving risks, complex emergencies and growing expectations, our ability to adapt is essential. This Strategy is about ensuring the NSW SES is ready for the future, closely connected with communities and prepared to lead with professionalism, courage and an unwavering commitment, whatever challenges lie ahead.

Emergency services are defined not only in moments of crisis, but also in how we prepare, lead, partner and serve every single day. Since the devastating floods in 2022, we have experienced rapid growth and improvements as an agency. As the risks to our communities grow more complex, and our ways of delivering services with communities continue to adapt, this Strategy (Adapt 2030) provides a clear direction for how we will meet the challenges of tomorrow.

To do this, we have identified five strategic goals that guide how the NSW SES will evolve and adapt over the next five years. These goals will work on strengthening our connection with communities, as well as supporting our people and how we work together. To me, it is important we put the people of NSW at the centre of how we design our future, working together with them and our partner agencies. Our role extends beyond responding when emergencies strike, it is about helping people understand risk, strengthening preparedness and working in partnership with others to reduce harm before it occurs.

We will partner to build more resilient communities by deepening our collaboration with them, as well as with other emergency services, governments, councils and local organisations. We will work to strengthen how we engage with diverse communities. We will enhance and adapt our services by clearly defining our offerings and improving how they are delivered, both with and for, those we serve. As the volunteering landscape evolves, so too will the way we work, ensuring flexible and inclusive opportunities that reflect diverse communities and their needs.

We will promote a culture of safety and trust, investing in wellbeing, leadership development and improving training. We will also simplify how we work by streamlining processes and leveraging new technologies to improve efficiency, making day-to-day work easier for our Members and improving our services at the same time.

Together, these goals ensure the NSW SES will continue to operate flexibly and to collaborate with the community and our partners. They will also allow us to adapt our delivery and ensure sustainability of services, so we can keep saving lives and building safer, more resilient communities across the State.

Together, these goals ensure the NSW SES will continue to operate flexibly and to collaborate with the community and our partners.

Also core to this Strategy is our recognition that the NSW SES is built on its volunteers and our communities. Behind every call, every lifesaving decision and every community interaction are the individuals bringing their time, skills, compassion and humanity in service of our community. This Strategy reflects our commitment to creating an environment where people feel valued, respected and supported to plan, prepare, respond and recover hand in hand with communities.

All of us are facing an increasingly complex future, but the NSW SES will continue to grow and adapt. This Strategy sets a clear direction, ensuring we are prepared, connected and trusted, so we remain ready for whatever lies ahead. At its heart is a simple promise: to stand with our communities, our Members, and our partners, so we can stand strong with NSW in its time of need.

Mike Wassing AFSM
NSW SES Commissioner

Building our Strategy together

Adapt 2030 has been shaped by the people who know NSW SES best - our volunteers, staff, leaders, partners and sector experts. Together, we explored what our communities need and expect, what our Members experience every day, and where NSW SES must evolve to meet the challenges ahead.



1 LISTEN

We started by listening widely and openly to our Members and partners through:

- Interviews with key external stakeholders across the emergency management system, including government partners, councils, emergency services, community and volunteer organisations, national and state emergency management stakeholders, and industry experts
- Insights from SES Volunteer Voice and the People Matter Employee Survey (PMES)
- Workshops and forums with SES senior leaders

2 ANALYSE



We identified the themes and priorities that would define our future direction by analysing:

- Futures and scenario testing to ensure long-term readiness
- Trend and risk analysis across climate, capability and community needs
- Environmental scans to understand external pressures and changes
- Feedback on SES Member experience, operational learning and previous strategies
- Assessments of strengths, gaps and opportunities

3 COLLABORATE



We co-designed the Strategy with Members who deliver our services every day including:

- An internal expression of interest process and corresponding working groups for each strategic goal, bringing together a mix of volunteers and staff
- Working groups co-designed problem statements, measures of success and practical focus areas
- Senior leadership and management workshops shaping the direction, refining content and confirming enablers



4 SEEK FEEDBACK

We then sought feedback and tested our thinking through:

- Member consultation to gain targeted feedback, suggestion and ideas
- Partner and stakeholder discussions to validate the draft goals
- Senior leadership and senior management review to ensure language is clear and easy to understand



5 FINALISE

Finally, we brought everything together to produce the Strategy:

- Final feedback through the Executive Leadership Team and Commissioner approval
- Commenced delivery planning
- Preparation for launch and implementation

Our Mission: Saving lives and creating safer communities

Our values bring us together as one organisation

Our Mission guides everything we do and the services we deliver before, during and after emergencies. We achieve this together, by working with partners and communities.

Our Values shape how we work with each other and with the community, guiding our decisions, our behaviours and the expectations we set for ourselves. Living these values consistently strengthens our culture, supports the wellbeing and confidence of our Members, and ensures communities can rely on NSW SES when it matters most.

Trust | Accountability | Respect | Professionalism | Integrity | Safety | Service

Our Services

Prevention

We help reduce risk by providing:

- **Expert development and land-use planning advice**
- **Hazard and flood information**
- **Partnering with others** to support prevention actions

- Over 1,900 pieces of advice provided to inform future development

Preparedness

We work with communities to build capability and resilience so they understand their risks and take action before an emergency, through:

- Community **skill building, risk awareness** and **behavioural change** activities
- **Emergency planning support** based on local knowledge that strengthens safer decision-making across communities
- Investment in NSW SES' **adaptive capability** across assets, people, systems and training

- **Over 10,000** warnings issued (since Oct 22)
- **Over 9.2m** website visits
- **Over 2,900** community engagement activities delivered

Response

We are the lead combat agency for **storms, floods and tsunamis in NSW**, delivering frontline response and rescue operations.

We also undertake **land search and rescue** and provide an extensive range of **interagency support** services.

- **Over 230,000** incidents
- **Over 280,000** calls for assistance by the public
- **Over 59,000** flood incidents
- **Over 150,000** storm incidents

Recovery

We support community recovery by:

- **Completing damage assessments**
- **Supporting impacted areas**
- **Coordinating our restoration and recovery activities after emergencies**
- **Assisting and informing community recovery needs**

- **Over 83,000** damage assessments completed
- **625 times** LGAs were supported in transitioning declared disasters to recovery

Statistics for July 2020 – June 2025

Our Members

We deliver these services together as over 11,500 Members

These are made up of around 11,000 volunteers and 600 staff, across 7 zones and 262 units.

We develop and support our Members

- Safety and wellbeing
- Training and development
- Member services and support
- Operational capability

We work together to provide the resources, equipment, systems and information they need

- Technology
- Assets and logistics
- Finance and procurement
- Facilities
- Intelligence and analytics

Learning, growing and continually improving along the way

- Knowledge and information management
- Strategy, delivery and change
- Governance, risk and compliance
- Process improvement and efficiency

As we work with partners and communities

- Stakeholder and relationship management
- Community partnering

6 NSW State Emergency Service | Adapt 2030

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Our commitment to NSW SES Volunteers

NSW SES is built on the dedication of volunteers, whose skills, knowledge, time and commitment underpin everything we do.

They are core to our service and an integral part of the communities we serve, partner with and support every day.

Our commitment reflects the essential partnership at the heart of a community-based service.

Our Commitment

We commit to working with volunteers in a way that is **respectful, transparent, and grounded in trust.**

- We will **listen** and ensure the **voice of our volunteers is heard and valued.**
- We will be **transparent** about priorities, decisions, projects and resourcing.
- We will work with **respect and partnership.**
- We will strengthen **two-way communication** between volunteers and staff.
- We will provide **practical support and training** that helps our volunteers to serve safely and effectively.

Appreciating how far we've come

During the last Strategic Plan (Building our Future – 2021-2025), NSW SES grew significantly as an agency, achieving all our strategic outcome measures and making significant improvements across many areas.

Our Achievements



Resulting in

- Greatly enhanced our wellbeing culture including transitioning from a staff assistance program, to an all-Member assistance program
- Developed a Diversity and Inclusion Committee (DISC) and enhanced our Diversity Networks and initiatives
- Improved our recruitment and onboarding processes
- Developed bespoke in-language communication materials for Cultural and Linguistically Diverse Communities
- Completed flood visualisation work to show real-world impacts of flooding
- Developed the Hazards Near Me App to include flood and severe weather warnings
- Decreased publishing time for warnings from an average of 30 minutes to three minutes
- Created two new operational zones with associated staff, closer to the communities they serve
- Delivered a huge uplift in flood rescue capability including:
 - An increase in Members and partners trained in flood rescue
 - An increase in our fleet
- Enhanced our training, including implementing a new training system and renewing our Registered Training Organisation status
- Rolled out new systems, such as myAvailability, and a Member procurement portal
- Improved our cyber security practices through multi-factor login and Member education

Our volunteer Member numbers increasing by **10%** between 2021 to 2025

Enhanced member engagement measured through Volunteer Voice and People Matter Employee Survey

An increase in community Members that understand and act on their risk

140% increase in the number of times NSW SES was requested to provide advice on land use planning decisions

1500% increase in the number of flood rescue competencies issued

17% increase in fleet out serving the community

Using this strong foundation, it is now time to Adapt our approach in response to our shifting environment



Our shifting environment

Climate change

We need to be prepared for increasingly frequent and complex weather events.
Per degree of warming, extreme rainfall could increase by much more than 7%, leading to more frequent, severe and overlapping weather events.

Changes in volunteering

We need to embrace and support the new ways communities want to contribute before, during and after emergencies.
Volunteering is evolving. In a 2023 Australian survey, 19.7% of volunteers indicated they prefer occasional rather than regular volunteering hours.

Cost of floods, storms and tsunamis

We need to maximise the benefit of every dollar invested in NSW SES, reducing the impact of floods, storms and tsunami on communities.
The forecast economic cost of flood and storm related weather events in NSW will be \$45.9bn annually by 2025, placing escalating pressure on the NSW and Australian government budget.

Pace of new technology

We need to harness technology to improve services and processes whilst ensuring no community Member is left behind.
Artificial Intelligence is rapidly reshaping jobs and work. Growth in digital and advanced technologies brings opportunities and challenges.

Population changes

We need to plan for a changing population, including an increase in at-risk communities with different needs.
NSW's population is predicted to grow by one million people during the delivery of this Strategy. 14.1% of the public currently live in Probable Maximum Flood zones.

Cost-of-living and housing crisis

We need to understand how economic pressures affect volunteer availability and community vulnerability.
Cost-of-living Indexes rose between 2.6% and 3.9% in the 12 months to September 2025, affecting the availability of volunteers and placing pressure on households.

Shifting emergency services landscape

We need to strengthen partnerships and work more collaboratively across the emergency management sector.
Increasingly, a whole-of-government response to emergencies is expected by the community. This requires seamless interoperability, coordination of shared resources and joint capability development.

Growing misinformation

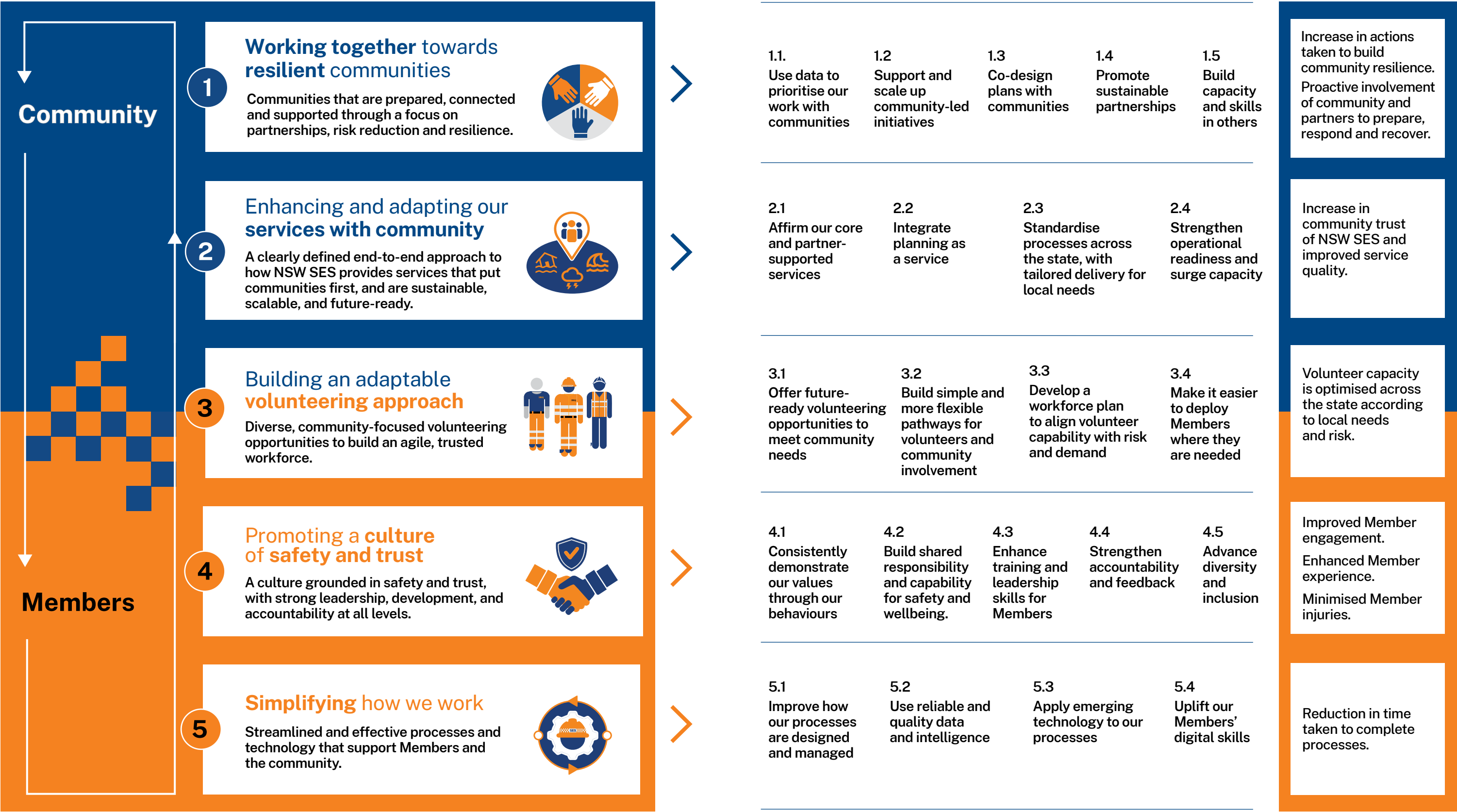
We need to strengthen community trust in NSW SES information and warnings.
Misinformation and disinformation were ranked as the number one global risk by the World Economic Forum over the next two years.

How we will adapt

Our five Strategic Goals describe how NSW SES will adapt to meet this shifting environment, ultimately delivering better outcomes for our Members and their communities.



Goals, focus areas and outcomes



GOAL 1.

Working together towards resilient communities



Communities that are prepared, connected and supported through a focus on partnerships, risk reduction and resilience.

Our challenge and opportunity

Impacts from natural hazards are increasing in both scale and complexity. Floods, storms and other natural hazards affect more people, more often, and place heavier demands on emergency services. Without stronger partnerships and shared responsibility, the risks and impacts to communities will continue to grow unchecked.

Our opportunity is to shift the way we work, to build greater collective capacity, skills and resilience with communities. By working together on risk reduction, preparedness, response and recovery activities, we can reduce overall community risk, strengthen collaboration, and enhance public safety through coordinated action rather than centralised control.

Our focus areas

■ Use data to prioritise our work with communities

Through a data-driven approach we can evaluate and maximise our impact and efforts to strengthen community resilience, grow preparedness and mitigate and reduce risk.

■ Support and scale up community-led initiatives

Where communities wish to lead initiatives, NSW SES support can increase scale and reach, enhancing local resilience.

■ Promote sustainable partnerships

A focus on partnerships across the sector (locally and nationally) will extend our shared reach and impact in everyday prevention and preparedness as well as significant events.

■ Co-design plans with communities

Co-designing the most critical plans with communities and other organisations will ensure plans are informed by local knowledge and meet the needs of the communities.

■ Build capacity and skills in others

By working with our partners, we ensure they are ready to support us in preparedness, response and transition to recovery from floods, storms and tsunamis.

The changing environment we are adapting to



Climate change



Growing misinformation



Population changes



Cost of floods, storms and tsunamis



Shifting emergency services landscape



Cost of living and housing crisis

Where we will get to by 2030

Communities come together to prepare for and overcome disasters and are celebrated for their efforts and unique strengths. NSW SES works alongside communities and partners on key aspects of preparedness, response and recovery, leveraging each other's strengths and knowledge with the support of government. Trust is high, roles and responsibilities are clear, risks are reduced, and organisations work seamlessly together. All agencies are aligned and partnering with communities to build resilience in a coordinated and joined up way. As a result, communities are more resilient and connected and have less dependency on centralised government response.



2030 outcomes

Increase in actions taken to build community resilience
Proactive involvement of community and partners to prepare, respond and recover.

What this means in practice

For communities

Support that strengthens preparedness and resilience through working in partnership before, during and after disasters.



For government

Greater assurance that communities are becoming more resilient through joined-up approaches supported by NSW SES and partner agencies.



For partners

Stronger partnerships and collaboration that make it easier to work together on risk reduction, readiness, response and recovery.



For NSW SES

More coordinated, data-driven engagement with communities and partners, reducing duplication and improving the impact of preparedness and resilience efforts.



GOAL 2.

Enhancing and adapting our services with community



A clearly defined end-to-end approach to how NSW SES provides services that put communities first, and are sustainable, scalable, and future-ready.

Our challenge & opportunity

NSW SES's services and how they are delivered has grown and changed over time. Expectations from communities and government are increasing, while risks such as climate change, urbanisation, and demographic change are driving new demands and an increased operational tempo.

Our services, delivery approach and resources need to be strongly aligned with community demand and risk.

We need integrated planning that connects our Members, partners, assets and facilities to ensure resources are operationally ready and adaptable to emerging risk and future demand. We have an opportunity to deliberately challenge and redefine our future approach to what is delivered, by whom, and how across NSW.

Our focus areas

Affirm our core and partner-supported services

Clearly defined services will ensure alignment on our role, value and responsibilities both internally and with our partners.

Integrate planning as a service

Effective and integrated planning will enable us to build and deliver our services as a team, making the best possible use of our people and resources and improving our sustainability.

Standardise processes across the state, with tailored delivery for local needs

By defining our state-wide standards and understanding local needs, we will ensure we deliver beneficial and meaningful local services, at a consistently high quality across the State.

Strengthen operational readiness and surge capacity

It is critical that we have the right people, equipment and processes in place to prepare for and respond to rapidly changing risks.

The changing environment we are adapting to



Climate change



Growing misinformation



Population changes



Escalating cost of floods, storms and tsunamis



Shifting emergency services landscape



Changes in volunteering

Where we will get to by 2030

NSW SES has a well-defined, community-centred approach to the services we provide and how they are delivered. Services are innovative and contemporary, adapting to the changing environment. We work hand in hand with the community and our partners, tailoring our approach to local risks and needs while ensuring consistent standards across the state. We have access to the tools, knowledge, skills, people, fleet, facilities and equipment we need to provide high quality services, including during complex or prolonged natural disasters.



2030 outcomes

Increase in community trust of NSW SES and improved service quality.



What this means in practice

For communities

Services that strengthen preparedness and resilience by working in partnership before, during and after disasters.



For government

Greater assurance that communities are becoming more resilient through a joined-up approach, supported by strong interoperability between NSW SES and partner agencies.



For partners

Stronger partnerships and collaboration that make it easier to work together on risk reduction, readiness, response and recovery.



For NSW SES

A clear and contemporary service model with integrated planning and strengthened operational readiness to ensure we can adapt to changing risks and future demand..



GOAL 3.

Building an adaptable volunteering approach



Diverse, community-focused volunteering opportunities to build an agile, trusted workforce.

Our challenge & opportunity

Local volunteer capability is not consistently aligned with community risk and demand across the state. Some Units face persistent volunteer shortages while others sit above baseline needs. The NSW SES has a heavy reliance on long-serving volunteers, with research showing that this type of volunteering is declining. Without new pathways and increased flexibility, volunteer capacity will become a challenge.

Our volunteer workforce model needs to be flexible enough to suit modern lifestyles, younger demographics or diverse motivations to serve. There is an opportunity to further adapt the way people volunteer and engage with NSW SES to make it easier to join, stay and contribute in different ways, so that each individual feels valued.

Our focus areas

■ Offer future-ready volunteering opportunities to meet community needs

Deeply understanding what communities need and can provide will enable us to design and offer a diverse range of volunteering opportunities, increasing participation and engagement before, during and after emergencies.

■ Develop a workforce plan to align volunteer capability with risk and demand

By aligning workforce capacity with demand for services, we can better mobilise volunteers and the community to meet local needs.

■ Build simpler and more flexible pathways for volunteers and community involvement

Streamlining systems, processes, onboarding, training and development for all types of volunteering to enhance capacity, readiness and engagement.

■ Make it easier to deploy Members where they are needed

Improved resource management practices and out of area deployment processes will enhance our capability and capacity during widespread or large-scale events.

The changing environment we're adapting to



Cost-of-living and housing crisis



Changes in volunteering



Population changes

Where we want to be by 2030

NSW SES understands what different communities need now and into the future and adapts our volunteering approach accordingly. Volunteers can choose from a spectrum of flexible, modern volunteering options and pathways that suit their lifestyle, culture, skills and availability – from one-off involvement through to long term membership. NSW SES values community strengths and communities are mobilised not just during, but also before and after disasters.

Volunteering roles are clearly defined across all parts of the organisation and our services, making it easier for people to engage in ways that reflect their strengths. Volunteer capacity is aligned to community risk and demand, and community involvement works hand in hand with volunteering. NSW SES is a leading and trusted agency for volunteering that harnesses and celebrates the full potential of the community and volunteerism.



2030 outcomes

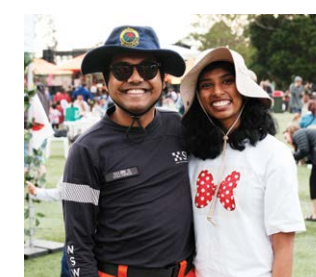
Volunteer capacity is optimised across the state according to local needs and risk.



What this means in practice

For volunteers

Flexible, modern volunteering options that fit people's lifestyles, skills and motivations, making it easier to contribute in meaningful ways.



For partners

Stronger coordination, shared readiness and support through clearer roles and scalable capacity across the state.



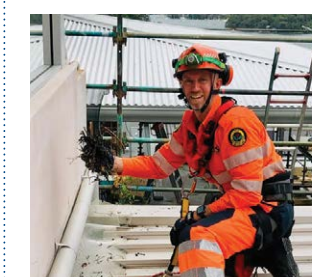
For communities

Ways to get involved and localised volunteer capability that reflect community needs, with NSW SES, communities and partners working hand in hand to reduce the impact of floods, storms and tsunamis.



For NSW SES

A more agile, diverse and well-prepared volunteer workforce supported by clearer pathways, better training and streamlined deployment practices.



GOAL 4.

Promoting a culture of safety and trust



A culture grounded in safety and trust, with strong leadership, development, and accountability at all levels.

Our challenge & opportunity

NSW aspires to create and sustain a culture that truly reflects our values, builds trust and ensures both physical and psychosocial safety for all Members. In reality, however, the experience of being part of NSW SES varies widely. Some Members feel supported, respected and safe, while others have a less positive experience.

We have an opportunity to shape and embed a culture where safety, wellbeing, inclusion and accountability are actively demonstrated, and where every Member, regardless of background, rank or role, feels safe, able to contribute and valued. Achieving this culture requires strong and capable leadership that sets the tone, and models expectations and positive behaviours, regardless of role.

Our focus areas

Consistently demonstrate our values through our behaviours

By translating our values into clear behavioural expectations and embedding these behaviours into practice we will build a culture aligned to our values.

Build shared responsibility and capability for safety and wellbeing

Embedding safety and wellbeing into our decisions and everyday practices, supported by continued investment in technology, protective clothing and equipment.

Strengthen accountability and feedback

Ensuring accountability and feedback is core to how we lead, develop and support our Members will improve role clarity, performance and engagement.

Enhance training and leadership skills for Members

Providing training and development options for Members that are relevant and high quality, with a focus on leadership skills, will improve Member satisfaction and performance.

Advance diversity and inclusion

An inclusive culture will ensure every Member feels valued, respected and able to positively contribute to the NSW SES and their community.

The changing environment we're adapting to



Climate change



Changes in volunteering



Shifting emergency services landscape

Where we want to be by 2030

NSW SES is a values-led agency where both physical and psychosocial safety are at the forefront of every decision. Members feel safe to speak up, are supported when they do, and are confident that wellbeing is taken seriously and concerns are addressed. Our culture is supportive, inclusive and grounded in trust, and people look out for each other and feel proud to belong. NSW SES is known as a place where people can contribute, grow and feel valued.

Leaders drive performance and accountability at all levels. Members are clear about their role and responsibilities, know who to turn to for support, and leaders at all levels step in early to resolve issues, check on wellbeing and reinforce expected standards of behaviour. Growth and leadership development opportunities are open to both volunteers and staff, with clear pathways and practical training and development opportunities to build capabilities.



2030 outcomes

Improved Member engagement.
Enhanced Member experience.
Minimised Member injuries.



What this means in practice

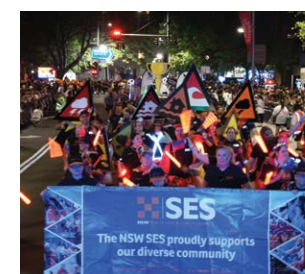
For Members

A safer, more supportive environment where everyone feels respected, heard and confident to speak up, contribute and grow.



For communities

A more trusted and effective service from Members who are well-supported, skilled and capable, and confident in their roles.



For leaders

Improved training, support and clear expectations that provide confidence to demonstrate accountability and lead with safety, inclusion and values front of mind.



For partners

Stronger relationships and improved outcomes through collaboration grounded in trust, safety and shared values.



GOAL 5.

Simplifying how we work



Streamlined and effective processes and technology that support Members and the community.

Our challenge & opportunity

NSW SES has grown significantly in the last decade and technology has changed, but many of our systems and processes haven't kept pace. We still have many manual, inconsistent, complex and time-consuming processes. These lead to excessive red tape for volunteers, inefficiencies, and a reduced capacity to focus on our communities.

Our opportunity is to streamline and automate processes using data and technology. This will free up our Members' time to focus on meaningful work, improve decisions, and better utilise our resources.

Our focus areas

■ Improve how our processes are designed and managed

A focus on targeted process improvement will increase efficiency, improve Member experience and reduce administrative burden.

■ Apply emerging technology to our processes

Targeted and innovative use of technology (including Artificial Intelligence and automation) will help us solve problems and improve quality and speed of service.

■ Use reliable and quality data and intelligence

Improving the quality, accessibility, and visibility of data across the NSW SES will lead to enhanced performance and efficiency.

■ Uplift our Members' digital skills

Upskilling our Members will build digital confidence and enable knowledge sharing with our partners.

The changing environment we're adapting to



Pace of new technology



Cost of floods, storms and tsunamis predicted to far exceed available government funding

Where we will get to by 2030

By 2030, NSW SES will have clear, consistent, and connected ways of working that are designed with Members in mind. Accelerated by the latest technology and artificial intelligence, our processes will provide Members with a digital experience that empowers them to not only thrive today but to innovate and adapt to the future.



2030 outcomes

Reduction in time taken to complete processes.

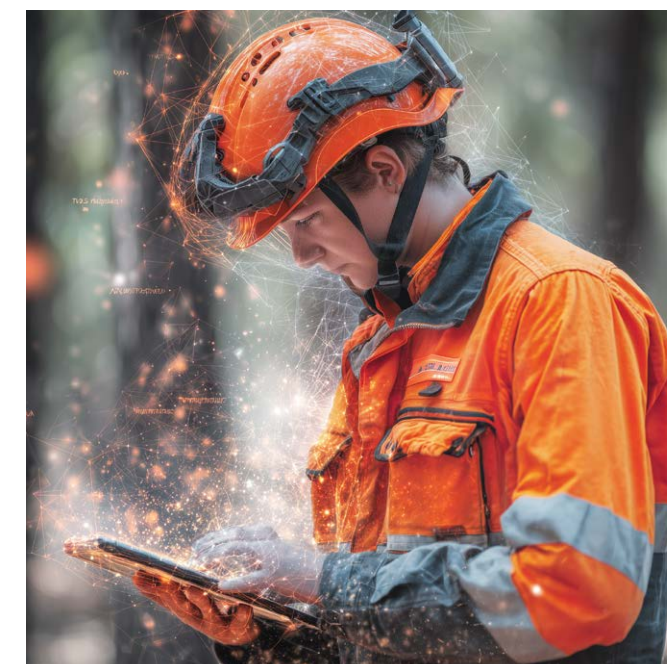


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What this means in practice

For Members

Streamlined processes, reduced administrative burden and rapid access to accurate information, making it easier to provide quality service with our communities.



For communities

Clearer processes and knowledge sharing enable smoother collaboration, better coordination and fewer delays, strengthening joint emergency management efforts.



For partners

Fast and more effective support, interoperable processes and systems, and more coordinated efforts.



For government

Improved efficiency and smarter use of data provide greater assurance, transparency and value for investment in NSW SES.



Strategic enablers

Delivery of our Adapt 2030 goals will only be possible when supported by strong foundations. We have identified six essential enablers of success. These will support effective delivery of services with communities, improve the Member experience and ensure NSW SES is prepared for the challenges ahead.

Together, these enablers will create the conditions we need for a strong, sustainable organisation that is able to Adapt to the future.

- Workforce Plan**
Develop a comprehensive plan for how we will attract, support and retain skilled, diverse and future-ready volunteers and staff.
- Improve external partnering**
Further expand our partner network outside of Emergency Service Organisations, targeting mutually beneficial, two-way partnerships.
- Technology roadmap**
Document a clear technology target state to support achievement of these goals, and develop a roadmap on how this will be achieved.
- Enhance Member engagement approach**
Develop an engagement plan that supports meaningful two-way engagement.
- Utilise research and innovation**
Use and evaluate research and data to inform decisions, enable innovation and improve the way we work.
- Governance**
Enhance governance by refining risk appetite, streamlining processes and policies, driving accountability and enhancing governance.
- Assets and equipment**
Asset management plans are aligned to our Strategy and ensure safe, reliable and fit-for-purpose assets and equipment across NSW.



Implementing the Strategy

Delivering the Adapt 2030 Strategy will require clear ownership, strong governance and shared commitment across the NSW SES.

Only by our leaders, volunteers, staff and partners working together will we deliver the step changes and outcomes needed to Adapt to the future and continue to strengthen the vital services we deliver with communities every day.

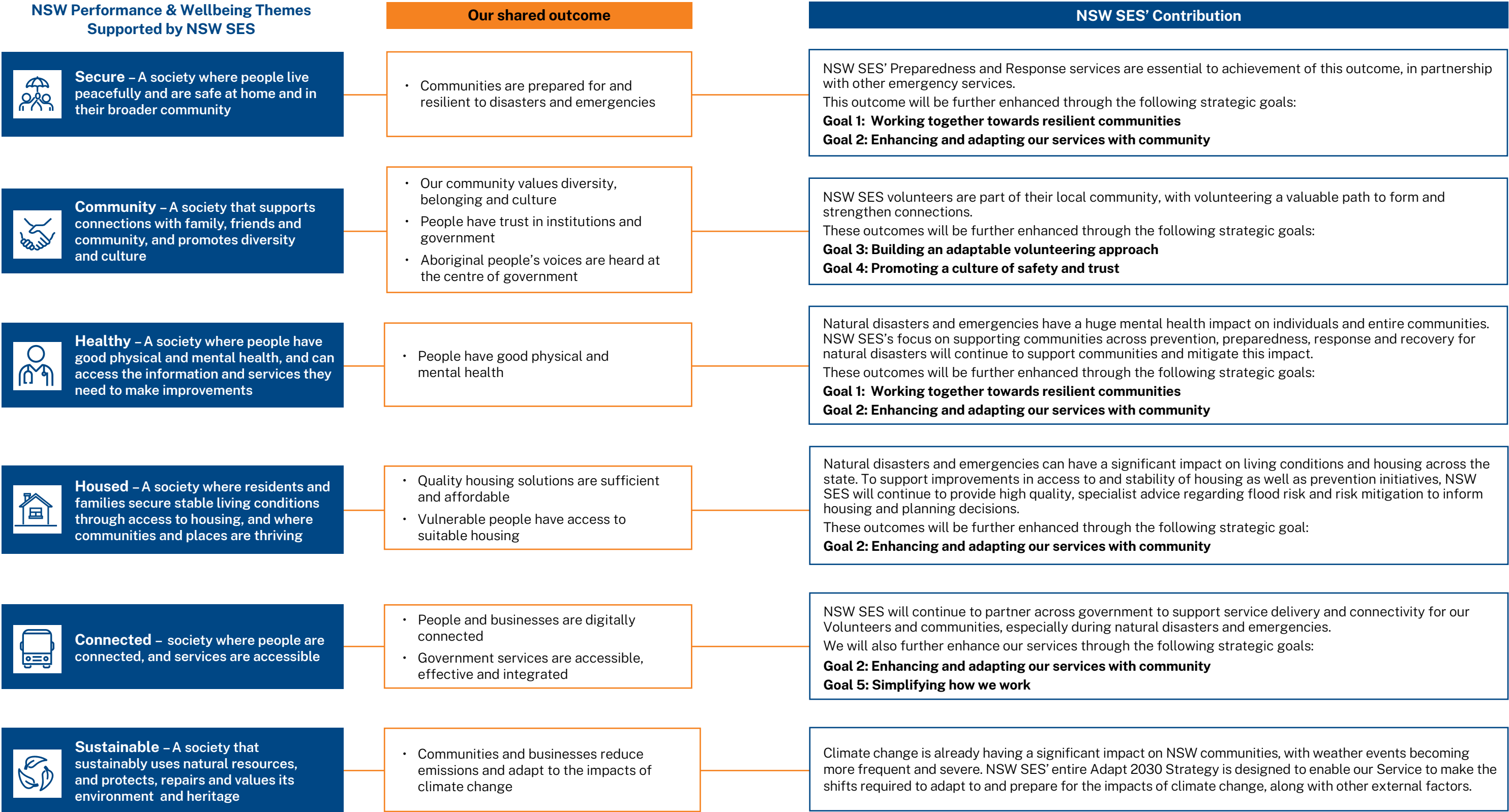
Successful delivery of our Strategy will be underpinned by three governance principles: clear leadership and accountability; actionable planning and reporting; and regular review and adaptation.

- Clear leadership and accountability**
 - Adapt 2030 will be **led and overseen by the Commissioner and Executive Leadership Team (ELT)**, who will provide sponsorship and drive and govern implementation.
 - Staff will champion progress, **working together with Members** to solve problems, remove barriers and support implementation across every location and team.
 - Member insights** will continue to shape yearly implementation plans and priorities.
- Actionable planning**
 - Annual delivery planning** will translate the Strategy into clear actions, responsibilities and timeframes across the organisation.
 - These yearly plans will be **centred around the goals' 2030 outcomes** ensuring our investment and actions make the biggest possible difference to achieving our outcomes.
- Regular review and adaptation**
 - The Strategy will be **reviewed and refined as needed** to ensure it remains relevant and responsive to a changing operating environment, emerging risks and new opportunities.
 - Regular reporting** will track our progress, inform any adjustments required, highlight risks and ensure accountability for delivery.
 - Member updates** will provide visibility of how we are progressing towards our outcomes and how we can all contribute to our shared success.



Supporting NSW Government outcomes

NSW SES is committed to supporting the NSW Government in achieving targeted outcomes under the NSW Performance and Wellbeing Framework. NSW SES services and strategic goals will directly support achievement of outcomes, as outlined below.





ses.nsw.gov.au

