



**NEW SOUTH WALES – STATE EMERGENCY SERVICE
ANNUAL REPORT 2008-09**





*“The worst in nature
the best in us“*

www.ses.nsw.gov.au

NSW STATE EMERGENCY SERVICE ©ISSN 1322-7610

STATE EMERGENCY SERVICE

State Headquarters

Level 3, 6–8 Regent St, Wollongong NSW 2500

Phone: 02 4251 6111 Fax: 02 4251 6500

Website: www.ses.nsw.gov.au

Office Hours: 8.30am–4.30pm

Monday–Friday

**For emergency help in 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) 6641 6900	(02) 6641 6910
Far West PO Box 244, Cobar 2835 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 PO Box 1460, Wollongong 2500 22–32 Masters Road, Coniston 2500	(02) 4251 1200	(02) 4251 1202
Lachlan 55 Mathews Street, Parkes 2870	(02) 6863 8100	(02) 6863 8139
Macquarie 160 Bultje Street, Dubbo 2830	(02) 6882 2222	(02) 6884 2858
Murray PO Box 523, Lavington 2641 25 Catherine Crescent, Lavington 2641	(02) 6058 5300	(02) 6058 5320
Murrumbidgee 206 Fernleigh Road, Wagga Wagga 2650	(02) 6932 9199	(02) 6932 9190
Namoi PO Box 465, Gunnedah 2380 28 Borthistle Road, Gunnedah 2380	(02) 6740 2300	(02) 6740 2333
North West 102 Amaroo Drive, Moree 2400	(02) 6757 2950	(02) 6757 2970
Oxley 14 Arkwright Crescent, Taree 2430	(02) 6592 5800	(02) 6590 5808
Richmond-Tweed PO Box 4044, Goonellabah 2480 7 Lancaster Drive, Goonellabah 2480	(02) 6625 7700	(02) 6625 7711
Southern Highlands 56–58 Knox Street, Goulburn 2580	(02) 4828 5555	(02) 4828 5550
Sydney Northern PO Box 91, Hornsby 1630 Cnr Leonard and Hornsby Streets, Hornsby 2077	(02) 9987 3000	(02) 9987 3030
Sydney Southern PO Box M54, Manahan 2200 Unit 4, 150 Canterbury Road, Bankstown 2200	(02) 9766 9000	(02) 9766 9060
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 Steve Whan MP
Minister for Emergency Services
Level 11
52 Phillip Street
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 2009 for tabling before both Houses of Parliament.

Yours sincerely



MURRAY KEAR AFSM
Director General

Encl

Part 1
Director General's
Review



The past 12 months have been extremely busy on a number of fronts for the NSW State Emergency Service (SES).

Operationally, members of the SES have taken more than 53,400 calls for assistance, resulting in 22,157 tasks. The major response work was carried out in the northern part of the State, with intense focus on the North Coast. Our volunteers from units right across the State not only dealt with emergencies in their own areas, but travelled to parts of New South Wales where their assistance was critical.

As a result of the number of flood events experienced across the State, SES members responded to a high number of flood rescues. This capability to respond to people trapped in life-threatening conditions continues to be a focus of our strategic development, with an additional 60 members undergoing swift water training this year.

But it wasn't only flood that saw the integration of State-wide services. The NSW SES also responded to the impact of numerous storm cells, provided Road-crash Rescue, Community First Responder and Search and Rescue services, as well as preparing for and being placed on alert for a tsunami.

Following the philosophy that 'prevention is better than cure,' the SES continued to deliver a range of mitigation services, including Home FloodSafe and Business FloodSafe programs. This complemented our focus on the training and delivering of community education, employer recognition and research programs.

Underpinning our commitment to service delivery, the organisation has implemented a range of Information

Communication and Technology solutions to support volunteers. From upgrading all computer and communication systems through to the installation of GPS units in all vehicles, SES members now have access to technologies that make our role easier.

As we approach best practice with our infrastructure and support systems, we have increased our focus on leadership and people management, along with developing the skills and capabilities of our members in core roles. In addition, as SES members usually encounter emergency situations and members of their community on the worst days of their lives, we continue to develop and support them through Critical Incident Support Programs and Employee Assistance Services.

Although the NSW SES is a stand-alone agency, it is also an integral part of the total emergency management framework for the State of NSW and the nation. As such, much effort has been applied to delivering complementary services, as well as participating within a joint planning environment, to identify efficiencies.

As I complete my first year in the Service, I acknowledge the dedication and commitment of the more than 10,000 volunteers who are the NSW SES. Although we live in a geographically diverse State, we come together as one dynamic agency ready to meet all that Mother Nature can deliver.

A handwritten signature in black ink, appearing to read 'Murray Kear', is written in a cursive style.

MURRAY KEAR AFSM
Director General

Part 2
Our Organisation,
Our People:
Past, Present, Future



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 being caused 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 the management of responses to damage done by storm activity and the provision of support to other emergency services. The SES's roles and functions were eventually formalised through legislation and today's organisation operates under *The State Emergency Service Act 1989* (as amended). This Act spells out the following roles of 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 units, rescue operations allocated by the State Rescue Board. rescue operations, allocated by the State Rescue Board, by accredited SES rescue units
- 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 Force, NSW Fire Brigade, the NSW Rural Fire Service or the Ambulance Service of NSW in dealing with any incident or emergency
- To maintain effective liaison with all emergency service organisations
- 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 189 members of staff. Service to the State's communities is provided by 228 fully volunteer units, which operate at the local level. During 2008-09 two additional units have been added to the organisational structure – Khancoban in October and Batemans Bay in February. 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 and 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. 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, storms and tsunamis. 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 vast 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, region headquarters all have fully functioning Operations Centres and a group of volunteers who help with training, planning, operations and other functions. The Region Controller is assisted by four paid staff members, a Deputy Region Controller, Business Manager, Region Learning and Development Officer and Business Services 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 with the SES. These are 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 outlines our vision, our mission, our motto and our goals. It emphasises the value of our volunteers and staff and outlines our intentions on how they will be met over the next five years. A summary of the plan is outlined below.

Corporate Plan 2007-2011

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

Our Vision: To build and support safe and resilient communities by providing the state's most versatile and utilised volunteer emergency service.

Our Motto: The worst in nature the best in us.

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

Our Goals:

- Strengthen community resilience before, during and after floods, storms, tsunamis and other emergencies
- Develop and support our members
- Enhance our capability to deliver better services
- Be the organisation of choice for members
- Build stronger partnerships with key stakeholders, including the community



We will strengthen community resilience before, during and after floods, storms and other emergencies by:

- Increasing the community's understanding of emergency management issues and strategies through education
- Using the Emergency Risk Management model as the foundation for planning and public communication
- Improving warning systems

We will develop and support our members by:

- Identifying essential skills and competencies and providing the required training
- Creating leadership and career pathways
- Implementing a volunteer controller development and support program
- Creating job and role rotation opportunities
- Improving the efficiency of administrative systems to reduce the administrative burden for members

We will enhance our capability to deliver better services by:

- Developing and gaining support for an alternative funding model that enables SES growth
- Implementing a capability model that caters for current and emerging roles
- Improving current emergency management capabilities
- Developing unit, region and State headquarters' assets according to capability requirements

- Positioning the SES to take up emergency management opportunities
- Formalising capability development
- Standardising operational management using the Australasian Inter-Service Incident Management System (AIIMS)
- Enhancing the SES's information and communications technology and its use
- Structuring the SES to improve service delivery
- Using the media to increase the community's awareness of SES capabilities

We will be the emergency organisation of choice for volunteers and staff by:

- Attracting the right people
- Retaining the right people
- Encouraging innovation and consultation
- Building a positive community profile
- Developing an employer support model for volunteers
- Keeping people safe

We will build stronger partnerships with key stakeholders and the community by:

- Strengthening the SES/local government partnerships
- Increasing collaboration with other agencies
- Establishing research partnerships

Principal Officers

Director General	Murray Kear AFSM
Deputy Director General	Greg Slater MPA, GradCert Public Admin, MIAEM
Director Operations	Dieter Gescke ESM
Chief Information Officer	Andrew Edwards AdvDip Acc
Director Emergency Risk Management	Stephen Opper ESM, GradCertAppMgt
Director Human Services	David Rae BSc Psych, MBA StratMgt
Director Logistics	John Heath JP, GradCertMgt
Manager Communications	Patrick Clague
Manager Operations Communications Centre	Mark Morrow JP, GradCert PoliceMgt
Manager Finance and Administration	Mark Pride AssocDipAcc
Manager Geographic Information Systems	Elliott Simmons BSc, GradCertAppMgt
Manager Human Resources	Lorna Grange AdvDip(Govt)Mgt
Manager Information Technology	Greg Evans (Acting)
Manager Infrastructure and Equipment	Amanda Singleton
Manager Learning and Development	David Owen
Manager Operations	Keith FitzGerald BA, MBA, GDPAdmin
Manager Planning	Belinda Davies (Acting) BSc (Env Sc) Hons, MScTech (GIS)
Manager Public Communication	Steve Delaney
Region Controllers	See page 15

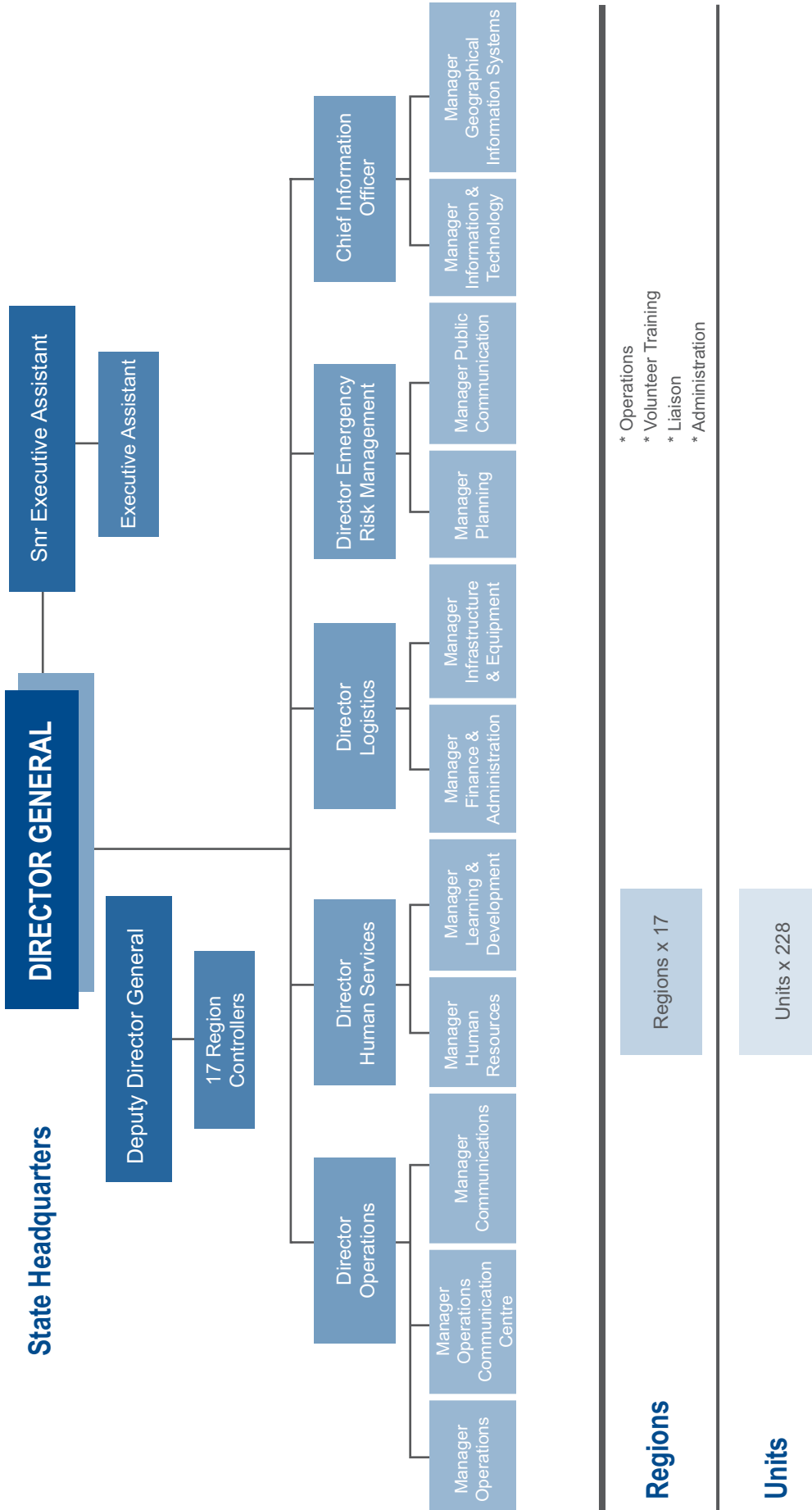
Note: The 2008-09, SES Annual Report reflects the organisation as at 30 June 2009. Changes in organisational structure and position descriptions etc which occurred after this date will be reflected in future reports.

The Regions

Region	Location of Headquarters	Controller	Number of Local Units
Central West	Bathurst	Craig Ronan ESM, MAIES, JP	11
Clarence-Nambucca	South Grafton	David Mackey	15
Far West	Cobar	Graeme Craig ESM, MAIES, JP	10
Hunter	Metford	Greg Perry ESM, MAIES, JP	18
Illawarra-South Coast	Coniston	Peter Higgins	11
Lachlan	Parkes	Bob Evans	10
Macquarie	Dubbo	David Monk	16
Murray	Lavington	Craig McIntyre (Acting)	17
Murrumbidgee	Wagga Wagga	Keith Favell (Acting)	15
Namoi	Gunnedah	Kathleen Cain	16
North West	Moree	Steve Martin	12
Oxley	Taree	Peter Floyd	11
Richmond-Tweed	Goonellabah	Scott Hanckel	12
Southern Highlands	Goulburn	Tony Casey BA, GradDip Str.St	15
Sydney Northern	Hornsby	Bernard Kates (Acting)	11
Sydney Southern	Bankstown	Gary Jones OAM	15
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



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
Maclean	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		

Ilawarra-South Coast Region

Batemans Bay	Bega	Bermagui	Eden
Eurobodalla	Kiama	Shellharbour City	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	Khancoban	Mathoura	Moama
Moulamein	Oaklands	Tumbarumba Shire	Urana
Wentworth			

Murrumbidgee Region

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

Registered Local SES Units (continued)

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	Deepwater
Garah	Glen Innes	Inverell	Moree
Mungindi	Tenterfield	Warialda	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	Broadwater	Casino	Coraki
Kyogle	Lismore City	Mullumbimby	Murwillumbah
Tabulam	Tweed Heads	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	Camden	Campbelltown	Canterbury
City of Sydney	Fairfield	Hurstville	Kogarah
Liverpool	Marrickville	Randwick	Rockdale
Sutherland	Waverley-Woolahra	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 members are available to provide emergency management advice at State, region and local level.

As part of our commitment to providing a quality service to the people of New South Wales, the SES has established the following procedures:

- 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
- 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 **1800 201 000** 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 an 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 6126, Wollongong 2500, Phone 02 4251 6111 or contact us via our website at www.ses.nsw.gov.au.

Guarantee of Service

Our mission is to lead communities in managing floods and storms and help people in other emergencies.

Flood and storms threats are the most costly natural disasters the community of New South Wales faces. In response to this, the SES:

- Prepares flood plans for communities at risk
- Assists the Bureau of Meteorology in developing and disseminating official flood and storm warnings
- Translates official flood warnings into likely effects and disseminates that information
- Evacuates people whose properties are threatened or made uninhabitable due to floods or storms
- Rescues people who are endangered, trapped or injured by floods or storms
- Resupplies communities and individuals who are isolated due to flooding
- Minimises damage to properties affected by floods or storms
- Coordinates immediate welfare requirements for affected communities, in conjunction with the Department of Community Services
- Undertakes public education to ensure that those at risk know what they should do to protect themselves and their property

The SES also provides rescue services and supports other agencies:

- Units accredited for general land rescue and vertical rescue respond according to established policy
- Units maintain a general rescue capability
- Units to undertake Community First Responder for the Ambulance Service of NSW
- Units also assist, at their request, the NSW Police Force, the NSW Fire Brigades, the NSW Rural Fire Service and the Ambulance Service of NSW, in dealing with any incident or emergency

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:

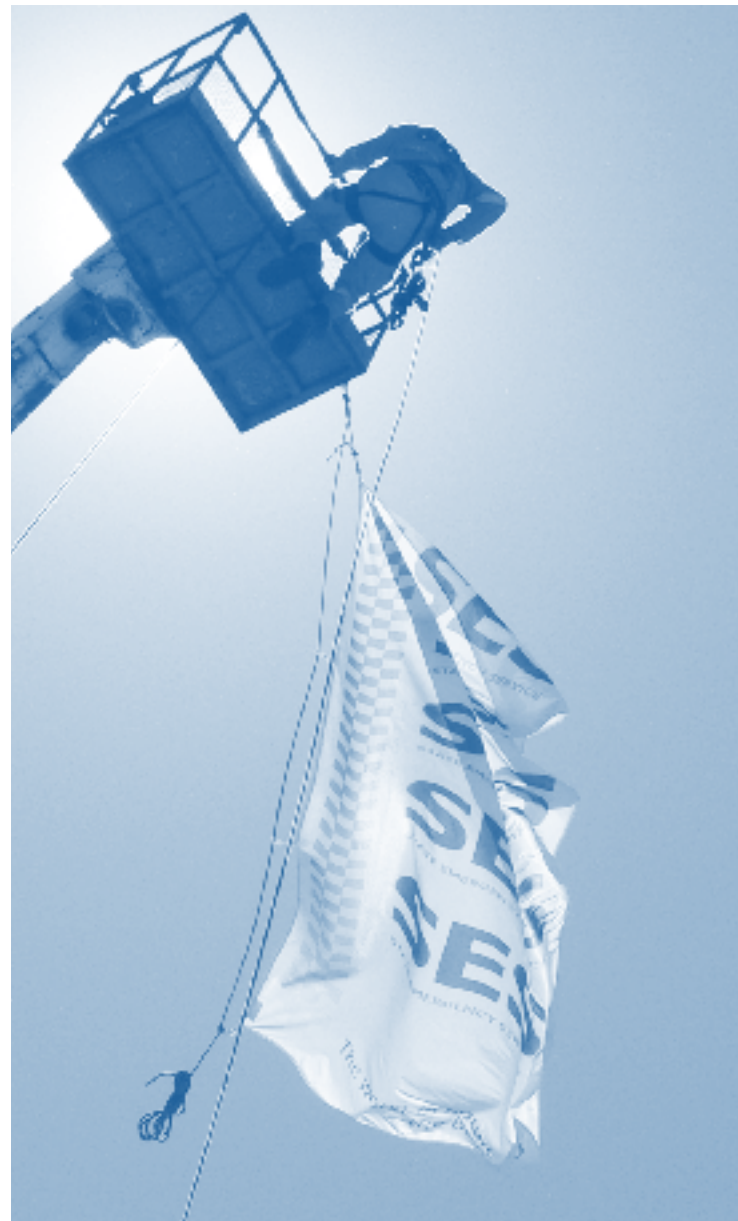
- Australian Council of State Emergency Services (ACSES) – Murray Kear (November 08 to June 09) and Brigadier Philip McNamara (July 08 to October 08)
- ACSES National Public Communications Committee – Steve Delaney
- ACSES/Australasian Fire and Emergency Service Authorities Council (AFAC) Operations Group – Dieter Gescke
- ACSES National Education and Training Committee – David Owen
- ACSES National Emergency Equipment and Purchasing Officers Committee – Amanda Singleton
- ACSES Performance Indicators Working Group – Andrew Edwards
- AFAC – Murray Kear (November 08 to June 09) and Brigadier Philip McNamara (July 08 to October 08)
- AFAC Australasian Inter-service Incident Management System (AIIMS) Steering Committee – Dieter Gescke
- AFAC Chief Information Officers Group – Andrew Edwards
- AFAC Community Education Sub-Group – Steve Delaney
- AFAC Community Safety Working Group – Steve Delaney
- AFAC Knowledge Management Group – Andrew Edwards
- AFAC Learning and Development Group – David Owen
- AFAC OH&S Sub-group – Melissa Pollock
- AFAC Volunteer and Employee Management Group – David Rae
- Australian Standards Committee for Rope and Cordage – Amanda Singleton
- Australian Tsunami Working Group – Stephen Opper and Belinda Davies
- CEO Radio Management Committee – Murray Kear (November 08 to June 09) and Brigadier Philip McNamara (July 08 to October 08)
- Driver Reviver State Coordinating Committee – John McMahon
- Emergency Management Australia Institute National Steering Committee, Engaging Culturally and Linguistically Diverse (CALD) Communities in Emergency Management – David Rae
- Emergency Management Spatial Information Network Australia – Elliott Simmons
- Emergency Management Sub-committee of the Dams Safety Committee – Belinda Davies
- Emergency Media and Public Affairs Research and Development Centre Committee – Steve Delaney
- Emergency Media and Public Affairs Conferencing Committee – Phil Campbell
- Government Radio Network User Group – Patrick Clague
- Government Skills Australia, Review of the Public Safety Training Package, National Steering Committee – David Owen
- Government Skills Australia, Review of the Public Safety Training Package, Industry Advisory Committee – David Owen
- Government Skills Australia, Review of the Public Safety Training Package, Project Executive for SES and Emergency Management Sectors – David Owen
- Hawkesbury-Nepean Road Evacuation Route Upgrade Working Group – Stephen Opper and Peter Cinque
- Interagency Aviation Working Group – Natalie McLean
- National 132 500 Working Group – Mark Morrow
- Natural Disaster Mitigation Program, State Assessment Committee – Stephen Opper
- NSW Emergency Services Spatial Information Group – Elliott Simmons
- NSW Flood Warning Consultative Committee – Stephen Opper
- NSW Government Chief Information Officer, Emergency Information Management Working Group – Andrew Edwards
- NSW National Spatial and Information Management Group – Andrew Edwards
- NSW Supply Service Contract Management Committees (Fire Fighting Equipment, Sandbagging Machines, Clothing, Machinery, Hydraulic and Air Operated Rescue Equipment,

- Floodboats) – Amanda Singleton
- Police and Emergency Services Strategic Integration Working Group – Keith FitzGerald
- Procurement Network Group – Amanda Singleton
- Public Information Services Functional Area Committee – Steve Delaney
- Public Sector Risk Management Association – John Heath
- Regional Flood Mitigation Program, State Assessment Committee – Stephen Opper
- Senior Officer’s Wireless Working Party for Radio Communications – Patrick Clague
- SES Volunteers Association – John Heath and Dieter Gescke (technical advisers)
- State Disaster Recovery Coordinating Committee – Belinda Davies
- State Emergency Management Committee (SEMC) – Murray Kear (November 08 to June 09) and Brigadier Philip McNamara (July 08 to October 08)
- SEMC Aviation Emergency Operations Advisory Group – Natalie McLean
- SEMC Climate Change Working Group – Stephen Opper
- SEMC Emergency Management Training Advisory Group – David Owen
- SEMC Remote Indigenous Communities Advisory Committee – Stephen Martin
- State Flood Warning Consultative Committee – Belinda Davies
- State Mapping Advisory Committee – Elliott Simmons
- State Mitigation Sub-committee – Stephen Opper
- State Rescue Board (SRB) – Murray Kear (November 08 to June 09) and Brigadier Philip McNamara (July 08 to October 08)
- SRB Control Room Committee – Mark Morrow
- SRB Policy Advisory Committee – Mark Morrow
- SRB Training Advisory Panel – John Young
- SRB Vertical Rescue Sub-committee – John Young
- Sydney Coastal Councils Group – Climate Change Project National Reference Panel – Stephen Opper

The SES is also represented on emergency management committees and rescue sub-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.

In 2008-09 the following officers were part of this Committee: Kaylene Jones (Chairperson/Secretary), Shoshanna Griffin, Richard Orchard, Joanne Humphries, Amanda Singleton, Robert Warren and Greg Slater (member).



Part 3 Performance Measurement



Targets and Achievements 2008-09

Goal: Strengthen community resilience before, during and after floods, storms and other emergencies.

Strategy

Increase the community's understanding of emergency management issues and strategies through education.

Target

Achievement

<ul style="list-style-type: none"> Promote the use of the Business FloodSafe Toolkit 	<ul style="list-style-type: none"> Business Breakfasts held in Inverell and Kempsey Business dinner held in Inverell Aged care workshop in the Tweed Valley Online version available through the SES website Various presentations across regions to promote the Business FloodSafe Toolkit The Business FloodSafe Toolkit won the 2008 NSW Safer Community Award and came second in the International Association of Emergency Managers Innovation and Technology Division
<ul style="list-style-type: none"> Ensure a sound knowledge base of hazard-science underpins our education strategies 	<ul style="list-style-type: none"> Current research tracking and best practice models incorporated into the delivery of community education for the SES Inter-agency consultation and collaboration with NSW Rural Fire Service, Victorian State Emergency Service and South Australian State Emergency Service
<ul style="list-style-type: none"> Build a unit Community Education Officer capability 	<ul style="list-style-type: none"> Community Education Officer Training Resource Kit completed Training held at Southern Highlands Region, Murrumbidgee Region, Sydney Southern Region, Sydney Northern Region and Richmond-Tweed Region (71 SES volunteers trained) All regions and units supported in delivering community education locally through resource and product supply as well as administrative support

<ul style="list-style-type: none"> • Increase community awareness and use of SES emergency assistance and self-help measures through engagement at community level 	<ul style="list-style-type: none"> • Visibility of SES and volunteers raised through media support to all operations • PRIME TV continued support with Community Service Announcements for 132 500, FloodSafe and Volunteering • Participated in local community events and displays including: Henty Field Day, Murrumbateman Field Day, Hawkesbury Show, Lismore Show, Wollongong Anniversary, Inverell on Display and 2009 Mardi Gras Parade • Local education talks and presentations for StormSafe Week 08 • ABC Radio – Supporting StormSafe and event priority through Memorandum of Understanding (MOU) as emergency services broadcaster
<ul style="list-style-type: none"> • Produce specific to locality community FloodSafe Guides 	<ul style="list-style-type: none"> • FloodSafe Guides produced: <ul style="list-style-type: none"> – Bathurst Communities 9,000 – Bowral 1,000 – Tamworth Country Music Festival 10,000 – Queanbeyan 3,000 • Caravan Park FloodSafe Guides 1,000 • Generic FloodSafe Guides 50,000 • Generic Rural FloodSafe Guides 50,000
<ul style="list-style-type: none"> • Promote the use of Home FloodSafe Toolkit 	<ul style="list-style-type: none"> • 50,000 toolkits produced and distributed to: Warringah, Narrabri, Bankstown, Lake Macquarie and Cooranbong • Promotion of toolkit through regions and units for local delivery planning and distribution
<ul style="list-style-type: none"> • Participate in multi-agency community information activities 	<ul style="list-style-type: none"> • Emergency Services Expo at Kiama and Hawkesbury • All units participate at local public events and shows
<ul style="list-style-type: none"> • Complete the web-enablement of the Home FloodSafe Toolkit 	<ul style="list-style-type: none"> • Content review completed • Usability testing complete • Functionality testing underway
<ul style="list-style-type: none"> • Develop Region Community Education plans 	<ul style="list-style-type: none"> • Community Education plans completed for Richmond-Tweed and Lachlan Regions • Community Education Planning continued in Hunter Region. • Local Community Education plans continued or initiated in collaboration with local council for Rockdale, Lismore, Beverley Park and Warringah

Strategy

Use the emergency risk management model as the foundation for planning and public communication.

Target

Achievement

<ul style="list-style-type: none"> Align SES hazard planning to the Emergency Risk Management Model 	<ul style="list-style-type: none"> Revision continues on all plans as each is brought into the new planning template. The risk assessment process for each plan is based on the Emergency Risk Management Model
<ul style="list-style-type: none"> In partnership with communities, assess risks and develop new emergency management plans and community education strategies 	<ul style="list-style-type: none"> Two new local flood plans were endorsed during the 2008-09 year as a result of council amalgamations including Port Macquarie-Hastings and Liverpool Plains Shire. Other new plans include the Rockdale City Local Flood Plan, the Lord Howe Island Tsunami Plan and the Namoi Region Snow Plan Work has progressed on Interim arrangements for regional response to tsunami and a regional tsunami planning template is under development Continuation of the Maitland Flood Advisory Committee 71 volunteers trained in community partnership development for local community education strategies
<ul style="list-style-type: none"> Engage proactively in climate change research and adaptation forums 	<ul style="list-style-type: none"> SES participates in the State Emergency Management Committee Climate Change Working Group
<ul style="list-style-type: none"> Contribute to coastal zone and floodplain risk management committees 	<ul style="list-style-type: none"> The SES participates in State and local government coastal and floodplain risk management committees at all levels SES completed 13 responses to applications for developments on floodplains to local government councils and the Department of Planning. SES provided comment on three flood studies and floodplain risk management studies and provided 12 responses to draft Local Environmental Plans (Section 62 consultations) SES provides lecturers for the Floodplain Risk Management Short Courses at University of Technology Sydney SES provides visiting lecturers to Emergency Management Australia Institute Risk Based Land Use Planning Course

<ul style="list-style-type: none"> • Review the Hawkesbury-Nepean Flood Emergency State Sub-plan 	<ul style="list-style-type: none"> • A review of demographics and evacuation traffic demand factors which underpin this sub-plan has been undertaken and an investigation into the flooding impacts on Hawkesbury-Nepean communities and infrastructure has commenced
<ul style="list-style-type: none"> • Complete a NSW tsunami risk assessment scoping study 	<ul style="list-style-type: none"> • A NSW tsunami risk assessment scoping study commissioned by SES and Department of Environment, Climate Change and Water is nearly complete. The study aims to prioritise locations for more detailed risk assessment by identifying sites that have the highest potential vulnerability. Further work is being undertaken by GeoScience Australia and has produced preliminary results for tsunami inundation modelling for selected sites on the South and Central coast. Results have yet to be validated
<ul style="list-style-type: none"> • Contribute to emergency risk management studies conducted by local councils 	<ul style="list-style-type: none"> • SES region and unit members accepted all invitations to participate in and support these studies
<ul style="list-style-type: none"> • Through community consultation, capture lessons after significant flood or storm events 	<ul style="list-style-type: none"> • Following various flood events and in particular the February, March/April and May 2009 floods, the SES has initiated detailed studies investigating flood behaviour, flood consequences and community behaviour in response to warnings. Specific work has been undertaken for Coffs Harbour, Grafton, Lismore, Kempsey and Urunga • SES completed a report on Measurements and Impacts of the Chilean Tsunami of May 1960 in NSW, which involved seeking personal accounts from individuals and research collated through museums and historical societies
<ul style="list-style-type: none"> • Maintain the currency of emergency plans through a risk-based review cycle 	<ul style="list-style-type: none"> • 14 plan reviews were initiated and a further seven reviews were in progress from 2007-08 • Nine local level plans including Bathurst Regional; Kiama-Shellharbour; Bland; Gilgandra; Wellington; Glen Innes Severn; Ballina; Tweed and Bombala, and the NSW Tsunami Emergency Sub-plan were re-endorsed by the respective Emergency Management Committees

- Maintain the currency of planning intelligence by reviewing and updating risk information
 - 1900 recordings of peak height data were updated on 380 intelligence cards
 - Information updates were made to 27 intelligence cards
 - 61 draft Flood Intelligence Cards were prepared to incorporate results from research of levees and post flood studies
- Ensure external input is actively sought for all plan development and reviews
 - All plans revised by flood planning committees consisting of specialist external participants and have been submitted to the respective Emergency Management Committees. All allocation of responsibilities has been negotiated with the relevant agencies
 - Development of FloodSafe Guides involves consultation with region headquarters and input from the relevant unit/council
- Ensure external input is actively sought for all community education information development and reviews
 - All community based safety information is based on local knowledge and feedback received during the community engagement phase of a given project
- Contribute to forums on floods, storms and tsunamis
 - The SES has provided specialist representation to working groups and conferences with the following organisations: NSW Floodplain Management Authorities, the Sydney Coastal Councils Group, Department of Environment Climate Change and Water and the Australian Government including: Bureau of Meteorology, GeoScience Australia and the Attorney-General's Department. SES participated in the joint NSW-VIC Floodplain Management Authorities Conference
- Participate in whole-of-government warning system initiatives
 - The SES is working as part of the NSW Implementation team for the introduction of the National Emergency Warning System to be delivered in 2009-10

- Contribute to the development and implementation of flash flood warning systems in conjunction with the Bureau of Meteorology and local councils
- SES continues to support a rationalisation of flash flooding warning systems in conjunction with the Bureau of Meteorology and local councils
- In conjunction with the Flood Warning Consultative Committee (FWCC) activities the SES has contributed to the development of a guide for local government councils wishing to design and fund flash flood warning systems. Specific technical input has been provided to projects in Newcastle and Orange

Strategy

Improve warning systems.

Target

- Provide expert advice to the Bureau of Meteorology and local councils regarding the development or upgrading of warning systems
- Support units and regions in refining media advice and warning messages
- Seek improvements to warning systems by augmenting message quality and delivery methods
- Contribute to the development of the Australian Tsunami Warning System (ATWS)
- Seek and support the re-launch of the Standard Emergency Warning Signal (SEWS) through the Office for Emergency Services
- Implement and exercise the ABC MOU locally

Achievement

- The SES remains a key member of the NSW Flood Warning Consultative Committee (FWCC). The FWCC assesses proposals for new or improved warning systems
- During operational periods Planning, Community Education and Media staff provide specialist technical advice to regions when warning and media messages are being prepared
- SES has commissioned an independent review of warnings and public information provision during the Mid North Coast flood event of May 2009
- The SES remained an active member of the Australian Tsunami Working Group. This culminated in the launch of the Australian Tsunami Warning System in October 2008. The SES also revised the NSW Tsunami Emergency Sub-plan to reflect the final status of the ATWS
- The SES has included provisions for the use of the SEWS in all SES sub-plans
- Working to support public communication aspects of the National Emergency Warning System (NEWS) project
- The SES/ABC MOU has been implemented several times during floods in 2008-09

Targets and Achievements 2008–09

Main Goal: Develop and support our volunteers and staff.

Strategy

Identify critical skills and competencies and provide the required training.

Target

Achievement

- Complete a review of the procurement team systems and processes for improved service delivery

- Review completed. Implementation of outcomes currently being determined

- Develop and implement a workforce management plan

- Regional and State Headquarters Branch Capability Development Directives provide guidance in this area
- Deferred to 2009-10 based on revision of the Corporate Plan

- Develop and implement an organisation learning plan

- Initial scoping of plan complete

- Participate as an Australian Council of State and Territory Emergency Services (ACSES) representative on the Public Safety Training Package (PSTP) review

- All meetings attended
- Represented ACSES for the inclusion of mapping in PSTP for Incident Management Teams

Strategy

Create leadership and career pathways.

Target

Achievement

- Develop and implement succession planning policies and procedures

- Deferred to 2010-11 based on revision of the Corporate Plan

- Conduct a leadership development program for the Senior Management Team

- Program developed for implementation in 2009-10
- Senior Management Team members have participated in NSW Government Executive Development Programs and Sydney Universities Graduate School of Government and Australian Institute of Police Management courses

Strategy

Implement a volunteer controller development and support program.

Target

- Volunteer controllers to be provided with support funds to cover out-of-pocket expenses
- Roll out the Looking After People Training Resource Kit

Achievement

- All Volunteer controllers have been provided a honorarium in 2008-09 to meet out of pocket expenses associated with their positions. Payment of this honorarium will continue in 2009-10
- Three pilot programs completed in 2008-09, with roll out in 2009-10

Strategy

Reduce the administrative burden on volunteers.

Target

- Trial direct budget allocation to cover the cost of incident expenses. Program to be trialed in Illawarra-South Coast Region with potential rollout for the remainder of the State
- Operational Communications Centre (OCC) is to introduce processes to meet Productivity Commission requirements for additional data relating to Road-crash Rescue on volunteers

Achievement

- Program trial undertaken. Consideration for further rollout under investigation
- Operations Branch and Information Communication and Technology Branch have worked collaboratively to establish processes within the Request for Assistance (RFA) system which now automatically captures the requirements of the Productivity Commission. This information is captured on completion of rescue incidents thereby negating any volunteer burden in supplying the necessary information

Strategy

Create job and role rotation opportunities.

Target

- Increase volunteer access to SES Online Human Services Module to include write access
- Research relevant policies and procedures from other agencies for best practice

Achievement

- SES Online was upgraded in November 2008 to deliver greater access to Unit Management Teams
- Research into relevant policies and procedures ongoing

Targets and Achievements 2008–09

Ongoing Goal: Enhance our capability to deliver better services.

Strategy

Develop and gain support for an alternative funding model that enables SES growth.

Target

- Continue the development of an alternative funding model for the Service
- Investigate, in consultation with units, the potential to further increase local assistance/sponsorship

Achievement

- A new funding model for the SES was implemented for 2009-10 as result of changes to the SES Act and parliamentary budget decisions
- Opportunities to develop alternative funding streams have been limited with the introduction of the new funding model. Areas examined included community partnerships

Strategy

Implement a capability model that caters for current and emerging roles.

Target

- Establish and implement a capability development model
- Update the Service's Standard of Cover to reflect the latest Census information

Achievement

- A model has been developed to articulate capability requirements
- Completed
- A new Microsoft Excel tool was created



Strategy

Improve current emergency management capabilities.

Target

Achievement

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| <ul style="list-style-type: none"> • Develop a Strategic Volunteer Workforce Management Plan with identified recruiting and retention targets for all units and regions | <ul style="list-style-type: none"> • Operational rates of effort have been benchmarked for all units and regions as part of the Capability Development Directives. These directives are now driving unit and region recruiting and retention strategies |
| <ul style="list-style-type: none"> • Develop an Operational Augmentation Team for rapid deployment to assist regions to conduct large scale operations | <ul style="list-style-type: none"> • Proactive early deployment of Operational Management Teams, predicated on increased early warning from the Bureau of Meteorology, has been an ongoing feature of recent operations |
| <ul style="list-style-type: none"> • Establish two Call Centres at SES regions capable of supporting large scale operations | <ul style="list-style-type: none"> • Satellite call taking facilities have been established in the following regions: Hunter, Illawarra-South Coast, Richmond-Tweed, Sydney Southern and Sydney Western. The remaining 12 regions have some limited capacity to take calls and State Headquarters has access to approximately 100 seats state-wide. This includes State Headquarters Operations Communications Centre support for event call taking |
| <ul style="list-style-type: none"> • Continue to improve SES Alpine Search and Survival capability | <ul style="list-style-type: none"> • The service completed the third year of a five year program to fully develop the Alpine Search and Survival capability. By the end of winter 2009, the SES will have 40 fully trained and equipped operators in accordance with the approved capability plan for 2008-09. This level of capability ensures the SES can deploy at least two teams of alpine operators, plus an operations team, for remote area alpine search in support of the NSW Police Force for a continuous 24 hour/ 7 day duration • Alpine Topographic Map Books were produced as part of this program |
| <ul style="list-style-type: none"> • Continue to support rural populations through the provision of Community First Responder Units in suitable locations to support the Ambulance Service of NSW | <ul style="list-style-type: none"> • The SES maintains strong strategic partnerships with the ASNSW in providing Community First Responder services in ten remote communities in NSW |

- Develop and implement the Manage Operations Training Resource Kit (TRK) in consultation with the Operations Branch
- A 'Manage Operations Endorsement Policy' has been drafted utilising currently available Public Safety Training Package (PSTP) competencies. This draft policy is to be revised after the review and update of the PSTP. This will see that any shortfalls identified during development are addressed. New competencies will be added to the PSTP. Development of training resources will follow on from this review
- Enhance region capability to manage aircraft operation
- Ongoing research into packages from other jurisdictions
- Assess Exercise Management training using information technology support
- The SES Aviation Management Team has been expanded by more than 100 per cent in 2008-09
- Conduct region exercises
- Two computer-based training packages focused on flood management and call-taking scenarios were delivered during the reporting period
- Provide operational Standard Operating Procedures and direction to units and review and define units' operational requirements, levels of capability and readiness states
- A Training Needs Analysis was conducted to confirm the ability of regions to conduct exercises at this level. An exercise program will be developed for 2009-10
- Ensure all controllers, deputies and team leaders have attended appropriate NSW Emergency Management courses, team leader, Australasian Inter-service Incident Management System (AIIMS) and RFA Online training
- Operational SOPs are continually being reviewed. Operational rates of effort, capability and readiness are articulated for all units and regions as part of the Capability Development Directives
- Controllers and deputies were provided with opportunities to attend these courses throughout the year
- Conduct flood planning workshops for volunteers and staff
- 321 people have been trained in SES Online, 360 people have been trained in Basic RFA Online and 144 people have been trained in Advanced RFA Online
- 60 controllers and deputies completed the Looking After People Training
- A flood planning workshop involving all SES region planning personnel was planned for February 2009 in conjunction with the Annual Flood Management Authorities Conference at Albury but was postponed as a result of widespread flooding on the NSW North Coast

- Enhance the exercise management program at state, region and unit level
- Participate in multi-agency training forums
- A Training Needs Analysis was conducted and an implementation plan to improve capability is to be developed and executed in 2009-10
- Operational Communication Centre (OCC) staff have briefed Control Room Committee forums on the need to include OCC in Briefing Orders for field exercises such as simulated aircraft incidents and the activation of units involved
- The SES participated in Dam Safety Emergency Plan exercises
- As a joint initiative of the SES and the Dam Safety Committee, two dam-failure exercises were conducted in Orange and Tamworth with volunteers, staff and dam owners/operators making up the 80 participants
- A series of tsunami planning exercises were conducted at eight locations along the NSW coast (North, Central and South) involving 325 participants
- The SES provided visiting lecturers to Emergency Management Australia Institute – Emergency Management Planning Course
- The SES provided subject matter experts for the NSW Police Force Emergency Operations Controller training course
- The SES participated in Bushfire Cooperative Research Centre (CRC) – Program Logic for Community Education

Strategy

Develop unit, region and State Headquarters' facilities (buildings, services and infrastructure) according to capability requirements.

Target

- Review to be undertaken of unit facilities by region staff for incorporation into a facilities management program. Region and State Headquarters buildings are to be vested to the State Property Authority (SPA) during 2008-09, with resultant negotiations with SPA to determine potential for improvements

Achievement

- All properties were vested in SPA and a Facilities Management Plan for State Headquarters will be undertaken in the first quarter of 2009-10, with region and planning to be undertaken progressively post 2009-10

- Continue with the unit telephony program which focuses on the operational requirements of voice and reduces the financial burden on local councils
- Start the program to upgrade pagers which are more than four years old
- Replace the at-end-of-life-of-type radio system in Clarence-Nambucca Region
- Review changes to the profile in SES radios to take into account the Government Radio Network migration to a digital and open standard configuration
- Evaluate unit and region headquarters facilities to ensure suitability for task
- A further three regions were brought into the program. There are now eight regions participating
- Data bases have been prepared, equipment purchased and a region identified as a proof-of-concept area before implementing the whole program
- Project completed within budget
- The review was completed leading to the establishment of an appropriate profile
- Consultant from Department of Commerce to be engaged to develop a facilities plan

Strategy

Position the SES to capitalise on emergency management opportunities.

Target

- Enhance SES involvement in inter-agency aviation management capability
- Research the science and management of flood and storm related hazards such as coastal erosion and landslip

Achievement

- SES continues to develop training for aviation roles in conjunction with other emergency service organisations and has deployed officers in support of the Department of Primary Industries and Rural Fire Service over the year in review
- Through the Natural Disaster Mitigation Program (NDMP) and a grant from Emergency Management Australia, the SES has commissioned work to progress coastal hazards planning, including tsunami planning

<ul style="list-style-type: none"> • Maximise opportunities for the SES to be represented at professional conferences, seminars, working groups, dealing with emergency and/or hazard management 	<ul style="list-style-type: none"> • Presented the Business FloodSafe Toolkit at the AFAC 2008 conference • The SES submitted an abstract paper on flood evacuation modelling for the First International Evacuation Modelling Conference. The abstract was accepted and the conference is planned for October 2009 • Community education officers participated in the Floodplain Managers Conference and the Australian Natural Hazards Conference • SES has worked to chair the Emergency Media and Public Affairs Conference in April 2010 in Sydney
<ul style="list-style-type: none"> • Build operational capabilities of units to manage local emergencies 	<ul style="list-style-type: none"> • Capability directives were prepared for each region detailing the operational level of capability required for a given sustainment period. These targets have been included as key drivers for region and unit business plans
<ul style="list-style-type: none"> • Establish a Capability Development Cell within State Headquarters 	<ul style="list-style-type: none"> • Draft capability development directives were developed for all regions as a key driver in region and unit business plans. The transition to a fully, capability led and directed, organisation is reliant on the acceptance of the business case submitted in support of this initiative

Strategy

Standardise operational management using Australasian Inter-service Incident Management System (AIIMS).

Target

Target	Achievement
<ul style="list-style-type: none"> • Continue to implement AIIMS 	<ul style="list-style-type: none"> • AIIMS training continues to be rolled out across the Service. In the State Operations Centre, a review of positions and functions against an expanded AIIMS framework was conducted
<ul style="list-style-type: none"> • Implement AIIMS as the framework for operational management within regions 	<ul style="list-style-type: none"> • All regions conduct operations within the AIIMS framework. Ongoing work is underway to better reflect the unique requirements of flood operations within an AIIMS framework
<ul style="list-style-type: none"> • Review and redevelop region and unit SOPs as required 	<ul style="list-style-type: none"> • Review of region SOPs completed • Unit SOP review commenced

- Conduct region-wide operations exercise to test AIIMS implementation
- Exercises have been conducted to test region headquarters and units' ability to conduct operations under AIIMS, with particular emphasis on Operational Action Planning

Strategy

Enhance information management.

Target

Achievement

<ul style="list-style-type: none"> • Complete the preliminary investigation and preparation for the introduction of SAP Financials and SAP Asset and Inventory Modules in 2009-10 	<ul style="list-style-type: none"> • Project underway and on schedule to be delivered in 2009-10 • Implementation of SAP for financials and inventory management is scheduled to "go live" December 2009
<ul style="list-style-type: none"> • Provide input into development of RFA Online, SES Online and other systems 	<ul style="list-style-type: none"> • Upgrades were provided to both RFA Online and SES Online
<ul style="list-style-type: none"> • Develop new methods of enhancing current information management systems 	<ul style="list-style-type: none"> • Collaboration with the Bureau of Meteorology developing a live weather feed into the SES Geographical Information System
<ul style="list-style-type: none"> • Continue RFA, SES Online training 	<ul style="list-style-type: none"> • The following number of members completed training during the year: <ul style="list-style-type: none"> – SES Online 321 – RFA Online 504 (360 Basic & 144 Advanced)
<ul style="list-style-type: none"> • Participate in sector-wide programs to enhance the sharing of information 	<ul style="list-style-type: none"> • The SES continues to work with the NSW Fire Brigades and Rural Fire Service on how to better share emergency management information • SES represented on the NSW Emergency Services Spatial Information Group
<ul style="list-style-type: none"> • Conduct research and development of enhanced intelligence capability for flood, storm and tsunami 	<ul style="list-style-type: none"> • Through special projects the SES has been investigating ways to develop synthetic intelligence for tsunami risk using mathematical inundation modelling. The Service has also been experimenting with the derivation of intelligence from flood hydraulic models
<ul style="list-style-type: none"> • Continue the Hardware and Network Program 	<ul style="list-style-type: none"> • We delivered 384 pieces of equipment to 90 unit headquarters



- Deliver the Home FloodSafe Toolkit online
- Content review completed. Usability testing complete. Functionality testing underway
- Continue improving the corporate website
- The corporate website was upgraded in October 2008
- Examine ways to improve unit and region websites
- A working group was formed in April 2009 to examine options on how this may be achieved
- Commence SAP project to share the NSW Fire Brigade's Finance System
- Project underway and on schedule to be delivered in 2009-10
- Enhance State Headquarters Business Continuity and Disaster Recovery Plan
- Work commenced to establish a remote disaster recovery site
- Continue the Information Security Program
- A review of all ICT policies was undertaken in 2009
- Continue to roll out mapping products
- PDF Map Books update provided to all controllers and staff members on custom SES memory sticks
- Mapping Online interface released displaying live positions of Requests for Assistance to SES region headquarters
- Deliver phase one of GPS rollout to units
- Commenced a three year program to deliver Global Position System devices to all SES vehicles and flood boats. Field testing, evaluation and device selection was completed
- Trial innovative technologies to improve information management
- Commenced a pilot with two SES units to trial off the shelf technology to use in vehicles

Targets and Achievements 2008–09

Ongoing Goal: Be the emergency organisation of choice for volunteers and staff.

Strategy

Attract the right people.

Target

Achievement

<ul style="list-style-type: none"> • Complete the review of the procurement branch and recruit Warehouse and Motor Vehicle Fleet Coordinator position along with an administrative support position 	<ul style="list-style-type: none"> • Recruitment action completed • Position established and filled temporarily 2008-09
<ul style="list-style-type: none"> • Implement the Indigenous Training Project with ACE to targeted communities in NSW 	<ul style="list-style-type: none"> • Training was completed in 10 communities throughout the year
<ul style="list-style-type: none"> • Represent the SES on the National and State steering committees on the engagement of CALD communities by emergency services 	<ul style="list-style-type: none"> • All meetings attended during the year
<ul style="list-style-type: none"> • Use Information Management and Technology as a tool to attract volunteers 	<ul style="list-style-type: none"> • Developed framework for an operational mapping support team made up with volunteer members
<ul style="list-style-type: none"> • Educate and encourage controllers to actively seek the right people 	<ul style="list-style-type: none"> • Cadet Program pilots were completed in 2008 and the program rolled out in term two 2009

Strategy

Retain the right people.

Target

Achievement

<ul style="list-style-type: none"> • Conduct a staff satisfaction survey 	<ul style="list-style-type: none"> • Organisational Culture Inventory conducted
<ul style="list-style-type: none"> • Establish and monitor human resources benchmarks and report annually 	<ul style="list-style-type: none"> • Monthly, quarterly and annual benchmarks established
<ul style="list-style-type: none"> • Develop a single field award for the SES 	<ul style="list-style-type: none"> • Working group nomination process in conjunction with the Public Service Association (PSA) has been completed
<ul style="list-style-type: none"> • Update the SES flexible working hours agreement 	<ul style="list-style-type: none"> • A survey of staff has been completed in conjunction with the PSA, with further action deferred to 2009-10

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| <ul style="list-style-type: none"> • Foster an open and friendly environment | <ul style="list-style-type: none"> • The SES became a signatory to the Dignity and Respect in the Workplace Charter • Various modules of Looking After People (LAP) dealing with this issue were implemented in three pilot programs |
| <ul style="list-style-type: none"> • Recognise and reward excellence in the SES | <ul style="list-style-type: none"> • 292 awards and honours have been issued throughout the year |

Strategy

Encourage innovation and consultation.

Target

- Implement recommendations from the procurement branch review including methods to reduce work and streamline processes
- Develop and implement an e-learning portal for the SES
- Finalise the review of the Human Resources (HR) Manual

Achievement

- Ongoing
- An e-learning package for Corporate Induction was completed
- A range of HR policies and procedures were reviewed and implemented throughout the year

Strategy

Build a positive profile.

Target

- Continue to foster the strong community partnership with PRIME television which provides major support for our community service announcements

Achievement

- Continued to foster the community partnership with PRIME television who run Community Service Announcements, with safety messages aimed at flood safety and 132 500 as well as raising the volunteer profile for recruitment
- Several segments on safety and preparedness produced for inclusion in children's program with mascots Paddy Platypus and Prime Possum as the main vehicle for the messages

- Seek ongoing opportunities to profile the role of the SES and volunteers in the major rural and urban areas of NSW
- The SES has regularly promoted the Service and its achievements through media releases and web stories. Reliance Petroleum continues to support the work of our volunteers in regional NSW

Strategy

Develop an employer support model for volunteers.

Target

- Conduct an Employer Recognition Pilot Program to profile employer support for SES volunteers
- Build a database of employer profiles
- Establish inter-agency program to enhance benefits to volunteers
- Continue the appointment of the Procurement Manager as a member of the OH&S Committee

Achievement

- Survey of volunteer members completed
- Resources developed for Employer Recognition Project
- Work undertaken to define attributes for data acquisition prior to a database being compiled
- Initial contact made with other volunteer-based agencies. Further work required to establish a data base of employer information before a multi-agency program can be initiated
- Director Logistics is now an active participant on the OH&S Committee

Strategy

Keeping people safe.

Target

- Provide a comprehensive Critical Incident Support Program for crisis response, intervention, care and support for volunteers and staff in the SES and build on staff wellbeing and resilience
- Maintain a Peer Support Team of volunteers and staff in the SES, trained in a comprehensive, multi-component crisis-intervention system, including a pre-incident education package, in SES regions/units
- Provide an on-going professional, inter-faith/ inter-denominational Chaplaincy Program to SES volunteers, staff and their families, embracing diversity, faith and spirituality and advice on other cultural and religious factors

Achievement

- Critical Incident, Chaplaincy and Employee Assistance Programs were ongoing throughout the year
- Accredited peer training was provided on two occasions during the year
- A Senior Chaplain and 17 region based Chaplains were maintained throughout the year

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| <ul style="list-style-type: none"> • Deliver a confidential, independent counselling and support service via the SES Employee Assistance Program (EAP) to staff (and by exception) volunteers in SES | <ul style="list-style-type: none"> • A range of counselling and education services were provided during the year |
| <ul style="list-style-type: none"> • Provide training on 'Dealing with Change – Stress Awareness' and 'Strength Deployment Inventory'. The training program will also commit to the State Government's policy on 'Leading Well' in improving leadership by improving the prevention and management of psychological injury in the SES | <ul style="list-style-type: none"> • Training was provided to the OH&S Committee during the year |
| <ul style="list-style-type: none"> • Continue the implementation of phase one of the OH&S Management System which includes Hazard, Accident & Near-Hit Reporting, Investigation & Corrective Actions, Risk Management, Inspection, Testing & Monitoring, Responsibilities, Authorities and Accountabilities | <ul style="list-style-type: none"> • Final drafts of the policies were completed during the year |
| <ul style="list-style-type: none"> • Develop phase two of the OH&S Management System (OH&SMS) which includes Activity Specific Procedures, Emergency Procedures, Design Acquisition & Disposal of Goods, OH&S Planning, Contractors and Non-SES Members | <ul style="list-style-type: none"> • A project plan for phase two of the OH&SMS was developed during the year |
| <ul style="list-style-type: none"> • Implement the OH&S Program for 2008-10 which includes a focus on Manual Handling; Working From Heights; Hazardous Substances & Dangerous Goods; Psychological Injury; Stress Awareness; Induction for visitors and contractors | <ul style="list-style-type: none"> • Manual Handling training was trialed by the store and OH&S Committee. Working from Heights continues with the findings of the Lowering and Rescue Techniques with Live Loads (LARTWLL) report, and a broader group is to be established to cover other areas of concern |
| <ul style="list-style-type: none"> • Continue consultation with the OH&S Committee and Region Safety Representatives with a focus on more effective systems for communication and consultation | <ul style="list-style-type: none"> • The OH&S Committee continued to meet on a quarterly basis inclusive of the Region Safety Representatives. Consultation is ongoing |
| <ul style="list-style-type: none"> • Continue to maintain equipment and facilities | <ul style="list-style-type: none"> • Developing new facilities at Khancoban, ongoing improvement of facilities in various units |
| <ul style="list-style-type: none"> • Continue the roll-out of Maintain Team Safety (MTS) training | <ul style="list-style-type: none"> • 518 members were trained in MTS across the State |

Targets and Achievements 2008–09

Ongoing Goal: Build stronger partnerships with key stakeholders and the community.

Strategy

Strengthen SES/local government partnerships.

Target

- Continue to migrate telephony accounts from councils to the SES
- Regions to assist Local Controller in providing annual reports to councils

Achievement

- This project remains on target with 14 of the 17 regions completed
- The Local Controllers were assisted by Business Managers who provided a template and assisted in the production of the annual reports

Strategy

Increase collaboration with other agencies.

Target

- Utilise the Ambulance Service of NSW technicians to conduct preventative maintenance program for the 92 sites in the SES radio system
- Continue the development of the MOU with the Rural Fire Service for SES involvement with the RFS/SES Paging System
- Continue liaison and regular meetings with cross-border emergency services
- Continue to develop partnerships with other state government agencies and local government
- Promote the benefits of the Memorandum of Understanding with ABC Radio as the National Emergency Broadcaster

Achievement

- The ASNSW completed the preventative maintenance program. This has become an ongoing activity
- The SES continues to maintain liaison with the RFS with the development and upgrade of the RFS/SES paging system
- SES is represented on the Emergency Management Spatial Information Network Australia (EMSINA)
- Continued support and collaboration with interstate agencies, including sharing of FloodSafe and StormSafe programs
- Controllers are encouraged to attend local emergency management committee and rescue committee meetings
- Benefits of MOU through enhanced access to radio and support for operational messaging, promoted at region conferences and at After Action Reviews
- Joint workshops planned with ABC Radio to further enhance the benefits of this MOU in 2009-10

- Region Controllers to ensure all agencies identified in plans are aware of their responsibilities through ongoing liaison, communication and collaboration
- Through their participation in the regular meetings and exercises of Emergency Management Committees at State, District and Local levels, SES members actively promote SES sub-plans and the important support role of other organisations

Strategy

Enhance involvement with other agencies and communities in exercising.

Target

- Develop and conduct emergency management exercises at Emergency Management Committee level
- Exercise flood plans through Local Emergency Management Committees and District Emergency Management Committees to ensure familiarity with roles in times of floods/storms etc

Achievement

- A series of tsunami planning exercises was conducted at eight locations along the NSW coast (North, Central and South) involving 325 participants. A tsunami exercise resource has been developed and included on an SES tsunami DVD
- A Pilot Media Desktop Exercise is scheduled with ABC September 2009
- Business Breakfasts and dinners held in various locations across the State
- Flood exercises held at local level

Strategy

Establish research partnerships.

Target

- Develop research partnerships with tertiary institutions
- Investigate other research opportunities

Achievement

- The SES has established a formal MOU with Macquarie University-Risk Frontiers
- The SES is a member of the State Emergency Management Committee Climate Change Working Group
- Discussions with the University of New South Wales regarding tsunami survivors' stories research

- Establish research partnerships with other government agencies

- The SES and Department of Environment Climate Change and Water (DECCW) are collaborating on tsunami risk assessment research
- Research and development work was undertaken in conjunction with the Bureau of Meteorology, Geoscience Australia and the Federal Attorney-General's Department through the Australian Tsunami Warning Group

Major Achievements 2008–09

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

- The major responses for the year occurred as a result of flooding on the North and Mid North Coast. Evacuation orders were issued for the towns of Lismore, Grafton and Kempsey as a result of heavy rain moving south from Queensland. The SES was able to predeploy volunteers, air assets, vehicles and boats based on unprecedented warning from the Bureau of Meteorology. The Service was also able to incorporate elements from other government agencies and departments into an integrated response to the operation. The floods were some of the most significant of recent years with 1566 volunteers responding to the 3415 requests for assistance. There were 189 flood rescues and 297 resupply requests with a total of 20,000kg of fodder provided in resupply.
- The SES has undertaken a project to modernise and revitalise its flood rescue capability. The SES has always performed flood rescue, as a flood-boat based capability. The Service has trained 594 members in swift water flood rescue at Penrith Whitewater Stadium as part of this capability enhancement. This is a major training initiative for the Service.
- The SES continued its partnership with the Ambulance Service of NSW to provide enhanced first aid and pre-hospital care to the people in isolated rural communities which are a considerable distance from initial emergency medical assistance. The SES has commissioned ten Community First Responder Units and continues to roll this program out across the State in areas where both the SES volunteers wish to assume this advanced role and an operational need exists. The SES Community First Responder Units responded to 317 tasks in the 2008-09 year.
- The Service completed preliminary work with the Department of Environment, Climate Change and Water (DECCW), Geoscience Australia and Emergency Management Australia (EMA) to investigate tsunami risk assessment for vulnerable coastal communities, including detailed inundation modeling.
- The SES continued to improve its capability to conduct aviation operations. An Aviation Management Team continued to work collaboratively with the NSW Rural Fire Service Air Desk to establish better procedures to source aviation assets to support flood and storm operations. The SES continued to train volunteers and staff in aviation management techniques and procedures. During the May floods on the Mid North and North Coast the SES concurrently ran three air base teams in separate locations over the duration of the event.
- The NSW State Emergency Service commenced a program in 2007 to upgrade the Service's capability to support the NSW Police Force in search and rescue in the alpine region of NSW. By the end of the winter of 2009, the Alpine Search and Survival (ASAS) program will have finished three of the five year development plan. To date, 41 volunteers from the Snowy River, Tumut and Queanbeyan SES Units have completed their training and are endorsed as alpine operators. These operators are on call to support the NSW Police Force with two alpine search and rescue teams available continuously around the clock, to deploy for up to a week should this be required.
- The State Tsunami Emergency Sub-plan was revised to incorporate changes in the Australian Tsunami Warning System and knowledge of the tsunami risk faced by NSW.
- Completed installation and testing of small-scale automatic dial system for floods, tsunami and dam failure notification to emergency service personnel.
- Conducted a series of joint exercises between dam owners and the SES to improve joint understanding of the emergency management of dam failure.
- Contributed to the finalisation of Australian Emergency Manuals on Flood Preparedness, Flood Response and Flood Warning.
- Collaborated with Emergency Management Australia to develop community awareness and capacity building resources for the tsunami hazard.
- In partnership with EMA, DECCW and the BoM, conducted tsunami risk update briefings and a planning exercise for more than 325 participants from State and local government agencies.
- Business FloodSafe Breakfasts held at Inverell and Kempsey and a special Business FloodSafe dinner was held in Inverell to help businesses to plan for flooding.

- Community Education Officer Training Resource Kit completed and training held for 71 SES volunteers in five regions.
- SES members across the state participated in community engagement and visibility activities at events including the Henty Field Day, Murrumbateman Field Day, Hawkesbury Show, Lismore Show, Inverell on Display and the anniversary of the 1998 Wollongong flash flood. The SES also participated in the 2009 Mardi Gras Parade alongside other emergency services.
- The Home FloodSafe Toolkit project was completed (also available online) and 50,000 hard copies were produced.
- Community Education Plans were completed for the Richmond Tweed and Lachlan Regions. Community Education planning continued in Hunter Region. Local Community Education Plans were continued or initiated in collaboration with Rockdale, Lismore, Beverley Park and Warringah local councils.
- An Employer Recognition Program Pilot is under development to profile employer support for SES volunteers and a survey of volunteer members was completed. Resources were developed for an Employer Recognition Project.
- IAB Services was engaged to review the structure of the newly formed ICT Branch, to update the Service-wide Information Technology risk assessment and undertook an audit of the Service's Intellectual Property assets. A review was also undertaken of SES infrastructure.
- The Service built stronger ties with the University of Wollongong, including through the establishment of an undergraduate scholarship that began in March 2009 and staff attended meetings of the newly formed ICT Illawarra - the information and communication technology industry cluster for the Illawarra region.
- The Service completed a rebuild of the Australian Council of State and Territory Emergency Services (ACSES) website, Acticard (training ideas) system and publication of the ACSES National Performance Indicators.
- The SES continued to work closely with other agencies to look at whole-of-government solutions to the provision of:
 - Computer Aided Dispatch
 - Inter Computer Aided Dispatch Emergency Messaging System
 - Emergency Information Management System
 - Operational Management System
 - Geographical Information Systems
 - Shared Corporate Systems
 - Warning Systems
 - Radio and paging system
- Google provided profiling sponsorship for the Service's FloodSafe, StormSafe, Volunteering and 132 500 programs through its priority search process (Adwords).
- The State-wide hardware and network program was completed in October 2008 with 384 computers delivered to 90 units.
- In year one of the three year program to improve broadband access, mobile connectivity was provided to all volunteers and staff issued with a Service laptop in August.
- The SES Website upgrade was completed in October 2008 with a workshop in May 2009 examining options for Content Management solutions for region and unit websites.
- An update of PDF Map Books was provided to all controllers and staff members on custom SES memory sticks. The project was awarded a Highly Commended in the Spatial Sciences Institute 2008 State Spatial Excellence Awards.
- A Mapping Online interface was released, displaying live positions of Requests for Assistance to SES region headquarters.
- A three year program began to deliver Global Position System devices to all SES vehicles and flood boats.
- Tsunami evacuation maps were produced for use at interagency workshops.
- A field map book was developed for alpine search and rescue capability.
- Operational mapping support provided to all State level events in the SES State Operations Centre.
- Forward mapping support provided to Emergency Management Queensland for the Brisbane storm event in November 2008.
- GIS support provided to NSW Police Force for the World Youth Day event in July 2008.
- The unit telephony project initiative was extended to include Illawarra South Coast, Southern Highlands and Central West Regions. The core

capability of improved fixed and mobile telephony communications, along with the inclusion of central coordination of management systems at unit level, has now been extended to eight regions.

- New qualifications under the Training and Assessment Package were implemented for Skills Trainer, Evidence Gatherer and Assessor.
- The new Looking After People Training Resource Kit was successfully piloted and will be rolled out to volunteer controllers and deputy controllers.
- Controller Development activities were implemented across the Service, including the review and re-appointment process, controller orientation and the Looking After People pilot training course.
- Members of the Critical Incident Support Program, Peer Support Team, Peers and Chaplains and contracted Clinical Director conducted 150 occasions of one-on-one support/follow up-referrals as a result of incidents SES members attended in their volunteering service in SES. The program also conducted 11 Defusings, seven Critical Incident Stress Debriefings, two Crisis Management Briefings, 12 occasions of on-scene support/psychological first aid and 76 Pre-Incident Education and Awareness training sessions at SES units across NSW.
- SES Chaplains provided 143 occasions of pastoral care to individuals and their family members across the Service.
- The Service delivered an Employee Assistance Program (EAP) by way of a work based early intervention program, consultation and management assistance service.
- The Critical Incident and Counselling Services, encompassing members of the Peer Support Team, Chaplains and EAP provided three weeks of assistance during the Victoria Bush Fire Disaster as psychological first aid to VICSES and to support members of the VICSES Peer Support Program.
- The service successfully piloted the Diversity in Volunteering project in conjunction with Adult and Community Education (DET) in Wagga Wagga and Taree and extended the program to a number of remote indigenous communities including Toomelah and Boggabilla.
- The Cadet Pilot Program was implemented in four schools during term two, 2009: Pennant Hills High,

The Forest High (Frenchs Forest), Chatham High (Taree) and Parkes High School.

- The revised Learning and Development Manual was implemented with processes streamlined to make training and assessment more efficient.
- More than 230 volunteers and staff attended Team Leader Courses across the State. The revised Performance Management Program was implemented after completion of refresher training in all regions and branches.
- Construction of the \$1.4M purpose-built State warehouse facility on SES land at Coniston was completed. The warehouse was officially opened in March 2009, now providing improved delivery of rescue and personal protective equipment to the 10,000 volunteers across the State.
- The Service began implementing SAP finance and accounting systems including asset, inventory and plant modules in a shared corporate service arrangement with NSW Fire Brigades.
- Successfully implemented Westpac Corporate Online banking facility.



Strategies and Targets 2009–10

Goal: Strengthen community resilience before, during and after floods, storms, tsunami and other emergencies.

Strategy

Increase the community's understanding of emergency management issues and strategies through education.

Target

- Develop safety conscious behaviour and risk mitigation strategies in communities through targeted education programs
- Promote the SES schools kits as a curriculum resource
- Increase the number of community education officers
- Expand and enhance community education programs for flood, storm and tsunami
- Engage Indigenous communities along with Culturally and Linguistically Diverse (CALD) groups, demographically diverse groups and special needs groups
- Work with other organisations to implement education programs

Strategy

Planning and Community Education is underpinned by robust risk assessment.

Target

- In partnership with communities, develop risk-based emergency management plans
- Outcomes of climate change research incorporated into emergency risk management planning
- Community education material is technically aligned to risk knowledge and plans
- Enhance our participation in and influence on coastal zone and floodplain risk management

Strategy

Improve warning systems.

Target

- Enhance delivery of warning and safety information for flood, storm and tsunami
- Develop and implement flash flood warning systems in conjunction with local government councils and the Bureau of Meteorology
- Work with the Flood Warning Consultative Committee to ensure the sustainability of the flood warning gauge network

Strategies and Targets 2009–10

Goal: Develop and support our members.

Strategy

Identify critical skills and competencies and provide the required training.

Target

- Develop a workforce management plan for members of the SES
- Continuous review of the learning and development framework to ensure it will meet future needs of members of the SES
- Provide our members with the opportunities to enhance their essential skills and competencies
- Develop centralised coordination and decentralised delivery of training including integrated training centres

Strategy

Create leadership and career pathways.

Target

- Implement a member development program
- Formalise a coaching and mentoring program
- Develop and implement succession planning policies and procedures
- Provide leadership development to address identified gaps

Strategy

Implement a Volunteer Controller Development and Support Program.

Target

- Establish, resource and deliver the Volunteer Controller Development and Support Program
- Deliver the Volunteer Controller Development and Support Programs

Strategy

Create job and role rotation opportunities.

Target

- Increase intra- and inter-region, region to State and State to region job and role rotation opportunities
- Seek mutually beneficial secondments with other international and domestic agencies, State Government departments and the private sector

Strategy

Improve the efficiency of administrative systems to reduce the administrative burden for members.

Target

- Use staff and technology to assist with unit administration
- Streamline all administration systems by rolling out SAP across the SES

Strategies and Targets 2009–10

Goal: Enhance our capability to deliver better services.

Strategy

Identify options for additional income

Target

- Actively seek sponsorship opportunities
- Actively seek grants available to the SES
- Explore the feasibility of the commercialisation of intellectual property
- Investigate where our services can generate revenue

Strategy

Implement a capability model that caters for current and emerging roles.

Target

- Use the Service Calculator as the basis of SES Standard of Cover
- Build business cases to Government for enhancements as required
- Enhanced input to urban development planning, highlighting SES infrastructure needs

Strategy

Improve current emergency management capabilities.

Target

- Develop all elements of capability for floods, storms and tsunami (equipment, systems and processes, training, facilities and personnel) to support current emergency management requirements
- Be prepared to increase our road rescue capability
- Provide the majority of Urban Search and Rescue Category 1 operators in regional NSW

- Enhance our capability to manage aircraft operations

- Enhance the exercise management program at State, region and unit level

- Develop capability to fill incident management team member positions in support to other agencies

- Provide enhanced support to remote communities by building on our Community First Responder program

- Provide enhanced support to alpine communities by increasing our Alpine Search and Rescue capability

- Provide enhanced support to remote communities by establishing response teams in isolated, sparsely populated areas

- Refine and implement SMART operational measures. (Specific, Measurable, Achievable, Realistic and Time-based)

- Centralised management of call-taking to develop a common operational picture

- Establish a 'lessons learned' capability

Strategy

Develop unit, region and State headquarters assets according to capability requirements.

Target

- Evaluate unit, region and State headquarters facilities to ensure suitability for task

- Develop consistent design principles for region and unit headquarters

- Embed the use of total asset management throughout the SES

Strategy

Position the SES to take up emergency management opportunities.

Target

- Build emergency management knowledge and skill base for support role capabilities
- Incorporate landslide hazard into combat role

Strategy

Formalise capability development.

Target

- Establish an SES Strategy and Development Directorate

Strategy

Standardise operational management using Australasian Inter-Service Incident Management System (AIIMS).

Target

- Use the Australasian Inter-Service Incident Management (AIIMS) as the framework for operational management

Strategy

Enhance the SES's information and communications technology and its use.

Target

- Review information management and communication requirements
- Implement the Information and Communications Technology Strategic Plan
- Increase available bandwidth

- Implement flexible strategies to facilitate a greater acceptance of ICT by members

- Enhance the operational management system

Strategy

Structure the SES to improve service delivery.

Target

- Review organisational structure to achieve efficiencies and enhance capability
- Ensure the role of State headquarters is to provide centralised coordination and support services to enable decentralised service delivery
- Undertake an organisational cultural audit

Strategy

Work with the media to increase the community's awareness of SES capabilities.

Target

- Develop and implement a Community Communications Plan
- Further develop our community communications capability
- Establish a media studio within the State Operations Centre

Strategies and Targets 2009–10

Goal: Be the emergency organisation of choice for members.

Strategy

Attract the right people.

Target

- Reform the recruitment process for volunteers and staff
- Recruit for the diversity of SES activities
- Better reflect the communities we serve
- Continue the SES Cadet Program
- Establish traineeships and scholarships to meet organisational needs

Strategy

Retain the right people.

Target

- Foster an open and friendly environment built on trust
- Recognise and reward excellence in the SES
- Improve people management practices
- Conduct organisation-wide job evaluations and benchmark against other emergency services

Strategy

Encourage innovation and consultation.

Target

- Consultation is incorporated into all projects and policy development
- Develop opportunities for exploring innovation
- Develop and strengthen feedback mechanisms in the capability development process

- Establish a 'lessons learned' capability to encourage feedback from all members

Strategy

Build a positive community profile.

Target

- Enhance partnerships with the media to continue to profile the SES

Strategy

Develop an employer support model for volunteers.

Target

- Investigate employer support models utilised by other volunteer-based organisations

Strategy

Keep people safe.

Target

- Formalise and implement the OH&S Management System
- Evaluate the integration of safe work practices into all areas
- Enhance member support programs through the CISP, Chaplaincy and EAP

Strategy

Strengthen SES/local government partnerships.

Target

- Enhance relationships with local government

Strategies and Targets 2009–10

Goal: Build stronger partnerships with key stakeholders, especially the community.

Strategy

Increase collaboration with key stakeholders.

Target

- Develop and maintain all Memorandum of Understanding and Mutual Aid Agreements
- Plan collaboratively with other agencies
- Share corporate systems and services with other agencies
- Work with other agencies to develop and conduct exercises

Strategy

Establish research partnerships.

Target

- Develop research partnerships with tertiary institutions
- Expand existing research partnerships with emergency management peak bodies such as AIPM, AFAC, Bushfire CRC and ACSES
- Investigate other research opportunities
- Engage proactively in climate change risk research and adaptation forums



Critical Areas for Future Years

Critical areas in the next few years will be to:

- Enhance the Service's flood rescue capabilities. The SES has always performed flood rescue as a flood-boat based capability. The Service is expanding flood rescue to the full spectrum to provide a higher level of service to the community of NSW. In 2008-09 the Service trained 594 members in swift water flood rescue at Penrith Whitewater Stadium as part of this enhancement, but more needs to be done. The Service is currently benchmarking the level of capability required against leading agencies in the US and UK in order to better understand international best practice in this important area.
- Enhance our ability to pre-deploy operational management teams in support of large scale extended operations. The Service is reviewing the manner in which it moves staff and volunteers to assist affected regions and units in large scale events. Given improved levels of warning by the Bureau of Meteorology, the Service is examining formalising rapidly deployable operations management teams to better support affected regions and units in the early part of operational events.
- To further embed the Australasian Inter-agency Incident Management System as the sole operational management system used within the Service. The ongoing development of this operational standard will be based on continuing acceptance of AIIMS structures, functions and appointments within the Service as it manages its combat agency related activities.
- The SES will need to explore the potential for using the technical expertise and capability of other government agencies to assist in undertaking the Preventive Maintenance Inspections on the SES radio transmitter sites, as part of the Total Asset Management Plan.
- Work with the Department of Environment, Climate Change and Water (DECCW) to conduct tsunami risk assessments for vulnerable coastal communities, including detailed inundation modeling.
- Make SES emergency plans more accessible by placing current plans on the SES website.
- Finalise the development of an Emergency Management Guideline for Flash Flood Environments.
- Enhance the Service's input to land use planning and development on floodplains and in the coastal zone.
- Develop an SES Floodplain Risk Management Manual detailing the Service's policies regarding development in flood liable areas.
- Development of regional flood sub-plans and regional sub-plans for tsunamis.
- Continue the development of a library of digital flood surfaces and tsunami inundation surfaces for use within Geographic Information Systems.
- Develop research partnerships with other government agencies, research bodies and universities.
- Develop operational community education and public safety information protocols.
- Develop and apply resources targeted to Culturally and Linguistically Diverse communities to ensure that they are aware of the flood, storm and tsunami risk in their community.
- Recognise and acknowledge supportive employers and the vital role played by their employees (our volunteers) in maintaining their community safety and wellbeing.
- Expand community education capability, particularly in SES coastal regions, to recognise the impact of continuing urban growth and increasing community exposure to tsunamis, floods and storms.
- ICT development to position the organisation for future growth, efficiencies and business realignment.
- A satellite television broadcast facility is to be constructed at State Headquarters.
- An email address is to be provided for each active volunteer.
- Creation and maintenance of local spatial data.
- Maintain the Memorandum of Understanding with the Rural Fire Service covering the SES/RFS Paging Network to maximise coverage and asset development and management.
- 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 the Looking After People Training Resource Kits as a key component of the Controller Development Program to enhance the skills of volunteer controllers and to provide a succession pathway for future controllers.
- Develop an organisational learning plan to ensure that current and emerging capability requirements are reflected in learning and development materials.
- Increase the number of units and schools participating in the SES Cadet Program.
- Conduct the Diversity in Volunteering Program in a total of ten Indigenous and CALD communities throughout NSW.
- Further develop the eLearning portal to deliver cultural points of view training, volunteer induction training, controller orientation and induction training.
- Finalise implementation of SAP finance and accounting system, ensure all staff are trained in the use of the system and to develop the system to meet all SES financial reporting requirements and needs.
- Strengthen corporate governance frameworks within the SES.
- Undertake a strategic review of the SES operational motor vehicle fleet with a view to developing future standards of operational vehicle designs and establish policies on fleet management practices.
- Complete construction of four region headquarters buildings (North West, Macquarie, Sydney Northern and Sydney Southern).



Part 4 Operations



Overview

The 2008-09 operational year saw the highest level of operational response for the past six years, surprisingly with no single, major event in the reporting period. Several significant events were experienced, including major floods, most notably on the North Coast of the State, as well as interstate deployments to Queensland and Victoria.

In September, western NSW experienced a severe weather event as a consequence of a cold front with damaging winds. The Broken Hill Unit was assisted by the NSW Fire Brigades in completing the requests for assistance.

This was followed by a flood in Tamworth in November. A natural disaster was declared for the local government areas of Tamworth, Gunnedah, Narrabri and Walcha. During this event, Tamworth was cut in two by the Peel and Namoi River and the Oxley and New England highways were shut for a period of time. Throughout the event the SES undertook 12 flood rescues.

On Sunday November 16 a major thunderstorm impacted upon the northern suburbs of Brisbane. The Queensland Government declared a natural disaster following the severe storm and requested assistance from a number of emergency services including the NSW SES. A total of 4,000 homes were impacted and of these, 300 were significantly damaged with 30 declared uninhabitable. A total of 335 members were deployed to assist Queensland in the operational response to the event. This is the largest interstate deployment undertaken in the history of the NSW SES.

As a result of the February 7 Victorian bushfires the Victorian Government requested a deployment of Peers and Chaplains from the NSW SES to support the volunteers and staff in VICSES. The Critical Incident Support Teams were deployed from February 11 to March 6. A total of 20 SES personnel were deployed.

The North Coast of NSW experienced three major weather events in February, March-April and then again in May. The May event was the most significant with more than 3,000 requests for assistance received from

the North and Mid North Coast areas of the State. The Service was able to pre-deploy essential resources in to the area following valuable discussions the Bureau of Meteorology on the potential for the event to occur with three days in advance.

This event was complicated with 189 flood rescues in a 10 day period. Evacuation orders were in place for several areas including Lismore, Grafton and Kempsey. A number of residences were isolated for up to a week. Due to the scale of the event out-of-area assistance was provided from all regions for field operations, operation management teams and air operations support.

The March-April event resulted in heavy rainfall from the Queensland border to the Sydney Metropolitan Region. This event resulted in 100 flood rescues in the Coffs Harbour and Urunga areas and a total of 1,395 requests for assistance. The major focus for the Service during the event was the Coffs Harbour Area, where approximately 100 residential properties and businesses were affected by flooding and around 420 people were evacuated.

In February a slow moving cold front produced widespread damage from Bourke to the coast. Bourke was declared a natural disaster area as a consequence of major damage to infrastructure and the towns sewerage infrastructure. Due to the extent of damage sustained across the region, Coffs Harbour, Bellingen, Nambucca, Kempsey, Hastings, Moree Plains, the Clarence Valley and Greater Taree were also declared as natural disasters. Over 1,000 residences were isolated during this event due to the closure of many roads.

There are 10 SES units that currently hold Community First Responder Program (CFR) accreditation in New South Wales, with no further units established in 2008-09. Over the year these units responded to 317 tasks within their communities – an increase of 23 per cent over the previous year.

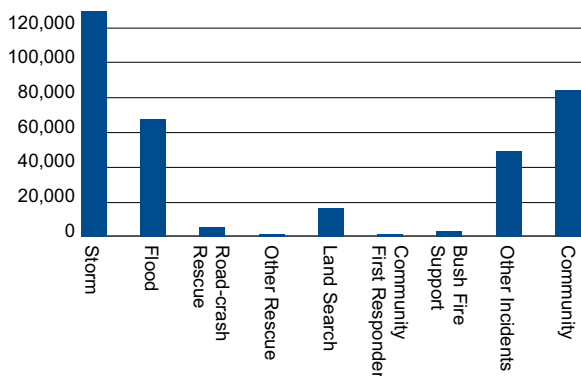
SES has 84 General Land Rescue Units accredited for Road-crash Rescue tasks in New South Wales. The Service continues to meet response times to emergency call-outs as set down in the Rural Service Delivery Model.

The flood rescue capability within the SES has been strengthened significantly in the past year. In late 2008 the Swift Water Rescue Working Group finalised the methodologies which would be most effectively used in ensuring effective flood rescues within NSW. A flood rescue directive was issued by the State Rescue Board in December and the SES increased training in order to meet its legislative responsibilities. The new directive encompasses all areas of flood rescue, including swift water rescue, a change in focus for the Service. New techniques have been developed within the swift water rescue arena to provide a higher level of protection to our flood rescue operators. This new direction is an exciting time for our flood rescue capabilities as it represents the provision of a more professional and improved service to our communities.

The Operational Year

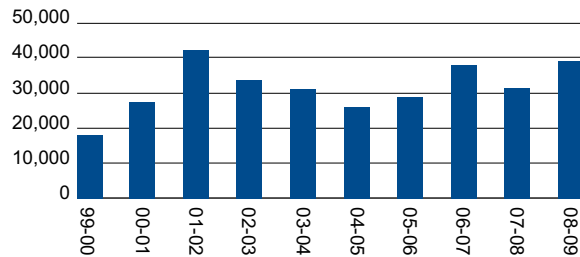
Graph 1. clearly indicates the significant level of response associated with storm operations. In comparison to the last financial year there has been a significant increase in the number of flood operations, with the response tripling compared to the previous financial year.

Volunteer Hours by Activity 2008-09



Graph 2. There were a total of 387,520 hours of operational response – a 20 per cent increase from the previous year. This trend was unexpected as there was no single major event during the reporting period.

Operations – Volunteer Hours 1999-00/2008-09

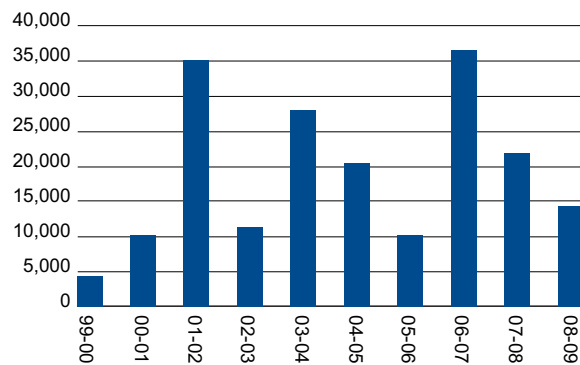


Storms

The official NSW Storm Season runs from October 1 to March 31. The 2008-09 season has seen a reduction in the number of storm operations compared to the previous year, this contributes to a three year downward trend.

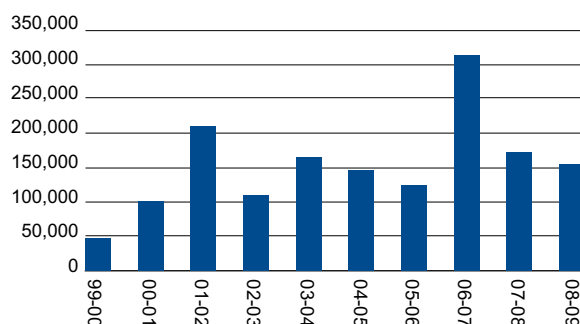
Graph 3. represents the number of storm responses in the past 10 years. During 2008-09, the SES received 14,151 requests for assistance.

Storm Response Tasks 1999-00/2008-09



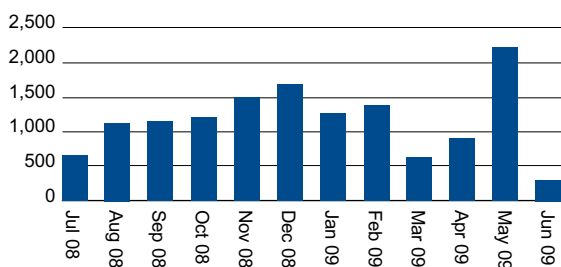
Graph 4. represents the volunteer hours spent for storm response activities. With the reduction in storm activity comes the reduction of volunteer hours.

Storm Response – Volunteer Hours 1999-00/2008-09



Graph 5. represents the storm response tasks on a monthly basis. The major operational response was in May 2009 for the North Coast events.

Storm Response Tasks 2008-09

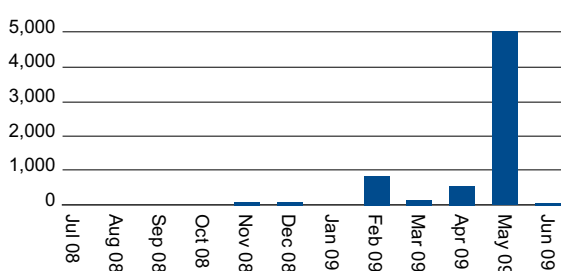


Floods

Northern NSW was affected by three major flooding events in 2008-09.

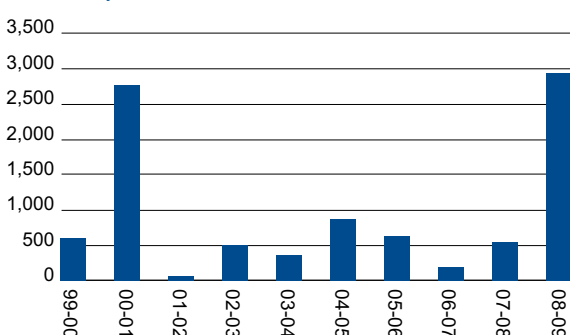
Graph 6. represents the total volunteer hours by month for flood response in 2008-09. The number of hours for May was significantly higher than any other month due to the flooding events on the North Coast.

Flood – Volunteer Hours 2008-09



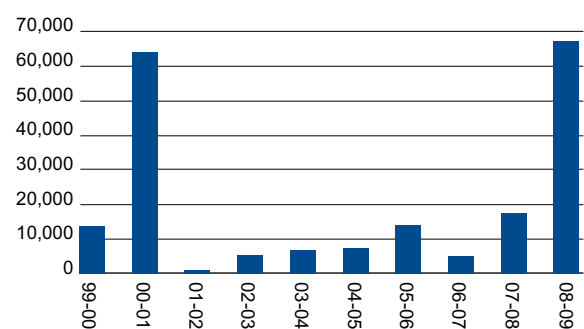
Graph 7. compares the number of flood response tasks in the last 10 years on an annual basis. The last financial year was significantly busier than the previous 10 years. There were a total of 2,942 flood tasks in 2008-09.

Flood Response Tasks 1999-00/2008-09



The trend in volunteer hours over the same 10 year period is comparative to the number of tasks and Graph 8. shows the same trend occurring. There was a total of 67,554 volunteer hours spent on flood tasks.

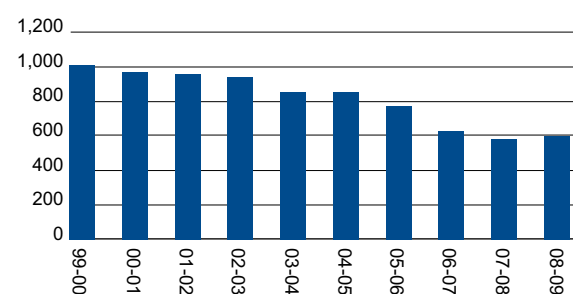
Flood – Volunteer Hours 1999-00/2008-09



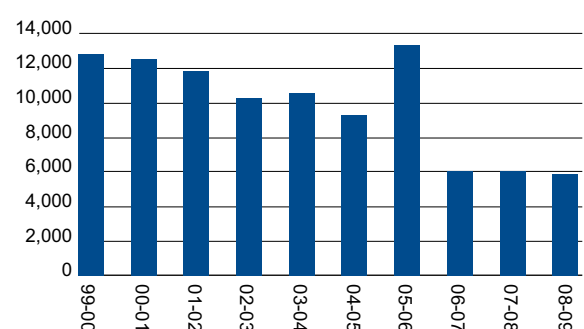
Road-crash Rescue

There are currently 84 General Land Rescue Units accredited for Road-crash Rescue tasking in the NSW SES. During the year these units responded to 596 tasks, an increase of three per cent over the previous year.

Road-crash Rescue Tasks 1999-00/2008-09

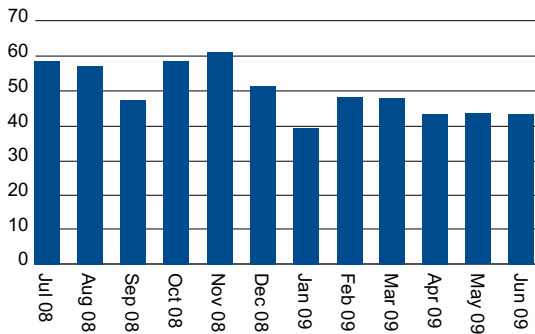


Road-crash Rescue – Volunteer Hours 1999-00/2008-09



The number of Road-crash Rescue tasks on a month-by-month basis has not varied significantly in the reporting period. The maximum number of tasks for any given month is 61. Graph 11. represents the monthly trends.

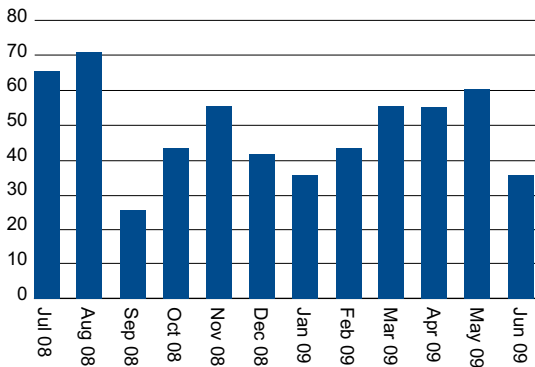
Road-crash Rescue Tasks 2008-09



Other rescue

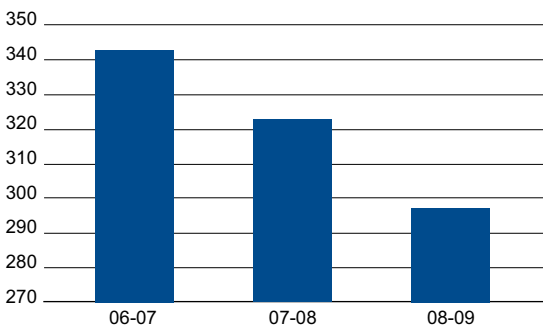
Other rescue incorporates animal, general, vertical and urban search and rescue. Graph 12. represents these rescues on a monthly basis. The peak period for these activities was during July and August.

Other Rescue Responses 2008-09



Graph 13. represents the total number of other rescue responses on an annual basis. Flood rescue was categorised separately in this financial year, which has contributed to the decline in the other rescue category in the 2008-09 reporting period.

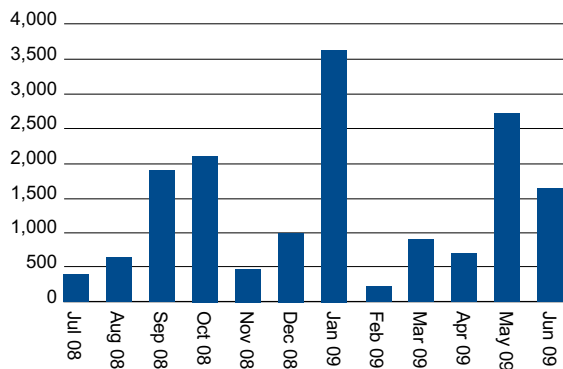
Other Rescue Tasks 2006-07/2008-09



Land Search

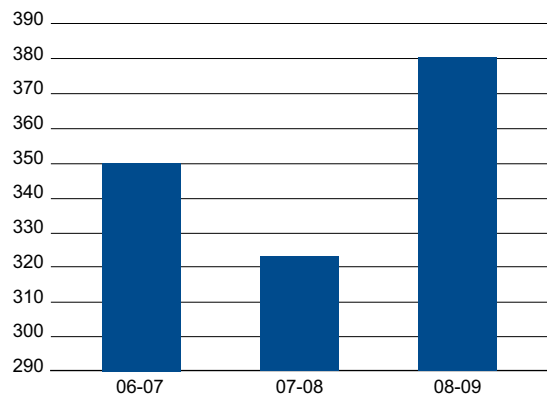
The number of land searches undertaken in the last year is represented in Graph 14. Land search encompasses searches for evidence and for missing persons in support of the NSW Police Force.

Land Search – Volunteer Hours 2008-09



Graph 15. represents the total number of land searches undertaken in the past three years. The number of tasks performed undertaking land searches in 2008-09 was 380 – an increase of 60 tasks from the previous year.

Land Search Tasks 2006-07/2008-09

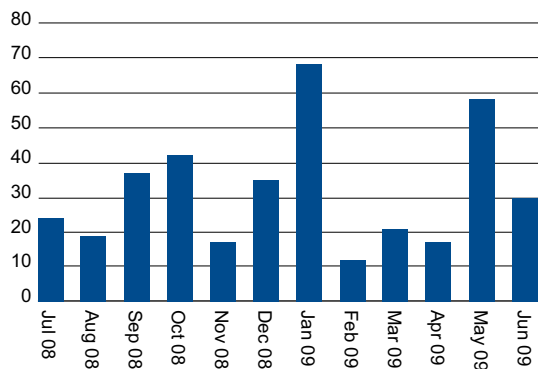


Community First Responder

The Community First Responder (CFR) program provides immediate, emergency response and patient care in remote and rural communities within NSW as an intermediate measure until an ambulance arrives. There are currently 10 Community First Responder Units in NSW. It is anticipated that there will be a further two units commissioned in the next financial year. In the past year the CFR program responded to 317 requests for assistance. A total of 1,305 volunteer

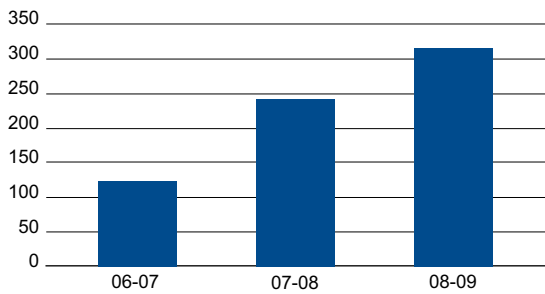
hours were committed to the program. Graph 16. represents the total number of CFR tasks on a monthly basis.

Community First Responder Tasks 2008-09



Graph 17. represents the number of CFR responses over the last three year period. It is evident as the program has evolved the SES commitment in this area has increased with the number of response tasks tripling.

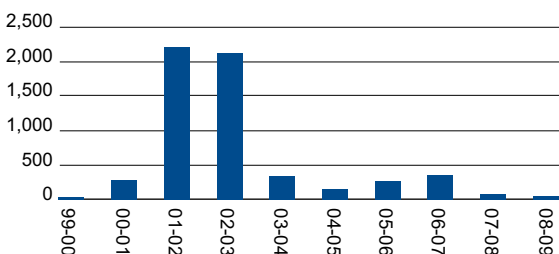
Community First Responder Tasks 2006-07/2008-09



Bushfire Support

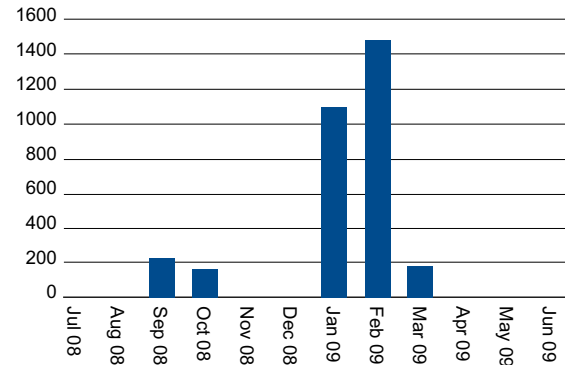
During 2008-09, SES members provided a limited amount of bushfire support due to the relatively quiet fire season in NSW. Tasks performed were mainly logistical support. The number of bushfire support activities is represented on an annual basis in Graph 18. The SES sent a Critical Incident Support team to Victoria to assist in the Victorian bushfires.

Bushfire Support Activities 1999-00/2008-09



The total number of volunteer hours spent on Bushfire Support is represented in Graph 19.

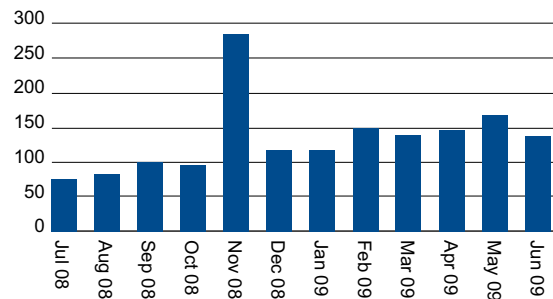
Bushfire Support – Volunteer Hours 2008-09



Other Support

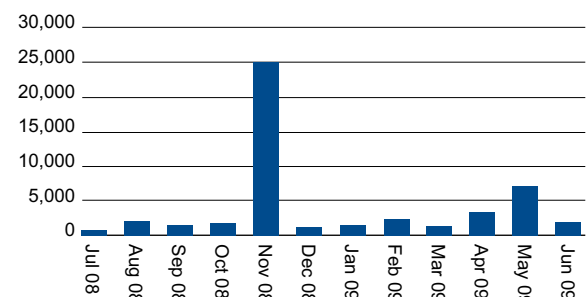
Graph 20. is a breakdown on a monthly basis of the support activities provided to other agencies.

Tasks Completed for Other Incidents 2008-09



The total number of hours expended supporting other agencies on a monthly basis in the past year is represented in Graph 21. The November peak represented the deployment to Brisbane to assist the Queensland Government in the major storm clean-up operation.

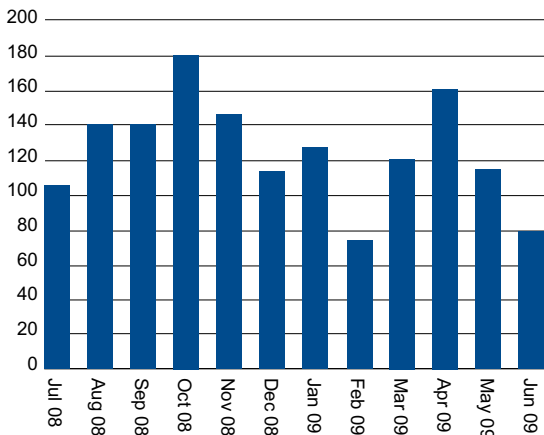
Other Incidents – Volunteer Hours 2008-09



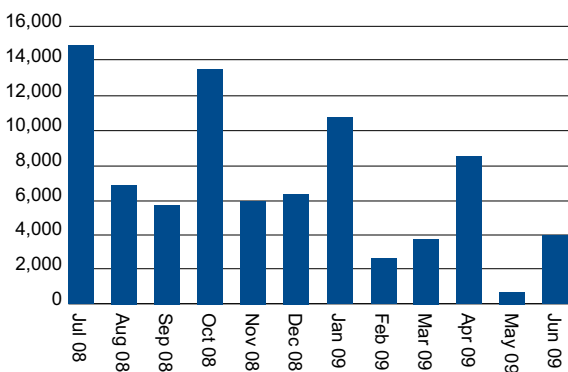
Non-emergency Community Service

SES volunteers are regularly requested to assist in community-based functions such as fetes, displays and sporting events. These events provide great opportunities to strengthen the connection between the SES and the broader community. They also provide an opportunity to encourage members of the community to become volunteers and increase community sponsorship. Graph 22 represents the number of tasks completed by volunteers undertaking these community based functions. In the past financial year the SES has undertaken 1,496 community based tasks, Graph 23 represents the number of hours spent undertaking this function on a monthly basis, totaling 83,774 hours of volunteer time.

Non-Operational Community Service Tasks 2008-09



Non-Operational Community Service – Volunteer Hours 2008-09

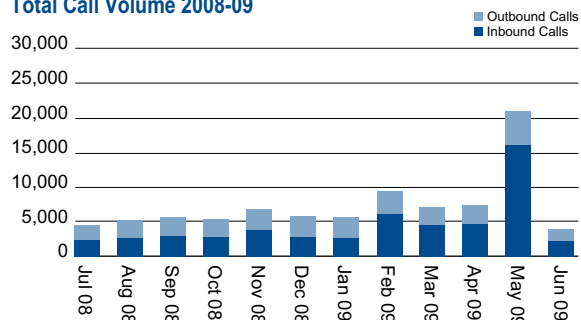


Operations Communications Centre

The past year has seen the Operations Communications Centre (OCC) undertake an exceptional period of growth relating to service delivery and operational awareness. While the OCC was established in August 2006, initially to provide activation of General Land Rescue (incorporating Road-crash Rescue) accredited units and call taking during emergency response operations, this quickly escalated to cater for the activation of 10 Community First Responder Units in addition to the 84 accredited General Land Rescue Units. As the Service developed more robust processes relating to the reporting and management of flood rescue in late 2008, the OCC has now established a framework for the coordinated delivery of flood rescue response within New South Wales. This enabled the Service to provide a heightened level of coordination to flood rescue activities in Coffs Harbour in May 2009, where an estimated 300 flood rescues occurred and again in the flood events which unfolded on the Far North Coast involving 179 flood rescues.

In 2008-09, the OCC handled more than 87,000 (inbound and outbound) calls in the provision of services related to core business.

Total Call Volume 2008-09

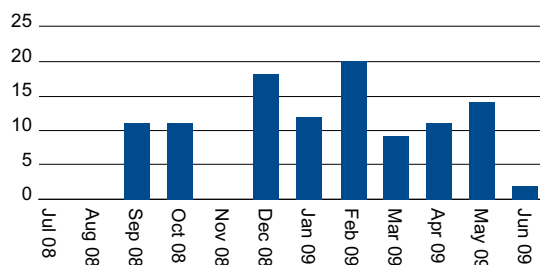


While the storm season between October and March provided higher operational activity and subsequent call related volumes, the months leading into the winter season also remained above average. This peaked in May with the flooding events of the Far North Coast. This was also the case two years ago when the Hunter Flood event occurred at around the same time of year. As a result of the OCC increasing its pre-emptive response to weather warnings, a



significant increase in the employment of temporary staffing from a trained employment pool resulted. This placed the Service in a much better position to respond to those events and particularly those which required an operational response. The graph below shows the additional shifts required to supplement normal staffing numbers as a result of the pre-emptive response policy.

132 500 Staffing by Month 2008-09



This pre-emptive staffing resulted in the provision of 2,105 shifts in order to support 132 500 call taking activities. In addition to those services provided within the OCC, the Centre further assisted response operations by establishing satellite call taking functions in Sydney Western Region, Hunter Region and other regions as requested through this period.

To ensure sufficient latent capacity in temporary operator staffing, the Centre re-established contracts

with two employment agencies to provide operators under the State Government's C100 Contract arrangements. The Centre continually works to maintain a pool of 250 registered temporary operators across these two agencies.

Key Performance Indicators

The OCC has operated to Key Performance Indicators since its commissioning in August 2006:

- For 2008-09, the Centre has met and exceeded all targets
- In all events, but particularly the North Coast flooding, call management strategies became crucial and this is an area where the OCC will focus its activities in the coming year

Training and Development

The OCC maintains a structured training program across the entire year. Quarterly induction sessions are conducted to maintain a pool of 250 temporary operators. Staff training has occurred throughout the year with a focus on tsunamis, software development, operational awareness, and messaging services and products offered and available through the Bureau of Meteorology website.

Part 5
Emergency Risk
Management



The primary function of the Emergency Risk Management Branch (ERM) is to develop emergency management risk treatment options for floods, storms and tsunamis. The SES also provides input to land use planning processes to try to ensure that future risk is not created that could be beyond the capability of emergency management resources.

The SES's preparation for the impact of floods, storms and tsunami covers both planning and community education. The planning is aimed at providing whole-of-government coordination of warning, evacuation, welfare, re-supply of isolated communities, rescue services and a smooth transition to longer term recovery. Complementary to the planning work, community education is aimed at helping communities understand the risks they face and to build individual capacity to manage their risk, using a combination of self-help and external support.

Planning

Overview

The NSW Tsunami Emergency Sub-plan was revised and endorsed in December 2008. The SES represented NSW on the Australian Tsunami Working Group (ATWG) which concluded the implementation of the Australian Government's Tsunami Warning System in October 2008. There were 26 Local Flood Sub-plans reviewed and 27 Flood Intelligence cards were revised. Presentations and academic papers were delivered at flood and natural hazard management forums with 325 personnel participating in tsunami briefing and exercise activities; and 55 emergency management and dam safety personnel participating in SES scenario-based flood exercises. The demand from local councils, developers, and other State agencies for SES advice and assessment of floodplain development proposals has continued to increase.

Activities

The planning and research staff undertook a range of work covering flood planning, flood intelligence, floodplain risk management; flood management training and post flood and tsunami event surveys and reviews. Critical warning intelligence and planning

support was provided to tsunami, flood and storm response operations. This included the North Coast floods from February to May 2009.

Outside of operational periods there was a continuing focus on important strategic issues such as climate change research, flood mitigation, risk assessment and floodplain and coastal risk management.

Community Flood Plans

The core activity of the Planning Section is the review and updating of SES flood sub-plans. A total of nine local flood sub-plans were endorsed by the relevant Local Emergency Management Committees (LEMC's). Three new plans were created while review work continued on seven others carried over from 2007-08. Reviews were initiated on an additional 14 flood sub-plans with many of these will be moving to re-endorsement in the 2009-10 year.



NSW Tsunami Emergency Planning

In October 2008 the Joint Australian Tsunami Warning Centre (JATWC) was officially opened by the Federal Minister for Environment and Science, Mr Peter Garrett MP. This concluded more than four years of collaborative work between Federal and State agencies.

The NSW State Tsunami Emergency Sub-plan was fully revised in late 2008 to reflect the final status and capability of the national warning system. NSW remains one of only two jurisdictions with a fully functional tsunami response plan. The SES has also begun more detailed tsunami response planning at a regional level. This includes mapping all areas that will need to be warned and evacuated in the unlikely event of a Tsunami Land Threat warning being issued.

The Service undertook a major research project to collect historical information around the 1960 tsunami event. The information was collected from official records and interviews conducted with people responding to an advertising campaign. The research results have been compiled into a formal report.

No actual tsunami events affected NSW in the 2008-09 year, however the SES participated in two significant tsunami exercises – ‘Exercise Pacific Wave 08’ and the national tsunami exercise ‘Ausnami’ in 2009.

The SES and the Department of Environment, Climate Change and Water (DECCW) have been working with international experts to undertake preliminary tsunami inundation modelling and risk assessment for NSW. A scoping study made a preliminary identification of areas likely to be vulnerable to tsunami inundation. In the 2008-09 year some preliminary inundation modelling was undertaken for selected sites. This will inform more detailed work in 2009-10 and beyond. It will be some time before tsunami inundation and risk assessment data is reliable enough to be used operationally.

The SES remains the NSW representative on the Australian Tsunami Working Group (ATWG). Despite completion of the national tsunami warning system project, the ATWG has been retained by the Australian Emergency Management Committee to continue essential tsunami work. This will include ongoing refinement of the Australian Tsunami Warning Service (ATWS). During 2008-09 the following activities were completed by the SES:

- Conducted a series of briefings along the North and South coasts and Sydney to educate emergency managers and key stakeholder about the NSW Tsunami Emergency Sub-plan. These briefings were attended by 325 participants
- Reviewed the NSW State Tsunami Emergency Sub-plan

Status of Plan Reviews 2008–09

Status of Plans

List of Plans

State Tsunami Emergency Sub-plan	Re-endorsed by SEMC December 2009
Plans endorsed by Local Emergency Management Committees (LEMC's)	9
Plan reviews initiated or continuing	24

SEMC = State Emergency Management Committee

- Completed a tsunami capability development DVD for emergency services personnel
- Completed the installation of a computerised telephone warning delivery system to alert critical emergency service and infrastructure personnel about current tsunami warnings

Flood Intelligence

As part of the routine procedure for revising flood sub-plans, all associated flood intelligence information is reviewed. This also applies to post flood event review work. A major focus is the review of the Flood Intelligence Card (FIC) system for flood warning gauges referenced in the State Flood Sub-plans. 1,900 separate historical peak height records for floods were updated on 380 Flood Intelligence Cards, 27 Cards were fully revised and 61 cards were updated with new information on flood levees.

The SES has continued to develop a comprehensive library of flood information for NSW. During 2008-09, further work was undertaken to obtain and process flood inundation modelling and mapping data from various studies. The work is very labour intensive and the validated data is held in a Geographical Information System (GIS) environment for use in planning and operations.

In order to capture information from the floods on the North Coast from February to May 2009, a major field-based surveys and data collection and collation project were initiated. The reports from these activities were not completed at the end of the reporting year and will be fed into the Service's flood intelligence and planning processes in 2009-10 and beyond.

Flood Warning

The SES is a member of the NSW Flood Warning Consultative Committee (FWCC). The FWCC is chaired by the Bureau of Meteorology (BoM) and also includes representatives from the Local Government Association and DECCW. The FWCC provides oversight and guidance to the development of flood warning systems. The floods of February through May generated an almost unprecedented number of inquiries from the community and councils about river and rainfall gauging issues. Neither the NSW SES nor the BoM undertake

the installation or maintenance of flash flood warning systems, which are traditionally an area covered by local councils. The SES provides the emergency planning support needed to implement warning systems and the BoM provides the technical advice.

The SES has commissioned detailed community surveys and internal business reviews of flood warning and flood information provision to the community. The work covers areas from Lismore to Kempsey and includes Grafton and Coffs Harbour. The results will be used in a range of further activities to improve service delivery to the community.

Floodplain Risk Management

The SES has a logical and significant interest in the consequences of development on floodplains and in coastal areas, although the main role of the SES is in planning for and responding to floods, storms and tsunami impact on existing communities. The SES does not have development consent or concurrence authority in respect of floodplain or coastal development matters. Nevertheless, the Service is increasingly asked for advice by the Department of Planning, local governments and individual developers. For example, the SES was asked to comment on 100 individual development proposals or local environmental plan reviews during 2008-09 (up from 60 in 2007-08).

Through its membership on the State Assessment Committee, the State Mitigation Assessment Committee and State Mitigation Sub-committee, the Service contributed to the prioritisation and allocation of funds for flood mitigation works and other local projects such as community education and warning systems development.

The SES supported the 2009 Annual Conference of the Floodplain Management Authorities of NSW (FMA) held in Albury. The Service's involvement was limited due to the February floods on the North Coast. The SES is now in planning for the 2010 conference in Gosford.

The SES continues to be a major supporter of a tertiary education program for professional floodplain managers. The course is delivered by the University of Technology Sydney (UTS) and has been developed

by the UTS, NSW FMA, and DECCW. The SES provides subject matter experts to lecture for each of the three modules of the course each year.

Climate Change

Climate change continues to emerge as a significant challenge for the future of emergency management of storms and floods. Less obvious is the fact that sea level rise will also impact on the risk associated with tsunami events. The Service has developed an internal climate change strategy and continues to engage in all relevant opportunities to work with other stakeholders.

The Service has continued membership of the State Emergency Management Committee (SEMC) Climate Change Sub-group and the National Reference Group for the Sydney Coastal Councils Climate Change project. A major project is planned for 2009-10 which will attempt to identify potential climate change impacts on floods, storms and tsunamis and assess the emergency management implications of these changes. The project is being managed by DECCW for the SEMC.

Flood Workshops, Exercises and Related Activities

There were two main activities in 2008-09; dam safety and tsunami exercises. Dam safety exercises were conducted in Tamworth and Orange, with the SES providing the scenario material to facilitate the exercises. A total of 80 participants from the dam safety industry (dam owners and operators) and the SES, took part. A series of briefings was also held at various locations from Ballina to Merimbula where staff conducted updated tsunami briefings and a series of tsunami planning exercises for 325 participants from emergency services and state and local government.

The Future

The focus of planning work will continue to be the core task of the development and revision of local plans to deal with floods. This work requires a constant and consistent process of consultation and project management to maintain the more than 140 existing plans, each of which must be revised on a five year cycle.

The Service will also continue to focus on the critical area of public warning and information management. The NSW SES has been in the business of community warning for many decades and continues to be a national leader in this area. The SES has long recognised warning as the highest priority in response. Only warning and public information have the potential to significantly equip communities to prepare for and cope with really serious natural hazards. To build on past improvements in our warning practices and to maximise the opportunities from emerging technologies, the SES will undertake a detailed review of all public information and warning products and processes over the next two years.

In addition, the Service is committed to the development of plans for tsunami risk and better catering for storm related coastal erosion and, in the north of the State, the risk of cyclone. The 2009-10 year will see the development of regional SES tsunami sub-plans, more work on tsunami inundation and risk assessment, further work on flash flood risk management, assessment of the impact of floods on communities and infrastructure, and investigation of issues related to the safety of pedestrians and motorists in floods.

Pressure for land releases and urban growth to meet housing demand and the steady trend of seaward migration will not decline. In this regard, the Service will continue to engage with the Department of Planning, DECCW and local government areas to ensure that emergency risk management considerations are considered as a part of planning for this inevitable growth.

The Service believes strongly in the importance of a knowledge-based approach to our work, and we will continue to build our library of risk studies and risk data and build on research agreements and joint projects with external organisations. In particular, the SES will work with the flood and coastal sections of the DECCW, the Bureau of Meteorology, Emergency Management Australia, and academic institutions such as the Macquarie University Risk Frontiers and University of NSW.



The Hawkesbury-Nepean Flood Management Strategy

Overview

Since the Hawkesbury-Nepean Flood Management Strategy was adopted by the NSW Government in 1997, the SES has continued to maintain capability established under that project, as well as develop new capability. Continuing research and development in evacuation modelling and evacuation planning is a feature of the Hawkesbury-Nepean Strategy. Recognition of the ground-breaking nature of the work done by the SES on flood evacuation modelling has been acceptance for presentation at the First International Conference on Evacuation Modelling, to be held in October 2009 in the Haag, The Netherlands. The Service's contribution to floodplain risk management activity in the North-West and South West growth centres as well as in the Hawkesbury City and Penrith City Local Government Areas has continued to place a major demand on planning resources.

Activities

The Hawkesbury-Nepean Flood Management Strategy has six main emergency management elements, review of flood emergency plans, development of flood intelligence, development of flood warning systems, community flood education, improving operational readiness for community safety and communications systems. Another strategy element is floodplain risk management which is lead by DECCW.

Flood Emergency Planning

Work began on the periodic review of the Hawkesbury-Nepean Flood Emergency State Plan. This is the main document that sets the framework for managing severe floods in the Hawkesbury-Nepean valley. Following on from the official opening of the South Creek high level flood evacuation crossing in September 2007, work of upgrading railway crossings for the connecting roads over Cox Street in Windsor and the construction of a new crossing near Mulgrave was completed by State Rail in late 2008. This completion of the Windsor flood evacuation route will be reflected in the plan revision.

Work has continued on the revision of all Local Flood Sub-plans with particular emphasis on the Penrith City and Hawkesbury City plans.

Flood Intelligence

Flood Intelligence is the term used to describe the information that describes the expected effects of floods in terms of relative river gauge heights. The SES has a database system to store this information, which is mostly text-based. Increasingly, however, information is now being provided which can be mapped or viewed in a spatial context. This information is being loaded into a Geographical Information System (GIS) which in turn is linked to flood display and evacuation timeline modelling developed by the Service. As the results of flood studies and road upgrades become available this information has been added to the database.

A project is now underway to review and update a previous study (2002) investigating the impact of severe floods on critical infrastructure in the valley. This will be completed in 2009-10.

Flood Warning Systems

In 2007-08 a backup for the SES's multi-media warning system unit known as Communicator was installed. It provides a primary function of tsunami warning capability for coastal infrastructure but is also a backup installation of the Hawkesbury-Nepean system. This has produced two independent systems serving flood and tsunami but with the capability to replace each other if one should fail. Load testing and system configuration were completed in late 2008 and the system is now being configured to link with stored contact information for key SES and emergency service personnel.

Community Education

A Community Education Officer is employed under the Hawkesbury-Nepean Strategy to work full-time from the Sydney Western Region and to focus on flood education.

As part of an annual cycle, the SES provided strong support to community events involving SES volunteer units, including the SES displays at the Hawkesbury Show. The SES support for this activity is aimed at improving both the profile of the SES volunteers in their communities and raising awareness of flood risk and what action people can take to increase their own capacity to manage that risk. The SES funded a weekly newspaper column in the Hawkesbury Gazette to inform the local community about SES activities and provide safety information for floods and storms.

The Service provides three main resources for the community in the context of resilience and self help: the Business FloodSafe Toolkit, local FloodSafe Guides, and the Home FloodSafe Toolkit.

Improve Operational Readiness for Community Safety

A range of activities was undertaken to continue the process of improving the operational capability of the



SES to respond to floods in the Hawkesbury-Nepean valley. These included:

- Upgrading audio visual equipment in the Sydney Wester Region Operations Centre
- A major upgrade of the Hawkesbury City SES Unit Operations Centre, including workstations and electrics, radio cabling and audio visual
- The Baulkham Hills SES Unit Operations Centre was upgraded with a 40KVA UPS and two-way radio cabling
- A major investment in new flood rescue boats was made by purchasing two Rigid Buoyant Boats. The craft are 5.5m Gemini vessels with twin 60hp motors. One will be based at Penrith City SES Unit and the other at Baulkham Hills SES Unit
- Two smaller 4.2m Inflatable Rescue Boats (IRB) were purchased, each with a 20hp motor. One is based at the Mount Druitt Unit and the other at Parramatta Unit
- A major upgrade was undertaken on the current fleet of flood rescue boats covering items such as marine batteries, smart chargers, standardised fuel tanks and fuel lines

- Six V-Hull flood rescue boats were upgraded, including the installation of centre consoles, targa bars and new 60hp/4 stroke engines. The upgrade also included improved storage areas, navigation lights, work lights and markings where possible. A number of boats have been repainted
- Seven 5.9m punts were upgraded by installing non-slip flooring, targa bars, improved drainage, improved storage area and navigation lights and upgrading trailers. All of these punts now have twin motors to provide sufficient power and redundancy
- The new flood rescue boats and upgrades to current boats have increased the total people carrying capacity of the fleet by 30 per cent
- Purchased further rescue throw bags for flood rescue boats
- Trialled various flood rescue helmets and flood rescue Personal Flotation Devices

Hawkesbury-Nepean Regional Floodplain Risk Management

The Service has been providing input to land-use planning associated with the North West and South





West growth centres of Sydney, Richmond, Windsor and Penrith. The growth centres combined will provide close to 300,000 new homes and some of these will be on the floodplain of either South Creek or the Hawkesbury-Nepean, or in some cases such as Riverstone and Rouse Hill, on a floodplain affected by both systems. In accordance with NSW planning policy, the urban areas will comply with a minimum flood planning level or the one chance in 100 per year flood (1%AEP). Large areas of urban development will still be on land that can be flooded by larger floods and providing a flood evacuation capability is critical. It is in this context that the SES seeks to be involved in the land use planning process.

Bligh Park North (also known as the South Windsor Extension) was ongoing. The Service continued to provide advice to Hawkesbury City Council, landowners, consultants, and the Department of Planning. This matter remains as intense as at any previous time. The resolution of flood evacuation

constraints continues to be a critical issue. Flood safety in this valley has been significantly improved since 1990. In 2007 the new South Creek Flood Evacuation Route was opened, however new urban growth in Windsor and Bligh Park could potentially reduce the safety gains achieved by the State Government's investment of more than \$200M in the Hawkesbury-Nepean Strategy.

The Future

The project to investigate the impact of severe floods on critical infrastructure in the valley will be completed. Business FloodSafe and Home FloodSafe will be promoted through the annual program of community engagement activities. The completion of the upgrading of the rail crossings at Cox Street, Windsor and at Mulgrave now brings the main flood evacuation route for Windsor into potential operation. Revision of the Hawkesbury-Nepean Flood Emergency State Plan will be completed in late 2009 to reflect this new capability. The Service will continue to support floodplain risk management activity including ongoing input to the Penrith area, North Bligh Park, Richmond, and the Northwest and Southwest growth centres.

ERM – Public Communication 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 their local flood and storm threat, and know the basic safety measures they can take to help themselves, are an asset to our volunteers. The SES Community Safety strategy is to educate people about storm, flood and tsunami safety, raise their awareness of the level of risk they are exposed to from the various hazards they face, and to warn and inform them in order to strengthen their resilience in severe-weather emergencies.

The SES regularly conducts planning and training, local media awareness campaigns and community education presentations somewhere across the State. The SES aims to ensure that its 10,000 volunteers throughout the State have the resources they need

to meet the goal of building and supporting safe and resilient communities.

Over the past three years, the Emergency Risk Management Branch has enhanced 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 2008-09, 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 regions and units to use their close ties with their communities – one of the SES's greatest strengths – to help build community resilience. Operational activity was a feature for the year with minor flooding on the North Coast in August providing a sample of what was to come. Flooding on the North and Mid North Coast followed in September, with a Severe Weather Warning ushering in the storm season. The resultant weather caused damage particularly in the Far West and Riverina Regions of the State with further damage reported in Goulburn, the Central West and Metropolitan Sydney. This provided the major operational focus for the Public Communication Team. The North Coast of NSW experienced a further three major weather events in February, March-April and then again in May. The May event was the most significant, with more than 3,000 requests for assistance received from the North and Mid North Coast areas of the State. This event involved 189 flood rescues in a 10 day period. Evacuation orders were in place for several areas including Lismore, Grafton and Kempsey. A number of residences were isolated for up to a week.

Working with Communities to Strengthen their Resilience Against Emergencies

SES staff and volunteers continued the work of increasing community awareness on how to get help from the SES during flood and storm emergencies, but more importantly how people can help themselves prepare for and cope with these

emergencies. The SES produced and updated its series of community-specific and generic FloodSafe Guides and brochures, with the production of five specific-to-location FloodSafe guides. The revision and production of the State StormSafe and Rural and Community Generic FloodSafe Guides complemented the re-print of the specific FloodSafe Guide aimed at Caravan Park owners.

The Business FloodSafe Toolkit continues to be a popular resource aimed at business continuity planning and was further rolled out into the community during the year at several locations across the State, using the business breakfast workshop format. The Business FloodSafe Toolkit online was awarded the 2008 NSW Safer Community Award and was awarded second in the International Association of Emergency Managers Innovation and Technology Division in the USA.

The Home FloodSafe Toolkit, a resource aimed at the domestic market, was delivered in 2008-09, with 50 000 copies distributed. Under the umbrella of the PRIME Network Community Partnership, the SES continued to air community service announcements covering volunteer recruitment, the emergency



assistance number, 132 500, and flood safety, all of 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 display material to enhance their professional image within their communities. 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 Indigenous groups and Safe Community Committees.

Forging Community Partnerships

2008-09 saw the continuing consolidation of the SES's significant community partnerships. PRIME Television Network continued its support with community advertising programs and, more importantly, ongoing community education programs based on flood-safety messages. Reliance Petroleum also continued its support of our volunteers through its Marine GPS program.

Enhancing Organisational Capacity to Work with the Media and the Public

The strategy of close collaboration with communities at risk through community meetings and direct engagement through community partnerships with Local Government Authorities continued this year, especially during the operational events early in 2009. Operational media procedures were again tested during these events and were enhanced with the introduction, testing and confirming of a direct broadcast television capability from State Headquarters. Forward deployment of media capability to support region controllers was confirmed as a positive capability, and the use of contract photographers and video camera operators was trialled with mixed results. Access to immediate coverage of some operations was readily available, but access to file information after the event was slow and difficult. This confirms the need to provide support to volunteers and media alike in the field through full-time media support in the affected area, assisted by selected volunteer media officers. State Headquarters continues to provide support for region and unit media and community education officers, including maintaining a 24-hour

point of contact for the media and providing units with resources such as pro-forma releases, presentation scripts 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 especially in light of the possible onset of Swine Flu, State and National-level conferences and served on various emergency management committees concerned with reaching the public before, during and after emergencies. These included: The Public Information Functional Area Committee, the Community Safety Working Group of the Australasian Fire and Emergency Services 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. We maintain a direct link to the Bureau website from the SES website and vice-versa during major operational events, to give the public quick access to weather-emergency information.

A major benefit of the close working relationship emerging from work conducted during operational events over the past two or three years has been the strengthening of relations with ABC Radio in NSW as the Emergency Broadcaster. This resulted in the signing of a Memorandum Of Understanding (MOU) in July 2008, to enhance our ability to facilitate the broadcast of public awareness and safety issues associated with flood and storm events in the future. The SES also participated in several joint projects aimed at public awareness and understanding of risk exposure in specific communities.

Helping to Develop a Modern Organisational Culture by Reflecting the Communities we Serve

The SES 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

and 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

The website was redesigned to improve access and usability during 2005-06. Since that time, we have continued to meet NSW Government Information Compliance with access and usability standards, while still providing safety information, background information on the SES and access to research papers and presentations. The redesign of the website is ongoing with a complete make-over based on liquid interface in early 2008-09. The ongoing improvement of the website design and content has continued to show an increase in visits and public use, and has continued to be fault free during major events.

Additionally, the Community Education Officer Training Resource Kit has been rolled out to volunteers with access to new competencies for those who undertake the course. A total of 71 volunteers undertook the training in 2008-09. This new package provides 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, with Community Education Officers better resourced to facilitate the community engagement process.

The Future

This year saw further consolidation of the 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, as has the demand for the SES's more in-depth public education program. The community engagement strategy offers ongoing opportunities to further 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 has increased further in 2008-09, and further work will be undertaken to build on the success of these partnerships by seeking out further partners and by reinforcing existing relationships. A continuing priority for 2009-10 and beyond will be to improve volunteer recruitment and retention and to address the safety issues of the growing urban population.



Part 6 Logistics



The equipment and resources provided by the SES are intended to give our members the capacity to work quickly, safely and effectively while supporting the NSW community during flood, storm and tsunami events.

Overview

During 2008-09, the Logistics Branch's Infrastructure and Equipment Section implemented a major equipment replacement program, ensuring regions and units were supplied with equipment that supported operations and community support initiatives. Personal protective clothing and equipment were a high priority; ensuring members could safely and effectively perform their roles.

The Logistics Branch is implementing a Finance, Asset and Inventory system to improve purchasing processes and provide statistical data to further improve the quality of the personal protective clothing and equipment supplied to our members. The system will allow for improved reporting, buying capability and more efficient delivery.

Activities

Highlights of Capital Expenditure

Flood Rescue Boats and Motors

In 2008-09, the Infrastructure and Equipment Section staged a Flood Rescue Boat day, at which members tested numerous vessels for their operational capability and specialised flood rescue applications around maneuverability and ease of handling. The resulting information and performance-based data has been used to refine the selection criteria for future flood rescue boat purchasing.

Throughout the year, aged and obsolete vessels were replaced and operational capability increased in areas of identified risk. The following SES units and regions received new floodboats:

Region	Unit
Central West	Turon (1)
Hunter	Lake Macquarie City (1) Maitland City (1) Maitland City (1) Nabiac (1) Port Stephens(1)
Illawarra South Coast	Bega (1) Eurobodalla (1) Kiama (1) Shoalhaven City (1) Shoalhaven City (1) Shoalhaven City (1) Wollongong City (1)
Lachlan	Forbes (2) Parkes (1)
Macquarie	Gilgandra (1)
Murrumbidgee	Griffith (1) Gundagai (1) Hillston (1) Junee (1) Narrandera (1) Wagga Wagga (2)
Murray	Albury (1) Balranald (1) Moama (1) Tumbarumba Shire (1)
North West	Ashford (1) Deepwater (1) Glen Innes (1) Yetman (1)
Namoi	Gunnedah (1) Narrabri (1) Nundle (1) Tamworth (1)
Oxley	Harrington (1) South West Rocks (1)
Richmond/Tweed	Casino (1) Coraki (1) Kyogle (1) Tabulam (1) Tweed Heads (2) Woodburn (1)

Southern Highlands	Bombala (1) Cooma – Monaro (1) Goulburn(1)
Sydney Southern	Bankstown (2) Marrickville (1) Randwick (1)
Sydney Northern	Gosford (1) Hornsby (1)
Sydney Western	Hawkesbury (1)
Total	55

Flood Rescue Boats are provided complete with all required rescue equipment, a new trailer and motor and associated communications technology.

Rescue Equipment

Under the Road-crash Rescue (RCR) program, necessary equipment is supplied and maintained. This program continues to analyse areas of risk and works towards supporting ongoing accreditation requirements and the maintenance of this important role within the Service.

Operational Vehicles

The SES allocated \$2,591,178.05 in grants on a dollar-for-dollar basis to councils and units to assist with the replacement of operational vehicles. Grants were presented to the following units/programs:

Albury	\$22,296.58
Ballina	\$60,000.00
Bankstown	\$35,000.00
Barham	\$22,311.27
Barraba	\$55,285.45
Batemans Bay	\$70,775.63
Baulkham Hills	\$103,928.41
Bermagui	\$9,639.00
Blayney	\$5,000.00
Boggabilla	\$35,318.19
Bourke	\$60,000.00
Brushgrove	\$25,000.00
Camden Total	\$25,900.68
Coffs Harbour	\$40,000.00
Community First Responder	\$32,432.22
Cooma	\$10,000.00
Cooroanbong	\$30,000.00
Corindi	\$25,000.00
Denman	\$13,875.00
Dorrigo	\$55,000.00



Dubbo City	\$79,000.00
Dungog	\$62,877.27
Eden	\$74,488.93
Eurobodalla	\$74,488.93
Fairfield	\$120,000.00
Forbes	\$35,454.55
Garah	\$35,318.19
Gloucester	\$35,000.00
Gosford	\$26,770.13
Grenfell	\$50,404.55
Harrington	\$32,000.00
Holroyd	\$111,850.00
Hornsby	\$85,000.00
Hurstville	\$19,883.50
Inverell	\$27,726.40
Khancoban	\$266.64
Kiama	\$69,970.00
Ku-ring-gai	\$19,000.00
Lake Macquarie	\$69,000.00
Lismore	\$29,714.03
Lord Howe Island	\$20,266.43
Maitland	\$4,250.00
Mathoura	\$12,000.00
Moree	\$35,318.19
Mount Druitt	\$31,939.93
Mullumbimby	\$30,000.00
Mungindi	\$35,318.19
Murwillimbah	\$47,233.68
Muswellbrook	\$27,500.00
Nabiac	\$15,285.45
Newcastle	\$25,500.00
Peak Hill	\$35,000.00
Pilliga	\$7,285.45
Pottsville	\$14,787.73
Queanbeyan	\$30,000.00
Singleton	\$13,030.00
South West Rocks	\$32,000.00
Tabulam	\$9,645.45
Trailer Development	\$72,980.00
Tumbarumba	\$36,784.55
Tumut	\$75,000.00
Tweed Heads	\$27,595.46
Wagga Wagga	\$19,631.00
Warringah Pittwater	\$58,900.00
White Cliffs	\$15,890.25
Wingham	\$35,000.00
Woodburn	\$15,560.74
Wyang	\$12,500.00

Highlights of Recurrent Expenditure

Non-Capital Equipment

The provision of protective clothing, safety equipment and other non-capital equipment and services for units continues to be one of the highest priorities for the Service. Rescue equipment supplied during the year included such items as: Acrow props, roadside safety signs, chain/pole saws, water pumps, Tirfor winches, first-aid kits and refills, ladders, personal floatation devices, chainsaw chaps, helmets, backpacks, safety vests and gloves.

Other equipment was supplied as required.

The Future

The Logistics Branch Infrastructure and Equipment Section continue to work with the Operations Branch on the development of appropriate equipment standards for all SES units.

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



Part 7
Human Services



Overview

During 2008-09, Human Services supported SES members in the areas of human resources (HR), organisational development, learning and development, workplace relations, occupational health and safety (OH&S), health and wellbeing, workers compensation, critical incident support, chaplaincy and employee assistance services.

Human Services continued to deliver outcomes identified in the branch strategic plan aligned to the SES Corporate Plan 2007-11, and during the period, reviewed the plan for the remaining two years 2009-11. Key priorities for the branch during the 2008-09 period included: Implementing the revised Performance Management Program, implementing Controller Development initiatives and the Cadet Program, starting development of phase two of the OH&S Management System and increasing the coverage of critical incident and counselling services.

Activities

The focus for the branch during 2008-09 was implementation of new and revised programs, with continuing work on the development of HR policy and procedure. This included piloting the Looking After People Training Resource Kit, a major initiative in Controller Development.

Pilot programs were conducted at Rooty Hill, Maitland and Arncliffe, with more than 60 volunteer controllers and their deputies participated in the course, along with paid members of staff. The aim of this course is to provide people management skills, knowledge and attitudes to develop and maintain positive relationships in both internal and external environments so that customers, suppliers and the SES achieve planned outcomes. The training program has been written to meet the competency standard BSBWOR401A - Establish effective workplace relationships from the Business Services Training Package (BSB07).

On completion of this course, participants are assessed against the following elements:

- Collect, analyse and communicate information and ideas

- Develop trust and confidence
- Develop and maintain networks and relationships
- Manage difficulties into positive outcomes

The Cadet Program was implemented in the second term of the 2009 school year, with four high schools participating and more than 80 students completing the 10 week program. The schools involved were: Pennant Hills, The Forest High (Frenchs Forest), Parkes and Chatham High School (Taree) and cadets participated in a two day camp at Myuna Bay Sport and Recreation facility at the culmination of the program.

Including pilots, ten programs have been successfully completed. A promotional DVD was developed during the period for launch in 2009-10.

In May 2009, the Minister for Emergency Services announced that an annual Cadet of the Year award would be given to an outstanding young person participating in the program.

In recognition of the growing needs of the SES workforce, the position of Manager Critical Incident and Counselling Services was created, replacing the former Coordinator Volunteer and Support Services. The manager works with the program management committee to provide services in critical incident stress reduction, chaplaincy and employee assistance and resources a team of 90 volunteer duty officers, peers and chaplains across the State.

Two key events capped a busy year for critical incident and counselling services: a deployment to the Black Saturday Victorian bushfires, providing rotating teams over a three week period to assist VICSES and the Victorian fire services; and the Manager, Clinical Director and Senior Chaplain attended the International Critical Incident Stress Foundation world congress in Baltimore, USA, and delivered a paper on the SES program and a themed presentation on "Death in the Line of Duty".

A range of other activities was completed by the branch during the period including: implementation of the reviewed Code of Conduct, development of an e-learning portal for corporate induction, implementation of the Diversity in Volunteering

program in a range of Indigenous communities throughout NSW, creation and appointment of a Community Liaison Officer (Indigenous Communities) position reporting to the Director Human Services and a review of the constitution of the OH&S Committee to reflect broader consultation arrangements across the Service.

The Future

Key targets for Human Services during the 2009-10 year will be the implementation of Member Development Programs including an online training needs analysis, as well as leadership development within the SES to support organisational culture change.

Work will also progress on an Organisation Learning Plan and the SES Workforce Management Plan to ensure that the Service has the provisions for future capability needs.

Human Resources

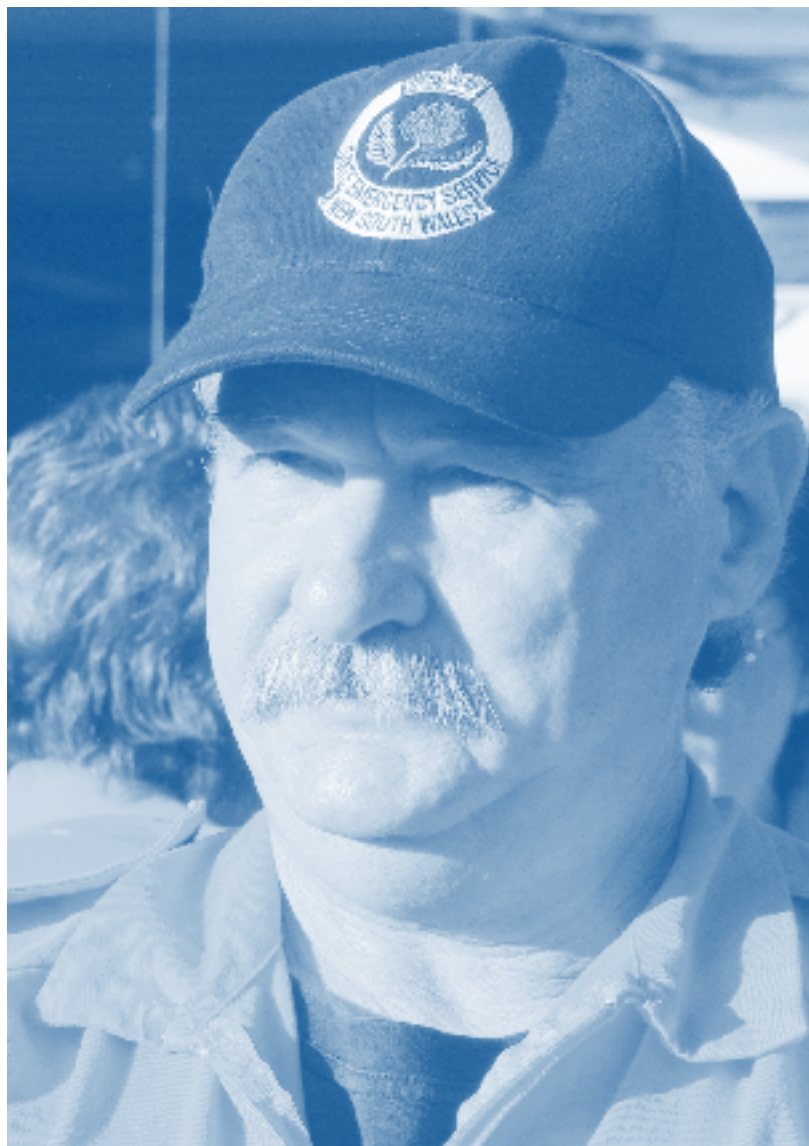
Overview

The SES provides an equitable, positive environment for volunteers and staff. Such an environment is characterised by clear communication, transparent policies, the opportunity for discussion and 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.

The Human Resources area continued to contribute significantly to the business achievements of the SES. The main areas for concentration of efforts were:

- Updating SES branch structures
- Implementing the new performance management program
- Conducting pilot testing of the Looking After People Training Resource Kit
- Reviewing the Operational Communications Centre industrial arrangements

- Professional development of HR staff in e-recruitment systems, corporate investigations, well being systems and issues
- Coordinating the production of the Cadet Program promotional DVD
- Reviewing key policy documents including the Code of Conduct, grievance procedure
- Joint signing of the Charter for Dignity and Respect in the Workplace by the SES Director General, the SES Volunteer Association and the Public Service Association
- Participating in the Cultural Inventory



Recruitment 2008-09

No.	Grade	Position Title	Number of Applicants
1	5/6	Learning & Development Officer–Murray Region	39
2	1/2	Operations Communications Call Centre Operator	64
3	9/10	Manager Communications	30
4	7/8	Deputy Region Controller-Far West Region	10
5	7/8	Deputy Region Controller-Sydney Northern Region–Expression of Interest	4
6	7/8	Support Services Coordinator	18
7	5/6	Analyst/Programmer	13
8	9/10	Manager Infrastructure and Equipment	10
9	7/8	Assistant Operations Manager	46
10	7/8	Planning and Research Officer	26
11	9/10	Region Controller-Clarence Nambucca Region	25
12	5/6	Coordinator Warehouse and Operational Vehicle Fleet	18
13	3/4	Corporate Fleet Admin and Support Officer	25
14	5/6	Program Officer IT Infrastructure	24
15	7/8	Business Analyst IT	26
16	7/8	Senior Finance Clerk	25
17	3/4	Community Liaison Officer (Indigenous)	6
18	7/8	Coordinator Cadet Program	23
19	7/8	Planning and Research Officer	3
20	3/4	Health and Wellbeing Officer-Expression of Interest	3
21	5/6	Learning and Development Officer-Hunter Region	89
22	7/8	Deputy Region Controller-Clarence Nambucca Region	24
23	3/4	Operations Officer	90
24	3/4	Administration Officer Logistics-Expression of Interest	9
25	3/4	Planning Support Officer	73
26	9/10	Region Controller-Murrumbidgee Region	30
27	3/4	Information Systems Officer-Expression of Interest	2
28	3/4	Asset and Data Management Officer-Expression of Interest	3
29	7/8	Communications Business Analyst	33
30	5/6	Telephony Services Officer	68
Total Applications			859

The 'Looking after People' training program which forms a major part of leadership and controller development within the SES, was piloted in three locations.

Other major projects that were ongoing during the year included a program to recognise staff through the award of Certificate IV in Government and reviewing key policies and procedures contributing to the Human Resources Manual. As part of its commitment to further recognise the work of volunteers and staff, the SES Awards Committee met each quarter to consider all award nominations.

Risk Reduction in Human Services

The SES has incorporated a number of strategies into its business operations to reduce the potential for poor human resource management and the impact that it could have on the achievement of corporate objectives. These strategies apply to all staff and volunteers. The training of senior staff and volunteers in leadership and the introduction of the Looking After People program, which includes grievance-handling procedures, has resulted in more satisfactory resolutions at the unit level.

The SES Code of Conduct and yearly Strategies and Targets statement set out the organisation's direction in relation to human resource management. Our training induction material and performance management system give clear directions to staff and volunteers on individual expectations as linked 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.

Freedom of Information

During the reporting year, the SES responded to six 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 five main programs: Looking after People training for the senior leaders of the SES (90 attended this training), team leader training for staff and volunteers (to ensure training was reaching all supervisors and members in positions of authority), Equity and Diversity workshops run by the Anti-Discrimination Board for all staff to introduce these basic principles, SES Induction training covering generic competencies for all new SES volunteers and the Corporate Induction program covering all new staff members. Team leader courses were specially targeted to capture emerging leaders and redress the gender imbalance in leadership positions, with 232 volunteers and staff attending this course during the reporting year. A total of 1,096 volunteers attended SES Induction and 13 staff attended the Corporate 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 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 curriculum and training resource kit development.

Multicultural Policies and Services Program

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 the Charter for a Culturally Diverse Society by preparing programs and services that have been adopted throughout the organisation.

The SES actively seeks the participation and feedback of people of all cultural backgrounds and includes these groups in print and electronic media and advertising opportunities. The SES participates in the state-wide Public Information Service Functional Area Committee, which deals in part with issues of ensuring effective targeting of diverse linguistic 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 affect, including culturally and linguistically diverse communities
- Encourage units to recruit members to reflect the diversity of the communities that they serve

During the year the SES implemented the Diversity in Volunteering program as a specific strategy to engage Indigenous communities and CALD communities in this joint project with the Adult and Community Education Unit (ACE) and Community Colleges. Training has been individually tailored to meet the cultural requirements of each community. SES/ACE training includes Induction, which is an introduction to emergency practices utilised by the SES volunteers. This, combined with first-aid training gives the Indigenous participants a good understanding of the SES's role before, during and after a storm and/or flood. This training also provides flood and storm awareness that can be passed on to others within their community. The Induction and First Aid certificates are components of the Certificate II in Public Safety, which is a nationally accredited qualification.

In January 2009, the SES recruited its first Indigenous State Community Liaison Officer. This officer has been working with the community colleges and Indigenous communities to provide culturally appropriate training for each Indigenous community targeted under the program.

In March 2009, the Minister for Emergency Services, Mr Steve Whan, officially opened the inaugural Diversity in Volunteering forum, jointly hosted by Adult Community Education and the SES. The forum brought together SES volunteers, region controllers,

learning and development officers and community colleges to look at how successful the initial training programs have been and how to build on these successes in the future.

Some of the communities that have participated in the SES training are Toomelah, Boggabilla (North West), Wagga Wagga (Murrumbidgee), Cabbage Tree Island, Ballina (Richmond Tweed), Taree (Oxley) and Nowra (Illawarra South Coast).

Indigenous SES volunteers have not only assisted their own communities in times of need they also have assisted communities out of their area. In May



2009, Indigenous volunteers from the North West Region participated alongside SES volunteers from across the State in the North Coast areas of NSW affected by floods. This operation included flood boat resupply missions in which medicines and food were distributed to people stranded due to flooding, as well as storm damage assistance where homes needed tarps on roofs and debris removed.

Over the next 12 months training will be rolled out in communities such as Parkes, Cowra, Lake Cargelligo, Inverell, Mulabugilmah and Tabulam. The Diversity in Volunteering program will also be extended to CALD communities and programs have been planned in Hurstville and Marrickville for 2009-10, targeting the diverse communities of the Sydney metropolitan area covered by Sydney Southern Region.

The SES participates on the National Reference Group for Inclusive Emergency Management for CALD Communities. The reference group oversees a series of projects facilitated by Emergency Management Australia (EMA), aimed at higher levels of engagement of diverse communities by emergency services. A NSW reference group has also been established, facilitated by the State Emergency Management Committee, and has identified specific action learning projects in which SES and other agencies will participate.

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 is being developed 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 flood plains. Arrangements have been devised to ensure that communities in flood-prone or isolated areas receive the required assistance when floods occur. People and institutions requiring extra attention

(for example the elderly and schools) are identified in local flood plans and additional arrangements 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 is a major contribution. There are positions within our units, particularly at headquarters, where older people can perform administrative tasks releasing members who prefer to be operational. The SES has engaged in a number of strategies such as participation in seniors expos, designing presentation templates targeted at older audiences and ensuring that we publicise the roles of our older volunteers to reach out to older people and offer them the opportunity to join as volunteers.

The SES 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 volunteer ranks and carry out tasks in line with their abilities
- Ensuring that the needs of people with disabilities are catered for in recruitment, development and promotional aspects of employment and in volunteer membership
- Explicitly encouraging all SES volunteers to support fellow volunteers who have special needs
- Implementing Equal Employment Opportunity strategies to achieve the above 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 barriers that might hinder women from gaining employment or career development in the Service.



During the year, female staff attended the Selection Techniques and Interview Skills Training as well as targeted professional development as specified in their performance management plans, which provided them with career and personal development strategies to help them develop 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 2008-09 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 the NSW Public Service. The Spokeswoman's Program identifies and acts on matters affecting women in the workplace; provides information and development opportunities for women; and increases overall equity in the Service. During the past year the program has organised representatives to attend the Emergency Services Women's Network Forum,

Australian Women in Leadership Forum and Women in Management annual conference; 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 Service- and marked 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 table on page 88.

Industrial Relations

The Industrial Relations policies and practices of the SES align with the directives of the Department Premier and Cabinet.

Action Plan for Women, Strategies and Achievements 2008-09

Strategies

Achievements

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

- Equity and diversity training module included in all Team Leader training courses reaching 232 volunteers and staff and induction reaching 1,096 volunteers and staff

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

- Anti-discrimination Board training for all staff and higher level training for supervisors
- 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 used as a relieving opportunity for administrative officers
- Spokeswomen represented clients on the departmental committee and Joint Consultative Committee

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

- Nine job-share arrangements continued
- Working-from-home policy and other flexible arrangements in place to assist with carers' commitments
- SES Women's Liaison Officer presented to Women's Information Day coordinated by the Spokeswoman's Program on policies and strategies in SES to promote family and work life balances
- Spokeswoman training provided
- Nine women attended Women in Management Conference

Staff Profile

The staff profile of the SES as at 30 June 2009 is indicated below: of

Recruitment of Employees During 2008-09

Level	Total Recruits	Men	Women	Aboriginal People and Torres Strait Islanders	People from Racial, Ethnic, Religious Minority Groups	People Whose Language First Spoken as a Child was not English	People with a Disability	People with a Disability Work – related Adjustment
<\$35,266	0	0	0	0	0	0	0	0
\$35,266 - \$46,319	0	0	0	0	0	0	0	0
\$46,320 - \$51,783	2	1	1	0	0	0	0	0
\$51,784 - \$65,526	8	3	5	1	0	0	0	0
\$65,527 - \$84,737	19	12	7	0	0	0	0	0
\$84,738 - \$105,923	4	3	1	0	0	0	0	0
>\$105,923 (non SES)	0	0	0	0	0	0	0	0
>\$105,923 (SES)	0	0	0	0	0	0	0	0
Total	33	19	14	1	0	0	0	0

Representation of Employees by Level During 2008-09

Level	Total Staff	Men	Women	Aboriginal People and Torres Strait Islanders	People from Racial, Ethnic – Religious Minority Groups	People Whose Language First Spoken as a Child was not English	People with a Disability	People with a Disability Work – related Adjustment
< \$35,266	0	0	0	0	0	0	0	0
\$35,266 - \$46,319	14	5	9	0	0	0	1	0
\$46,320 - \$51,783	16	5	11	0	3	4	0	0
\$51,784 - \$65,526	67	19	48	2	6	3	2	0
\$65,527 - \$84,737	85	48	37	1	8	6	5	0
\$84,738 - \$105,923	26	23	3	0	1	0	2	0
>\$105,923 (non-SES)	1	1	0	0	1	1	1	1
>\$105,923 (SES)	2	2	0	0	0	0	0	0
Total	211	103	108	3	19	14	11	1

Staff Profile

Recruitment of Employees by Level Compared with the Two Previous Years

Level	2008-09			2007-08			2006-07		
	Total Staff	Women	Racial/ Ethnic/ Ethno- Religious Minority	Total Staff	Women	Racial/ Ethnic/ Ethno- Religious Minority	Total Staff	Women	Racial/ Ethnic/ Ethno- Religious Minority
Below CO Gd 1	0	0	0	1	0	0	10	7	0
CO1 – A&C Gd 1	14	0	0	13	0	0	4	3	0
A&C Gds 1-2	16	0	0	16	2	0	6	3	1
A&C Gds 3-5	67	5	0	67	2	0	71	17	2
A&C Gds 6-9	85	7	0	61	2	0	48	2	0
A&C Gds 10-12	26	0	0	28	0	0	22	0	0
Above A&C Gd 12	3	0	0	3	0	0	3	0	0
Total	211	12	0	189	6	0	174	32	3

Number of CES/SES Positions 2008-09

Level	Total CES/SES End of Current Year 2009	Total CES/SES End of Previous Year 2008	Total CES/SES End of Previous Year 2007
1	1	1	1
4	1	1	1
CEO	-	-	-
Under S.11A*			
Total	2	2	2

Liability for Accrued Leave to 30 June 2009

Year	Extended Leave	Recreational Leave
At 30 June 2007	\$2,097,000	\$976,321
At 30 June 2008	\$2,580,270	\$1,312,834
At 30 June 2009	\$3,194,903	\$1,469,689

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 (RTO), and delivers training and assessment to national standards allowing its members to operate safely and efficiently when responding to incidents and emergencies, and supporting community events. The SES learning and development program helps build community capacity by developing staff and volunteers' technical, interpersonal, leadership and management skills. Two priorities of the program are: the development of trainers and assessors in rural and remote areas, where the SES may be the only adult-learning resource; and the development of a blended learning solution that incorporates face to face delivery, e-learning and course work which will provide a flexible learning delivery model for all members.

The SES learning and development program has four 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 region learning and development
- To provide current and useful learning resources that reflect best practice in the skills they develop and the learning technology they apply
- To support and develop staff

Activities

SES field team members complete a suite of competencies to become fully qualified. To this end, the Service issued 585 Certificates II in Public Safety (SES Rescue) to new field operators during the year. The service also issued 116 Certificates III in Public Safety (SES Rescue) to qualified field operators.

To help support field response teams, the SES awarded 170 Certificates II in Public Safety (SES Operations).

Building team-leadership skills is a crucial part of ensuring successful operations. The SES ran 19 Team Leader courses during the year, with 232 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. State Learning and Development Officers were also involved in research and development working groups at both a National and State level.

Maintaining and building training support teams continued. These teams of experienced trainers and assessors support self-sufficiency in units in delivering training and assessment. All regions have identified volunteers for their training support teams. A total of 143 new skills trainers and 95 new evidence gatherers (who support assessors) were qualified during the year.

The service acquired a provider to deliver flood rescue training for members who work on or around water, this program began in early 2009 and it is planned to have all relevant members trained by the end of 2010.

The roll out of the 'Looking After People' program training course for local controllers began with three pilot program workshops.

The program to develop high-level operations management skills continued during the year and the Australian Inter-agency Incident Management System (AIIMS) course was run during the year in units, regions and SHQ.

The continuing program of confirming currency in Road-crash and Vertical Rescue continued during the year. The Service issued 55 Statements of Attainment in Road-crash Rescue and 49 Statements of Attainment in Vertical Rescue. The State Rescue Board accredited 305 new SES General Land Rescue operators during the year.

NSW SES Learning and Development Awards 2008-09

Award	Totals
Certificate II Rescue PUA20400	585
Certificate III Rescue PUA30400	116
Certificate II Operations PUA20500	170
Skills Trainer TAADEL301C TAAENV402B TAAENV403B	143
Evidence Gatherer TAAASS301B TAAENV402B TAAENV403B	95
First Aid PUAEME001A & PUAEME002A	1652
Four Wheel Drive TDTC2501A	172
General Rescue PUASAR001A PUAEQU001A PUAOHS001B	676
Flood Rescue Boat Crew Member PUASES003A	214
Storm & Water Damage Operator PUASES001A	503
Chainsaw Operator FPIFGM069A & FPIFGM111A	410
Operate Communications Equipment PUAOPE002A	875
SES Induction PUACOM001A, PUACOM002A, PUAOHS001B, PUATEA001A PUATEA004A	1238
Land-Search Operator PUASAR008A	305
Road-crash Rescue PUASAR002A	55
Work in an Operations Centre PUASES002A	207
Map Reading and Navigation PUAOPE003A	304
Vertical Rescue PUASAR004A	49
Air Observer PUAAMS001A & PUAAMS002A	71
Maintain Team Safety PUAOHS002A	518
Team Leader	232
Administer a Local Unit PUASES007A	1
Total	8591

During the year, the Learning and Development team implemented the new First Aid Training Resource Kit (TRK), began the review of Road-crash Rescue and Media Awareness TRK's, finalised Alpine Search and Survival and assisted in the development of new units of competence for Alpine Search and Rescue, Storm and Water Crew member and Storm and Water work at heights. The Learning and Development team also worked with Government Skills Australia on the development of national TRK's for Basic Rescue and SES Induction. The SES collaborated with Adult Community Education (ACE) in the delivery of SES Induction and First Aid to Indigenous communities as part of their completion of the Certificate II in Public Safety (SES Operations).

The Future

New initiatives to enhance the skills of trainers, assessors, staff, operations managers, flood rescue operators and controllers will continue to be the focus for the coming financial year. Updated courses for new trainers, evidence gatherers and assessors will be conducted, to ensure members maintain the highest standards in training and assessing qualifications.

The review of the Public Safety Training Package is ongoing, however, the development of 'Skill Sets' in version 7 will allow Learning and Development to develop new TRK's which will allow members to be prepared for their role sooner.

The Learning and Development team will continue to focus on providing support to Region Learning and Development Officers on training matters as identified and will work closely with them to ensure the integrity of the organisation's RTO status in the Australian Quality Training Framework (AQTF) compliance through a program of validation/moderation activities and a regime of internal audits.

Staff and Professional Development

The needs of staff will be addressed through a training needs analysis aligned with the performance management system, allowing for targeted professional development opportunities.

Occupational Health and Safety, Workers Compensation and Injury Management

This year has once again seen a continued focus on Occupational Health and Safety (OH&S) within the Service. There has also been a substantial focus on claims management and prevention within the service.

The Health and Wellbeing Officer facilitates claims management and has developed a Health and Wellbeing Program for the service.

The year has also seen a focus on pandemic influenza in both a preventative and reactive sense. In late 2008 a Pandemic Exercise was successfully conducted at State Headquarters to test procedures and highlight process improvements to ensure pandemic readiness. The Service successfully applied for an Adult Immunisation Grant to provide members with the flu vaccine for the 2009 season. This was administered within the ongoing Hepatitis B vaccination program. The service established an Operational Management Team to provide controls in line with the International and National alert levels.

Legislative Compliance and WorkCover

Legislative compliance for all members continued as a focus for the Service throughout the year.

The LARTWLL (Lowering and Rescue Techniques with Live Loads) working group was finalised and provided comprehensive recommendations to the Service which were then implemented. This will lead to further work around working from heights activities.

An ongoing relationship has also been maintained with the claims branch of WorkCover with regard to the volunteer workers compensation and personal property loss. This includes regular claims reviews, process discussions and improvements as well as specific issue resolution as required.

OH&S Management System

The initial phase of the OH&S management system, which includes the following elements, is still in the implementation phase:

- Risk Management
- Hazard/Accident/Near Miss Reporting, Investigation and Corrective Actions
- Responsibilities, Accountabilities and Authorities
- Inspection Testing and Monitoring

The working party for the second phase of the project has been formed and has begun outlining the project. A new approach to the project has been formalised which involves the engagement of consultants to assist with policy and procedural development for the OH&S management system.

Consultation and Communication

The SES OH&S Committee continued to meet on a quarterly basis with meetings being conducted in July, October, April and June across the State.

The OH&S Committee has continued to hold workshops on various topics such as manual handling as well as conducting workplace inspections of State and region headquarters as part of its meeting schedule (in line with the location of the meeting). The committee now holds all meetings in Wollongong and will conduct separate inspections of region headquarters on an annual basis.

Region Safety Representatives continue to be recruited, supported and trained including attendance at OH&S committee meetings on a rotational basis. Resources to support the safety representatives are continuously being developed and implemented.

Safety Alerts and Bulletins continue to be issued where relevant throughout the year to advise members on appropriate issues.

External networking

The OH&S Officer continued to network both formally and informally. Formal networks include representing all State and Territory services on the OH&S sub-group

of the Australasian Fire and Emergency Services Authority (AFAC) as well as representing the service on the Mid Sized Agency Forum (MIDAS) at a NSW Government level.

The Health and Wellbeing Officer has also become part of the Rehabilitation Coordinators Network through the Treasury Managed Fund Community.

Workers Compensation and Injury Management

Workers compensation cases from a staff perspective continued to change in both number and complexity. This has meant a focus on effective claims management, as well as ensuring ongoing communication where other processes are critical, such as where there are performance management or industrial relations implications. For the year 2008-09, there were 15 work related injuries/illnesses for volunteers. There have been no WorkCover prosecutions for the reporting year.

For the year 2008-09, there were 15 work related injuries/illnesses attributed to staff and 83 SES related injuries/illnesses for volunteers. There have been no Work Cover prosecutions for the reporting year.

With the addition of the Health and Wellbeing Officer we have been able to continue to manage claims proactively through meetings with medical professionals and appropriate return to work duties being allocated to staff. Where appropriate, external rehabilitation providers are used to ensure consistency of support to our employees.

Critical Incident and Counselling Services

The Human Services Branch of State Headquarters provides Critical Incident and Counselling services to members of SES. The programs provided consist of the Critical Incident Support Program and the Program's Peer Support Team, Chaplaincy and Employee Assistance Program.

These programs are managed and co-ordinated by the Manager, Critical Incident and Counselling Services.

During the year, in addition to the co-ordination and maintenance of these programs, the Manager provided information and presentations to other agencies on the value of Peer Support and Chaplaincy in the SES and working together across the three programs of Critical incident Support, Chaplaincy and Employee Assistance.

The volunteer peers and chaplains presented pre-incident training awareness education sessions at SES units across NSW and provided support by way of critical incident stress management interventions to SES volunteers after critical incidents.

In addition to supporting NSW SES members across critical incident and counselling services, teams of peers and chaplains and the SES EAP also deployed to Victoria on request from the Clinical Director, Victoria SES to support VICSES.

The Manager, Critical Incident and Counselling Services, Senior Chaplain and Clinical Director all attended the ICISF World Congress on Stress, Trauma and Coping in February/March 2009 and both the Manager and Clinical Director presented at the Congress. The Manager presented on behalf of the Clinical Director of VICSES who was unable to attend due to the Bushfire disaster in Victoria.

Victoria Bushfire Disaster February 2009

Victoria was disastrously impacted by bushfires on 7 February 2009, this day later became known as 'Black Saturday' and the fire threat was ongoing for up to three weeks.

Assistance from outside Victoria was called in to help the community and emergency service organisations in their response to the fires, including fire crews from New Zealand and USA.

The NSW SES CISP deployed 22 program members in three separate teams during the period 11 February 2009 – 6 March 2009, following an initial request due to the impact of the fires on staff and volunteers in the areas of Benalla, Marysville, King Lake and Whittlesea.



Critical Incident Support Program

The SES Critical Incident Support Program is available to all volunteers and employees of the SES on a 24 hour 7 days per week basis. The work of the Peers, Chaplains, Clinical Director and Manager is strictly confidential and assistance is provided through peer support, critical incident stress management interventions and pastoral care from SES Chaplains. CISP Duty Officers who are also peers take the calls from members of the SES and arrange the necessary support or intervention for teams of SES members or for individuals requiring assistance.

The services and interventions that are provided under the Program are:

- Pre-incident education and awareness training
- Small and large group interventions such as defusing and critical incident stress debriefings, demobilisations and crisis management briefings
- On-scene support
- Individual support both face-to-face and by telephone
- Pastoral crisis intervention
- Follow-up
- Referral to other psychological assistance as necessary

Statistics – Critical Incident and Counselling Services

The Peer Support Team including SES Chaplains, provided 285 CISM interventions across SES units.

These included:

- 76 Pre-incident education and awareness training sessions
- 11 Standby
- 12 On scene support/psychological first aid incidents
- 2 Crisis management briefings
- 11 Defusing sessions
- 7 Critical Incident Stress debriefings
- 6 One-on-one support sessions
- 16 Referral and follow up interviews
- 143 Pastoral care
- 1 Interstate deployment

Peer Support Team Training

During 2009 members of the Peer Support Team reported on their roles in the Victorian Bushfires and lessons learnt; practiced CISM skills in defusing and debriefing and role play scenarios and were fortunate to have a guest speaker who spoke about the “Power of Hope in Times of Crisis”.

Team training is an opportunity to continue the development of the program and the skills of the peer support team members and their ongoing professional development in the field of critical incident stress management for the SES.

Chaplaincy in the SES

The Service continues to recognise SES Region Chaplains who have an integral role in supporting SES members for both pastoral and spiritual care. In addition, Chaplains are members of the Critical



Incident Support Program's Peer Support Team allowing for immediate pastoral support or crisis care, referral to clinical services through the SES Clinical Director, local services and access and referral to the SES Employee Assistance Program. Each year SES Chaplains have additional training for their roles in the SES program.

In April 2009 all SES Chaplains attended training prior to their annual CISP Peer Support Team training and participated in sessions on "Chaplaincy and Crisis of faith" and "Death and Loss without warning" along with sessions on their own care and support in their pastoral roles with members of SES.

Employee Assistance Program (EAP)

The SES recognises that personal problems don't necessarily stop when people come in to work and are certainly not confined to work hours. Early intervention of issues can help reduce stress, potentially reducing absenteeism, injuries, workplace accidents and worker's compensation claims. Counselling can assist people in resolving issues quickly and effectively.

The SES offers a free confidential counselling service to all staff and members of their families and the EAP supplier provides this service confidentially and independently to the SES workplace.

The model of support that is provided is one of a proactive and preventative model of employee assistance with general counsellors, welfare workers, social workers and psychologists available to SES employees at a time suitable to the individual.

The general counsellors regularly visit the workplaces in SES across the regions and State Headquarters and employees can access the service immediately or discuss the services of the EAP when a counsellor visits or make an appointment at a time that may be more convenient. The counsellors are independent professional and qualified and available to clarify concerns of employees and explore options available with a solutions based approach to supporting individuals.

The EAP is endorsed by SES Management and provides an additional management assistance tool for controllers and managers to improve their support of staff and volunteers through issues that may be impacting on them at work or in their SES volunteering roles.

The Future

- Continue to meet the *Occupational Health and Safety Act 2000*, No 40 "to secure and promote health and safety of people at work" through all volunteer and staff support programs in SES
- Increase the acceptance and inclusion of pre-incident education and awareness training on critical incident stress in unit training nights for SES volunteers and their families
- Inter-agency meetings and a joint disaster training exercises with VICSES in 2010 using the CISM model
- Region team training activities in 2009-10
- Enhancement of the CISP database for data collection and trend analysis
- Continue to develop and promote the inter-faith/ inter-denominational Chaplaincy Program in SES across volunteers/staff and their families embracing diversity, spirituality and advice on cultural and other religious factors in both non and operational times
- Develop an educational session on "Dealing with Change – Stress Awareness" as a commitment to the NSW Government's Leading Well policy in improving leadership and the prevention and management of psychological injury in SES
- Continue support of EAP for both a management and support tool for controllers/managers and employees and promote the EAP provider support services
- Provide additional services across mediation and support to other human resource management strategies

Part 8
Honours and
Awards



Overview

Outstanding contributions to the community by volunteers and staff were recognised during 2008-09 as shown below.

Emergency Services Medal

SWAN Barry	Nambucca SES Unit
SNAPE Gregory	Ashfield-Leichhardt SES Unit
COULTER Marc	Broken Hill SES Unit / Far West Region SES
HANCKEL Scott	Richmond Tweed Region SES

Director General's Awards

Director General's Commendation for Service 2008-09

HAINSWORTH Peter	Sydney Western Region SES
LITTLEJOHN Allan	Far West Region SES
McGEOUGH Angela	Macquarie Region SES
MULHERIN George	North West Region SES
BARBIC David	Sydney Southern Region SES
CLAYTON Sandra	Lachlan Region SES
COLLINS Peter	Illawarra South Coast Region SES
NIVEN David	Sydney Southern Region SES
SNOW Phillip	Lachlan Region SES
TOMKINSON Graham	Sydney Southern Region SES
SLATER Gregory	State Headquarters SES
CHAPMAN Christopher	Lachlan Region SES
THRELFO Leslie	Southern Highlands Region SES
DORRINGTON Athol	Clarence Nambucca Region SES
BUTT Peter	Clarence Nambucca Region SES
BARNETT Luke	Clarence Nambucca Region SES
KENNEDY Karl	Clarence Nambucca Region SES
LANG Dawn	Clarence Nambucca Region SES

WILLIAMS Samantha	Clarence Nambucca Region SES
HENDRIKS Paul	Clarence Nambucca Region SES
WELLINGS Graham	Far West Region SES

Honorary Life Membership 2008-09

DE VRIES Jack	Sydney Western Region SES
BELL Michael	Sydney Northern Region SES
CORBETT Robert	Sydney Northern Region SES

Director General's Commendation for Courage 2008-09

FISS David	Illawarra South Coast Region SES
WALL John	Illawarra South Coast Region SES
PRIDHAM Matthew	Illawarra South Coast Region SES
GILL Ian	Clarence Nambucca Region SES
O'BRIEN David	Clarence Nambucca Region SES

Director General's Unit Citation 2008-09

Alpine Search and Survival (ASAS) Project Team

JASPER Ray	Murrumbidgee Region SES
THRELFO Leslie	Southern Highlands Region SES
WHITFIELD David	Southern Highlands Region SES
MARSDEN Daniel	Southern Highlands Region SES
GREGORY Jon	Southern Highlands Region SES
BROAD Rick	Southern Highlands Region SES
CHIFLEY Matt	Southern Highlands Region SES
CASEY Tony	Southern Highlands Region SES

Sydney Western SES Region

BOURKE Louise
CASSONE Natalie
CINQUE Peter
CRUMBLIN Geoff
FLAXMAN Allison
HUME Robin
LINTON-SMITH Kathryne
MCGOVERN Daniel
MILNE Heidi
MURPHY Greg
ROLLINSON Alan
STICHTER Hans

Baulkham Hills SES Unit

BACHLER Sebastian
BROCK Faye
CARE Roy
COLLIS Nathan
FITTON Colin
GRANT Keith
HOFMAN Damian
KINCH Andrew
LESTER Evelyn
LISTON Malcolm
RANDALL Tim
WAKEHAM David

Blacktown SES Unit

BEEDELL Edward
CATTERALL Graham
CHAMBERLAIN Paul
CIRSON Graham
COLBRAN Catherine
EASTMENT Scott
EMERY Vanessa
FRY Brenda
FRY Gary
FRY Pamela
GILLIES Ronald

GODBEE Bryan
GODDARD Edward
GREEN Steve
HANNA Grant
HJORTH Peter
MCDERMOTT Michael
MCNALLY Sean
MIASKOWSKA Beata
MIASKOWSKI Jack
PIERI Warren
RANSLEY Stuart
SAM Elizabeth
SMITH Steven
STEELE Gregory
STEWART James
TRIPICIANO Gino
TURNER Douglas
VAN HILST Adam
WADEMAN Barry
WADEMAN Vicki
WARD Matthew
YETTON Tony

Holroyd SES Unit

ABDO George
BETTS Rebecca
BISHOP Samantha
CRUMP Douglas
DEMPSEY Peter
FREAKLEY David
GATT Ray
GREEN Michael
HERIOT Colin
KASZONYI Robert
KIAUPA Melissa
OVERTON Steven
PERINE Paul
STYLES Ian
TODD Peter
WESTERLAND Neal

Mt Druitt SES Unit

AVERY Adrian
BIRMINGHAM Kim
BOROS Maria
FINDLAY Sharyn
FLYNN Susan
GRAY David
HICKSON Geoffrey
KELLY Dennis
KELSON Colin
LALOR Peter
LOCKMAN Patrick
MORGAN Michael
NOBLE Richard
TAUVEVE Lalomilo

Parramatta SES Unit

CUNNEEN Peter
CUNNEEN Rowena
HUNTER Alissa

Kiama SES Unit

ANDERSON Malcolm
BOYS Max
HABECK Anna
MCDONALD Robert
MCKENZIE Andrew
PRIDHAM Matthew
SMYLIE Peter
TURNER Warren
WALL John
WARREN Christopher
WILLICK Stuart



Australia Day Awards

Local Citizen of the Year

BONHAMY Grahame Richmond Tweed Region SES

CLEARY Christine Sydney Western Region SES

National Medal

ABBOTT David Andrew Murrumbidgee Region SES

ARMOUR Matthew John Richmond Tweed Region SES

ARMOUR Paul William Murrumbidgee Region SES

BARNES Terry North West Region SES

BARRY John Frederick Southern Highlands Region SES

BASHAM Stephen Edward North West Region SES

BERE David Illawarra South Coast Region SES

BIRCHALL Sandra Lucille Hunter Region SES

BRADY Bernard Alen Namoi Region SES

BRIFFA Lincoln Richard Sydney Northern Region SES

BROWN Colin Leslie Southern Highlands Region SES

BROWN Mitchell John Sydney Northern Region SES

BUCKLEY Paul Sydney Western Region SES

CALLAGHAN Michael Richmond Tweed Region SES

CARDOW Gail Clarence Nambucca Region SES

CHAPMAN John Andrew Far West Region SES

CHRISTIE Trevor Sydney Western Region SES

CLANCY Cathryn Joy Sydney Western Region SES

COOK Anthony Roy Sydney Northern Region SES

CORMACK Gregory John Sydney Southern Region SES

COULSTON Warren Sydney Southern Region SES

COUSINS John Douglas Sydney Northern Region SES

CRAIG Graeme Charles Far West Region SES

CRAPP Richard Errol Richmond Tweed Region SES

CROKE Barry Southern Highlands Region SES

CURLEY Anita Marianne Sydney Northern Region SES

DAVIS Ellen Margaret Central West Region SES

DAVIS Wayne Bernard Central West Region SES

DEBRINCAT Joe Sydney Western Region SES

DICKENSON Petah Ronald Namoi Region SES

DIXON Stephen John Sydney Western Region SES

EMMETT Lynette Robyn Murray Region SES

FOWLER Kenneth Neil Murrumbidgee Region SES

GEYER Graeme John Namoi Region SES

GIBBONS Kathryn Mary Sydney Western Region SES

GREEN Peter Whitlock Sydney Western Region SES

GRIFFIN Shoshanna Roma Murray Region SES

HATCH Noel Glen Namoi Region SES

HEATH John William State Headquarters SES

HIGGINS Peter Lawrence Illawarra South Coast Region SES

HILLMAN Marnie Sydney Northern Region SES

HOWETT Colin Gerrard Namoi Region SES

HOWETT Sharon Lea Namoi Region SES

HUMPHRIES Colin John Central West Region SES

HUMPHRIES Louise Margaret Central West Region SES

JACKSON Shane Vageli Illawarra South Coast Region SES

JOHNSON Owen Michael North West Region SES

JONES Alan Roy Southern Highlands Region SES

JUD-BRETTINGHAM Marcel	Southern Highlands Region SES	McGOWAN Leslie John	Sydney Southern Region SES
KERR Michael Robert	Southern Highlands Region SES	McGREGOR Christine Mary	Southern Highlands Region SES
KIELBICKI John Anthony	Ex State Headquarters SES	McGREGOR William Arthur	Southern Highlands Region SES
KIRKWOOD Elizabeth June	Murray Region SES	McMASTER John David	Namoi Region SES
LARKIN Darren James	Far West Region SES	MITCHELL Claire	Southern Highlands Region SES
LATHAM Christopher Ian	Illawarra South Coast Region SES	MITCHELL Elizabeth Rebecca	Sydney Northern Region SES
LONSDALE Michael	Sydney Western Region SES	MOORE Russell Paul	Sydney Southern Region SES
MARTIN Stephen James	North West Region SES	MORGAN Paul Lawrence	Richmond Tweed Region SES
MASON John Lyle	Namoi Region SES	MURRAY Peter Lloyd	Sydney Southern Region SES
McCORMACK Bruce Stephen	Richmond Tweed Region SES	NILSSON James Richard	Richmond Tweed Region SES
McDERMOTT Lynette Beryl	Murrumbidgee Region SES	O'BRIEN Paul Anthony	Sydney Southern Region SES
McGEACHIE Christopher Glenn	Murrumbidgee Region SES		





O'MALLEY Neville David	Richmond Tweed Region SES
O'MALLEY-POWTER David James	Hunter Region SES
PAGE Andrew	Sydney Western Region SES
PALAZZI Ken	Sydney Western Region SES
PELLICCI Anthony John	Illawarra South Coast Region SES
PESCHLA Russel Andrew	Murrumbidgee Region SES
PETERIE Barry	Clarence Nambucca Region SES
PETERIE Jennifer	Clarence Nambucca Region SES
PHILLIPS Jean	Murrumbidgee Region SES
PHILLIPS Raymond Kevin	Far West Region SES
PHILPOTT Diane May	Central West Region SES
PINELLI Tony William	Sydney Southern Region SES

PITTAWAY Mark Andrew	Sydney Northern Region SES
PRICE Lester	Murray Region SES
PRICE Alan Campbell	Sydney Northern Region SES
PRITCHARD Mark Reginald	Southern Highlands Region SES
PUCKERIDGE Brendan	Sydney Northern Region SES
RANDLE Craig John	Sydney Northern Region SES
REEVES Belinda Louise	Oxley Region SES
ROSE Leslie Darcy	Macquarie Region SES
SLATER Alan George	Sydney Southern Region SES
SMITH Wayne Francis	Hunter Region SES
SMITH Christopher James	Hunter Region SES
STRATTON Lynette Gail	Richmond Tweed Region SES
STUBBS Michael Colin	Clarence Nambucca Region SES
WALTHER David Lionel	Central West Region SES
WARD Peter Douglas	Clarence Nambucca Region SES

Clasp 1

ANDERSON Stephen Mark	Sydney Western Region SES
BALE Gavin Arnold	Sydney Western Region SES
BARRATT Brian	North West Region SES
BARTLETT Kevin John	Sydney Western Region SES
BELL Peter John	Oxley Region SES
BETTY Andrew Robert	Sydney Northern Region SES
CAWTHORNE Noel Ross	Sydney Western Region SES
COOPER Noel Alan	Far West Region SES
FRY Pamela Victorine	Sydney Western Region SES

GARANCSI Juliana Katharine	Sydney Western Region SES	WALSH Stephen John	Far West Region SES
GEDDES Ian David	Murray Region SES	WARREN Robert Ernest	State Headquarters SES
GREENE Gary Austin	Oxley Region SES		
HARRISON Trevor Eric	Hunter Region SES	Clasp 2	
HESKETH Robert	Hunter Region SES	BENNETT Trevor Howard	Illawarra South Coast Region SES
JONES Alan Roy	Southern Highlands Region SES	EATHER Geoffrey Lionel	Namoi Region SES
KEOGH Paul Gerard	Sydney Western Region SES	HULME Garry George	Sydney Southern Region SES
KERSHAW Robert Grahame	Illawarra South Coast Region SES	JONES Kevin John	Sydney Western Region SES
LAWSON Edith Rose	Sydney Northern Region SES	KING Stephen	Namoi Region SES
McCORMACK James William	Richmond Tweed Region SES	MARONESE Enrico Giovanni	Hunter Region SES
McCORMACK Bruce Stephen	Richmond Tweed Region SES	RIDLEY Ian Douglas	Namoi Region SES
McHATTAN Donald Keith	Namoi Region SES	ROSE John William	Sydney Western Region SES
OLLIVER William	Southern Highlands Region SES	SILSBURY William George	Murray Region SES
PARSONS Kenneth Roy	Sydney Western Region SES	WEBSTER William George	State Headquarters SES
POLLOCK Allan Thomas	Hunter Region SES	WELSH John Richard	Namoi Region SES
RITCHIE Francis William	Illawarra South Coast Region SES	WILLARD Rex Howard	Sydney Northern Region SES
RITCHIE Lynn Marie	Illawarra South Coast Region SES		
ROBERTS Kenneth James	Central West Region SES	Clasp 3	
ROGERS Malcolm Keith	Illawarra South Coast Region SES	CRAMER Harry David	Sydney Northern Region SES
RYAN Kenneth Thomas	Oxley Region SES	O'KEEFFE John Denis	Oxley Region SES
SHEEHY Jennifer Leonie	State Headquarters SES	PULLIN James Andrew	Sydney Southern Region SES
SILSBURY William George	Murray Region SES		
SLATER Gregory Robert	State Headquarters SES		
SNAPE Sandra Gay	Sydney Western Region SES		
TEUDT Frederick Keith	Richmond Tweed Region SES		
TISDELL Ronald William	Oxley Region SES		

Total Medals and Clasps 2008-09

Type	Totals
Medals	98
Clasp 1	37
Clasp 2	12
Clasp 3	3

Long Service Awards 2008-09

Award	Volunteers 2008-09	Total Awards since inception
10 year awards	169	2,057
15 year awards	122	2,001
20 year awards	45	1,118
25 year awards	26	610
30 year awards	19	255
35 year awards	14	115
40 year awards	3	37
45 year awards	3	28
50 year awards	2	11

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 403 awards were presented to SES volunteers as shown above.



Certificates of Appreciation 2008-09

Support and participation in the SES Looking After People workshop 26-27 July 2008

Roy Care	Evelyn Lester	Timothy Bartush	Nicole Candian
Greg Wilkinson	Hector McCleod	Michael O'Grady	Aman Perhar
Michelle Bennett	Leanne Cooper	Mim Mim	

Outstanding service which has contributed significantly to the NSW SES Cadet Program

Erica Dobson	Susan Lestrangle	Ian Stenning	Kim Maurer
Adam Richards	Rosemary Ruprecht	Christine Morrow	David Buckley

Involvement and commitment to the Cadet Camp pilot program at Milsons Island, July 2008

Greg Perry	Judy Paroci	Kile Nicholas	Sian Brown
Leeh Waterford	Allan Watson	Brian Carr	Geoffrey Hindmarsh
Daryl Marshall	Craig Parsons	Wayne Rizzi	Robert Parrish
Barbara Yates	Anatol Dangel	William Byrnes	Paul Bennett
Dianne Skaines	Neil Russ	Luke Pearson	Therese Sciberas
Judy Forty	Adrian Boyce	Joanne Wrightson	
Bruce Varley	Kim Robinson	Steven Black	

Involvement and commitment to the Cadet Pilot Program at Ulladulla High School, December 2008

Ian Borrowdale	Glenys Poole	Christine Burke	James Sands
Jim Freeth	Bev Starkey	Bob Hanslow	James Gunn
Rob Porter	Matt Willis	Jason Hough	David French
Wes Macpherson	Bill McInnes	Dave Easterbrook	Angela Batey
Jerry Sheen	Simon Law	Anne-Maree Kitchener	Tracey Provost
Helen Sargent-Clark	Phil Marshall	Mark Kitchener	
Matt Allen	Phil Hogan	Robin Cantrill	

Exemplary service to NSW SES in providing river gauge readings and advice for the Clarence River

Jack Rogan	Violet Rogan	Bruce Page	Wendy Page
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Participation in the Flood Boat Field Day at Bangalee Reserve on 16-17 May 2009

SES Human Services Branch	Holroyd SES Unit	QLD State Emergency Service
SES Logistics Team	Sydney Western SES Region HQ	Namoi SES Region HQ
Yamba Welding & Engineering Pty Ltd	Sutherland SES Unit	Narromine SES Unit
Blacktown SES Unit	Hornsby SES Unit	Wollongong City SES Unit
Ashfield-Leichhardt SES Unit	Gosford SES Unit	Southern Shoalhaven SES Unit
Baulkham Hills SES Unit	Britton Marine (Aust) Pty Ltd	Shoalhaven SES Unit
Hawkesbury SES Unit	Richmond Tweed SES Region HQ	City of Newcastle SES Unit

Part 9
Finance and
Administration



Overview

During 2008-09 the SES's total expenses were \$63.22 million. The SES received additional funding of \$5.778 million to provide a Volunteer Support Package to its 10,000 volunteers. This included increased funding of subsidies for the acquisition of new vehicles (\$2 million) and buildings (\$1.55 million) for the volunteers, to enhance their capability in providing an emergency response to their communities. The package also provided broadband services (\$522,000), Volunteer Controller Development (\$500,000), creation of a Cadet Program (\$330,000), provision of Global Position System (GPS) for all SES vehicles and boats (\$190,000), Alpine Search and Rescue equipment (\$322,000) and Aviation Management (\$361,000).

In addition, an amount of \$3.85 million was provided for capital programs.

Funding of \$153,000 continued for the replacement of motorised hydraulic cutters for Road-crash Rescue Units. A further amount of \$1.4 million was provided for rescue equipment, including road rescue equipment, flood rescue boats, emergency lighting, vertical rescue equipment and rescue call-out systems.

An amount of \$739,000 was provided for the completion of the State Warehouse facility, for the storage of storm damage mitigation equipment. This funding was the amount unspent in 2007-08 for this project due to delays in construction caused by unfavourable weather conditions.

Activities

Internal Audit and Control

The SES contracts IAB Services to provide internal audit services. The fee for this service in the 2008-09 financial year was \$118,518.74. Typical activities provided by IAB Services include assistance in preparation of workplace manuals, risk assessment planning and audit inspections of administrative activities at region headquarters

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, compliance with government policies and statutory requirements and provides assurance that the SES meets its statutory requirements.

The Audit Committee comprises an officer from Emergency Management NSW (Chairperson); the Director General; Director Logistics; Manager Finance and Administration; a representative from SES regions and a representative from IAB Services. The Committee also includes representatives from the Auditor General's Office, who act as observers.

Consultancy

The Service did not engage the services of consultants for work worth more than \$30,000 during the 2008-09 financial year.

Risk Management and Insurance

The SES Fraud Control Plan 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*. IAB Services, in conjunction with the Audit Committee, reviews departmental plans and their appropriateness in respect to finance and administration and human resources matters.

Insurance

SES insurance is provided by the Treasury Managed Fund Insurance Scheme. 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
- Personal property insurance
- Miscellaneous insurance

Regular assessment of risk is carried out, as is training. This includes training of volunteers at



conferences and workshops. Actual claims and scenarios are used in this training.

The Service has an Occupational Health and Safety (OH&S) Officer and an OH&S Committee comprising representatives from State Headquarters, region staff, volunteer representatives and two employer representatives. The employer is represented by the Manager Procurement and the Director Human Services.

The OH&S Committee assists in the development of a safe and healthy working environment and safe systems of work within the State Emergency Service, adhering to 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 and preparatory work genuinely related to operations and fundraising.

These arrangements also cover Surf Life Saving Australia, Volunteer Rescue Association, Royal Volunteer Coastal Patrol and Australian Volunteer Coast Guard Association. The premiums for this cover are paid through the SES budget.

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

Complaint Procedures

The Service receives very few complaints. Complaints can be received via:

- Ministerials - initiated by Members of Parliament and/or the public
- Letters and/or online feedback from Members of Parliament, members of the SES and/or the public,
- Letters or phone calls from the public in respect to misuse of the SES' name for unscrupulous advertising and fundraising by non-approved SES companies or individuals

Follow-up action can include a visit by a senior officer and/or discussion 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 2008-09.

Land Disposal and Major Asset Disposal

During 2008-09 all land and buildings (with the exception of a block of land located in Sheraton Road, Dubbo) previously owned and on the asset register of the SES were vested with the State Property Authority (SPA) as per Department of Premier and Cabinet memorandum 2008-06.

SPA was established as a Statutory Authority in September 2006 under the State Properties Act 2006. Its role is to improve operational efficiencies in the use of government properties, to better support the service delivery functions of government agencies.

Major Works

The construction of a purpose-built warehouse at Lot 10 Corner Masters Road and Drummond Street, Coniston, was completed in September 2008 and officially opened by the Minister for Emergency Services, Steve Whan, in March 2009. The project was originally scheduled for completion for June 2008 but was delayed due to inclement weather.

The warehouse has since been vested with the State Property Authority.

Grants to Non-government Community Organisations

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

Research and Development

The following research projects were undertaken during the 2008-09 financial year.

- Tsunami: Auto Dial Warning System
- Development of Flash Flood Shelter Guidelines
- The Flood Education Research Analysis and Qualitative Input Project.

These research projects were undertaken with financial assistance from the Natural Disaster Mitigation Program (NDMP).

Energy Conservation

The SES maintains a strong commitment to the NSW Government Energy Management Policy and has implemented a range of measures to assist in meeting the policy requirements.

The Service has met the Premier's directions in achieving the motor vehicle fleet 'green fleet' rating (Premier's Memorandum 2005-3). The Service has also maintained the NSW Government commitment

to ensure its vehicle fleet utilises 10 per cent ethanol blended petrol (E10) in vehicles that can accommodate this type of fuel and where it is available (Premier's Memorandum 2006-05 and 2007-16).

Waste Management

The SES Waste Management Plan is reviewed annually and all staff are made aware of the need for efficiency in reducing waste levels. The plan includes the procurement of recycled photocopy/printing paper, and priority purchase of office equipment that has the capability to process recycled products, publishing internal manuals on-line 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.

In 2008-09 the State Government as part of its commitment to the volunteers of the Service provided additional funding of \$1.55 million to increase the number and amount of subsidies to assist councils



and SES volunteer units to build new headquarters or to upgrade their current premises. This will ensure the volunteers have modern purpose-built facilities to assist in providing effective and efficient emergency response to their communities.

The Commonwealth, through Emergency Management Australia (EMA), provides a state support package allocation of \$452,000 per annum. This allocation is also used to provide building subsidies.

State Headquarters is responsible for distributing these funds.

Unit Accommodation Grants 2008-09

Bankstown	100,000.00
Batemans Bay	14,897.27
Baulkham Hills	23,300.00
Bigga	4,020.00
Blue Mountains	18,181.82
Bombala	10,000.00
Burruga	11,163.64
Camden	40,000.00
Canada Bay	100,000.00
Canowindra	100,000.00
Coffs Harbour	50,000.00
Cooma	45,000.00
Coonamble	4,000.00
Cowra	20,569.28
Crookwell	4,359.09
Dubbo	50,000.00
Fairfield	40,000.00
Forbes	14,000.00
Grenfell	63,356.80
Hastings	28,784.75
Hawkesbury	100,000.00
Hillston	100,000.00
Inverell	121,473.65
Ivanhoe	1,000.00
Junee	30,000.00
Khancoban	57,950.00
Lithgow	9,090.91
Mudgee	53,740.00
Mullumbimby	150,000.00
Pilliga	50,000.00
Port Macquarie	60,077.00
Pottsville	50,000.00

Rockdale	50,000.00
SES Warehouse	5,000.00
Southern Highlands	26,518.18
Strathfield	8,373.88
Taree	170,000.00
Tomaree	61,727.27
Wagga Wagga	26,940.00
Wellington	7,824.00
West Wyalong	150,000.00
Wilcannia	4,093.24
Windellema	15,000.00
Wingecarribee	10,000.00
Wollondilly	100,000.00
Wollongong City	16,180.88
Yass	20,000.00

E-commerce

The SES advertises upcoming tenders and advises successful tenders online.

Position vacancies with the Service are shown on the nsw.jobs website, the Service website and in the Public Service Notices. These are received and distributed electronically.

The SES makes payments to suppliers online by way of electronic funds transfer (EFT). It is anticipated that with the introduction the new SAP financial system in December 2009, the percentage of suppliers paid by EFT will increase dramatically, reducing the amount of cheques that will be produced. The system will also allow for the emailing of electronic purchase orders to the Service's suppliers.

Procurement of goods and services online is used where applicable.

The Service uses the facilities provided by the nominated NSW Government financial provider Westpac, through its corporate on-line service.

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, storms and tsunamis. 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 as was evidenced in the far north coast floods of May 2009. During this event volunteers from across the state offered their time to provide out of area assistance and staff from all branches within State Headquarters provided assistance in the State Operations Centre.

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 06/26, and that advantage is taken of available discounts. The Service 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. Emergency orders are orders which the SES raises for the purchase of goods and services that are required specifically to assist in providing operational assistance during a natural disaster event. In making every effort to maintain a seven day receipt of claim policy on emergency orders, the SES must be assured that suppliers are willing to make available their goods and services at any hour of the day or night. This assists in ensuring there are no unnecessary delays in the provision of emergency response by the dedicated SES volunteers.

Any delays experienced in paying accounts on time are due mainly to outside influencers beyond the control of the Service, and are usually due to non-receipt of tax invoices.

The table on page 114 shows payments by quarter for the reporting year.



Payments by Quarter 2008-09

Payment Performance Indicator	Sept 2008	Dec 2008	Mar 2009	June 2009
Accounts payable				
Current (within due date)	\$1,094,348.25	\$918,275.41	\$910,372.71	\$1,951,544.92
Less than 30 days overdue	\$514,726.35	\$23,986.11	\$9928.88	\$11,718.15
Between 30 & 60 days overdue	\$8,038.59	\$2,830.97	\$1870.00	\$3,600.71
Between 60 & 90 days overdue	\$374.91	\$0.00	\$4,418.80	\$1,311.40
More than 90 days overdue	\$0	\$0	\$0	\$0
Accounts paid				
Target percentage of accounts paid on time	100%	100%	100%	100%
Percentage of accounts paid on time	99.82%	99.12%	99.47%	99.67%
Total dollar amounts of accounts paid on time	\$7,982,680.03	\$8,010,640.41	\$8,586,347.83	\$22,117,068.99
Total dollar amount of accounts paid	\$7,997,715.13	\$8,082,261.61	\$8,632,842.31	\$22,190,424.00



Significant matters reported by Auditor General-2009 Audit

General Journal Processes

The Auditor General identified an internal control weakness with processing general journals. Journals processed by finance staff immediately go live into the SUN financial system without any independent check prior to posting. New processes have been implemented to ensure that all general journals are checked independently before being posted to the SES general ledgers. Staff with designated authority to approve general journals will undertake the checking process and will sign each journal prior to being posted in the general ledger.

It is anticipated that the ability to process general journals to immediately 'go live' should be rectified when the SES implements the SAP finance system next financial year. The process of posting general journals in SAP requires a hierarchy of authority which eliminates the problem identified by the Auditor General.

Credit Card Policy

All corporate credit cards issued to SES members and policies developed for their usage are done so in accordance with 'Treasury Policy Paper 05-01, Credit Card Use–Best Practice Guide' in accordance with Treasury Circular 99/6. No late fees or interest payments were incurred in 2008-09.

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

Annual Report

A total of 450 copies of the 2008-09 Annual Report have been printed, at an average cost of \$12.69 per copy, inclusive of artwork and printing. Design is carried out internally. The total cost for the printing of the Annual Report was \$5,710.05.

The report for 2008-09 will be available on CD-ROM and on the SES website at www.ses.nsw.gov.au



Part 10
Information Management
and Technology



The ongoing convergence of technology and communication this year saw the formation of the Information and Communications Technology (ICT) Branch, bringing together the Information Technology, Communications and Geographical Information Systems sections.

The branch is currently responsible for nearly 12,000 separate pieces of technical equipment that supports the day-to-day activities of the State Emergency Service. We are committed to ensuring this information infrastructure can meet the Service's future IT and operational needs.

Major Achievements

IAB Services was engaged to review the structure of the new branch, to update the Service's Information Technology risk assessment and to undertake an audit of the Service's intellectual property assets. In addition, a review was undertaken of SES's technical infrastructure.

Throughout the year, the branch built stronger ties with the University of Wollongong, including establishing an undergraduate scholarship that began in March 2009 and attending meetings of the newly formed ICT Illawarra (ICTI), the information and communication technology industry cluster for the Illawarra Region.

The branch also completed a rebuild of the Australian Council of State and Territory Emergency Services (ACSES) website, incorporating the ActiCard system and publication of the ACSES National Performance Indicators. This work was carried out under the support agreement undertaken as part of the Service's membership of ACSES.

The SES continues to work extensively with other agencies to define the requirements for whole-of-government approaches to:

- Computer Aided Dispatch
- Inter-Agency Computer Aided Dispatch Emergency Messaging System
- Emergency Information Management System
- Operational Management System
- Geographical Information Systems

- Shared Corporate Systems
- Warning Systems
- Radio and paging systems

Information Technology

Information Technology is becoming an essential component in SES operations and administration management. Information visibility has become essential to enable the SES to deliver better services by providing a State-wide operating picture of SES activities and to reduce the administrative burden on volunteers. Over the year, significant inroads were made to deliver improvements to hardware, software, connectivity and infrastructure.

Activities

In 2008-09, progress was made on many of the Service's information delivery projects. These improved our information technology infrastructure to assist both the SES in responding to emergencies, and the public and business in preparing for, coping with and recovering from the impacts of floods and storms.

The achievements of the Information Technology Section during 2008-09 included:

- An upgrade to the SES Operations Management System completed in June 2009 to improve reporting for the Productivity Commission
- SES Online upgraded in December 2008 to enhance and improve security and functionality
- Work began in February 2009 to virtualise and mirror SES server infrastructure to improve Business Continuity and Disaster Recovery
- The State-wide hardware and network program was completed in October 2008, with 384 computers delivered to 90 units
- In the first year of a three year program to improve broadband, mobile connectivity was provided to all volunteers and staff with an SES laptop in August 2008
- An upgrade to the SES website was completed in October 2008 with a workshop in May 2009 examining options for content management for region and unit websites
- A new web-based learning product was trialled in May 2009

- Work continued on the Home FloodSafe Toolkit web enablement project
- Work started on a proof-of-concept for in-vehicle technology using off-the-shelf technology
- Work began to redevelop the SES IT Help Desk, to be completed in 2009-10, with the aim of improving response time to service requests across the organisation

The Future

Over the next two years, significant changes are planned in the ICT areas of the SES to position the organisation for future growth, efficiencies and business realignment.

The ICT Branch will become more proactive and pre-emptive in the provision of services to meet the needs of the business. This will be done by focusing on five major strategies:

- Infrastructure
- Software
- Connectivity
- Mapping
- Communications

Several programs will deliver enhancements in the coming years including:

- A shared SAP implementation with NSW Fire Brigades and Rural Fire Service to be implemented in December 2009, with work to start on the Human Resources module soon after
- A satellite television broadcast facility to be constructed at State Headquarters
- The upgrade of memory for desktop and laptop computers and roll-out of Office 2007
- Planning for replacement of computer infrastructure and migration to the next iteration of desktop software in 2010-11
- An email address to be provided for each volunteer
- A system based on Microsoft SharePoint will be delivered as a collaboration tool for each headquarters and will replace SES Online
- A new framework for SES Unit Websites

Geographical Information Systems

This year GIS activities continued the delivery of mapping products, tools and support to all SES Headquarters, underpinned by enhancements to the enterprise Geographical Information System. A number of projects were started to meet Service goals.

Activities

Highlights for the GIS Section during 2008-09 included:

Mapping Products and Spatial Information

- Improvements in the maintenance of the base spatial data library and the SES Hazards Geodatabase to better manage Service holdings of flood, storm and tsunami spatial information
- The PDF Map Books update provided to all Controllers and staff members on custom SES memory sticks providing faster access to mapping information at the personal level. The project was awarded a Highly Commended in the Spatial Sciences Institute 2008 State Spatial Excellence Awards
- The Mapping Online interface was released, displaying live positions of Requests For Assistance to SES region headquarters

Strategic Projects

- Began a three year program to deliver Global Position System devices to all vehicles and flood boats. During this year, field testing, evaluation and device selection was completed
- Tsunami evacuation maps were produced for use at interagency workshops
- Developed and supplied a field map book for alpine search and rescue capability
- Continued to provide GIS support to Hawkesbury-Nepean floodplain management

Mapping Support

- Renewed membership for the GIS Capability Development Group
- Developed an operational mapping support team based on volunteer members
- Operational mapping support provided to all events through the State Operations Centre

- Forward mapping support was provided to Emergency Management Queensland during the Brisbane storm event in November 2008
- GIS support was provided to NSW Police for the World Youth Day event in July 2008

The Future

As the GIS capability of the SES expands, there will be an increase in the use of the volunteer Mapping Support Team and a capability for local and region SES headquarters to create and maintain local spatial data.

Communications

This is the third of a five year program that enhances the supply of modern, efficient and economic telephony and radio equipment for volunteers.

Activities

Within the Communications program, the SES continues its commitment to the development of the Rural Fire Service (RFS)/SES Paging Network, which provides the call-out capability for SES Road-crash Rescue (RCR) Units in support of the NSW Police Force across the majority of regional NSW and for Community First Responder (CFR) Units in support of the Ambulance Service of NSW in nine locations across the State.

The unit telephony project initiative, which has been adopted agency-wide, was extended in this financial year to include the Illawarra South Coast, the Southern Highlands and the Central West Regions. The core capability of improved fixed and mobile telephony communications at unit level, incorporating the central coordination of the management systems, has now been extended to eight regions.

The SES remains committed to the NSW Government blueprint for purchasing equipment and using frequencies that are compatible with the Government Radio Network (GRN) and decommissioning the SES Private Mobile Radio (PMR) sites where the GRN provides equivalent or better coverage. Planning has begun to enable the SES to reprofile radios to facilitate the migration to the digital and APCO


25 upgrade of the GRN. The PMR radio system in the Clarence-Nambucca Region was replaced in accordance with the Total Asset Management Plan.

The Future

The future will see a continuation of activities including:

- Continuing the integration of the management information for the PMR and GRN systems into the Total Asset Management Plan for the SES
- Maintaining the Unit Telephony Project with a focus on the operational requirements of telephony and the potential to reduce the costs to councils
- Renegotiating the Memorandum of Understanding with the RFS covering the SES/RFS Paging Network to maximise both coverage and asset development and management
- Exploring the potential for using the technical expertise and capability of other Government agencies to assist in undertaking the necessary preventive maintenance inspections on rural and remote SES radio transmitter sites, as part of the Total Asset Management Plan





Part 11
Auditor General's
Opinion and
Financial Statements



2008-09
Financial Year

INDEPENDENT AUDITOR'S REPORT

State Emergency Service

To members of the New South Wales Parliament

I have audited the financial statements of the State Emergency Service for the financial year ended 30 June 2009, as stated on page 10 of the 2008-09 financial statements. The financial statements comprise the statement of financial position and expense statement, the balance sheet and the profit statement, and a summary of compliance with the reporting requirements for the year. These financial statements are prepared in accordance with the reporting requirements.

Auditor's Opinion

In my opinion, the financial statements:

- 4. are consistent with the accounting records, the financial position of the Service as at 30 June 2009 and its financial performance for the year then ended in accordance with the reporting requirements for the year, and are prepared in accordance with the reporting requirements;
- 4. are in accordance with the provisions of the Public Finance and Audit Act 1994 (NSW) (PF&AA) and the Public Finance and Audit Regulation 2005.

My opinion will be read in conjunction with the terms of that report.

Commissioner's Responsibility for the Financial Report

The Commissioner is responsible for the preparation and the presentation of the financial statements in accordance with the Australian Accounting Standards, including the Australian Accounting Standards Board's Interpretations, and the Public Finance and Audit Regulation 2005, and for ensuring that the financial statements are prepared in accordance with the reporting requirements for the year. The Commissioner is also responsible for ensuring that the financial statements are prepared in accordance with the reporting requirements for the year.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. Conducting an audit in accordance with the Australian Auditing Standards, including the Australian Accounting Standards Board's Interpretations, involves performing procedures to obtain evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those judgments, the auditor takes into account the reporting requirements for the year.

An audit is designed to provide reasonable assurance about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those judgments, the auditor takes into account the reporting requirements for the year. The auditor is not responsible for preparing or auditing the financial statements in accordance with the reporting requirements for the year. The auditor is responsible for expressing an opinion on the financial statements based on the evidence obtained. The auditor is also responsible for the preparation of the financial statements in accordance with the reporting requirements for the year.

Because of the inherent limitations of an audit, some misstatements may not be detected. However, these misstatements are expected to be immaterial.

My responsibilities do not include:

- 4. assessing the future viability of the Service;
- 4. the tax consequences of any transaction, or any other matter, or any other matter;
- 4. assessing the effectiveness of internal controls;
- 4. the financial position and performance of the business of any other entity.

Independence

In conducting this audit, the Audit Office of New South Wales has complied with the independence requirements of the Australian Auditing Standards, the relevant ethical requirements, the PF&AA and the reporting requirements.

- 4. providing that any Referrals, and not the executive government, are referred to the Auditor General;
- 4. ensuring the Auditor General is a director of public service agencies but not providing the provision of services to agencies, thus ensuring the Auditor General of the Audit Office of New South Wales is not a member of any agency, or any other entity, or any other entity.

Signature

Michael Wilson
Director, Financial Reporting
11 October 2009
Sydney

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STATE EMERGENCY SERVICE
FINANCIAL STATEMENTS
For the Year Ended 30 June 2009

STATEMENT BY COMMISSIONER

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

- (a) The accompanying financial report has been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2005 and Treasurer's Directions;
- (b) The financial report exhibits a true and fair view of the financial position and financial performance of the Service for the year ended 30 June 2009; and
- (c) There are no circumstances which would render any particulars in the financial report to be misleading or inaccurate.



MURRAY KEAR AFSM
Commissioner

19 October 2009

STATE EMERGENCY SERVICE
OPERATING STATEMENT
FOR THE YEAR ENDED 30 JUNE 2009

	Notes	Actual 2009 \$'000	Budget 2009 \$'000	Actual 2008 \$'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	19,801	16,682	16,825
Other operating expenses	2(b)	19,307	20,468	17,992
Depreciation	1(m),2(c)	5,925	7,619	5,886
Grants and subsidies	2(d)	7,896	4,727	3,587
Other expenses	2(e)	<u>10,291</u>	<u>5,000</u>	<u>16,130</u>
Total expenses excluding losses		<u>63,220</u>	<u>54,496</u>	<u>60,420</u>
Revenue				
Sales of goods and services	3(a)	160	31	136
Investment revenue	3(b)	405	92	368
Grants and contributions	3(c)	15,488	5,452	19,385
Other revenue	3(d)	<u>3,141</u>	<u>-</u>	<u>2,928</u>
Total revenue		<u>19,194</u>	<u>5,575</u>	<u>22,817</u>
Gain/(loss) on disposal	4	<u>(64)</u>	<u>71</u>	<u>-</u>
Net Cost of Services	19	<u>44,090</u>	<u>48,850</u>	<u>37,603</u>
Government contributions				
Recurrent appropriation	5	40,907	40,596	32,502
Capital appropriation	5	3,853	3,114	4,566
Acceptance by the Crown Entity of employee benefits and other liabilities	1(f)(ii) & 6	<u>1,206</u>	<u>634</u>	<u>711</u>
Total Government contributions		<u>45,966</u>	<u>44,344</u>	<u>37,779</u>
SURPLUS/(DEFICIT) FOR THE YEAR		<u>1,876</u>	<u>(4,506)</u>	<u>176</u>

The accompanying notes form part of these financial statements.

STATE EMERGENCY SERVICE
STATEMENT OF RECOGNISED INCOME AND EXPENSE
 FOR THE YEAR ENDED 30 JUNE 2009

	Notes	Actual 2009 \$'000	Budget 2009 \$'000	Actual 2008 \$'000
Net increase / (decrease) in property, plant and equipment asset revaluation reserve		(1,457)	-	-
TOTAL INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY		(1,457)	-	-
Surplus / (Deficit) for the Year	15	1,876	(4,506)	176
TOTAL INCOME AND EXPENSE RECOGNISED FOR THE YEAR		419	(4,506)	176

The accompanying notes form part of these financial statements.

STATE EMERGENCY SERVICE
BALANCE SHEET
AS AT 30 JUNE 2009

	Notes	Actual 2009 \$'000	Budget 2009 \$'000	Actual 2008 \$'000
ASSETS				
Current Assets				
Cash and cash equivalents	8	9,472	6,039	6,040
Receivables	9	2,059	1,080	1,080
Inventories	1 (r) & 10	4,970	4,288	4,288
Total Current Assets		16,501	11,407	11,408
Non - Current Assets				
Property, Plant and Equipment				
- Land and buildings	11	166	6,267	12,507
- Plant and equipment	11	16,970	12,420	18,493
Total Property, Plant and equipment		17,136	18,687	31,000
Total Non-Current Assets		17,136	18,687	31,000
Total Assets		33,637	30,094	42,408
LIABILITIES				
Current Liabilities				
Payables	12	2,251	267	267
Provisions	13	2,266	1,690	1,690
Total Current Liabilities		4,517	1,957	1,957
Non - Current Liabilities				
Provisions	14	15	-	-
Total Non - Current Liabilities		15	-	-
Total Liabilities		4,532	1,957	1,957
Net Assets		29,105	28,137	40,451
EQUITY				
Reserves		-	5,892	5,892
Accumulated funds		29,105	22,245	34,559
Total Equity	15	29,105	28,137	40,451

The accompanying notes form part of these financial statements.

STATE EMERGENCY SERVICE
CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2009

	Actual 2009 Notes	Budget 2009 \$'000	Actual 2008 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Payments			
Employee related	(17,882)	(16,048)	(15,887)
Grants and subsidies	(18,187)	(9,727)	(19,717)
Other	<u>(21,713)</u>	<u>(21,172)</u>	<u>(21,017)</u>
Total Payments	(57,782)	(46,947)	(56,621)
Receipts			
Sale of goods and services	145	(575)	168
Advanced Funding Contributions	3,657	-	-
Interest received	449	92	299
Other	<u>17,550</u>	<u>6,762</u>	<u>25,982</u>
Total Receipts	21,801	6,279	26,449
Cash flows from Government			
Recurrent appropriation	40,907	40,596	32,502
Capital appropriation	<u>3,853</u>	<u>3,114</u>	<u>4,566</u>
Net cash flows from Government	44,760	43,710	37,068
NET CASH FLOWS FROM OPERATING ACTIVITIES	19 8,779	3,042	6,896
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of land and buildings, plant & equipment	62	71	-
Purchases of land and buildings, plant and equipment	<u>(5,409)</u>	<u>(3,114)</u>	<u>(5,332)</u>
NET CASH FLOWS FROM INVESTING ACTIVITIES	(5,347)	(3,043)	(5,332)
NET INCREASE/(DECREASE) IN CASH	3,432	(1)	1,564
Opening cash and cash equivalents	<u>6,040</u>	<u>6,040</u>	<u>4,476</u>
CLOSING CASH AND CASH EQUIVALENTS	8 9,472	6,039	6,040

The accompanying notes form part of these financial statements.

STATE EMERGENCY SERVICE
Service group statements* for the year ended 30 June 2009

AGENCY'S EXPENSES & INCOME	Service Group 1**		Service Group 2**		Service Group 3**		Not Attributable		Total	
	2009	2008***	2009	2008***	2009	2008***	2009	2008***	2009	2008***
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Expenses excluding losses										
Operating expenses										
- Employee related	4,949	4,206	12,873	10,937	1,979	1,682	-	-	19,801	16,825
- Other operating expenses	4,827	4,498	12,550	11,695	1,930	1,799	-	-	19,307	17,992
Depreciation	-	-	5,925	5,886	-	-	-	-	5,925	5,886
Grants and subsidies	1,974	896	5,133	2,333	789	358	-	-	7,896	3,587
Other expenses	-	-	10,291	16,130	-	-	-	-	10,291	16,130
Total expenses excluding losses	11,750	9,600	46,772	46,981	4,698	3,839	-	-	63,220	60,420
Revenue										
Sale of goods and services	40	34	104	89	16	13	-	-	160	136
Investment revenue	101	92	264	240	40	36	-	-	405	368
Grants and contributions	1,186	704	13,827	18,400	475	281	-	-	15,488	19,385
Other revenue	105	171	2,977	2,684	59	73	-	-	3,141	2,928
Total revenue	1,432	1,001	17,172	21,413	590	403	-	-	19,194	22,817
Gain / (loss) on disposal	-	-	(64)	-	-	-	-	-	(64)	-
Net Cost of Services	10,318	8,599	29,664	25,568	4,108	3,436	-	-	44,090	37,603
Government contributions ****							45,966	37,779	45,966	37,779
NET EXPENDITURE / (INCOME) FOR THE YEAR	10,318	8,599	29,664	25,568	4,108	3,436	(45,966)	(37,779)	(1,876)	(176)

STATE EMERGENCY SERVICE
Service group statements* for the year ended 30 June 2009

AGENCY'S ASSETS & LIABILITIES	Service Group 1**		Service Group 2**		Service Group 3**		Not Attributable		Total	
	2009 \$'000	2008*** \$'000	2009 \$'000	2008*** \$'000	2009 \$'000	2008*** \$'000	2009 \$'000	2008*** \$'000	2009 \$'000	2008*** \$'000
Current assets										
Cash and cash equivalents	949	28	8,144	6,001	379	11	-	-	9,472	6,040
Receivables	348	249	1,570	732	141	99	-	-	2,059	1,080
Inventories	1,243	1,071	3,231	2,789	496	428	-	-	4,970	4,288
Total current assets	2,540	1,348	12,945	9,522	1,016	538	-	-	16,501	11,408
Non-current assets										
Property, plant and equipment	-	-	17,136	31,000	-	-	-	-	17,136	31,000
Total non-current assets	-	-	17,136	31,000	-	-	-	-	17,136	31,000
TOTAL ASSETS	2,540	1,348	30,081	40,522	1,016	538	-	-	33,637	42,408
Current liabilities										
Payables	563	65	1,465	177	223	25	-	-	2,251	267
Provisions	565	421	1,476	1,100	225	169	-	-	2,266	1,690
Total current liabilities	1,128	486	2,941	1,277	448	194	-	-	4,517	1,957
Non-current liabilities										
Provisions	3	-	11	-	1	-	-	-	15	-
Total non-current liabilities	3	-	11	-	1	-	-	-	15	-
TOTAL LIABILITIES	1,131	486	2,952	1,277	449	194	-	-	4,532	1,957
NET ASSETS	1,409	862	27,129	39,245	567	344	-	-	29,105	40,451

* NSW Budget Paper No. 3 has replaced program statements with service group statements. Service group statements focus on the key measures of service delivery performance.

** The names and purposes of each service group are summarised in Note 7.

*** Comparative amounts have been classified to align with the change in focus from programs to service groups.

**** Appropriations are made on an agency basis and not to individual service groups. Consequently, government contributions must be included in the 'Not Attributable' column.

STATE EMERGENCY SERVICE
Summary of Compliance with Financial Directives
for the year ended 30 June 2009

	2009			2008		
	RECURRENT APPROPRIATION \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPROPRIATION \$'000	RECURRENT APPROPRIATION \$'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND \$'000	CAPITAL APPROPRIATION \$'000
ORIGINAL BUDGET APPROPRIATION/EXPENDITURE						
Appropriation Act	40,596	40,592	3,114	32,502	32,502	5,305
	40,596	40,592	3,114	32,502	32,502	5,305
OTHER APPROPRIATIONS/ EXPENDITURE						
Treasurer's advance	335	335	739			
Payroll tax adjustments	(16)	(16)				
TMF Benchmark Funding Reduction	(4)	(4)				
	315	315	739	-	-	-
Total Appropriation / Expenditure/ Net claim on Consolidated Fund	40,911	40,907	3,853	32,502	32,502	5,305
Amount drawn down against Appropriation		40,907			32,502	4,566
Liability to Consolidated Fund		-			-	-

The Summary of Compliance is based on the assumption 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 2009

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STATE EMERGENCY SERVICE
Notes to the Financial Statements

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) The Reporting entity

The State Emergency Service, as a reporting entity, comprises State and Regional Headquarters and all volunteer based Units that are under its control.

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.

The State Emergency Service is a NSW Government Department. The State Emergency Service is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

The State Emergency Service is a budget dependent agency. The agency is an emergency and rescue service dedicated to assisting the community.

This financial report for the year ended 30 June 2009 has been authorised for issue by the Commissioner on 19/10/2009.

(b) Basis of preparation

The agency's financial report is a general purpose financial report, which has been prepared in accordance with:

- applicable Australian Accounting Standards (which include Australian Accounting Interpretations);
- the requirements of the *Public Finance and Audit Act 1983* and Regulation; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

Property, plant and equipment are measured at fair value. Other financial report items are prepared in accordance with the historical cost convention.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial report.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

STATE EMERGENCY SERVICE

Notes to the Financial Statements

(c) **Statement of compliance**

The financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

(d) **Trust funds**

The agency administers, but does not control, certain activities on behalf of BHP Billiton and Australian Council of State and Territory Emergency Service. It is accountable for the transactions relating to those trust 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 trust assets are not recognised as the agency's income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as 'Trust Funds'.

The accrual basis of accounting and applicable accounting standards have been adopted.

(e) **Income recognition**

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

(i) **Parliamentary appropriations and contributions**

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. Appropriations are not recognised as income in the following circumstances:

- Unspent appropriations are recognised as liabilities rather than income, as the authority to spend the money lapses and the unspent money must be repaid to the Consolidated Fund

(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.

STATE EMERGENCY SERVICE
Notes to the Financial Statements

(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 revenue

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

(f) **Employee benefits and other provisions**

(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 amounts based on the amounts expected to be paid when the liabilities are settled.

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.

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.

(ii) Long service leave and superannuation

The agency's liabilities for long service leave and defined benefit 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'.

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 09/04) 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.

STATE EMERGENCY SERVICE

Notes to the Financial Statements

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 Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(g) **Insurance**

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 claims experience.

(h) **Accounting for the Goods and Services Tax (GST)**

Income, expenses and assets are recognised net of the amount of GST, except where:

- 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.

Cash flows are included in the cash flow statement on a gross basis. However, the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

(i) **Acquisition of assets**

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.

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition (see also assets transferred as a result of an equity transfer – Note 1(v)).

Fair value is the amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.

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

STATE EMERGENCY SERVICE

Notes to the Financial Statements

(j) **Capitalisation thresholds**

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

(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 07-1). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

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.

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.

Land and Buildings are revalued every five years or with sufficient regularity to ensure that the carrying amount of each asset in the class does not differ materially from its fair value at reporting date. The last revaluations were completed during the year ended 30 June 2009 and were based on an independent assessment.

Non-specialised 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 revalued (adjusted to reflect the present condition of the assets), the gross amount and the related accumulated depreciation is separately restated.

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.

STATE EMERGENCY SERVICE

Notes to the Financial Statements

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.

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.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation 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 components of assets are depreciated over their shorter useful lives.

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

STATE EMERGENCY SERVICE

Notes to the Financial Statements

(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) **Maintenance**

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

(q) **Receivables**

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

(r) **Inventories**

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories 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. 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.

(s) **Impairment of financial assets**

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset’s carrying amount and the present value of

STATE EMERGENCY SERVICE

Notes to the Financial Statements

estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the operating statement.

(t) **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.

(u) **Payables**

These amounts represent liabilities for goods and services provided to the agency and other amounts. 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.

(v) **Equity Transfers**

The transfer of net assets between agencies as a result of an administrative restructure, transfer of programs/functions and part thereof between NSW public sector agencies are designated or required by Accounting Standards to be treated as contributions by owners and recognised as an adjustment to "Accumulated Funds". This treatment is consistent with AASB 1004 *Contributions* and Australian Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities*.

Transfers arising from an administrative restructure involving not-for-profit entities and for-profit government departments are recognised at the amount at which the asset was recognised by the transferor immediately prior to the restructure. In most instances this will approximate fair value.

STATE EMERGENCY SERVICE

Notes to the Financial Statements

(w) **Budgeted amounts**

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 *Public Finance and Audit Act 1983*.

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 i.e. per the audited financial report (rather than carried forward estimates).

(x) **Comparative information**

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous period for all amounts reported in the financial statements.

(y) **Service groups**

All financial statement line items are apportioned to service groups in the Service Group Statements. Where amounts are attributed to all service groups, these are apportioned based on the resource inputs used to achieve the service group objectives. This assumption is broadly that Operational Readiness accounts for the majority of the expenses, followed by Recruitment and Training, and then Community Education. If amounts relate to only one service group, the amount will be allocated only to that service group.

(z) **Accounting standards issued but not yet operative**

There are new Accounting Standards that have not been applied as they are not yet effective.

The initial application of these standards will have no impact on the financial results of the State Emergency Service.

STATE EMERGENCY SERVICE

Notes to the financial statements

	2009	2008
	\$'000	\$'000
2. EXPENSES EXCLUDING LOSSES		
(a) Employee related expenses		
Salaries and wages (including recreation leave)	16,303	14,244
Superannuation - defined benefit plans	371	276
Superannuation - defined contribution plans	1,067	914
Long service leave	831	415
Workers' compensation insurance	110	59
Payroll tax and fringe benefit tax	1,119	917
	<u>19,801</u>	<u>16,825</u>
(b) Other operating expenses include the following:		
Auditor's remuneration		
- Audit of financial reports	40	61
Operating lease rental expense		
- Minimum lease payments	1,907	641
Insurance	253	228
Cleaning	135	126
Gas and electricity	187	164
Motor vehicle expenditure	1,949	1,407
Travel	1,079	687
Freight, cartage and packing	72	85
Advertising and publicity	142	277
Books, periodicals and papers	2	2
Communication	3,042	2,254
Printing	198	161
Stores	6,505	8,560
Fees for services rendered	331	213
Training	1,288	1,049
Maintenance	2,177	2,077
	<u>19,307</u>	<u>17,992</u>
Maintenance Reconciliation		
Contracted labour and other (non-employee related) in 2(b)	2,177	2,077
Employee related maintenance expense included in 2(a)	-	-
Total Maintenance Expense	<u>2,177</u>	<u>2,077</u>
(c) Depreciation expense:		
Buildings	32	248
Plant & equipment	5,893	5,638
	<u>5,925</u>	<u>5,886</u>
(d) Grants and subsidies		
Grants - VRA workers compensation insurance contribution	2,500	1,500
Grants - Rescue vehicles	4,256	776
Grants - Unit support	688	859
Grants - Commonwealth buildings/Local Government buildings	452	452
	<u>7,896</u>	<u>3,587</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 \$60,000 (\$30,000 - 07/08)

STATE EMERGENCY SERVICE
Notes to the financial statements

2. EXPENSES EXCLUDING LOSSES continued		2009	2008
		\$'000	\$'000
(e) Other expenses			
Disaster/Relief - Goods and services		9,159	14,527
Disaster/Relief - Staff		<u>1,132</u>	<u>1,603</u>
		<u>10,291</u>	<u>16,130</u>
<p>Flood, bushfire and storm relief payments are made during an emergency for stores directly attributable to that Natural Disaster event which these payments are reimbursable through the Natural Disaster Relief Arrangements between the Commonwealth and N.S.W. Governments.</p>			
3. REVENUE			
(a) Sale of goods and services			
Rendering of services		<u>160</u>	<u>136</u>
		<u>160</u>	<u>136</u>
(b) Investment revenue			
Interest revenue from financial assets not at fair value through profit or loss		<u>405</u>	<u>368</u>
		<u>405</u>	<u>368</u>
(c) Grants and contributions			
Disaster Relief		10,291	16,130
Emergency Management of Australia		452	441
Donations		1,088	2,814
Emergency Services contributions		<u>3,657</u>	<u>-</u>
		<u>15,488</u>	<u>19,385</u>
<p>Emergency Services contributions includes \$3.657 million of contributions relating to the 2009/2010 financial year received in the current financial year.</p>			
(d) Other Revenue			
Certificate IV Project		61	48
Sale of plant items		15	28
Other revenue received by SES units		2,622	2,227
Miscellaneous		159	463
Natural Disaster Mitigation Program		<u>284</u>	<u>162</u>
		<u>3,141</u>	<u>2,928</u>
4. GAIN/(LOSS) ON DISPOSAL			
Proceeds from sale		62	-
Less: written down value of assets disposed		<u>(126)</u>	<u>-</u>
		<u>(64)</u>	<u>-</u>

STATE EMERGENCY SERVICE
Notes to the financial statements

	2009 \$'000	2008 \$'000
5. APPROPRIATIONS		
Recurrent appropriations		
Total recurrent draw-downs from NSW Treasury (per Summary of Compliance)	40,907	32,502
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	-
	<u>40,907</u>	<u>32,502</u>
Comprising:		
Recurrent appropriations (per Operating Statement)	40,907	32,502
	<u>40,907</u>	<u>32,502</u>
Capital appropriations		
Total capital draw-downs from NSW Treasury (per Summary of Compliance)	3,853	4,566
Less: Liability to Consolidated Fund (per Summary of Compliance)	-	-
	<u>3,853</u>	<u>4,566</u>
Comprising:		
Capital appropriations (per Operating Statement)	3,853	4,566
	<u>3,853</u>	<u>4,566</u>
6. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES		
The following expenses have been assumed by the Crown Entity:		
Superannuation - defined benefit	371	276
Payroll tax	4	20
Long service leave	831	415
	<u>1,206</u>	<u>711</u>

STATE EMERGENCY SERVICE
Notes to the financial statements

7. SERVICE GROUPS OF THE AGENCY

(a) Service Group 1 - Recruitment and Training

Objectives: This service group covers recruitment and training of volunteers to provide them with best practice operational skills and ensure their safety and wellbeing when they deal with emergency situations. This service group contributes to equipped, trained and skilled volunteers whose response for requests for assistance is timely by working towards a range of intermediate results that include:

- volunteers trained to nationally accredited standards
- volunteer awareness in flood/storm preparation increased and
- volunteers equipped with modern and properly maintained rescue equipment.

(b) Service Group 2 - Operational Readiness

Objectives: This service group covers the provision of immediate assistance to the community by means of rescue and property protection services in times of natural or man-made incidents or emergencies. This service group contributes to equipped, trained and skilled volunteers and a timely response to community requests for assistance and other emergency service agencies by working towards a range of intermediate results that include:

- community requests for assistance being responded to expediently
- requests for assistance from other emergency service agencies being responded to expediently
- ensuring efficient flood, storm and tsunami plans are in place.

(c) Service Group 3 - Community Education

Objectives: This service group covers educating the community about storm and flood safety and warning and informing them in order to strengthen their resilience to deal with emergency situations. This service group contributes to preparing the community to deal with emergency situations by working towards:

- effective educational programs and literature for community awareness
- effective advertising campaigns for community safety
- direct community training through schools and community events.

	2009	2008
	\$'000	\$'000
8. CURRENT ASSETS - Cash and Cash Equivalents		
Cash at bank and on hand	9,472	6,040
	<u>9,472</u>	<u>6,040</u>

For the purposes 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)	9,472	6,040
Closing cash and cash equivalents (per Cash Flow Statement)	<u>9,472</u>	<u>6,040</u>

9. CURRENT ASSETS - Receivables

Sale of goods and services	71	81
Disaster Relief Reimbursement receivable	583	-
Accrued interest receivable	93	137
GST Receivable	1,121	628
Prepayments	191	234
	<u>2,059</u>	<u>1,080</u>

STATE EMERGENCY SERVICE
Notes to the financial statements

10. CURRENT ASSETS - Inventories

Held for distribution		
Finished goods - at cost	4,970	4,288
	<u>4,970</u>	<u>4,288</u>

11. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
At 1 July 2008 - fair value			
Gross carrying amount	15,522	49,179	64,701
Accumulated depreciation	3,015	30,686	33,701
Net carrying amount	<u>12,507</u>	<u>18,493</u>	<u>31,000</u>
At 30 June 2009- fair value			
Gross carrying amount	166	49,598	49,764
Accumulated depreciation	-	32,628	32,628
Net carrying amount	<u>166</u>	<u>16,970</u>	<u>17,136</u>

A reconciliation of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current reporting period are set out below.

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Year Ended 30 June 2009			
Net carrying amount at start of year	12,507	18,493	31,000
Additions	913	4,496	5,409
Disposals	(14,812)	(4,076)	(18,888)
Net revaluation increments less revaluation decrements	(1,457)	-	(1,457)
Depreciation expense	(31)	(5,893)	(5,924)
Accumulated depreciation writtenback on disposal	3,046	3,950	6,996
Net carrying amount at end of year	<u>166</u>	<u>16,970</u>	<u>17,136</u>

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
At 1 July 2007 - fair value			
Gross carrying amount	14,944	44,425	59,369
Accumulated depreciation	2,767	25,048	27,815
Net carrying amount	<u>12,177</u>	<u>19,377</u>	<u>31,554</u>
At 30 June 2008- fair value			
Gross carrying amount	15,522	49,179	64,701
Accumulated depreciation	3,015	30,686	33,701
Net carrying amount	<u>12,507</u>	<u>18,493</u>	<u>31,000</u>

A reconciliation of the carrying amounts of each class of property, plant and equipment at the beginning and end of the previous reporting period are set out below.

STATE EMERGENCY SERVICE
Notes to the financial statements

11. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT continued

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Year Ended 30 June 2008			
Net carrying amount at start of year	12,177	19,377	31,554
Additions	578	4,754	5,332
Disposals	-	-	-
Net revaluation increments less revaluation decrements	-	-	-
Depreciation expense	(248)	(5,638)	(5,886)
Accumulated depreciation writtenback on disposal	-	-	-
Net carrying amount at end of year	12,507	18,493	31,000

12. CURRENT LIABILITIES - Payables

	2009 \$'000	2008 \$'000
Accrued salaries, wages and on-costs	171	97
Creditors	2,080	170
	2,251	267

13. CURRENT LIABILITIES - Employee Benefits and related on-costs

	2009 \$'000	2008 \$'000
Recreation leave	1,980	1,456
Long service leave on-costs	286	234
Total Provisions	2,266	1,690

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	1,980	9
Greater than 1 year	-	292
	1,980	301

14. NON-CURRENT LIABILITIES - Employee Benefits and related on-costs

Long service leave on-costs	15	-
	15	-
Aggregate employee benefits and related on-costs		
Provisions - Current (note 13)	2,266	1,690
Provisions - Non-Current	15	-
Accrued salaries, wages and on-costs (note 12)	171	97
	2,452	1,787

STATE EMERGENCY SERVICE

Notes to the financial statements

15. CHANGES IN EQUITY

	Accumulated		Asset		Total	
	Funds		Revaluation Reserve		Equity	
	2009	2008	2009	2008	2009	2008
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of the financial year	34,559	34,383	5,892	5,892	40,451	40,275
Surplus/(deficit) for the year	1,876	176	-	-	1,876	176
Increment/(decrement) on revaluation of:						
- Land and buildings	-	-	(1,457)	-	(1,457)	-
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	4,435	-	(4,435)	-	-	-
Transactions with owners as owners						
- Assets transferred due to equity transfer	(11,765)	-	-	-	(11,765)	-
Balance at the end of the financial year	<u>29,105</u>	<u>34,559</u>	<u>-</u>	<u>5,892</u>	<u>29,105</u>	<u>40,451</u>

During the year, SES vested all land and buildings (except one block of land) with State Property Authority as per Department of Premiers and Cabinet memorandum 2008-06. As part of this process, land and buildings were consequently revalued down. The asset revaluation reserve was transferred to accumulated funds and the revalued land and buildings were removed from the balance sheet as shown above.

16. COMMITMENTS FOR EXPENDITURE

(a) Operating Lease Commitments

Future non cancellable operating lease rentals not provided for and payable.

	2009	2008
	\$'000	\$'000
Not later than one year	2,634	1,463
Later than one year but not later than five years	6,465	528
Later than five years	8,747	-
Total (including GST)	<u>17,846</u>	<u>1,991</u>

Lease commitments include rent on premises previously owned or leased by SES that were vested to State Property Authority during 2008/09. Also included are motor vehicle lease commitments with State Fleet.

Operating Lease commitments include input tax credits of \$1,622,432.80 (\$181,021 - 07/08) that are expected to be recovered from the Australian Taxation Office.

(b) Other Expenditure Commitments

The Department has no finance or other expenditure commitments

STATE EMERGENCY SERVICE

Notes to the financial statements

	2009	2008
	\$'000	\$'000
16. COMMITMENTS FOR EXPENDITURE continued		
(c) Capital Commitments		
Aggregate capital expenditure for the acquisition of the SES warehouse contracted for at balance date but not provided for		
Not later than one year	-	833
Total (including GST)	-	833
Capital commitments include input tax credits of \$nil (\$75,727 - 07/08) that are expected to be recovered from the Australian Taxation Office.		
17. CONTINGENT LIABILITIES AND CONTINGENT ASSETS		
The Department had no contingent liabilities or contingent assets.		
18. BUDGET REVIEW		
Net cost of services		
The net cost of service was \$4.760 million lower than budget. This variation was mainly due to the State Emergency Service receiving \$3.655m in revenue being the first quarter contributions for the financial year 2009/2010 billed to insurance companies and councils by Emergency Management NSW. The remaining variance is due to donations of \$1.048m received by units throughout the year. These donations are not budgeted for and as such represent the increase in revenue to the NSW State Emergency Service and reduce the net cost of services.		
Assets and liabilities		
Actual net assets was higher than budget by \$0.968 million due to the State Emergency Service receiving cash from Emergency Management NSW in June 2009, having a \$1 million GST receivable from the Australian Taxation Office, and a \$0.582 million receivable from NSW Treasury. This was partially offset by the vesting of properties with State Property Authority which was not budgeted for, and a higher number of accrued expenses not due for payment as at 30 June 2009.		
Cash flows		
Cash flows from operating activities had a variance of \$5.737 million greater than budget. This was due to additional recurrent funding was provided by NSW Treasury to meet the Volunteer Support Package Enhancement of Effort proposal. Also, \$3.655m was received from Emergency Management NSW in June 2009, being a portion of the first quarter contributions.		
The variance in cash flows from investing activities of \$2.304 million was due to additional capital funds approved by NSW Treasury to meet the cost of completing the State Emergency Service's logistic warehouse support facility in Wollongong. Additional capital assets were purchased during the year from recurrent funding.		
19. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO NET COSTS OF SERVICES	2009	2008
	\$'000	\$'000
Net cash flows from operating activities	8,779	6,896
Recurrent appropriation	(40,907)	(32,502)
Capital appropriation	(3,853)	(4,566)
Depreciation	(5,925)	(5,886)
Net gain/(loss) on disposal of non-current assets	(64)	-
Decrease/(increase) in provisions	(591)	(255)
Acceptance by Crown Entity of employee benefits	(1,206)	(711)
Increase/(decrease) in receivables	979	68
Increase/(decrease) in inventories	682	(1,166)
Decrease/(increase) in payables	(1,984)	519
Net cost of services	(44,090)	(37,603)

STATE EMERGENCY SERVICE
Notes to the financial statements

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 Environment and Climate Change, Bureau of Meteorology and various Catchment Management Authorities.
- (c) State Emergency Service Community Service Announcements broadcast by PRiME television across rural and regional New South Wales.

A reliable measurement on the value of these services is not available and therefore have not been recognised in the financial statements.

21. TRUST FUNDS	2009	2008
	\$'000	\$'000
Cash at bank	169	226

The trust funds represent 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.

STATE EMERGENCY SERVICE
Notes to the financial statements

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's main risks arising from financial instruments are outlined below, together with the Department's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout this financial report.

The Audit Committee has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Department, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Audit Committee on a continuous basis.

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount	Carrying Amount
			2009	2008
Class:			\$'000	\$'000
Cash and cash equivalents	8	N/A	9,472	6,040
Receivables ¹	9	Loans and receivables (at amortised cost)	747	218
Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
			2009	2008
Class:			\$'000	\$'000
Payables ²	12	Financial liabilities measured at amortised cost	2,228	267

Notes

1. Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).
2. Excludes statutory payables and unearned revenue (i.e. not within scope of AASB 7).

(b) Credit Risk

Credit risk arises when there is the possibility of the Department's debtors defaulting on their contractual obligations, resulting in a financial loss to the Department. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Department, including cash and receivables. No collateral is held by the Department. The Department has not granted any financial guarantees.

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) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury.

STATE EMERGENCY SERVICE

Notes to the financial statements

22. FINANCIAL INSTRUMENTS continued

Receivables - trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectibility of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible 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. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

The Department is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2009: \$31,000; 2008: \$51,000) and not more than 12 months past due (2009: \$40,000; 2008: \$6,000) are not considered impaired and together these represent 100% of the total trade debtors. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the balance sheet.

	\$'000		
	Total ^{1,2}	Past due but not impaired ^{1,2}	Considered impaired ^{1,2}
2009			
< 3 months overdue	-	-	-
3 months - 6 months overdue	10	10	-
> 6 months overdue	30	30	-
2008			
< 3 months overdue	6	6	-

Notes

- Each column in the table reports 'gross receivables'.
- The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore, the 'total' may not reconcile to the receivables total recognised in the balance sheet.

(c) Liquidity risk

Liquidity risk is the risk that the Department will be unable to meet its payment obligations when they fall due. The Department continuously manages risk through monitoring future cash flows to ensure adequate holding of high quality liquid assets.

No assets have been pledged as collateral. The Department's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk.

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.

STATE EMERGENCY SERVICE
Notes to the financial statements

22. FINANCIAL INSTRUMENTS continued

The table below summarises the maturity profile of the Department's financial liabilities, together with the interest rate exposure.

<i>Maturity analysis and interest rate exposure of financial liabilities</i>								
\$'000								
			Interest Rate Exposure			Maturity Dates		
	Weighted Average Effective Int. Rate	Nominal Amount (1)	Fixed Interest Rate	Variable Interest Rate	Non - Interest Bearing	< 1 yr	1-5 yrs	> 5 yrs
2009								
<i>Payables</i>	N/A	2,228			2,228	2,228		
2008								
<i>Payables</i>	N/A	267	-	-	267	267	-	-
Notes:								
1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities and therefore will not reconcile to the balance sheet.								

(d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Department does not have any material exposure to market risk. The Department has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Department operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the balance sheet date. The analysis is performed on the same basis for 2008. The analysis assumes that all other variables remain constant.

Interest rate risk

The Department has a minimal exposure to interest rate risk from its holdings in interest bearing financial assets. The Department does not account for any fixed rate financial instruments at fair value through profit or loss or as available-for-sale. Therefore, for these financial instruments, a change in interest rates would not affect profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The Department's exposure to interest rate risk is set out below.

STATE EMERGENCY SERVICE
Notes to the financial statements

22. FINANCIAL INSTRUMENTS continued

	\$'000				
	Carrying Amount	Profit	(1%) Equity	Profit	1% Equity
2009					
<i>Financial assets</i>					
Cash and cash equivalents	9,472	(95)	(95)	95	95
Receivables	747	-	-	-	-
<i>Financial liabilities</i>					
Payables	2,228	-	-	-	-
2008					
<i>Financial assets</i>					
Cash and cash equivalents	6,040	(60)	(60)	60	60
Receivables	218	-	-	-	-
<i>Financial liabilities</i>					
Payables	267	-	-	-	-

(e) Fair Value

The amortised cost of financial instruments recognised in the balance sheet approximates the fair value, because of the short-term nature of many of the financial instruments.

23. After Balance Date Events

The State Revenue and Other Legislation Amendment (Budget Measures) Act 2008 contained amendments to the State Emergency Services Act 1989. The amendments will result in the introduction of a contributory system where funding for the State Emergency Service commencing on 1 July 2009 will be provided by Insurance companies (73.7%), Local Government (11.7%), and New South Wales Treasury (14.6%). This will standardise the funding procedures of the State Emergency Service to be in line with the NSW Fire Brigades and NSW Rural Fire Service.

END OF AUDITED FINANCIAL STATEMENTS



Part 12
Appendices



Statement of Performance of Director General

Murray Kear was appointed to the position of Director General of the NSW State Emergency Service on 4 November 2008. Mr Kear took over the reins of the SES at a time of continuing growth and at a time when emergency services around the nation are facing an increasing number of challenges.

Since his appointment Mr Kear has continued to build on the excellent work undertaken by staff and volunteers of the SES and build the SES's reputation.

In 2008-09 Mr Kear led the Service through a very demanding and active period, during which the Service saw the highest level of operational activity for more than six years.

Through the year the SES responded to a series of major floods, most notably on the North and Mid North Coasts, involving hundreds of crews and thousands of hours' work.

The year also saw the Service undertake its largest ever interstate assistance deployment, sending over 300 volunteers and staff to Queensland following the severe storms that struck Brisbane in November. The Service was also called on to provide assistance to Victoria in the aftermath of the Black Saturday fires in February.

To streamline the Service's management, during 2008-09 the Director General initiated an organisational audit. The aim of this audit is to improve the overall management of the Service's functions and legislative responsibilities, with an emphasis on better service delivery. This will ensure the Service is in a strong position to meet the challenges of new and emerging technologies, the effects of climate change and the expectations of our community.

Mr Kear has also overseen the introduction of a new funding model for the SES which replicates that which applies to the State's two fire services. Under this model, insurance companies, local government and the State Government all contribute to the global budget of the Service. The model will ensure that the organisation is securely funded via a risk-based formula and highlights the equal importance and place this Emergency Service holds in the State.

The Service continues to embrace best practice with its infrastructure and support systems and has increased its focus on leadership and people management, along with developing the skills and capabilities of its 10,000 dedicated volunteer members in its core roles of flood, storm and tsunami response.

Under Mr Kear's leadership, the SES continued its operational focus during the peak of the Swine Flu epidemic, supported World Youth Day, responded to more than 300 medical emergencies in isolated communities and almost 600 road crash incidents across regional NSW, while still responding to the many storm and flood events which occurred as well.

Mr Kear is providing a continuity of leadership to the Service and ensuring it continues its outstanding record of mitigating and reducing the impact of emergencies and assisting in preparing for and preventing events in the future.

A handwritten signature in black ink, appearing to read 'Steve Whan', written in a cursive style.

Steve Whan

Part 13
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