

# Annual Report 2011-12



**Versatility | Commitment | Excellence**  
Thousands of faces – One SES





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The Hon Michael Gallacher MLC  
Minister for Police and Emergency Services  
Governor Macquarie Tower  
Level 33  
1 Farrer Place  
SYDNEY NSW 2000

Dear Minister

In accordance with the provisions of the *Annual Report (Departments) Act, 1985*, I submit the Annual Report of the New South Wales State Emergency Service for the year ended 30<sup>th</sup> June, 2012 for tabling before both Houses of Parliament.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Murray Kear'.

**Murray Kear AFSM**  
Commissioner

Encl.



[www.ses.nsw.gov.au](http://www.ses.nsw.gov.au)



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# NSW STATE EMERGENCY SERVICE REGION HEADQUARTERS

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## Central West

79 Corporation Avenue, Bathurst 2795  
Phone 02 6334 8555  
Fax 02 6334 8501

## Clarence-Nambucca

26 Induna Street, South Grafton 2460  
Phone 02 6641 6900  
Fax 02 6641 6910

## Far West

PO Box 244, Cobar 2835  
5 Bradley Street, Cobar 2835  
Phone 02 6879 7100  
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## Hunter

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## Illawarra-South Coast

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## Lachlan

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## Macquarie

160 Bultje Street, Dubbo 2830  
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## Murray

PO Box 523, Lavington 2641  
25 Catherine Crescent, Lavington 2641  
Phone 02 6058 5300  
Fax 02 6058 5320

## Murrumbidgee

206 Fernleigh Road, Wagga Wagga 2650  
Phone 02 6932 9199  
Fax 02 6932 9190

## Namoi

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28 Borthistle Road, Gunnedah 2380  
Phone 02 6740 2300  
Fax 02 6740 2333

## North West

418 Frome Street, Moree 2400  
Phone 02 6757 2950  
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## Oxley

14 Arkwright Crescent, Taree 2430  
Phone 02 6592 5800  
Fax 02 6592 5808

## Richmond-Tweed

PO Box 4044, Goonellabah 2480  
7 Lancaster Drive, Goonellabah 2480  
Phone 02 6625 7700  
Fax 02 6625 7711

## Southern Highlands

56–58 Knox Street, Goulburn 2580  
Phone 02 4828 5555  
Fax 02 4828 5550

## Sydney Northern

PO Box 91, Hornsby 1630  
Cnr Leonard and Hornsby Streets,  
Hornsby 2077  
Phone 02 9987 3000  
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## Sydney Southern

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Unit 4, 150 Canterbury Road,  
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Unit 3, 7 St James Place, Seven Hills 2147  
Phone 02 8811 7700  
Fax 02 9674 7131

## Office Hours

8.30am–4.30pm  
Monday–Friday



# STATE EMERGENCY SERVICE STATE HEADQUARTERS

## New South Wales State Emergency Service State Headquarters

Level 6, 6-8 Regent Street  
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Fax 02 4251 6500

Website [www.ses.nsw.gov.au](http://www.ses.nsw.gov.au)

Office hours: 8.30am–4.30pm Monday–Friday

For emergency help in floods and  
storms call 132 500



# THE COMMISSIONER'S REVIEW

# 1

For the third year in a row, members of the NSW SES spent Christmas and New Year away from their own families due to significant flooding in the west and far west of the State.

Heavy rainfall on already wet catchments led to riverine flooding, isolations and road closures. This would turn out to be just the beginning of an intense and

protracted, eight-week flood response across 75 percent of NSW – an area the size of Spain.

Our family of emergency services suffered a tragic loss on Christmas Eve, with the death of Mick Wilson, a paramedic with the Ambulance Service of NSW. March saw another of our emergency-services colleagues fall in the line of duty with the shooting of Senior Constable David Rixon, who was buried in his hometown of Tamworth. All the while, NSW flooded.

These tragic losses not only saddened each and every one of us, but also reminded everyone in our extended family that the jobs we do are at times very dangerous. We should never rest on our laurels and always look out for our team members, support each other and share information, regardless of the colour uniform we put on in the morning and regardless of whether we are paid or volunteer.

Our colleagues in Victoria were battered by a hail storm, with reports of hailstones the size of cricket balls. Once more, the members of the NSW SES stepped up to the plate, and a taskforce of 32 was sent to assist over a period of four days. This included seven storm crews and two Incident Management Team members.

Again, flood rescue was at the forefront of our operations, with warnings not to enter floodwater again being unheeded by some motorists and resulting in more than 400 flood rescues. Our crews showed their diversity and rescued everything from adults and infants to domestic animals, horses, livestock, ducks and chickens.

And our everyday business continued to tick over at Units, out in our Regions and at State Headquarters. The launch of the NSW SES Plan was completed in early July and the Corporate Performance Management System followed shortly after, providing a pathway for our organisation over the next five years and a reporting system to manage it.

New Work Health and Safety legislation was introduced in NSW 1 January 2012, and for the first time, the Act includes volunteers in the definition of “workers”. We continued to maintain a total commitment to working safely – at all times – and expected the same commitment from each member. New reporting and tracking systems were implemented to ensure all near-hits were addressed; this system will continue to be refined in the new financial year.

As always, we will continue to ensure the health and safety of workers, contractors and visitors to ensure this duty extends to all NSW SES activities, at all workplaces, regardless of operational context.

Our partnership with NRMA Insurance has continued to grow, and the StormSafe campaign that they sponsor was very successful, with a huge eight-page lift-out in The Sunday Telegraph, as well as major icons around the State, including the Opera House and the Big Banana, being turned orange for SES Week.

The NSW SES also got a guernsey in the 2011 New Year’s Eve celebrations at Darling Harbour, showcasing our skills to the community of NSW and allowing our volunteers to have a much-needed break on the beautiful Sydney Harbour.

The NSW SES social-media presence was established in early 2011, and has continued to thrive under constant operational demands. As the floods hit their peak through March, the number of ‘likes’ on the NSW SES Facebook page grew to over 16,000, and two rescues were played out in real time as the online community drew together to form a supportive group for those in need.



**Murray Kear AFSM**  
Commissioner

**The jobs we do are at times very dangerous. We should never rest on our laurels and always look out for our team members, support each other and share information, regardless of the colour uniform we put on in the morning and regardless of whether we are paid or volunteer.**



## THE COMMISSIONER'S REVIEW

It was great to see people from the community providing accurate safety information to those in need!

Our live TV crosses totalled more than 680, with 38 crosses being the record for one day, held by Dieter Gescke – a fitting achievement in his last year of service. Yet despite our increasing presence and profile we still saw two tragic flood-related deaths.

Records from the 1974 flooding were broken in Wagga Wagga and Narrandera. Griffith and Yenda experienced their biggest floods on record and Sydney received the most rainfall it had seen in five years. Warragamba Dam spilled twice in two weeks – the last time it had spilled was five years ago – and an unprecedented number of flood rescues took place in Sydney's southwest due to a low off the east coast.

Our canine team continued to be integrated into FRNSW USAR Taskforce 1, and will make up the heavy-rescue team for deployment. We currently have six teams in training and they will be assessed with the Taskforce in Brisbane by INSARAG in September of the 2012-13 financial year.

I am extremely proud to announce that one of our members was successful in gaining a Churchill Fellowship. Shannon Crofton travelled to the United States in June to undertake research into flood-rescue best practice and the use of helicopters in flood rescue. He was also the first Australian recipient of the Higgins and Langley Outstanding Achievement Award, presented while he was on his research tour. This is truly an honour, as this is the most prestigious international award for swiftwater rescue and he is only the third individual to be awarded the medal.

We had the first international deployment of the NSW SES ever – an AMSA search in the Solomon Islands. Four NSW SES Air Observers were deployed to undertake search and rescue roles and were part of the team that found all of the casualties from a sinking vessel.

As always, professional development was a focus for our specialty operators, with a contingent of four Alpine Rescuers travelling to Canada to learn the most current techniques and practices to assist our communities and the NSW Police in alpine search and rescue operations, as well as continuing our flood rescue capability development.

Nancy Rigg, a swiftwater rescue advocate for the United States who is often called the 'Mother of Swiftwater Rescue', did a series of presentations to members on her very personal and moving story. She is not a member of a rescue service, but instead is a surviving family member of a victim who was killed in a flash-flood incident in Los Angeles in the 1980s.

Her messages were simple – don't forget why we do this and remember that rescue is about giving the victims a fighting chance, not about the rescuers – but they were powerful. I have had numerous members provide me with feedback that her presentation and story has changed the way they are approaching training and their whole perspective on rescue.

The NSW Government acknowledged the importance of continuing to develop world-class service delivery through a budget increase that will directly benefit the members of the NSW SES, in terms of equipment, training and skills development, and truly take us to a new, higher level of capability.

But as we move forward, we must also have a firm understanding of where we have come from, and who has helped along the way. Deputy Commissioner Dieter Gescke, with 22 years' NSW SES Service, and an amazing 36 years in emergency management, has decided to hang up his responder hat and retire.

Through his career here, he has been instrumental in the implementation of the NSW SES Volunteers Association as well as being involved in every single major event that the NSW SES has responded to over two decades.

I am not only farewelling a colleague and a wealth of knowledge, but also a friend and an ally who has worked alongside me in keeping the communities of NSW safe.

As always, we have had the support and the encouragement from our Minister, the Hon Michael Gallacher MLC, and we look forward to moving into another highly successful year under his leadership.



**Murray Kear AFSM**  
Commissioner



## OUR ORGANISATION, OUR PEOPLE: PAST, PRESENT, FUTURE

# 2.

### KEY NUMBERS



# 228

volunteer Units  
across NSW



# 10,000

dedicated  
volunteers

### OUR MEMBERS

**Our members are our most important asset and they will be kept safe, supported and developed in a way that creates new best practice for a volunteer agency.**

### THE NSW SES

**Safe culture  
Supported  
Skilled**

# OUR ORGANISATION, OUR PEOPLE: PAST, PRESENT, FUTURE

## Who We Are

Often called the most versatile volunteer rescue agency in NSW, the New South Wales State Emergency Service (NSW SES) is made up of almost 10,000 volunteer members, including reserves, and 329 staff members.

The Service has 228 functional volunteer Units in almost every Local Government Area in NSW; these are led by a Unit or Local Controller.

NSW SES Units are varied and unique in their responses, and their capabilities are developed based on the specific risks of the community.

Some satellite Units have been established, particularly in areas with Road-crash Rescue or Community First Responder roles, to ensure timely response to the communities they serve.

Units are grouped into Regions (Region boundaries coincide as closely as possible to major river systems) and are managed by a Region Controller. The Region Controller is responsible for the development of emergency management plans and the overall control of operational responses.

Like Units, Region Headquarters are all equipped with fully functional Operations Centres and operate a Region Volunteer Unit to help with training, planning, operations and other functions.

The Region Controller is assisted by four or five staff members, and all coastal Regions have an additional position for Community Engagement. The Region staff provide administrative support to the volunteers on the ground.

The Service's State Headquarters is located in Wollongong, on the South Coast of NSW, and coordinates state-wide training, planning and operational activities as well as the agency's corporate functions of human resources, public relations and media, information technology, finance and the logistics of supplying and equipping volunteer Units.

## What We Do

The NSW SES is the lead agency for floods, storms and tsunami as specified by the *State Emergency and Rescue Management Act 1989*. However, it frequently assists the NSW Police Force with searches for evidence and missing people; supports the Ambulance Service of NSW with Community First Responder volunteers in rural locations around the state; and performs a myriad of other roles such as Road-crash Rescue, Driver Reviver and the USAR Canine Team.

All Units are involved in responding to the damage caused by storms, and most have an active role in flood management. Our volunteers are highly skilled and well-trained to perform all of their roles.

The range of emergency situations with which the NSW SES deals with is very broad, and we claim to be the most versatile and widely used of all of 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 risks and roles in each area. The NSW 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.



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# OUR ORGANISATION, OUR PEOPLE: PAST, PRESENT, FUTURE

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## Legislation

Under the *State Emergency Service Act 1989*, the NSW State Emergency Service's responsibilities are:

- To protect persons from dangers to their safety and health, and to protect property from destruction or damage, arising from floods, storms and tsunamis
- 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
- To act as the combat agency for dealing with tsunamis 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 NSW SES Units, rescue operations, allocated by the State Rescue Board
- To assist the State Emergency Operations Controller to carry out emergency management functions relating to the prevention of, preparation for and response to emergencies and to assist the State Emergency Recovery Controller to carry out emergency-management functions relating to the 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, Fire and Rescue NSW, 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 for Police and Emergency Services.

## The Future

The One SES 2011-15 Plan unites all functional areas of the NSW SES under the umbrella of One SES. The Plan encompasses all areas of the NSW SES and focuses on enabling the organisation to fulfill its combat roles through a core set of underlying principles.

Our Plan, our Visions, and all our Goals are supported by these underlying principles which enrich the intent and outcomes of Our Plan, always with the community and our members at the forefront of our actions.

*Underlying Principles of our Plan:*

### Accountability

As members we are each accountable for the actions that are required to make the plan succeed.

### Impact on Volunteers

Before any strategy or action within our Plan is implemented the impact on our volunteers will be evaluated and understood. This will be achieved primarily through the Volunteer Impact Statement (VIS).

### Transparency

Our actions and subsequent results will be disclosed and fully transparent to all our members through a range of communication methods, including published quarterly reports, open access in electronic systems and regional consultation forums.

### Improving the NSW SES

Everything in our Plan will improve our current systems, processes, capability and reputation, making us the most dependable and skilled volunteer emergency agency in NSW.

**The One SES 2011-15 Plan unites all functional areas of the NSW SES under the umbrella of One SES. Everything in our Plan will improve our current systems, processes, capability and reputation, making us the most dependable and skilled volunteer emergency agency in NSW.**

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# OUR ORGANISATION, OUR PEOPLE: PAST, PRESENT, FUTURE

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## Priority-based

Our Plan will ensure that current and future resources and budgets will be allocated on a priority-based methodology, allowing resources to be deployed to where we, and the community, need them most.

The NSW SES will continue to be accountable not only for delivering services related to weather-based emergencies and tsunamis, but for providing an extensive range of rescue and safety services.

To meet these accountabilities, the focus will remain on delivering services that meet the specific needs of each of the communities we serve, while simultaneously developing our people and work practices.

To achieve our outcomes, the Plan identifies three crucial areas and the key components and goals that sit under them:

## People

*Key components:*

### Safe culture Supported Skilled

*Goals:*

#### 1. Active Membership

Attract, train, support and retain members to the organisation.

#### 2. Culture of Improvement

Every member may actively contribute to a culture of improvement.

#### 3. Safe Environment

A workplace where the safety, health and wellbeing of all members is achieved.

#### 4. Skilled Organisation

An environment of ongoing learning and development where members acquire the skills to fulfill their roles.

## 5. Supportive Technology

All members have access to technology that adds value to their roles.

## 6. Volunteer Impact

The impact on volunteers is reviewed before introducing new services, assets or practices.

## Governance

*Key Components:*

### High-performing Accountable Enabling Consistent Ethical

Our culture, policies, systems and structures will support our members to be accountable, work together, and always strive to make our business consistent, simple and easy.

*Goals:*

#### 1. Accountable

All individuals and groups are accountable for their defined roles and responsibilities.

#### 2. Financial Transparency

All financial processes are clear and transparent, and allocate resources in accordance with the organisation's priorities.

#### 3. Management Systems

All information and knowledge-management systems enable members to fulfil their roles.

#### 4. Organisation Structure

The organisation's structures are focused on performance.



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## OUR ORGANISATION, OUR PEOPLE: PAST, PRESENT, FUTURE

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### 5. Performance Culture

The Service is identified by the community, the Government and our members as being a high-performing organisation.

### 6. Sustainable

Assets are planned and managed in a sustainable manner.

### 7. User-friendly Systems

Business processes are easy to follow, consistent and enabling.

### Service Delivery

*Key Components:*

**Planned**

**Diversified**

**Tailored**

**Effective**

Our community will depend upon our members for tailored preparedness and awareness advice, to build their capacity and resilience, and will be able to call upon the NSW SES to provide a diversified and effective emergency response when they can no longer cope.

*Goals:*

#### 1. Resilient Community

Change the way people and their belongings are kept safe by increasing their access to prevention and preparedness services.

#### 2. Collaborative

Collaborate with all relevant agencies to improve community safety and add value to our roles.

#### 3. Informed and Understanding

Engage with communities to understand their needs and tailor our services.

#### 4. Effective State-wide

Enhance our State-wide capability based on research and need.

#### 5. Learning Organisation

Learn lessons from corporate and operational activities that result in obvious improvement.

#### 6. Well-planned

Plan in a consultative manner within our organisation and with all relevant agencies.

**Our community will depend upon our members for tailored preparedness and awareness advice to build their capacity and resilience, and will be able to call upon the NSW SES to provide a diversified and effective emergency response when they can no longer cope.**



THE NSW SES NOT ONLY DELIVERS SERVICES RELATED TO WEATHER-BASED EMERGENCIES AND TSUNAMIS, BUT ALSO PROVIDES AN EXTENSIVE RANGE OF RESCUE AND SAFETY SERVICES.



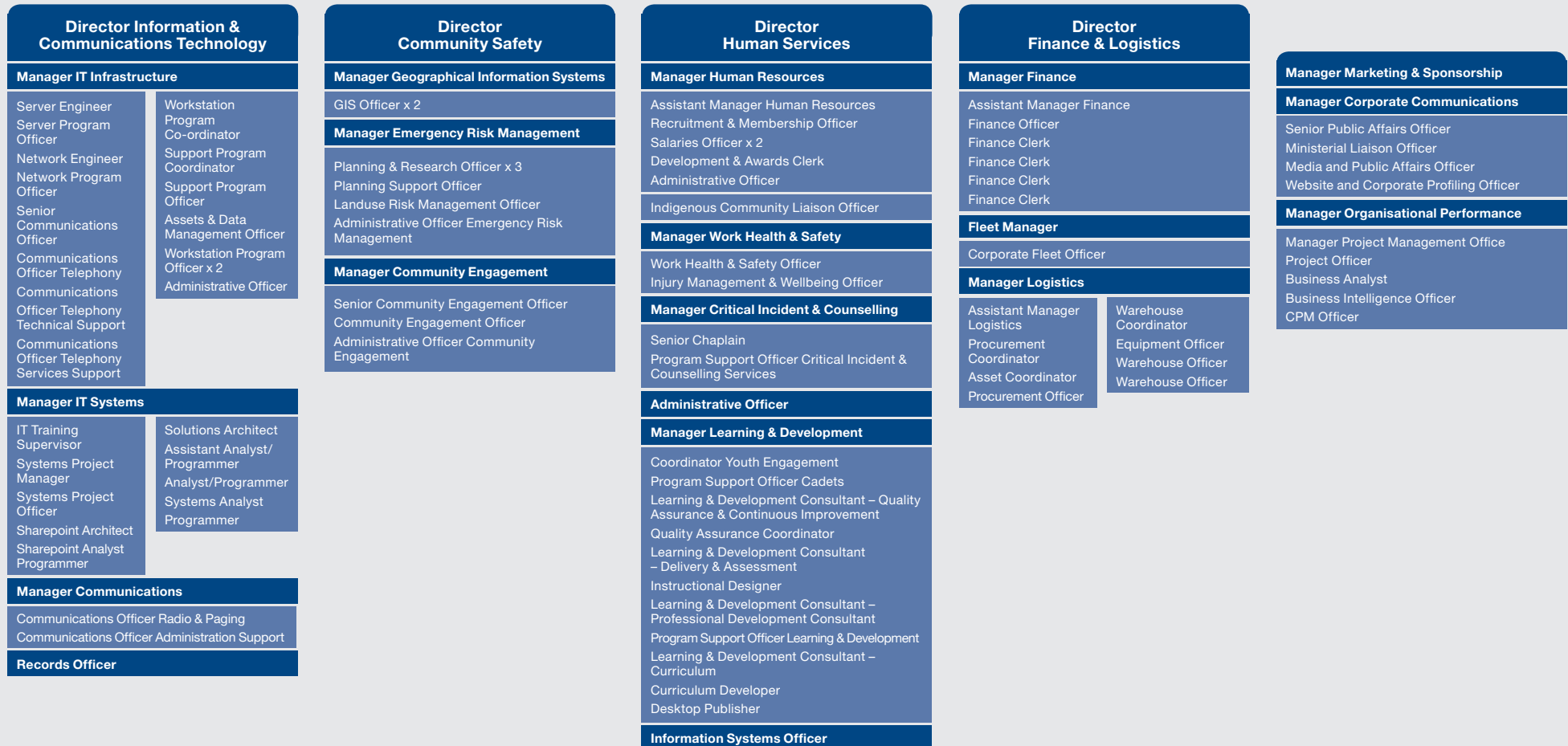
# ORGANISATIONAL CHART 1: CORPORATE SERVICES & PLANNING

**Commissioner**

**Deputy Commissioner Corporate Services & Planning**

Senior Executive Assistant  
Executive Assistant

Administrative Officer  
Administrative Assistant  
Administrative Assistant



# ORGANISATIONAL CHART 2: OPERATIONS

**Commissioner**

**Deputy Commissioner Operations**

Senior Executive Assistant  
Executive Assistant

Administrative Officer  
Administrative Assistant  
Administrative Assistant

| Director Operations West  |   |
|---|---|
| <b>Region Controllers x 9</b>   |   |
| Central West Region<br>Far West Region<br>Lachlan Region<br>Macquarie Region<br>Murray Region | Murrumbidgee Region<br>Namoi Region<br>North West Region<br>Southern Highlands Region     |
| <b>Deputy Region Controller x 9</b>   |   |
| Central West Region<br>Far West Region<br>Lachlan Region<br>Macquarie Region<br>Murray Region | Murrumbidgee Region<br>Namoi Region<br>North West Region<br>Southern Highlands Region     |
| <b>Learning &amp; Development Officer x 10</b>  |   |
| Central West Region<br>Far West Region<br>Lachlan Region<br>Macquarie Region<br>Murray Region | Murrumbidgee Region<br>Namoi Region x 2<br>North West Region<br>Southern Highlands Region |
| <b>Business Manager x 9</b>   |   |
| Central West Region<br>Far West Region<br>Lachlan Region<br>Macquarie Region<br>Murray Region | Murrumbidgee Region<br>Namoi Region<br>North West Region<br>Southern Highlands Region     |
| <b>Business Service Officer x 9</b>   |   |
| Central West Region<br>Far West Region<br>Lachlan Region<br>Macquarie Region<br>Murray Region | Murrumbidgee Region<br>Namoi Region<br>North West Region<br>Southern Highlands Region     |
| <b>Volunteer Support Officer x 2</b>  |   |
| Murrumbidgee Region   | Murray Region   |

| Director Special Operations  |                                |  |
|--|--------------------------------|--|
| <b>Manager Special Operations</b>  | <b>Manager Lessons Learned</b> | <b>Manager Operations</b>  |
| Administrative Officer<br>Operational Planning Officer<br>Operations Officer<br>Major Operations Officer<br>Operations Officer<br>Operational Capability Assurance Officer<br>Operations Officer | Research Analyst               | Critical Operations Support Officer<br>Senior Rescue Coordinator x 2<br>Operations Communications Centre Team Leader x 5<br>Operations Communications Centre Call Operator x 10<br>Duty Operations Officer x 5 |

| Director Operations East  |  |
|---|--|
| <b>Region Controllers x 8</b>   |  |
| Clarence-Nambucca Region<br>Hunter Region<br>Illawarra-South Coast Region<br>Oxley Region | Richmond-Tweed Region<br>Sydney Northern Region<br>Sydney Southern Region<br>Sydney Western Region         |
| <b>Deputy Region Controller x 8</b>   |  |
| Clarence-Nambucca Region<br>Hunter Region<br>Illawarra-South Coast Region<br>Oxley Region | Richmond-Tweed Region<br>Sydney Northern Region<br>Sydney Southern Region<br>Sydney Western Region         |
| <b>Community Engagement Coordinator x 4</b>   |  |
| Clarence-Nambucca Region<br>Hunter Region   | Oxley Region<br>Richmond-Tweed Region  |
| <b>Learning &amp; Development Officer x 11</b>  |  |
| Clarence-Nambucca Region<br>Hunter Region<br>Illawarra-South Coast Region<br>Oxley Region | Richmond-Tweed Region x 2<br>Sydney Northern Region<br>Sydney Southern Region x 2<br>Sydney Western Region |
| <b>Business Manager x 8</b>   |  |
| Clarence-Nambucca Region<br>Hunter Region<br>Illawarra-South Coast Region<br>Oxley Region | Richmond-Tweed Region<br>Sydney Northern Region<br>Sydney Southern Region<br>Sydney Western Region         |
| <b>Business Service Officer x 8</b>   |  |
| Clarence-Nambucca Region<br>Hunter Region<br>Illawarra-South Coast Region<br>Oxley Region | Richmond-Tweed Region<br>Sydney Northern Region<br>Sydney Southern Region<br>Sydney Western Region         |
| <b>Business Service Officer x 8</b>   |  |
| Clarence-Nambucca Region  | Illawarra-South Coast Region   |





# NSW SES BIOGRAPHIES

## Murray Kear AFSM

### Commissioner

In November 2008 Murray Kear was appointed as the Director General of the New South Wales State Emergency Service. The title was changed to Commissioner in 2009. As Commissioner, Murray is responsible for all services and functions of the NSW SES, including leading the state's approach and response to floods, storms and tsunamis. He has a Postgraduate Certificate in Applied Management and is a Graduate of the Institute of Fire Engineers.

Since his appointment Murray has led and implemented enormous change, including leading the NSW SES through the busiest operational period in its history. Other significant changes he has led within the NSW SES include increased capacity and capability in Incident Management, Flood Rescue, Corporate Planning and Performance Management, as well as unprecedented and significant growth in the Service's resources and budget.

Prior to his appointment he served for 28 years with Fire and Rescue NSW, the last six as Assistant Commissioner.

In that role Murray was responsible for leading and establishing excellence in the areas of Community Engagement, Fire Prevention and Operational Performance. As a result of his contribution and leadership in Fire and Rescue NSW, he was awarded the highest honour a fire fighter in Australia can receive – the Australian Fire Service Medal – on Australia Day 2006.

He is a member of the NSW State Emergency Management Committee, the NSW State Rescue Board and the Australasian Fire & Emergency Services Council, and is the Chair of the Australian Council of State & Territory Emergency Services.

In his limited spare time, he is a staff pilot with the Scouts Air Activity Centre, is a Past President of the Rotary Club of Campbelltown and was awarded a Paul Harris Fellowship for his services to Rotary.



**Murray Kear AFSM**  
Commissioner

## NSW SES BIOGRAPHIES

### Steven Pearce AFSM

#### Deputy Commissioner

Steven commenced his emergency management career in 1985 when he joined the NSW Fire Brigades (now Fire and Rescue NSW), where he served as a firefighter and Executive Officer in a myriad of metropolitan and regional commands throughout NSW.

In November 2010, after 25 years in the NSW Fire Brigades (now Fire and Rescue NSW), Steven became first NSW SES Deputy Commissioner Corporate Services and Planning. This position is responsible for the management and governance of multiple internal directorates and stand-alone business units, including Information Communication and Technology, Human Services, Finance and Logistics, Community Safety, Corporate Communications, Organisational Performance, Ministerial and Political Liaison and the Marketing and Sponsorship Unit.

Steven has intricate knowledge of the operational, political and community environment, as he has served extensively in both regional and metropolitan commands and positions for two major emergency services. He has been awarded the Australian Fire Service Medal, National Medal with First Clasp, NSW Fire Brigades Long Service and Good Conduct Medal with Second Clasp, Individual Commendation for Meritorious Conduct and Unit Commendation for Meritorious Conduct.

Steven has a Graduate Certificate in Applied Management and is currently completing a Graduate Diploma in Executive Leadership. He is married with a wife and two sons, with his most notable interests being leadership development and volunteer support and growth.



**Steven Pearce AFSM**  
Deputy Commissioner



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# NSW SES BIOGRAPHIES

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## Dieter Gescke ESM

### Deputy Commissioner Operations

Dieter Gescke has served the community of NSW as part of the NSW SES for the last 22 years, undertaking senior roles in managing and leading operations.

His career in the NSW public sector has spanned almost 40 years.

As a young adult, he was a volunteer in the Bush Fire Brigades where he became interested in emergency-service management. During his volunteer days, his ability to manage large emergency events was recognised and he was appointed to the operational arm of the then-Bushfire Council (later Department of Bushfire Services).

As a staff member of the council, he was involved at senior management levels in many fire campaigns, culminating in being appointed the overall emergency controller for major fires in the Royal National Park in 1988.

In 1990 Dieter was appointed to the position of Assistant Director Operations and Plans for the NSW SES (later to become the first Director Operations), and he has since been involved at the executive level in the operational management of every major storm, flood and support operation in NSW, including the bushfires of 1994 and the 1999 hailstorm.

Dieter's volunteer service, emergency management experience and leadership were recognised in the 2006 Australia Day Honours List with the award of the Emergency Services Medal (ESM).

Dieter acted in the role as Deputy Commissioner on a number of occasions before being appointed permanently to the role in 2010.



**Dieter Gescke ESM**  
Deputy Commissioner Operations



# NSW SES BIOGRAPHIES

## Mark Morrow

### Director Special Operations

Mark was appointed as the Director Special Operations with the NSW State Emergency Service on 1 September, 2010. The position is responsible for the coordination of operational activities managed from the State Operations Centre, the NSW SES Operations Communications Centre and Lessons Learned Branches of the Service. Capability is the major focus within the Directorate – maintenance, development and review of Service-wide capabilities drive the Directorate to provide quality services across its stakeholder base. Creativity and innovation are significant focal themes.

Mark has a solid base of broad managerial experience within the State Emergency Service, having commenced as the Assistant Manager Operations in January, 2006 and moving into his current Senior Executive position.

Before joining the NSW SES, Mark was an officer of the NSW Police Force for 17 years, working in General Duties and Highway Patrol in both metropolitan and regional postings. Mark finished his service as the Region Traffic Coordinator for the Southern Region of NSW.

Mark has significant experience as a Level 3 Incident Controller throughout various major state-wide operational events, including the substantial flooding throughout the 2011-12 financial years through which the NSW SES has experienced its busiest flooding response in the 55-year history of the agency. He has been awarded the New South Wales Police Medal with Clasp, National Medal, Police Commissioner's Certificate of Merit, Police Region Commendation for involvement in bushfires 2001-02, NSW Police Unit Citation and NSW SES Commissioner's Commendation for Service in late 2010.

Mark has a Graduate Certificate in Police Management and an Advanced Diploma in Project Management, and is a serving Justice of the Peace.

## Keith FitzGerald BA, MBA, GDP Admin

### Assistant Commissioner – Director Operations East

Assistant Commissioner Keith FitzGerald is the Director Operations East for the New South Wales State Emergency Service, which he joined in 2004. Under the restructure of the organisation, regional command was geographically distributed into East And West.

He is responsible for the Service's operational preparedness and response to floods, storms, tsunami and special operations in support of other agencies along the eastern seaboard. Prior to joining the NSW SES he served for over 20 years with the Australian Army. He has extensive experience in planning military operations, including planning for the short-notice deployment in support of the PNG tsunami in 1998, the Peace Monitoring Groups Bougainville in 1998 and East Timor in 1999. Keith has served with US led, Coalition Taskforce in Kuwait and Afghanistan in 1999 and 2002 respectively.

Since joining the NSW SES Keith has participated in nearly all of the Service's operational events and was a State Operations Controller for the June 2007 flood and storm event, arguably the second largest response operation undertaken by the NSW SES. Keith's prior appointments within the NSW SES include Manager Operations and Director Operations.

Keith has a Bachelor of Arts from the University of Western Australia, a Master of Business Administration from the University of Southern Queensland and a Master of Public Administration from the University of Sydney.



**Mark Morrow**  
Director Special Operations



**Keith FitzGerald BA, MBA, GDP Admin**  
Assistant Commissioner –  
Director Operations East



# NSW SES BIOGRAPHIES

## Greg Newton

### Assistant Commissioner – Director Operations West

Greg Newton joined the staff at the State Headquarters of the NSW SES in November 2010. Under the restructure of the organisation, regional command was geographically distributed into East and West, with Greg appointed to the position Assistant Commissioner-Director Operations West. Prior to this appointment he served as a volunteer in the Queanbeyan SES Unit, with the last five of his 23 years of service as the Local Controller.

Through his role as a volunteer, Greg has actively participated in most major operations the NSW SES has been involved in over the last 20 years; this includes the Thredbo landslide, the Canberra bushfires and the 2007 Hunter storm operation. He was one of a limited number of volunteers deployed to Victoria in the wake of the 2009 bushfires to assist with incident management in the Victorian SES North East Region, which includes Flowerdale and Kinglake.

Greg has led a varied career in the public sector at both a State and Federal level. Prior to commencing his appointment with the NSW SES, Greg was employed at a senior level in the ACT Department of Justice and Community Safety, and worked for the Commonwealth Attorney General's Department. In both agencies his work centred on emergency management, security and counter-terrorism arrangements. Before moving into the security and emergency management field, Greg spent 15 years in ACT Government high schools, having initially trained as a teacher in history and English.

In recognition of his service to the community, Greg was awarded the Centennial Medal in 2001.

Greg has a Bachelor of Arts from the Australian National University, a Graduate Diploma in Education from Latrobe University and a Graduate Certificate in Applied Management from the Australian Institute of Police Management.

Greg is married to Elise and has two children, Patrick (14) and Corinna (12). Greg resides in Keiraville during the week and commutes to the family home in Canberra on weekends.

## Andrew Edwards MPAdmin. AdvDip Acc

### Director Information and Communications Technology

Andrew Edwards has 15 years' experience within the NSW public service across a range of disciplines including emergency management, human services, child protection, information systems and special projects. He has worked for the NSW State Emergency Service since August 2004, with responsibility for the formation of the Information Management and Technology Branch as the Chief Information Officer and was appointed to the position of Director Information and Communications Technology in 2010.

Through the use of innovation, consultation and collaboration, Andrew has been able to achieve successful outcomes for the NSW State Emergency Service across a range of technology initiatives, including the rolling out of an email and Sharepoint platform to all members. He has been instrumental in the implementation of a shared services SAP model within the NSW State Emergency Service and across the NSW emergency management sector.

Andrew has led teams to develop software in emergency management that has been internationally recognised for his work on the Business FloodSafe toolkit, an online community-safety and planning tool. He has worked with the Australian Council of State and Territory Emergency Services (ACSES) to deliver the National Set of Performance Indicators biennially and has been a regular contributor at a national level to the Australasian Fire and Emergency Services Authorities Council (AFAC) Chief Information Officers Group.

In addition, Andrew served eight years as an Army Reserve Platoon Commander in an Infantry Battalion.

Andrew recently graduated from Sydney University with his Masters in Public Administration and also holds qualifications in accounting. Andrew is married to Teresa and they have two children. His outside interests include technology, cooking, gardening and outdoor activities.



**Greg Newton**  
Assistant Commissioner – Director  
Operations West



**Andrew Edwards MPAdmin. AdvDip Acc**  
Director Information and  
Communications Technology

## NSW SES BIOGRAPHIES

### **David Rae BSc (Psych), MBA (Strat Mgmt)**

#### **Director Human Services**

David Rae joined the NSW SES in October 2005, after significant experience in both Government and non-Government organisations, including the House with No Steps, Sydney Water and the Department of Housing and Disability Services. He has more than 20 years' experience in the human-services field, with 15 of those in senior-management positions.

David's role in the NSW SES is to lead, manage and develop a high-performance and integrated Human Services team able to influence and support the Service's strategic directions and initiatives and enhance its members' capabilities.

This involves leading and managing the functions of Human Resources, Organisational Change, Learning and Development, Workplace Relations, Occupational Health and Safety and Critical Incident and Counselling Services.

David was integral in the restructuring of NSW SES Regions and in the introduction of the Cadet Program, Cadet of the Year Award and the Cadet DVD project. David also oversaw the development and implementation of the Controller Development Program including conducting the Controller Development Survey leading to a robust gap analysis to underpin the program.

In addition to a Bachelor of Science in Psychology and MBA, David holds qualifications in Workplace Training and Assessing and Project Management.

### **Kevin Pallier FCPA, BCOM, GDIP RETAIL**

#### **Director Finance and Logistics**

Kevin joined the NSW SES on 19 October 2010 after 20 years of working in the private sector. He is responsible for the strategic management and direction of the Finance and Logistics Directorate within the NSW SES.

His background and experience are varied and diverse, and include a stint working overseas in London and Bristol.

Kevin has worked for many multinationals, including KPMG Chartered Accountants, Caltex, News Corporation, Constellation Europe, Lagardère and Flight Centre. Kevin has also worked in large ASX-listed companies such as Fosters, Telstra and, most recently, TabCorp.

He studied at Wollongong University and graduated with a Bachelor of Commerce degree (Merit), majoring in Accountancy and Management. He also completed a Graduate Diploma in Retail and is a FCPA.

Kevin brings to the NSW SES many skills and experiences, especially in strategic planning, SAP, commercial management, financial and management accounting as well as staff leadership and mentoring.

He is married to a British wife, Wendy, and they have two children. His outside interests include a passion for golf: he is a panelist for a number of different publications including *Golf Australia*, *Australian Golf Digest* and *The Golf Course Guide*.



**David Rae BSc (Psych), MBA (Strat Mgmt)**  
Director Human Services



**Kevin Pallier FCPA, BCOM, GDIP RETAIL**  
Director Finance and Logistics



## NSW SES BIOGRAPHIES

### Stephen (Steve) Opper ESM

#### Director Community Safety

Steve Opper joined the New South Wales State Emergency Service in 1985 and was appointed the Director of the Community Safety Directorate in 2010. He is responsible for the Service's state-wide Emergency Risk Management, Community Engagement and Geographical Information Systems covering flood, storm, and tsunami.

Since leaving high school in 1973 Steve has worked as a telecommunications technical officer, a draftsman, a surveyor and an outdoor adventure cave guide before joining the NSW SES. In 1976 Steve's future career prospects almost ended after a serious fall in a climbing accident and five months out of work recovering. Steve was also an SES volunteer in the ACT and a member of the NSW RFS at Jenolan Caves.

Within the NSW SES Steve has worked as a Division Executive Officer, State Equipment Officer, Planning and Research Officer, and the State Planning Coordinator. In 2004 he was appointed as the first Director of Emergency Risk Management and in 2010 he gained his current position of Director of Community Safety

Steve has written and presented many papers on flood emergency risk management at state, national and international forums. This has included: the 2004 European Union Conference on flooding held in Belgium, the 2005 World Conference on Disaster Management in Canada and in 2009 and the First International Conference on Evacuation Modelling & Management in the Netherlands.

In July 2011 Steve was invited to chair the opening session at the first APEC Flood Workshop, held in Da Nang Vietnam.

Steve has a Graduate Certificate in Applied Management from the Australian Institute of Police Management, and he was awarded the Emergency Services Medal for Distinguished Service in the 2002 Australia Day Honours.



**Stephen (Steve) Opper ESM**  
Director Community Safety

**The Service has 228 fully volunteer Units in almost every Local Government Area in NSW; these are led by a Unit or Local Controller. NSW SES Units are varied and unique in their responses, and their capabilities are developed based on the specific risks of the community.**



## THE MANAGERS AND REGION CONTROLLERS

### Region Controllers

| Position                  | Name               | Location      | No of Units |
|---------------------------|--------------------|---------------|-------------|
| North West Region         | Phil Lalor         | Moree         | 12          |
| Southern Highlands Region | Colin Malone       | Goulburn      | 15          |
| Namoi Region              | Andrew Galvin      | Gunnedah      | 16          |
| Central West Region       | Craig Ronan        | Bathurst      | 12          |
| Far West Region           | Graeme Craig       | Cobar         | 11          |
| Macquarie Region          | David Monk         | Dubbo         | 16          |
| Murrumbidgee Region       | James McTavish     | Wagga Wagga   | 15          |
| Murray Region             | Craig MacIntyre    | Lavington     | 15          |
| Sydney Western Region     | Peter Cinque       | Seven Hills   | 13          |
| Sydney Southern Region    | Gary Jones         | Bankstown     | 15          |
| Sydney Northern Region    | Tony Pinelli       | Hornsby       | 11          |
| Illawarra-South Coast     | Greg Murphy        | Coniston      | 11          |
| Hunter Region             | Greg Perry         | Metford       | 15          |
| Oxley Region              | Steven Hart        | Taree         | 14          |
| Clarence-Nambucca Region  | Caroline Ortel     | South Grafton | 15          |
| Richmond-Tweed Region     | Simon Gregg        | Goonellabah   | 12          |
| Lachlan Region            | Robert Evans Evans | Parkes        | 10          |

### Managers

| Position                                     | Name                               |
|--|------------------------------------|
| Manager Human Resources                      | Lorna Grange                       |
| Manager Critical Incident and Counselling    | Gina Mammone                       |
| Manager Communications                       | Patrick Clague                     |
| Manager Finance                              | Mark Pride                         |
| Manager Special Operations                   | Scott Hanckel                      |
| Manager Learning and Development             | David Chambers                     |
| Manager Corporate Communications             | Philip Campbell                    |
| Acting Managers<br>Emergency Risk Management | Simon Opper and<br>Nicholas Kuster |
| Manager Logistics                            | Amanda Singleton                   |
| Manager Geographical Information Systems     | Elliott Simmons                    |
| Manager Lessons Learned                      | Heather Stuart                     |
| Manager Operations                           | Nicole Hogan                       |
| Fleet Manager                                | Natalie McLean                     |
| Manager Organisational Performance           | Helen Bow                          |
| Manager ICT Business Support                 | Garry Wilson                       |
| Manager Occupational Health and Safety       | Gary Zuiderwyk                     |
| Manager Marketing and Sponsorship            | Philip Schafer                     |
| Manager IT Infrastructure                    | Aaron Little                       |
| Manager Community Engagement                 | Andrew Richards                    |



# REGISTERED LOCAL SES UNITS

## Central West

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

## Clarence-Nambucca

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

## Far West

Bourke  
Brewarrina  
Broken Hill  
Cobar  
Euabalong  
Ivanhoe  
Menindee

Packsaddle  
Tibooburra  
White Cliffs  
Wilcannia

## Hunter

Aberdeen  
Cessnock City  
City of Newcastle  
Cooranbong  
Denman  
Dungog  
Lake Macquarie City  
Maitland City  
Merriwa  
Murrurundi  
Muswellbrook  
Port Stephens  
Scone  
Singleton  
Tomaree

## Illawarra-South Coast

Batemans Bay  
Bega  
Bermagui  
Eden  
Kiama  
Moruya  
Shellharbour City  
Nowra  
Ulladulla  
Wingecarribee  
Wollongong City

## Lachlan

Condobolin  
Cowra

Forbes  
Gooloogong  
Grenfell  
Lake Cargelligo  
Parkes  
Peak Hill  
Trundle  
West Wyalong

## Macquarie

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

## Murray

Albury  
Balranald  
Barham  
Berrigan  
Corowa  
Culcairn  
Deniliquin-Conargo  
Holbrook  
Jerilderie  
Khancoban

Mathoura  
Moama  
Moulamein  
Tumbarumba Shire  
Urana  
Wentworth

## Murrumbidgee

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

## Namoi

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

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

## Oxley

Camden Haven  
Gladstone  
Gloucester Shire  
Harrington  
Kempsey Shire  
Lord Howe Island  
Port Macquarie Hastings  
South West Rocks  
Taree City  
Wauchope  
Wingham  
Forster-Pacific Palms  
Karuah Valley  
Nabiac



## REGISTERED LOCAL SES UNITS

### Richmond-Tweed

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

### Southern Highlands

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

### Sydney Northern

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

### Sydney Southern

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

### Sydney Western

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

# 10,000

## Volunteers

# 228

## Local Units

# 17

## Regions

# 1

## Goal



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# QUALITY OF SERVICE

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## Quality of Service

NSW SES Units are community-based to provide timely local response.

NSW SES 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 NSW 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, storm or tsunami call 132 500 to be connected to your nearest NSW 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 NSW SES, storm, flood and tsunami safety or how to volunteer, ring 1800 201 000 or contact us online via our website at [www.ses.nsw.gov.au](http://www.ses.nsw.gov.au). For ongoing updates, safety messages and news about NSW SES activities, like the NSW SES Facebook page ([www.facebook.com/NSW.SES](http://www.facebook.com/NSW.SES)).

## Suggestions and Complaints

If you have any suggestions to improve the NSW SES or if you are dissatisfied with the Service, please discuss the matter with a NSW 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 Commissioner, NSW State Emergency Service, PO Box 6126, Wollongong 2500, or phone 02 4251 6111 or contact us via our website at [www.ses.nsw.gov.au](http://www.ses.nsw.gov.au).





**NSW STATE EMERGENCY SERVICE  
UNITS ARE COMMUNITY-BASED TO  
PROVIDE TIMELY LOCAL RESPONSE.**





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# COMMITTEES

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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

**ACSES National Public Communication Committee**

Philip Campbell

**ACSES/Australasian Fire and Emergency Service Authorities Council (AFAC) Operations Group**

Mark Morrow

**ACSES National Education & Training Committee**

David Owen

**ACSES Performance Indicators Working Group**

Andrew Edwards

**AFAC**

Murray Kear

**AFAC AIIMS Manual Rewrite Working Group**

Robert Evans

**AFAC Chief Information Officers Group**

Andrew Edwards

**AFAC Collaborative Purchasing Group**

Amanda Singleton

**AFAC Community Education Sub-Group**

Andrew Richards and David Webber

**AFAC Community Safety Working Group**

Stephen Opper

**AFAC Council**

Murray Kear

**AFAC/CRC Sydney Conference Program Committee**

Keith FitzGerald

**AFAC Knowledge Management Group**

Heather Stuart

**AFAC Knowledge Management Group – Data Management Sub-Group**

Helen Bow

**AFAC Learning & Development Group**

David Owen

**AFAC OHS Sub-Group**

Gary Zuiderwyk

**AFAC SES Community Safety Working Group**

Stephen Opper (Chair)

**AFAC Volunteer & Employee Management Group**

David Rae

**Aging Disability and Home Care Emergency Services Committee**

Simon Opper

**Australian Standards Committee for Rope and Cordage**

Peter Patterson

**Australian Tsunami Advisory Committee**

Stephen Opper and Simon Opper

**Central Coast FloodSafe Committee**

David Webber

**CEO Radio Management Committee**

Murray Kear

**Driver Reviver State Coordinating Committee**

Joan Simpson

**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**

Steven Pearce (Chair) and Elliott Simmons

**Emergency Management Sub-Committee of the Dams Safety Committee**

Simon Opper

**Emergency Media and Public Affairs Conferencing Committee**

Phil Campbell

**Emergency Services Contributions Governance Committee**

Mark Pride

**Emergency Services Shared SAP Steering Committee**

Andrew Edwards, David Rae

**ESCAD Project Steering Committee**

Mark Morrow and Andrew Edwards

**Hunter Flood Advisory Committee**

David Webber

**Government Radio Network User Group**

Matthew Walshaw

## COMMITTEES

### **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

### **ICEMS Steering Committee**

Mark Morrow, Andrew Edwards

### **ICEMS Working Group**

Greg Evans, Nicole Hogan

### **Incident Management System Steering Committee**

Mark Morrow

### **Incident Management Working Group**

Greg Evans, Nicole Hogan (Project Team members – Adam Fitton and Jeff Knowles)

### **Interagency Aviation Working Group**

David Chambers, Scott Hanckel

### **National Bushfire CRC Research Advisory Group**

Stephen Opper, David Webber and Caroline Ortel

### **NSW Emergency Alert Steering Committee**

Mark Morrow

### **NSW Emergency Alert Protocols Group**

Nicole Hogan

### **National Emergency Communications Working Group (NECWG)**

Mark Morrow

### **Natural Disaster Mitigation Program, State Assessment Committee**

Stephen Opper

### **NSW Emergency Services Spatial Information Group**

Elliott Simmons and Rod Staggard

### **NSW ESO Operational Communications Forum**

Nicole Hogan

### **NSW Flood Mitigation Program, State Assessment Committee**

Stephen Opper

### **NSW Flood Warning Consultative Committee**

Stephen Opper

### **NSW Mitigation Standing Committee**

Stephen Opper

### **NSW State Risk Assessment Sub-Committee**

Stephen Opper

### **NSW Supply Service Contract Management Committees (Fire Fighting Equipment, Sandbagging Machines, Clothing, Machinery, Hydraulic and Air Operated Rescue Equipment, Floodboats)**

Amanda Singleton

### **Procurement Network Group**

Amanda Singleton

### **Program Strategic Board for the Rural Fire Service Communications Upgrade Program**

Matthew Walshaw

### **Public Information Functional Area Committee**

Philip Campbell

### **Public Safety Training Package National Review**

Robert Evans, David Owen

### **Rescue Data Working Group**

Natalie McLean and Jenni North

### **Senior Officer's Wireless Working Party for Radio Communications**

Patrick Clague

### **SES Awards Committee**

Dieter Gescke (Chair), Lorna Grange, Steve Cliffe, Warwick Cary (members)

### **SES Volunteers Association**

Kevin Pallier and Mark Morrow (technical advisers)

### **State Emergency Management Committee (SEMC)**

Murray Kear

### **SEMC Aviation Emergency Operations Advisory Group**

David Chambers and Scott Hanckel

### **SEMC Climate Change Working Group**

Stephen Opper

### **SEMC Emergency Management Training Advisory Group**

David Owen

### **SEMC Flood Gauge Sub-Committee**

Murray Kear (Chair), Stephen Opper & Belinda Davies (members)

### **State Mapping Advisory Committee**

Elliott Simmons, Rod Staggard



# COMMITTEES

## State Rescue Board (SRB)

Murray Kear

## SRB Control Room Committee/s

Nicole Hogan

## SRB Policy Advisory Committee

Dieter Gescke

## SRB Vertical Rescue Sub-Committee

Mark Morrow and James McTavish

## Sydney Coastal Councils Group – Climate Change Project National Reference Panel

Stephen Opper

## Sydney Coastal Councils Group (SCCG/CSIRO Inundation Project Expert Panel)

Stephen Opper

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

## In 2011-12 the following members were part of the SES Departmental Committee:

Kaylene Jones (Chairperson/Secretary), Kevin Anderson, Andrew Galvin, Peter Floyd, Greg Murphy, Jenelle Owen, Nicole Harding and Carmel Phillip.

This committee provides advice and recommendations to the NSW SES Executive on all industrial matters within the NSW SES.

## NSW SES Volunteer Joint Consultative Council

The NSW SES Volunteer Consultative Council advises and reports to the Commissioner on any matter relevant to NSW SES volunteer members and NSW SES Units.

| Members  | Title  | Attendance at Meetings |
|--|--|------------------------|
| Murray Kear AFSM   | Chair  | Attended 4 meetings    |
| Steven Pearce AFSM   | Deputy Commissioner                                      | Attended 3 meetings    |
| David Rae  | Corporate Services & Planning<br>Director Human Services | Attended 1 meeting     |
| Mark Morrow  | Director Special Operations                              | Attended 3 meetings    |
| Scott Hanckel  | Manager Special Operations                               | Attended 1 meeting     |
| <b>During the year the following members shared this role:</b> |  |                        |
| Kathleen Cain  | Namoi Region Controller                                  | Attended 2 meetings    |
| David Monk   | Macquarie Region Controller                              | Attended 1 meeting     |
| Charlie Moir   | President, SES Volunteers Association                    | Attended 4 meetings    |
| Shannon Crofton  | SES Member, Sydney Southern Region                       | Attended 4 meetings    |
| David Lane   | SES Local Controller, Sydney Southern Region             | Attended 2 meetings    |



WITH THE ESTABLISHMENT OF THE NSW  
SES CANINE UNIT, THE SERVICE NOW HAS  
A WORLD-CLASS USAR CAPABILITY.

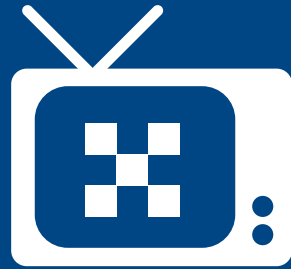




## OFFICE OF THE COMMISSIONER

### MEDIA ENGAGEMENT

3.



683

At the height of the flooding in early 2012, NSW SES spokespeople performed 683 live crosses.

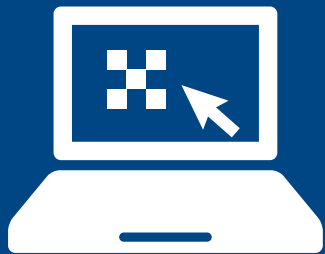
### COMMUNITY PARTNERSHIPS



29

Principal Partner NRMA Insurance Community Grants Program delivered additional community-engagement resources to 29 NSW SES Units across the state.

### NSW SES WEBSITE



60,000

At the peak of the flooding in 2012, there were 60,000 page views per day of the NSW SES website.

# OFFICE OF THE COMMISSIONER

## Overview

The Office of the Commissioner focused on enhancing and supporting governance and risk-management frameworks within the NSW SES to ensure resources and funding were managed and committed to meet the expectations of the NSW communities it protects.

The Office of the Commissioner oversees the strategic direction of the NSW SES, with the Human Services, Community Safety, Finance and Logistics, Information and Communications Technology and Operations Directorates reporting to the Deputy Commissioner Corporate Services and Planning and the Deputy Commissioner Operations.

In addition, the Office of the Commissioner has the Organisational Performance, Corporate Communications and Marketing and Sponsorship Units directly report to the Deputy Commissioner Corporate Services and Planning.

The focus for the Office of the Commissioner in the past year has been the continued consolidation of the governance and risk framework for the organisation through the oversight and consolidation of the agency's Audit and Risk Committee (ARC), the establishment of Business Continuity Plans (BCP) in all 17 Regions and the review and testing of the State Headquarters BCP.

A new Organisational Risk Management Framework was introduced that included the refinement of the agency's Strategic Risk Register and the development of Region-specific Risk Registers in all 17 Regions. A legislative Compliance Register was also established in accordance with Treasury Guidelines.

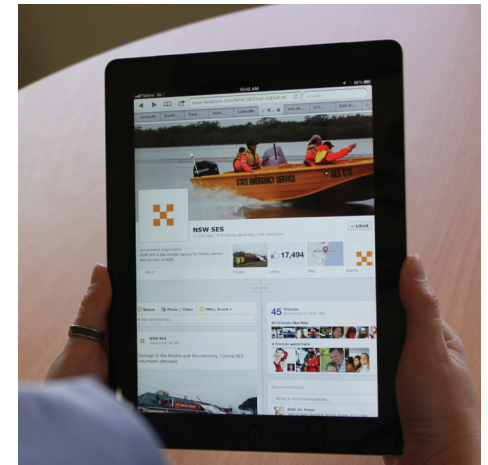
In support of the enhanced focus on governance, the Commissioner continued the Service's investment in and commitment to its Corporate Performance Management (CPM)

system, which has allowed the NSW SES to better measure the effectiveness of its services in alignment to what the community both needs and expects. The NSW SES CPM continues to lead all emergency services in the ability to both measure and review the agency KPI's, goals and strategies and more importantly better inform decision-making on priority-based resourcing.

In response to the 2010-11 Queensland Floods Commission of Inquiry recommendations, the 2010-11 Victorian Floods Review and the devastating NSW floods that occurred between November 2011 and April 2012, the NSW government announced a \$96 million funding package for the NSW SES. This funding package has been termed the Strategic Disaster Readiness Package (SDRP) and is the largest funding investment in the NSW SES history and will be delivered in the 2012-13 budget.

This package incorporates \$46 million for the procurement, maintenance and control of our 533 operational vehicle fleet, \$22 million to introduce a Unit Support Funding program for all 228 volunteer Units, \$17 million to ensure the Volunteer Support Funding package and its core agency programs was maintained and \$11 million to address specific recommendations from the Queensland Floods Commission of Inquiry recommendations.

The next 12 months will see the implementation of both of the key projects within the SDRP, (the Operational Fleet and Unit Support Funding Programs) as well as the establishment of additional resources to ensure the NSW SES volunteers have the best possible equipment, training and development to meet the needs and challenges of future flood and storm emergencies.



# CORPORATE COMMUNICATIONS

## Overview

The Corporate Communications Branch is responsible for the management of media, ministerial liaison, administration of the *Government Information (Public Access) Act 2009 (GIPA Act)*, online and digital communications, public relations and the facilitation of internal corporate communication.

The Corporate Communications Branch facilitates the public dissemination of warnings, safety and preparedness information, updates on the progress of the agency's operational response and the promotion of organisational and member achievement.

It also works closely with the Senior Executive Group, Operations Directorate, Marketing and Sponsorship and Community Engagement to support their strategic aims and objectives and seek ways for them to more effectively communicate with key stakeholders as well as the wider community.

Corporate Communications has engaged the NSW SES in Memorandums of Understanding and agreements with several organisations to facilitate the dissemination of critical safety and preparedness messaging, including PRIME7, Commercial Radio Australia, Fire and Rescue NSW and the Australian Broadcasting Corporation (ABC).

The team works collaboratively with other agencies and media in NSW through the Public Information Functional Area Committee. It is a foundation member of the National emergency media peak body, Emergency Media and Public Affairs (EMPA). Through EMPA it supports an international emergency media accreditation process and provides assistance with research into emergency media issues.

## What we have done

The 2011-12 financial year was characterised by the most significant inland flooding for a generation and the Service's longest continuous period of operational response.

The Corporate Communications Branch supported these responses through the Service's trained media officers, the use of social media, the NSW SES website, the live-broadcast TV facility and field camera operators for both still and video images.

The Media Liaison Officer Training Resource Kit was finalised, with the training of volunteers to commence early in the new financial year. This new resource kit will improve volunteer media officers' abilities to confidently and accurately provide information to their local media about NSW SES activities and events, and help communities prepare and remain safe during these events by providing easy-to-understand and relevant safety messages.

Seven members were selected for additional professional development as accredited Emergency Media Officers through EMPA. This intensive accreditation process encourages critical analysis of previous events they have been involved in and the role of the Public Information Officer (PIO) during emergencies. This analysis will improve their understanding of the PIO role, and these enhanced skills will strengthen media assistance capability. More members will have access to this accreditation in the 2012-13 financial year. Additional media interview skills training for the Senior Executive Group was also undertaken. This training will be extended to all Region and Deputy Region Controllers.

The live television broadcast capability at NSW SES State Headquarters has grown in popularity, with all major TV networks using the service in the past year. At the height of the flooding in early 2012, 683 live crosses were undertaken, with up to 38 in one day. This exposure has greatly enhanced the ability of the Service to disseminate important safety and preparedness messages; this has allowed the NSW SES to connect with the greatest TV viewing audiences at prime-time.

In early 2011, the NSW SES established its first social-media presence: a YouTube channel. This was joined in July 2011 by a Facebook page and Twitter feed. The NSW SES Facebook page

**The live television broadcast capability at NSW SES State Headquarters has grown in popularity, with all major TV networks using the service in the past year; this has allowed the NSW SES to connect with the greatest TV viewing audiences at prime-time.**



## CORPORATE COMMUNICATIONS

has proved extremely popular as a means of directly engaging with the community: by June 2012, the site had over 16,000 likes.

PRIME7 has continued to run Community Service Announcements (CSAs) in regional areas to raise awareness of the NSW SES role, with a new announcement targeting rural property owners during floods.

Corporate Communications continued to provide strong support for a range of public relations and corporate profile-raising events. Notable events included StormSafe Week in September, National SES Week and WOW Day (Wear Orange Wednesday) in November as well as appearances of NSW SES volunteers on high-profile television programs such as 'Sunrise' and 'Home and Away'. This support involved close cooperation with the NSW SES' principal partner NRMA Insurance, as well as the Community Engagement team and Marketing and Sponsorship.

Corporate Communications also provided editorial help with a number of major internal corporate initiatives including the Corporate Plan and Annual Report, the introduction of the new Corporate Performance Management System and enhancements to the Corporate Intranet – Everyone's Online System (EOS).

NSW SES has seen a dramatic increase in *GIPA Act* applications in the past year due to the considerable upsurge in operational activity. These enquiries are managed by the Ministerial Liaison Officer, who also manages all Ministerial Liaison requests, parliamentary material, official events and complaint handling.

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

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

Follow-up action may 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 2011-12 financial year.

### The Future

The Corporate Communications Branch is looking forward to developing and introducing a range of new initiatives in 2011-12.

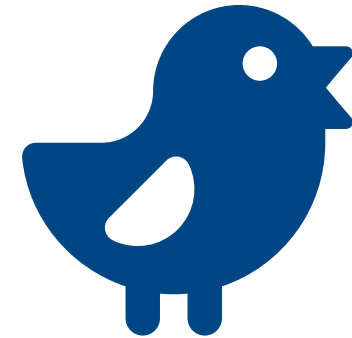
A Website and Social Media Officer position will be created in the first quarter of the new financial year, enhancing the Service's website and social-media presence and capability. In addition, the temporary position of Ministerial Liaison Support Officer will become permanent from early July 2012, providing assistance with processing a substantial increase in the volume of Ministerial requests and enquiries.

The Media Training Resource Kit is complete, with training of NSW SES volunteers to be undertaken in six locations across the State, further boosting the Service's media capability and capacity.

The Ministerial Liaison Officer will be refining the Ministerial Kit and, through training, will ensure all regions and business units are aware of their responsibilities.

The Corporate Communications Branch will continue to work closely with the Community Engagement Branch in seeking opportunities to promote key safety and preparedness information – in particular, key events such as StormSafe Week and National SES Week.

The NSW SES will also work with the Public Information Functional Area Committee (PIFAC) and Emergency Media and Public Affairs (EMPA) to develop a stronger range of media partnerships and to identify areas of best practice to introduce into the NSW SES.



**It is vital we engage with flood-affected communities across NSW through all means possible to get information, updates and advice to those affected.**





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## MARKETING AND SPONSORSHIP

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### Overview

The Marketing and Sponsorship Unit experienced a great 12 months, with many projects occurring across the organisation in what can only be defined as a successful first year with our Principal Partner NRMA Insurance. A number of milestones deserve special mention, including the inaugural NRMA Insurance Community Grants Program, which has delivered additional community-engagement resources to 29 different NSW SES Units, the introduction of new designs for all NSW SES community-education trailers and the distribution of a gift for all our members with a thank-you message to celebrate National Volunteer Week. Our partnership will continue to prosper as we look to grow our organisational relationships, share ideas and work together towards making NSW communities safer and more prepared for storms, floods and tsunamis.

### What we have done

#### *Community Partnerships*

The partnership with NRMA Insurance delivered many benefits for NSW SES volunteers over the 2011-12 financial year. Increased support for additional leadership-development courses, Wellington cave-rescue training and the supply of damaged vehicles so that the Wingecarribee Road-crash Rescue Team (who competed in the 2011 Australasian Road Rescue Organisation) could train and practice in real scenarios, encountering new metal technologies and airbag designs, were all a direct result of the partnership. The NSW SES worked together with NRMA Insurance to brand the marine fleet and showcase the partnership to our local communities, as well as delivering successful 2011 StormSafe Week campaigns and National SES Week celebrations.

The 2011 StormSafe Campaign saw over 70 local engagement activities promoting safety and resilience messages into local communities, as well as a display at the 2011 Better Homes and Gardens Expo, combined with our first eight-page lift-out in the Daily Telegraph, which was distributed to over 600,000 people.

There were National SES Week celebrations across the state including Truckloads of Thanks tours, which allowed over 1,000 people to write a vote of thanks on two emergency response vehicles. The partnership was able to organise the lighting of the Sydney Opera House to bring awareness to the commitment and dedication that the Service's volunteers provide. The NRMA Insurance staff and branch network were overwhelmingly supportive in turning local offices and shopfronts orange for WOW Day.

PRIME7 continued to be strong media partners with the NSW SES, promoting community safety messages and NSW SES events to television audiences across regional NSW. The NSW SES and PRIME7 are looking forward to more community activities and promotions in 2012-2013.

#### *Marketing and Branding*

The last 12 months saw the Service introduce new designs across various resources such as brochures, banners, marquees and a range of online resources. The Service's new E-signature will ensure our brand is consistent and professional and our messages are consistent. Service Awards and Certificates have been redesigned, and we look forward to seeing the continued recognition of our volunteers for their great work.

On the marketing front there was continued involvement with Yellow Pages, White Pages and various UBD directories across the state to maintain the presence of our emergency number 132 500 and the promotion of community safety messages. Congratulations must go to John Hughes from the NSW SES Blue Mountains Unit and Chris Chrisostomos from the NSW SES Murwillumbah Unit for making the front covers of the Yellow Pages directories in their local areas; this is a testament to the people who represent our organisation.

Principal Partner



**Our partnership with NRMA Insurance will continue to prosper as we look to grow our organisational relationships, share ideas and work together towards making NSW communities safer and more prepared for storms, floods and tsunamis.**





**THE NSW SES RECEIVED OVER  
8,000 MEDIA MENTIONS DURING  
THE 2011-12 FLOODS.**





## MARKETING AND SPONSORSHIP

In 2012 we worked with “Do Something Near You” which is Australia’s definitive community directory and volunteer portal.

The online portal provides vital links between charities, councils and local communities. “Do Something Near You” is a non-for-profit web-based initiative that highlights volunteering opportunities in local areas, by entering a postcode and conducting a search.

In 2012 3,438 interviews were conducted across NSW as part of the NSW Community Benchmark Survey highlighting awareness issues, community behaviours and attitudes towards risk. This information and feedback will assist the agency in shaping the direction of future marketing strategies.

Internally, the Marketing and Sponsorship Unit will continue to work closely with the senior executive, the Sponsorship Working Group, Corporate Communications Unit and the Community Engagement Unit to develop and implement marketing and promotional activities.

### *Grants and Funding*

In 2011-2012 the NSW SES experienced an increase in interest for grants and funding opportunities, and there were a number of rewards for local NSW SES Units for their hard work in submitting applications. The Emergency Volunteer Support Scheme saw 32 NSW SES Units from across the state receiving new audiovisual equipment for training initiatives along with five other NSW SES Units that were successful with their training and recruitment applications. In the same period requests through a number of other funding sources, such as the ClubsNSW Grants Scheme and the QR National Community Giving Fund, were successful.

The NRMA Insurance Community Connect Grants Program saw 29 NSW SES Units share in over \$50,000 in community-engagement resources.

### **The Future**

The Marketing and Sponsorship Unit is moving forward with the near-completion and introduction of our “brand online portal”, which will replace the old style guide; this process will include the launch of new campaign sites like StormSafe.com.au and FloodSafe.com.au as well as assisting in the online attraction of volunteers.

The Marketing team will continue to work with NRMA Insurance to develop the relationship and increase mutual support, with the focus on providing the highest standard of service to local communities.

A number of exciting projects and partnerships are planned to ensure the NSW SES has an active media, advertising and promotional presence.



**Paddy the Playtpus  
and the PRIME7  
Possum working  
together for  
kids’ safety.**

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# ORGANISATIONAL PERFORMANCE

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## Overview

The Organisational Performance Unit is responsible for the monitoring and reporting of corporate performance and the management of organisational risk, business continuity and legislative compliance and reporting. In addition to these functions, in late 2012 the Unit became responsible for the newly created Project Portfolio Office and the Business Analyst team.

## What we have done

The Organisational Performance Unit has delivered multiple initiatives contributing to the agency's governance and performance requirements, with the major achievement being the implementation of an organisation-wide, internet-based Corporate Performance Management (CPM) System, which is used to monitor and report on the organisation's performance against the One SES Plan 2011-2015. The system is driving cultural performance, ensuring that agency focus is centred on achieving the goals in the Plan and key performance indicators set by the Commissioner.

Another major achievement in governance was the centralisation of agency-wide risk registers and the review of business-continuity plans. A specification within the CPM is currently being developed to incorporate an integrated Risk Management System to support governance.

## The Future

The following milestones are planned for the year ahead:

- Enhancements to the Corporate Performance Management System
- Implementation of a Risk Management System
- Completion of a Project Portfolio Pilot
- Refinement of Business Continuity Plans
- Exercising of Business Continuity
- Development of an Environmental Sustainability Framework.

**The Organisational Performance Unit is responsible for the monitoring and reporting of corporate performance and the management of organisational risk, business continuity and the legislative compliance and reporting.**



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THE WORK ENVIRONMENT

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



# HUMAN SERVICES

## Overview

The Human Services Directorate comprises Human Resources, Learning and Development, Work Health & Safety and Critical Incident & Counselling Services. On the 1st of July 2011 the One SES Plan was launched with the key areas of People, Governance and Service Delivery as its focus. The Human Services Directorate identified key deliverables in each of these areas, with a primary linkage to people-related goals.

Keeping people safe is a high priority for the service, and the Work Health & Safety team has the responsibility of developing and promoting the Safety Management System to give all members the tools to be safe at work. An important outcome for the team during the year was the introduction of the Safehold Incident Reporting system, which captures incidents, accidents, hazards and near-hits. It allows the activation of safety reviews for some of the reported incidents and the monitoring of trends so that appropriate interventions can be deployed. A feature of the processes and system introduced was the 1800 SES OHS telephone number that members can call to report incidents rather than filling out paper work. Members can call to report incidents on a 24/7 basis; call operators record the information in the Safehold system, which automatically activates notifications to key personnel. Ten safety reviews were conducted during the year. Corrective actions identified; many were resolved, with key lessons learned to prevent future incidents.

The introduction of SAP-HR, including payroll, volunteer management and Learning Solution Online was a key achievement in collaboration with the ICT Directorate during the year. Providing supportive technology is another One SES Plan goal, and the implementation of SAP-HR has modernised our systems to provide improved access to information for members, managers and the Senior Executive.

Importantly, SAP-HR communicates seamlessly with the SAP Finance system, and the NSW SES was part of a sector-wide implementation across the emergency services. The system went live for payroll at the start of the year, and for volunteer management and Learning Solution Online, May 2012 was the go-live date. This system provides the basis of a range of new functionality including eLearning.

Another key achievement for the Human Services Directorate was the introduction of e-recruitment using the NSW Government's Taleo system, which underpins NSW Jobs Online. The implementation of this system included a review of the NSW SES recruitment process, most importantly to attract talent to the organisation, and also to streamline processes for efficiency gains. Further work was also conducted during the period with the Department of Premier and Cabinet and the NSW Rural Fire Service to create an eMembership portal to attract volunteer members and enable them to apply online via the Jobs NSW website.

The Plan places a great deal of importance on training and creating a skilled organisation. The introduction of the Crash-free Driving course has been a key achievement during the year. Crash-free Driving uses behavioural instruction techniques to improve the awareness and safety of drivers and their teams who may be responding to incidents under lights and sirens. Initially, the organisation has targeted members who drive vehicles responding to road-crash rescue incidents, and courses have been conducted in a range of locations throughout the State.

The 2011-12 year presented unique challenges with budget-savings initiatives, and we responded by delivering high-priority outcomes and achieving budget savings while meeting the reporting requirements of Government.



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# HUMAN RESOURCES

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## Overview

The NSW 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 debate; 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 NSW 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 NSW SES. The main areas for concentration of efforts were:

- Consolidation of the agency's restructure and completion of associated recruitment
- Adjustments to branch structures
- Implementation of SAP Payroll including Employee and Manager Self Service and organisation structure and reporting functions
- Review and adjustments to Nakisa – organisation charts
- Review and collaboration in the "E-recruitment for Membership" project
- Conduct of corporate induction and Controller-development programs through the Looking After People training course
- Co-delivery of Career Workshops
- Research partnership with the University of Wollongong (UOW) on "Improving the Retention of Volunteers in the SES".

The UOW partnered with the NSW SES to conduct a study on "Improving the Retention of Volunteers in the SES". This involved conducting focus groups and one-on-one interviews with members, as well as an online questionnaire that was forwarded to members. A total of seven Units took part in the study, the results of which will be submitted to an academic journal for review and publication and presented to the NSW SES upon completion of the review.

The Looking After People training forms a major part of leadership and Controller Development within the NSW SES. The branch conducted two courses over the reporting year.

As part of its commitment to further recognise the work of volunteers and staff, the NSW SES Awards Committee met each quarter to consider all award nominations. In addition, a new Performance Management program was developed and all staff and volunteer Controllers participated in the annual performance-review process.

Over the reporting year the branch completed 64 recruitment actions involving 608 applicants.

**The NSW SES supports 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 NSW SES, which makes us more effective in leading the communities we serve before, during and after emergencies.**

## HUMAN RESOURCES

| SES      | No. | Position Title                                     | Directorate         | No. of applications |
|----------|-----|--|---------------------|---------------------|
| 11/31    | 1   | Operations Officer                                 | Operations          | 24                  |
| 11/32    | 2   | Landuse Risk Management Officer                    | Community Safety    | 1                   |
| 11/33    | 3   | Fleet Manager                                      | Finance & Logistics | 26                  |
| 11/34    | 4   | Business Manager CNR                               | Operations          | 11                  |
| 11/35    | 5   | Server Engineer                                    | IC&T                | 24                  |
| 11/EOI06 | 6   | Operations Communications Centre Call Operator x 2 | Operations          | 6                   |
| 11/EOI07 | 7   | Business Manager MQR                               | Operations          | 2                   |
| 11/EOI04 | 8   | Community Education Officer                        | Community Safety    | 2                   |
| 11/EOI08 | 9   | Business Services Officer LAR                      | Operations          | 3                   |
| 11/EOI09 | 10  | Senior Rescue Coordinator                          | Operations          | 9                   |
| 11/36    | 11  | Business Services Officer NMR                      | Operations          | 13                  |
| 11/EOI10 | 12  | Spatial Analyst – Tsunami Modelling Project        | Community Safety    | 1                   |
| 11/EOI11 | 13  | Spatial Analyst – Flood Database Project           | Community Safety    | 1                   |
| 11/EOI12 | 14  | Business Manager FWR                               | Operations          | 3                   |
| 11/37    | 15  | GIS Project Officer                                | Community Safety    | 6                   |
| 11/38    | 16  | Finance Officer                                    | Finance & Logistics | 54                  |
| 11/39    | 17  | Assistant Manager Finance                          | Finance & Logistics | 11                  |
| 11/EOI13 | 18  | Warehouse Coordinator                              | Finance & Logistics | 2                   |
| 11/41    | 19  | GIS Officer  | Community Safety    | 1                   |
| 11/42    | 20  | Business Manager CWR                               | Operations          | 15                  |
| 11/43    | 21  | Business Service Officer LAR                       | Operations          | 21                  |
| 11/44    | 22  | Business Manager SWR                               | Operations          | 13                  |

Over the reporting year the branch completed

**64**  
recruitment actions,  
involving

**608**  
applicants.



## HUMAN RESOURCES

| SES      | No. | Position Title                                     | Directorate                   | No. of applications |
|----------|-----|--|-------------------------------|---------------------|
| 11/45    | 23  | Planning & Research Officer                        | Community Safety              | 9                   |
| 11/46    | 24  | Operational Capability Assurance Officer           | Operations                    | 9                   |
| 11/EOI14 | 25  | Call Operator                                      | Operations                    | 15                  |
| 11/EOI15 | 26  | Administrative Officer                             | Human Services                | 4                   |
| 11/47    | 27  | Manager Information Technology Systems             | IC & T                        | 16                  |
| 11/49    | 28  | Quality Assurance Coordinator                      | Human Services                | 12                  |
| 11/EOI16 | 29  | Operations Communication Call Centre Operators     | Operations                    | 21                  |
| 11/EOI17 | 30  | Deputy Region Controller RTR                       | Operations                    | 8                   |
| 11/EOI18 | 31  | Region Controller SHR                              | Operations                    | 3                   |
| 11/51    | 32  | Business Manager CNR                               | Operations                    | 17                  |
| 11/EOI19 | 33  | Project Officer Organisational Performance         | Corporate Services & Planning | 3                   |
| 11/EOI20 | 34  | Administrative Officer RTR                         | Operations                    | 2                   |
| 11/53    | 35  | Instructional Designer, Learning & Development     | Human Services                | 16                  |
| 11/54    | 36  | Learning & Development Officer, ISR                | Operations                    | 22                  |
| 12/EOI1  | 37  | Administrative Officer                             | Office Of the Commissioner    | 4                   |
| 12/EOI2  | 38  | Operations Communication Centre Senior Team Leader | Operations                    | 18                  |
| 12/01    | 39  | Senior Finance Officer                             | Finance & Logistics           | 29                  |
| 12/02    | 40  | Spatial Analyst                                    | Community Safety              | 9                   |
| 12/EOI03 | 41  | Region Controller NMR                              | Operations                    | 2                   |
| 12/EOI04 | 42  | Learning & Development Officer SNR                 | Operations                    | 4                   |
| 12/EOI06 | 43  | Learning & Development Officer OXR                 | Operations                    | 3                   |
| 12/EOI07 | 44  | Volunteer Support Officer                          | Operations                    | 9                   |

**As part of its commitment to further recognise the work of volunteers and staff, the NSW SES Awards Committee met each quarter to consider all award nominations.**

## HUMAN RESOURCES

| SES      | No. | Position Title                                | Directorate                | No. of applications |
|----------|-----|---|----------------------------|---------------------|
| 12/EOI08 | 45  | Manager Logistics                             | Finance & Logistics        | 3                   |
| 12/EOI09 | 46  | Business Support Officer IC&T                 | IC&T                       | 2                   |
| 12/EOI10 | 47  | Alpine Search & Survival Coordinator          | Operations                 | 2                   |
| 12/EOI11 | 48  | Business Services Officer RTR                 | Operations                 | 3                   |
| 12/EOI12 | 49  | Learning & Development Officer FWR            | Operations                 | 5                   |
| 12/EOI13 | 50  | Server Program Officer                        | IC& T                      | 2                   |
| 12/EOI14 | 51  | Deputy Region Controller RTR                  | Operations                 | 12                  |
| 12/EOI15 | 52  | Deputy Region Controller NMR                  | Operations                 | 11                  |
| 12/EOI16 | 53  | Planning & Research Officer                   | Community Safety           | 6                   |
| 12/EOI17 | 54  | Business Manager NWR                          | Operations                 | 2                   |
| 12/EOI18 | 55  | Manager Learning & Development                | Human Services             | 6                   |
| 12/EOI19 | 56  | Finance Officer                               | Finance & Logistics        | 4                   |
| 12/EOI20 | 57  | Operations Officer (Major Operations)         | Operations                 | 10                  |
| 12/04    | 58  | Ministerial Liaison Assistant                 | Office of the Commissioner | 1                   |
| 12/07    | 59  | Deputy Commissioner                           | Office of the Commissioner | 23                  |
| 12/EOI22 | 60  | Operations Communication Centre Call Operator | Operations                 | 10                  |
| 12/EOI23 | 61  | Business Services Officer MQR                 | Operations                 | 4                   |
| 12/EOI25 | 62  | Business Manager NWR                          | Operations                 | 2                   |
| 12/EOI26 | 63  | Region Controller SNR                         | Operations                 | 8                   |
| 12/EOI27 | 64  | Deputy Region Controller CWR                  | Operations                 | 8                   |

**A new Performance Management program was developed and all staff and volunteer Controllers participated in the annual performance review process.**





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# HUMAN RESOURCES

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## Risk Reduction in Human Services

The NSW SES has incorporated a number of strategies into its business operations to reduce the potential for unsatisfactory 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 Looking After People human resources management program, which includes grievance-handling procedures, has resulted in more satisfactory resolutions at the Unit level.

The NSW SES Code of Conduct and yearly Strategies and Targets statement set out the organisation's direction in relation to human resource management. Our induction training 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.

## Social Justice Strategy

The NSW SES develops and implements strategies to promote opportunities and engage with community groups that have not always experienced the same inclusiveness in society as other groups.

The NSW Government has a number of affirmative-action policies and programs for people in groups more likely than most to face disadvantage. These groups include Aboriginal and Torres Strait Islanders, people from culturally and linguistically diverse backgrounds, people with disabilities, older people and women. These policies and programs include the Aboriginal and Torres Strait Islander Employment policy, Equal Employment Opportunity planning and reporting frameworks, the Multicultural Policies and Services Plan for people from culturally and

linguistically diverse backgrounds, the Spokeswomen's Program for women and the Disability Action Plan for people with disabilities.

## Workforce Diversity and Equal Employment Opportunity

The NSW SES is an equal-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 NSW SES are made on the basis of merit relevant to position requirements. The NSW SES strives to ensure that all staff and volunteers receive equal opportunities for advancement and career opportunities through performance management, staff development and learning and development initiatives.

During the reporting year, Equity and Diversity training was incorporated into three main programs: team-leader training for staff and volunteers to ensure training was reaching all supervisors and members in positions of authority; NSW SES Induction covering generic induction of all new NSW SES volunteers; and the Staff Induction program covering all new paid-staff members. Team-leader courses were especially targeted to capture emerging leaders and redress the gender imbalance in leadership positions. State Headquarters and volunteer members participated in the Women in Management annual conference. The NSW SES provides opportunities to staff and volunteers alike to acquire skills relevant to individuals' career development and the needs of the NSW SES. The NSW SES also takes a proactive approach to the development and application of non-discriminatory practices, especially in its curriculum and training resource kit development.



**The NSW SES develops and implements strategies to promote opportunities and engage with community groups that have not always experienced the same inclusiveness in society as other groups.**

# HUMAN RESOURCES

## Disability Action Plan

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

During the reporting period the NSW SES reviewed its recruitment and selection processes to align with the NSW Government's e-recruitment system, which provides better access to potential opportunities for people with disability. The content of job advertisements was also reviewed as part of this process to reinforce the message that the NSW SES is an equal-opportunity employer.

An e-membership project also commenced during the year to enable online applications for volunteering, this will broaden access to opportunities for people with a disability. Development of a volunteering micro-site also commenced during the period. This initiative aims to attract a diverse range of volunteers by providing information about the types of roles and training in the NSW SES.

A joint project with the Adult and Community Education unit of the Department of Education and Communities and the NSW SES produced a blended learning product called Cultural Points of View (CPOV). This learning product is delivered to staff and volunteer members to raise awareness about people with a disability and to promote a culture of engagement.

## Special-needs Groups

The NSW SES has established links with a number of Aboriginal communities and Land Councils and has identified special-needs groups of various types in flood plans. 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 NSW 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 NSW 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 required tasks, releasing those members who prefer to be in the field. The NSW 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 volunteer.

**The NSW 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 NSW SES do its job better, and the transfer of these skills to younger volunteers is a major contribution.**



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# HUMAN RESOURCES

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## Women in the NSW SES

The NSW SES recognises that women are proportionally under-represented in its workforce, especially at the higher levels, and remains committed to removing any barriers that might hinder women from gaining employment or career development in the NSW SES. During the year female staff attended targeted professional development as specified in their performance-management plans, which provided them with career and personal development strategies to help 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.

During the past year the Human Resources branch has organised representatives to attend the Australian Women in Leadership forum and the Women in Management annual conference; forwarded nominations for the Telstra Business Women of the Year Award; provided regular articles in the Commissioner's Newsletter; recognised women in the NSW SES whose contributions has made a difference to the Service; and raised the profile of and celebrated International Women's Day.

## 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](http://www.women.nsw.gov.au)).

NSW SES strategies and achievements under this plan are outlined in the following table:

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## 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 promotion opportunities.

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### 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 for volunteers and staff.

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

Business Service Officers encouraged to attend the Senior Emergency Management Course at the Police Academy, Goulburn.

Training of staff included on each operational shift during operations in the reporting year.

Annual workplan, achievement and capability review includes career development plan.

All absences on recreation used as a relieving opportunity for administrative officers.

### 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.

Five women attended Women in Management Conference.

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# HUMAN RESOURCES

## Multicultural Policies and Services Program

The NSW SES is committed to supporting and engaging all culturally and linguistically diverse (CALD) members of the community and the Service.

In the reporting period, the NSW SES continued to engage with CALD communities to encourage and identify membership opportunities.

## Privacy and Personal Information Protection Act 1998

The *Privacy and Personal Information Protection Act 1998* (or PPIP Act) deals with how all NSW public-sector agencies manage personal information. The Act includes 12 information-protection principles (IPPs) and establishes methods for enforcement of privacy and a mechanism for complaints. The Act sets out the responsibilities of the NSW SES in relation to the collection, storage, access, use and disclosure of information.

The NSW SES complies with the PPIP Act through the appropriate collection, secure storage, access, use and disclosure of information, and also meets the requirements of the related GIPA Act. Personal information is collected either from the members who are joining the organisation or from members of the public who require assistance.

The collection, retention and disposal of information under this Act are done according to government regulations. For example, disposal of documents is in accordance with the government record-disposal guidelines. All information is retained on site in secure facilities or offsite with appropriately accredited document contractors.

With regards to restricted and safeguarded disclosure of information, the NSW SES Code of Conduct outlines the required standard for all NSW SES members.

## What we have done

During significant flooding in the Murrumbidgee Regions, the NSW SES engaged in an interagency partnership with Fire and Rescue NSW to develop community safety products to raise awareness of prevention and preparedness for the Sudanese community. This was a targeted information strategy for an identified CALD group during a high-risk operational event. This strategy was inclusive of promoting the work of the NSW SES, the role of the volunteers and how the community could access help. The 132 500 emergency assistance number was also promoted and community networks were built upon through community meetings with key members.

The NSW SES delivered the Diversity in Volunteering Program in partnership with Adult and Community Education (ACE), in the Department of Education and Communities. The Program was delivered in remote Aboriginal communities and areas with significant cultural and linguistic diversity, and provided first-aid training and other volunteer information as a way of engaging with community members. The program was delivered to more than 100 Indigenous participants and more than 25 CALD participants. The partnership also produced the Cultural Points of View (CPOV) blended learning programs to support Indigenous, CALD and disability awareness throughout the organisation; approximately 50 NSW SES members have received this training. CALD programs were also run through the St George Sutherland Community College in Sutherland.

A pilot multi-cultural forum was conducted in Coffs Harbour in conjunction with the Coffs Coast Community College and other emergency services, Surf Life Saving and defence agencies. The forum attracted more than 100 participants, with 30 cultural backgrounds represented. Information provided focused on the role and function of services and how to access them, as many participants were newly settled in Australia.

## The Future

The NSW SES will continue to develop CALD policies that are integrated with the initiatives planned for the One SES Plan 2011-15. The Service will continue to develop and identify community resources for at-risk communities to enhance community preparedness and resilience in the face of natural disasters, ensuring these communities are aware of avenues for assistance.

Further Multi-cultural Forums for Engaging At-risk Communities will be planned in various communities in conjunction with other emergency-service agencies.

Diversity In Volunteering Programs are planned for CALD communities in the St George and Hurstville metropolitan areas in the 2012-13 reporting year.

During the 2011-12 year the NSW SES implemented a new SAP-HR system and a Corporate Performance Management (CPM) system. These systems enable better monitoring of the diversity of the NSW SES workforce and greater access for members to record their cultural backgrounds. During the coming year members will be encouraged to update their EEO group status so that the NSW SES can more accurately determine performance against the NSW State Government diversity benchmarks.



## THE STAFF PROFILE OF THE NSW SES AS AT 30 JUNE 2012 IS INDICATED BELOW:

### Recruitment of Employees During 2011-12

| Level                | Total Staff | Respondents | Men        | Women      | Aboriginal People and Torres Strait Islanders | People from Racial, Ethnic, Ethno-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            | nil         | nil         | nil        | nil        | 0   | 0   | 0   | 0                        | 0  |
| \$35,266 - \$46,319  | nil         | nil         | nil        | nil        | 0   | 1   | 1   | 0                        | 1  |
| \$46,320 - \$51,783  | nil         | nil         | nil        | nil        | 0   | 0   | 0   | 0                        | 0  |
| \$51,784 - \$65,526  | 24          | 228         | 82         | 146        | 1   | 2   | 9   | 2                        | 3  |
| \$65,527 - \$84,737  | 32          | 293         | 171        | 122        | 2   | 1   | 4   | 1                        | 3  |
| \$84,738 - \$105,923 | 7           | 64          | 54         | 10         | 0   | 0   | 4   | 0                        | 3  |
| >\$105,923 (non-SES) | nil         | nil         | nil        | nil        | 0   | 0   | 0   | 0                        | 0  |
| >\$105,923 (SES)     | 1           | 23          | 19         | 4          | 0   | 0   | 1   | 0                        | 1  |
| <b>Total</b>         | <b>64</b>   | <b>608</b>  | <b>326</b> | <b>282</b> | <b>3</b>                                      | <b>4</b>  | <b>19</b>   | <b>3</b>                 | <b>10</b>  |

### Representation of Employees by Level During 2011-12

| Level                | Total Staff | Respondents | Men        | Women      | Aboriginal People and Torres Strait Islanders | People from Racial, Ethnic, Ethno-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                        | 0  |
| \$35,266 - \$46,319  | 45          | 45          | 16         | 29         | 0   | 1   | 1   | 0                        | 1  |
| \$46,320 - \$51,783  | 26          | 26          | 8          | 18         | 0   | 0   | 0   | 0                        | 0  |
| \$51,784 - \$65,526  | 105         | 105         | 32         | 73         | 1   | 2   | 9   | 2                        | 3  |
| \$65,527 - \$84,737  | 113         | 113         | 69         | 44         | 2   | 1   | 4   | 1                        | 3  |
| \$84,738 - \$105,923 | 30          | 30          | 23         | 7          | 0   | 0   | 4   | 0                        | 3  |
| >\$105,923 (non-SES) | 7           | 7           | 7          | 0          | 0   | 0   | 0   | 0                        | 0  |
| >\$105,923 (SES)     | 3           | 3           | 3          | 0          | 0   | 0   | 1   | 0                        | 1  |
| <b>Total</b>         | <b>329</b>  | <b>329</b>  | <b>158</b> | <b>171</b> | <b>3</b>                                      | <b>4</b>  | <b>19</b>   | <b>3</b>                 | <b>10</b>  |



# THE STAFF PROFILE

## Recruitment of Employees by Level Compared with the Two Previous Years

| Level           | 2011-12     |            |   | 2010-11     |            |   | 2009-10     |            |   |
|-----------------|-------------|------------|---|-------------|------------|---|-------------|------------|---|
|                 | Total Staff | Women      | Racial/Ethnic/<br>Ethno-religious<br>Minority | Total Staff | Women      | Racial/Ethnic/<br>Ethno-religious<br>Minority | Total Staff | Women      | Racial/Ethnic/<br>Ethno-religious<br>Minority |
| Below CO Gd 1   | 0           | 0          | 0   | 1           | 1          | 0   | 0           | 0          | 0   |
| CO1 – A&C Gd 1  | 45          | 29         | 1   | 28          | 15         | 1   | 22          | 14         | 0   |
| A&C Gds 1-2     | 26          | 18         | 0   | 2           | 1          | 0   | 10          | 8          | 1   |
| A&C Gds 3-5     | 105         | 73         | 2   | 2           | 1          | 1   | 75          | 58         | 2   |
| A&C Gds 6-9     | 113         | 44         | 1   | 100         | 76         | 14  | 106         | 44         | 0   |
| A&C Gds 10-12   | 30          | 7          | 0   | 157         | 44         | 11  | 37          | 7          | 0   |
| Above A&C Gd 12 | 10          | 0          | 0   | 10          | 17         | 4   | 3           | 0          | 0   |
| <b>Total</b>    | <b>329</b>  | <b>171</b> | <b>4</b>                                      | <b>300</b>  | <b>155</b> | <b>31</b>                                     | <b>253</b>  | <b>131</b> | <b>3</b>                                      |

## Number of CES/SES Positions 2011-12

| Level        | Total CES/SES<br>End of Current<br>Year 2012 | Total CES/SES<br>End of Previous<br>Year 2011 | Total CES/SES<br>End of Previous<br>Year 2010 |
|--------------|--|---|---|
| 3            | 2  | 2   | 1   |
| 5            | 0  | 1   | 1   |
| 6            | 1  | 0   | 0   |
| Under S.11A* | 0  | 0   | 0   |
| <b>Total</b> | <b>3</b>                                     | <b>3</b>                                      | <b>2</b>                                      |

## Liability for Accrued Leave to 30 June 2012

| Year            | Extended<br>Leave | Recreational<br>Leave | Total CES/SES<br>End of Previous<br>Year 2010 |
|-----------------|-------------------|-----------------------|---|
| At 30 June 2010 | 3,619,928         | 1,589,611             | 1   |
| At 30 June 2011 | 4,013,076         | 1,840,789             | 1   |
| At 30 June 2012 | 4,805,215         | 2,735,592             | 0   |



# WORK HEALTH AND SAFETY

## Overview

The Work Health and Safety Unit (WHS), formerly the OHS Unit, changed its name in August 2011 to more accurately reflect the nature of the work that the team undertakes.

In 2012, work has continued progressing on the two major WHS projects:

- Implementation of the Safety Management System
- Development of phases two and three of the incident-reporting system (SafeHold).

## What we have done

The ongoing development and implementation of the Safety Management System is progressing well. Major achievements for 2011-12 include drafting a suite of WHS documents that will be delivered in 2012-13, the launch of a new intranet page and the successful implementation of phase 1 of SafeHold.

The WHS Team is actively involved in a number of working groups within the NSW SES. These include Working at Heights, Flood Rescue, the Footwear tender evaluation and Authorised Equipment. A member of the WHS Team also represents the NSW SES in a number of external forums including the Emergency Services Consultation Group, Australasian Fire and Emergency Service Authorities Council (AFAC), MIDAS (WHS and Injury Management small to medium-sized Treasury Fund Agencies forum) and MIDAS representative on the Public Sector Risk Management Association committee.

The WHS continued the immunisation program for all members. This is a highly valued program for our members that minimises the risk of illness from the many activities the NSW SES undertakes. This includes working in floodwaters, road-crash rescue or animal rescue.

The introduction of the harmonised Work Health and Safety legislation from 1 January 2012 has provided the NSW SES with an opportunity to improve safety management.

The management of workers' compensation within the NSW SES has continued to improve in collaboration with our Workers Compensation Insurer (Employers Mutual Pty Ltd). The holding of regular case conferences, quarterly claim reviews and proactive management of all cases has achieved a reduction in the number of old claims. These strategies are having a positive effect on reducing the NSW SES's workers' compensation long-term liabilities.

## The Future

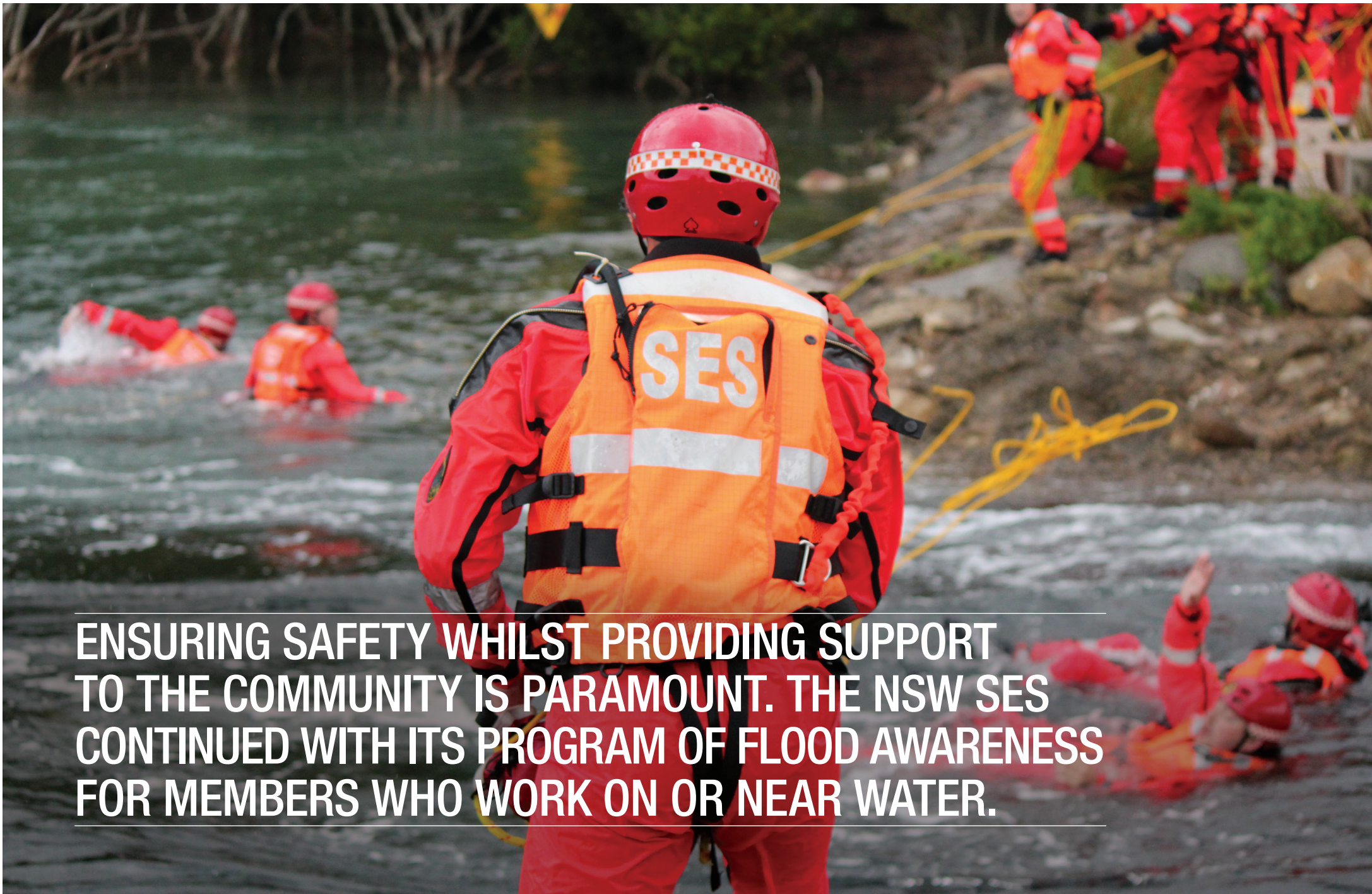
During the 2012-13 year the Work Health and Safety Unit will continue to develop and implement systems that support the valued work of the NSW SES. Activities in 2012-13 will focus on:

- Ongoing implementation of the Safety Management System
- Development and implementation of a Safety Leadership Program
- Implementation of phase 2 (online case management) and phase 3 (reporting) of the Safehold Incident Database.

**The immunisation program is a highly valued program for our members that minimises the risk of illness from the many activities the NSW SES undertakes. This includes working in floodwaters, road-crash rescue or animal rescue.**

|                                   | 2009-10  | 2010-11   | 2011-12   |
|-----------------------------------|----------|-----------|-----------|
| Number of Claims Reported         | 12       | 22        | 13        |
| Net Incurred Cost at 30 June 2012 | \$36,451 | \$405,057 | \$591,539 |





**ENSURING SAFETY WHILST PROVIDING SUPPORT TO THE COMMUNITY IS PARAMOUNT. THE NSW SES CONTINUED WITH ITS PROGRAM OF FLOOD AWARENESS FOR MEMBERS WHO WORK ON OR NEAR WATER.**





# LEARNING AND DEVELOPMENT

## Overview

Helping every member pursue opportunities for learning and development is crucial for the NSW SES to be able to help communities in time of need.

The NSW 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 NSW SES Learning and Development Program helps build community capacity by developing member's technical, interpersonal, leadership and management skills.

*Two priorities are:*

1. The development of trainers and assessors in rural and remote areas, where the NSW SES may be the only adult-learning resource
2. The development of blended learning solutions that incorporate face to face delivery, e-learning and course work to provide a flexible and accessible learning delivery model for all members.

*The NSW SES Learning and Development Program has four key aims:*

1. To build a solid skill base of competent volunteers with current skills who can safely and effectively complete the tasks allocated to them
2. To develop and maintain self-sufficiency by building networks of volunteer trainers and assessors, supported by Region Learning and Development
3. To provide current and useful learning resources that reflect best practice in the skills they develop and the learning technology they apply
4. To support and develop staff.

## What we have done

The NSW SES field team members complete a suite of competencies to become fully qualified. This year the Service issued:

- Certificate II in Public Safety (SES Rescue) - 110 awarded
- Certificate II in Public Safety (SES) - 1,246 awarded to new field operators
- Certificate II in Public Safety (SES Operations) - 159 awarded to operators who help support field response teams
- Certificate III in Public Safety (SES Rescue) - 123 awarded to qualified field operators.

Ensuring safety whilst providing support to the community is paramount. The NSW SES continued with its program of flood awareness for members who work on or near water.

The NSW SES conducted a Crash-free Driving Program, which is designed to ensure appropriate driver behaviours in its members whilst they are operating NSW SES vehicles.

Building leadership skills in members is a crucial part of ensuring successful operations. The NSW SES conducted three (3) four-day Looking After People courses for line managers with 43 members attending. The course develops member's skill in managing people and performance, and is complemented by a practical Team Leader course. Ten Team Leader courses (a three-day program), with 229 members attending, were conducted during the year.

Members of the Learning and Development Unit were involved in providing feedback to the national Public Safety Training Package review as well as being involved in research and development working groups at both state and national levels.

Training Resource Kit (TRK) development and review continued throughout the year across a range of products, ensuring that competency standards were met and maintained and that

**Building leadership skills in members is a crucial part of ensuring successful operations. The NSW SES conducted three four-day Looking After People courses for line managers. The course develops member's skill in managing people and performance, and is complemented by a practical Team Leader course.**



## LEARNING AND DEVELOPMENT

trainers and assessors within the NSW SES provided best practice in delivery and assessment.

The review of the Skills Trainer, Assessor and Evidence Gatherer TRKs were started to bring into line with the new Training and Education Training Package (TAE10). The Skills Trainer TRK was released in June 2012.

Training and supporting trainers, assessors and evidence gatherers was a priority this year. A process to convert all trainers, assessors and evidence gatherers to new Training and Assessment (TAE) units of competency was started. This process has been started to ensure we meet the minimum standards identified by the National Skills Standards Council (NSSC).

An Instructional Designer was appointed with a focus on delivery modes and established procedures for product development and on researching software options. Throughout May and June the Instructional Designer worked closely with the rest of the Learning and Development team to develop a blended-learning Media program. They have also been building relationships with other emergency agents and looking at ways to work collaboratively on product development.

The program to develop high-level incident-management skills continued through the year, and the Australasian Inter-agency Incident Management System (AIIMS) course was run during

the year in Units and Regions and at State Headquarters. The development of the Incident Management Training Resource Kit will continue into 2011-12.

The Manager of Learning and Development continued to assist in the delivery of the Volunteer Leader Program being run at the Australian Emergency Management Institute, Mount Macedon.

A temporary Project Manager, Operational Training Delivery position was established to assist in the integration of the work completed by working groups sponsored by Special Operations into Learning and Development material.

These working groups are the 'Heights Working Group', whose information will be integrated into Storm and Water Damage, Vertical Rescue and General Rescue; the 'Flood Rescue Working Group', which provided learning material on Flood Awareness that will be integrated into Induction; and 'Incident Management', which has conducted three pilots with further work required. The further development of a flexible-delivery model for the Crash-free Driving training began.

A team of members from the NSW SES Kiama Unit represented NSW in the National Disaster Rescue Competition (NDRC) held in South Australia, and NSW SES Wingecarribee Unit represented NSW in the Australasian Road Rescue Organisation (ARRO) competition in Hobart.

### Qualifications

|  |          |             |
|--|----------|-------------|
| Certificate II in Public Safety (SES)        | PUA21309 | 932         |
| Certificate II in Public Safety (Rescue)     | PUA20400 | 45          |
| Certificate II in Public Safety (Operations) | PUA20500 | 96          |
| Certificate III in Public Safety (Rescue)    | PUA30400 | 55          |
| Certificate IV in Training and Assessment    | TAE40110 | 5           |
| <b>Total</b>                                 |          | <b>1133</b> |





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# LEARNING AND DEVELOPMENT

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## Statement of Attainment and Participation

|                                   |  |             |
|-----------------------------------|--|-------------|
| Air Observer                      | PUAAMS001B & PUAAMS002B                                | 55          |
| Assessor                          | TAEASS401A, TAEASS402A & TAEASS403A                    | 97          |
| Chainsaw Crosscut and Limbing     | FPICOT2239A  | 256         |
| Chainsaw Felling                  | FPIFGM3204A  | 27          |
| Evidence Gatherer                 | TAEASS301A   | 20          |
| First Aid                         | HLTFA301B HLTFA201A                                    | 912         |
| Floodboat Crew Member             | PUASES003B   | 127         |
| Four-wheel Drive                  | TLIC2507B  | 100         |
| General Rescue                    | PUASAR001B PUAEQU001B PUAOHS001C                       | 577         |
| Land-search Operator              | PUASAR008B   | 383         |
| Looking After People              | BSBWOR401A   | 43          |
| Maintain Team Safety              | PUAOHS002B   | 246         |
| Map Reading and Navigation        | PUAOPE003AB  | 210         |
| Operate Communications Equipment  | PUAOPE002B   | 802         |
| Road-crash Rescue                 | PUASAR002B   | 128         |
| Induction                         | PUACOM001C PUACOM002B PUAOHS001C PUATEA001B PUATEA004C | 833         |
| Skills Trainer                    | TAEDEL301A & BSBCMM401A                                | 443         |
| Storm and Water Damage Operations | PUASES001B   | 402         |
| Team Leader                       | PUAOPE004B   | 198         |
| Vertical Rescue                   | PUASAR004B   | 17          |
| Work in an Operations Centre      | PUASES002B   | 74          |
| <b>Total</b>                      |  | <b>5950</b> |

# LEARNING AND DEVELOPMENT

## What we have done (cont.)

During the year, the Learning and Development team continued the review of Road-crash Rescue, Induction and Media Liaison Officer Training Resource Kits (TRKs) and commenced work on the two new storm and water units of competence, crew member and storm and water-work at heights. The Learning and Development team completed their work with Government Skills Australia on the development of national TRKs for Basic Rescue and NSW SES Induction. These documents were published in late 2010.

To ensure ongoing professional development, NSW SES members attended workshops and conferences; or presented at these events.

Members attended and participated in the:

- 23rd Women, Management and Work Conference
- 52nd Floodplain Management Authorities Conference
- Public Sector Leadership Conference
- 2011 AFAC Conference
- National Volunteering Conference
- SES Future leaders Program (Pilot program)
- Executive Leadership Program (Australian Institute of Police Management)
- Volunteer leaders program (Australian Emergency Management Institute)
- National Emergency Management Training Officers Conference (NEMTOC).

A series of Career Development workshops were conducted for members of the NSW SES which resulted in members gaining permanent positions or promotions within the Service.

## The Future

New initiatives to further enhance the skills of trainers, assessors, all members, operations managers, flood-rescue operators and Controllers will continue to be the focus for the coming financial year, along with Crash-free Driving programs and Flood Awareness.

Updated courses for new trainers, evidence gatherers and assessors will be conducted, to ensure members gain the most up-to-date training and assessing qualifications in line with Vocational Education Training Frameworks.

The review of the Public Safety Training Package will be ongoing. The continuing development of Skill Sets in Version 8.1 has allowed the Learning and Development team to begin mapping the development of new TRKs that will allow members to be prepared for their role sooner. This ongoing review of the training package will continue to provide more skill sets and consultation on new units for inclusion in the continuous improvement process of the training package.

The Learning and Development team will continue to focus on providing support to Region Learning and Development Officers on training, and on working closely with them to ensure the organisation continues to meet its requirements as an RTO. Compliance will be monitored through a program of validation/moderation activities and a regime of internal audits.

Members' needs will be addressed through the completion of the Professional Development Policy, which will be supported by a training-needs analysis aligned to the Service's Performance Management System. This will allow for targeted professional-development opportunities.

The Learning and Development team will develop a blended -learning strategy that will outline how they will introduce new methods of delivery for their programs.

The priority for the Instructional Designer at the beginning of this financial year is to confirm what software/technology the NSW SES will be using to deliver training (this will be decided in consultation with IT and with other emergency service agencies) and to build an online Induction program for all members. The team will also be strengthening those relationships with other emergency service agencies and will look at building future courses together. The Instructional Designer will then build online courses in accordance with organisational priorities.

Enhancing partnerships and working collaboratively with other emergency services to design and deliver training and leadership development will be a priority during the year.



# CADETS

## Secondary-school Cadet Program

### Overview

The Cadet Program is a school-based, short course that is facilitated by NSW SES members who have been trained and endorsed to deliver the program. Sessions include hands-on activities that are conducted over a 10-week (part-time) or a five-full-day format with either a camp or an activity day at the conclusion.

Cadets who graduate gain a statement of attainment in four nationally recognised competencies from the Public Safety Training Package. This qualification can be used to demonstrate partial completion of the NSW SES induction course if the holder chooses to join an NSW SES Unit in the future. The NSW SES Cadet Program helps to attract young people to the NSW SES and builds resilience in the new generation by educating them about how to respond in flood, storm and tsunami.

### What we have done

In 2011-12 20 secondary-school programs were conducted across 11 of the 17 NSW SES Regions. A total of 404 cadets (220 girls and 184 boys) participated in the program.

A total of 1229 cadets have now completed the Cadet Program since the pilot testing phase in 2008; with 651 girls and 578 boys have participated to date.

The NSW SES currently has 152 endorsed cadet trainers. Two cadet training endorsement workshops were held in the 2011-12 financial year.

## Cadet Awards in 2011-12

### *Cadet of the Year*

The 2011 NSW Government Cadet of the Year Award, sponsored by the NSW SES Volunteers Association, was won by Joshua Day from Gunnedah High School.

Joshua developed his abilities to lead, mentor, encourage and support his peers, and he became an enthusiastic promoter of the Cadet Program as well as the NSW SES organisation in general. The award was presented to Joshua at Parliament House Sydney on 16 May, 2012 by the Minister for Police and Emergency Services, The Hon. Michael Joseph Gallacher MLC.

### *The Andy Roberts Outstanding Achievement Award*

The 2011 Andy Roberts Award for Outstanding Achievement was won by Kayla Davey from Belmont High School.

Kayla gained confidence during the Cadet Program, throughout which she displayed commitment and continuous improvement and embraced the responsibility that she was given. This award was also sponsored by the NSW SES Volunteers Association.

### The Future

The steady increase in schools' demand for the Cadet Program means the NSW SES will continue to build capability to deliver it more often, and in more schools, in the 2012-13 financial year.

Targeted cadet trainer endorsement programs will be run in areas where a need for additional trainers has been identified. It is anticipated that over the next year the Cadet Program will cross regional boundaries and bring experienced trainers in to other regions to support the running of the Cadet Program.



**The NSW SES Cadet Program helps attract young people to the NSW SES and builds resilience in the new generation by educating them about how to respond in flood, storm and tsunami.**

# CADETS

## Cadet Program participation by Regions in 2011-12

| Regions            | Total Cadets | Cadets (Female) | Cadets (Male) | Cadet Programs |
|--------------------|--------------|-----------------|---------------|----------------|
| CNR                | 18           | 13              | 5             | 1              |
| CWR                | 44           | 32              | 12            | 2              |
| FWR                | 0            | 0               | 0             | 0              |
| HUR                | 39           | 26              | 13            | 2              |
| ISR                | 49           | 25              | 24            | 2              |
| MQR                | 0            | 0               | 0             | 0              |
| LAR                | 0            | 0               | 0             | 0              |
| MER                | 16           | 11              | 5             | 1              |
| MRY                | 0            | 0               | 0             | 0              |
| NMR                | 35           | 18              | 17            | 2              |
| NWR                | 21           | 14              | 7             | 2              |
| OXR                | 20           | 12              | 8             | 1              |
| RTR                | 0            | 0               | 0             | 0              |
| SHR                | 45           | 18              | 27            | 2              |
| SNR                | 40           | 12              | 28            | 2              |
| SSR                | 77           | 39              | 38            | 3              |
| SWR                | 0            | 0               | 0             | 0              |
| <b>Grand Total</b> | <b>404</b>   | <b>220</b>      | <b>184</b>    | <b>20</b>      |

## The following schools participated in Cadet Programs in 2011-12

### Term 3, 2011

|                              |  |
|------------------------------|--|
| Shoalhaven High School       | Canobolas Rural Technology High School |
| Lockhart Central High School | Oberon High School                     |
| Narrabri High School         | Scone High School                      |
| Gunnedah High School         | Georges River Grammar                  |
| Moree High School            | Lurnea High School                     |

### Term 3, 2011

|                            |                       |
|----------------------------|-----------------------|
| Port Macquarie High School | Goulburn High School  |
| Coffs Harbour High School  | Caringbah High School |
| Belmont High School        | Inverell High School  |
| Ulladulla High School      |                       |

### Term 3, 2011

Mulwaree High School (Goulburn)

### Term 3, 2011

Pennant Hills High School      Brisbane Waters College – Woy Woy Campus





# CRITICAL INCIDENT AND COUNSELLING SERVICES

## Overview

The team in the Critical Incident and Counselling Services (CICS) consists of the Manager CICS, Senior Chaplain and Program Support Officer.

The types of roles that the NSW SES members perform means there may be times where they are involved in traumatic events. Such events include the loss of life or property in floods and storms, search and rescue operations, motor-vehicle accidents and large-scale disasters.

The services provided by the programs relate to critical incident support and assistance for support during work and life events for NSW SES members and their families. In addition, the programs provide a range of referral services across a model of continuum of care. In addition, the team recruits, trains and develops NSW SES volunteers in roles of peer support and chaplaincy; the NSW SES Peer Support Team consists of 35 Peers and 17 Region Chaplains. The program has a contracted team psychologist and operations advisor who support these services across a service-level agreement; moreover, the NSW SES has access to counsellors, welfare support and psychologists across NSW.

## Critical Incident Support Program

Because all people react differently to incidents, the model of crisis intervention in NSW SES focuses on building emotional and psychological resilience, providing this via both pre-incident education and awareness and post-event interventions, along with crisis intervention when required.

## Employee Assistance Program

An integrated Employee Assistance Program (EAP) provides services to alleviate psychosocial, psychological and work-related behavioural issues that affect on work and personal wellbeing and productivity. The NSW SES Employee Assistance Program engages Employee Assistance Services Australia Pty Ltd (EASA)

as its EAP provider for professional short-term counselling, with referral and case-management services to the NSW SES. Improvements in absenteeism and productivity and positive impact in workers' compensation costs are the aims of the NSW SES EAP. Return-on-investment data from EAP indicated a 5 to 10 percent return-on-investment; this translates into cost-saving in regard to safety risks, employee grievances and disciplinary and legal costs. The positive benefits of providing the NSW SES EAP demonstrate employee concern and support, reduce absenteeism and turnover and improve productivity and engagement.

## Chaplaincy

Chaplaincy, under the leadership of the Senior Chaplain, consists of 17 volunteer Region Chaplains across NSW. In addition to acting as advisors in leadership in both State Headquarters and Regions, the Chaplains in the NSW SES are extensively involved in pastoral care, recognising the need to support NSW SES members who may be affected by a life event that is not a direct result of their operational involvement in the NSW SES.

## What we have done

During 2012, pre-incident education and awareness of the Critical Incident Support Program was provided to 71 NSW SES Units and 852 members.

One-on-one support was provided on nine occasions, with four critical incident stress debriefings, eight defusings, three crisis-management briefings and 1,606 hours of on-scene peer-support hours provided during large-scale operational deployments, including follow-up and referral services on 11 occasions.

During 2011-12, counselling services included 280 hours of pro-active onsite support and 400 hours of offsite counselling to NSW SES staff and/or their family members.

Self-report measures provided to EASA counsellors/psychologists by EAP clients identified that they had an average of 86 percent improvement in their emotional wellbeing, 50 percent improvement in work morale and motivation and 45 percent improvement in work-life management.

Management assistance advisory services were provided on 95 occasions and 246 hours were provided to NSW SES members during large-scale operational events.

Additional services provided through the NSW SES EAP are professional development training workshops and coaching services. These accounted for 543 hours for NSW SES members, state-wide.

Chaplaincy services during 2011-12 were provided on 71 occasions in the form of pastoral care and 14 hours of ceremonial duties.

## Achievements

The core business of the Critical Incident and Counselling Services is to provide a preventive, proactive support service and respond to the needs of NSW SES members pre-, during and post-incident; this was achieved in 2011-12.

During the year the Critical Incident Support Program (CISP) conducted training and professional development for members of the Peer Support team in annual team

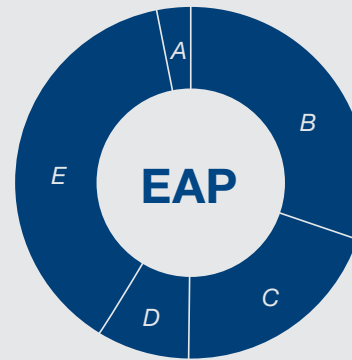
# CRITICAL INCIDENT AND COUNSELLING SERVICES

training activities and provided the training course in the International Critical Incident Stress Foundation – ICISF Advanced Group Crisis Intervention Course and a CISP Duty Officer team-training activity. The Manager and Senior Chaplain, three Peers and two Chaplains attended the Crisis Intervention and Management Australasia Conference in Melbourne on “Responding to Crisis and Disaster - Building the Future by Learning from the Past”.

The CISP was also a part of the State Disaster Rescue Competition in the disaster exercises, and 10 members of the Program enacted critical-incident interventions as a component of the competition.

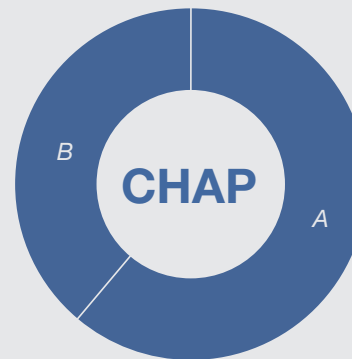
## The Future

The Critical Incident Support Program will recruit an additional 15 Peers in 2012-13 and continue to build the Program of Peer Support in the NSW SES with the addition of four existing Peers into the roles of Duty Officers to build support capability in NSW SES. In addition, Chaplains will also be recruited for Macquarie, Sydney Western and Sydney Southern Regions in 2012-13.



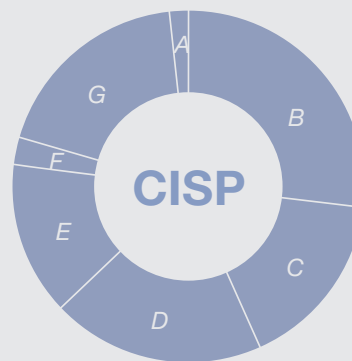
### Employee Assistance Program

- A: Organisation consultation
- B: Counselling off site
- C: Counselling on site
- D: Management assistance and coaching services
- E: Education and training workshops



### Chaplaincy

- A: Pastoral care
- B: Memorials / weddings / funerals / other services



### Critical Incident Support Program

- A: Referral and follow-up
- B: Pre-incident education and awareness training
- C: On-scene support / psychological first aid
- D: Defusing
- E: Critical-incident stress debriefing
- F: One-on-one support
- G: Crisis-management briefing

**The positive benefits of providing the NSW SES EAP demonstrate employee concern and support, reduce absenteeism and turnover and improve productivity and engagement.**



## COMMUNITY SAFETY

### PEAK HEIGHT LISTINGS

5. 2,700

Due to unprecedented operational activity over the year, a massive 2,700 Peak Height listings have been added to the NSW SES Flood intelligence database spanning the last 24 months to June 2012.

### ERM & GIS

The ERM and GIS teams designed, implemented and coordinated a rapid impact assessment methodology and protocol for timely gathering of flood information for intelligence purposes after major flood events.



### MAPPING TASKS

780

operational mapping tasks and

74

administrative mapping tasks were completed during the year, averaging at approximately 16 per week.

# COMMUNITY SAFETY

## Overview

The Community Safety Directorate comprises three teams of multi-disciplinary specialists entirely focused on service delivery aimed at enhancing community-safety outcomes. The professional skills in the team represent expertise across engineering, science, education, public communication and spatial information. The creative potential of this rich mix of knowledge, skills and experience is harnessed through a commitment to the NSW SES Plan 2011-2015. The Director of Community Safety has personal accountability to implement four Lead Strategies and 33 Supporting Strategies in this Plan.

These Lead and Supporting Strategies are linked to more than 200 individual action targets scheduled over the Plan's five-year life span. The work plans of the three Managers and all other members of the Community Safety team are derived from this Plan, to which all have contributed during its development.

The four over-arching Lead Strategies assigned to the Director of Community Safety are:

- Enhance NSW SES public safety role to directly influence floodplain and coastal development outcomes.
  - Risk from flood storm and tsunami is a direct consequence of urban development. Although the NSW SES is not a land-use consent authority, the agency works hard to positively influence land-use outcomes to minimise their associated risk.
- Coordinate the effectiveness, coverage and quality of warning systems.
  - A key aspect of community resilience and capability for self-help is early notification of impending flood, storm or tsunami. Warning systems and information provision are therefore a significant aspect of the work of Community Safety Directorate.
- Enhance emergency risk assessment and planning for flood, storm and tsunami.

- The ability to undertake sound emergency-management planning and effective community education and to conduct emergency response operations is underpinned by a detailed understanding of the risk of flood, storm and tsunami. Research into these hazards and their risk factors and the development of a comprehensive database of risk information is a major focus for the Community Safety Directorate.
- Provide active contribution (financial, technical etc.) to working groups and committees and their projects.
  - The NSW SES is a learning organisation, and this requires a dedication to communication with external partners within NSW, nationally and internationally. The Community Safety Directorate actively participates in and supports many key groups in this context (see elsewhere in the annual report for a list of these groups).

Associated with the four Lead Strategies are 33 Supporting Strategies; not all are active in any given year, but together they cover the five-year life span of the Plan. The most important of the currently active Supporting Strategies are highlighted below. In the three following sections of this Annual Report prepared by each of the Community Safety Directorate Branches, there is more detail about what has been achieved in the 2011-12 reporting year.

- Ensure emergency sub-plans are contemporary and current.
  - The entire planning frame work has been revised to see more than 130 emergency plans re-written and updated over the next five years.
- Develop a fully integrated Hazard Intelligence System that supports planning, community engagement and operations. This is underpinned by comprehensive Hazards and Base Data Spatial Libraries.





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# COMMUNITY ENGAGEMENT

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- A major investment is hazard modelling for tsunami, dam-failure flood mapping and the NSW Flood Database project.
- All intelligence, sub-plans, warning and public information is informed by high-quality post-event data capture and analysis.
  - There has been an unprecedented investment in more than 14 post-flood data studies across all flood-affected areas of NSW.
- Incorporate activity-reporting processes to capture the scale, quality and coverage of community engagement and preparedness activity.
  - A comprehensive online community engagement planning and reporting tool has been implemented.
- Review and enhance Community Safety programs and resources to support resilience and self-reliance in communities.
  - Using the resource enhancement of the NRMA Insurance Partnership program, all StormSafe resources have been updated and modernised. A new FloodSafe website has been developed.
- Community Safety supports Incident Management Teams with specialists in intelligence, warning, mapping and public information.
  - In what has been described as the most intense and prolonged operational year in the history of the NSW SES, intelligence, GIS and community-engagement specialists in the Community Safety Directorate have committed more than 1,500 hours to direct operational support.

## Community Engagement – Overview

The Community Engagement Branch is committed to enhancing the shared responsibility for natural disasters by working with communities and organisations across NSW to build resilience. This includes enhancing information and engagement programs and interactions with community members to promote safety

during floods, storms and tsunami. This is reflected in the Community Engagement Branch Strategic Plan 2011-15, which underpins the NSW SES Plan and offers a framework for delivering community engagement programs for the NSW SES.

### What we have done

NSW SES highlighted its commitment to delivering preparedness and safety messages to culturally and linguistically diverse (CALD) and at-risk communities in 2011-12 by exploring opportunities to engage with these groups. Projects included:

- Collaborating with the Deaf Society of NSW and other agencies to enhance communication before and during natural disasters.
- Working with other agencies and uniformed groups to introduce new migrant communities in Coffs Harbour to local emergency services.
- Involving indigenous communities in Goodooga and the Far West to enhance the flood response.
- Localised doorknocking and establishing community reference groups in high-flood-risk areas.
- Engaging aged and disabled communities in the Tweed Area. This project won both the State and National Safer Communities Award within the volunteer/community category.

The Branch is planning the recruitment of a Community Engagement Position for vulnerable communities and groups and has researched models and tools used to profile communities. Translations and visual products reflecting NSW SES key safety messages for CALD and vulnerable groups have also been developed and placed on the organisational website.

Each program has also seen an enhancement to the number of delivery and access points for NSW SES resources, including the development of a new micro-site, a collaborative strategy with councils to partner in the delivery of important information

for the community, and NSW SES intranet enhancements to improve access and functionality for our members. The FloodSafe, StormSafe and TsunamiSafe Programs have also benefitted from an increase to approximately 500 engagement activities across the State in 2011-12 and development of program-specific resources has been underpinned by resource audits and standardised and consistent safety messages.

The FloodSafe Program has benefitted from resource delivery across a variety of state-wide media including community service announcements on key radio stations and PRIME7, plus online enhancements, including targeted advertising of the Business FloodSafe Toolkit, campaigns on social media and delivery of a new website. New hard-copy resources such as an “Eight Tips” postcard, a Flash FloodSafe Guide and fact sheets provide other delivery options for our members based in Regions and Units. FloodSafe Business Breakfasts were held throughout the State, often in partnership with local business chambers, and helped over 170 business owners and employees plan for flooding and contingencies in 2011-12. Local FloodSafe Guides were also produced to communicate local risks in areas such as the Central Coast and Dora Creek. Over 24,000 FloodSafe Guides were delivered

## COMMUNITY ENGAGEMENT

to communities this year as part of engagement activities ranging from localised doorknocks of high-risk areas to displays at regional shows and field days.

In September 2011, NSW SES held the most successful StormSafe Week to date, featuring over 70 community-engagement activities ranging from barbecues to stands at major events and a lift-out in the Daily Telegraph. Many activities included and celebrated the successful new corporate partnership with NRMA Insurance. The team at State Headquarters has developed a new StormSafe brochure, the “Eight Tips” storm-safety postcard as well as a suite of posters and fact sheets incorporating enhanced visual communication and the latest advice on preparing home and family for severe weather. This support extended to SES Week in November, where teams engaged with communities through the “Truckload of Thanks” and “Wear Orange Wednesday” campaigns.

The TsunamiSafe Program saw the team work with local and state experts to develop a new brochure highlighting the risks and actions to take for the community of Lord Howe Island – the first of its kind in NSW.

A Community Education Officer Training Strategy has been developed, and training under the Community Education TRK has been delivered to over 60 members across NSW in 2011-12. Members have also been assessed where relevant to obtain the associated competency. Three of eight modules of a new engagement training program have also been developed and will be piloted in 2012; these modules expand upon the Community Education TRK, explore partnerships with other community-based organisations including ACE and use modern blended-learning approaches to training. The team has also facilitated several Community Engagement workshops to support the development and enhance the effort of our members in key functional areas.

The quality and coverage of community engagement activities are now able to be forecast, and reported upon using a new “smart” calendar system that streamlines resource ordering, publicity, planning and reporting. The tool, available to members across the state, will link to the new FloodSafe and StormSafe web portals to promote the events that the NSW SES is involved in.

The team has collaborated on a national approach to emergency management, facilitated partnerships with other agencies and represented NSW SES on the AFAC Community Education Sub-Group and the Bushfire CRC in 2011-12.

During an unprecedented operational period the Community Engagement Team was integral to the support and development of the Public Information Function within Incident Management Teams. The Community Engagement Branch has directly supported these teams, contributing over 450 hours, including deployments. The Branch worked with other internal stakeholders outside the operational periods to establish positions within the State Operations Centre, and lead the development of role and responsibility statements and review of public information services following significant events. Resources to support Incident Management Teams have also been developed, including new tools to assist communities to demystify the ways they will be warned in floods and the actions to take.

### The Future

2012-13 will see the application of strategies outlined in the NSW SES Plan including: developing a community profiling capability within NSW SES; working with at-risk groups and networks to build resilience, enhancement of disaster information and warning products, development of a new modular training program, an augmented StormSafe Week campaign plus a host of other engagement initiatives across the organisation.

**Our project to engage aged and disabled communities in the Tweed Area won both the State and National Safer Communities Award within the volunteer/ community category.**



## SUPPORT STRATEGIES AND ACTIONS FROM THE NSW SES PLAN 2011-15

### Support Strategies and Actions from the NSW SES Plan 2011-15

2011-12

|   |   |   |   |
|---|---|---|---|
| Develop communication and training strategy for Regions, Units and volunteers   | ✓ | Research models and tools employed for profiling by other agencies                              | ✓ |
| Review public information services following significant events   | ✓ | Develop communication and training strategy for Regions, Units and volunteers                   | ✓ |
| Develop Community Engagement EOS capability (access and functionality)  | ✓ | Develop and implement reporting mechanisms  | ✓ |
| Appropriately deliver preparedness and safety messages/resources to CALD, Indigenous, special-needs and minority groups (including appropriate language products, appropriate visual products etc.) | ✓ | Complete Resource Audit and implemented it into resource-ordering and delivery                  | ✓ |
| Establish Community Engagement positions for vulnerable communities and groups (eg. CALD, Indigenous, special-needs, minority groups etc.): public information and safety information               | ✓ | Establish Community Engagement control over reporting of relevant activities through RFA        | ✓ |
| Build partnerships with vulnerable-community peak services (Relations Commission and Migrant Resource centres, ACE, etc.)   | ✓ | Develop and promote business and personal emergency planning tools: Business and Home FloodSafe | ✓ |
| Develop standardised and consistent safety messages for all resources   | ✓ | Encourage and facilitate partnerships with other agencies, stakeholders and community           | ✓ |
| Continue delivery of both electronic and hard-copy resources through State Headquarters Regions and Units   | ✓ | Establish Trainer and assessor certification for CEC and member CEdOs                           | ✓ |
| Establish multiple delivery and access points for information resources (electronic and hard copy)  | ✓ | Identify Incident Management Team roles and write job specifications                            | ✓ |
| Establish multiple delivery and access points for the business and home FloodSafe toolkits (electronic and hard copy)   | ✓ | Establish a public-information capability within Incident Management Teams                      | ✓ |
| Train CEdOs across the NSW SES  | ✓ | Develop Incident Management Team support resources  | ✓ |
| Develop consistent resources for community (capacity-building and information-based)  | ✓ | Develop a framework for delivering community engagement   | ✓ |
| Maintain current resources  | ✓ | Review, update and deliver Community Education TRK  | ✓ |
| Contribute to AFAC CRC Research Forum   | ✓ | Assess participants from Community Engagement TRK   | ✓ |
| Investigate possible partnerships   | ✓ | Develop and deliver Engagement Skills TRK   | ✓ |





**IN SEPTEMBER 2011, NSW SES HELD THE MOST SUCCESSFUL STORMSAFE WEEK TO DATE, FEATURING OVER 70 COMMUNITY-ENGAGEMENT ACTIVITIES.**





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# EMERGENCY RISK MANAGEMENT

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## Overview

The primary function of the Emergency Risk Management (ERM) Branch is to develop emergency management risk treatment options for floods, storms, and tsunamis. The NSW SES also provides input to land-use planning processes to influence future risk so that it is not beyond the capability of emergency-management resources. The NSW SES's preparation for the impact of floods, storms, and tsunami covers both emergency planning and community education. Planning is aimed at providing a whole-of-government coordination of warning, evacuation, immediate welfare of people affected, resupply of isolated communities, rescue of people trapped by the event and a smooth transition to longer-term recovery. Complementary to the planning work, community education is aimed at helping communities to understand the risks they face and to build individual capacity to manage risk using a mixture of self-help and external support.

## What we have done

### Emergency Planning – Summary

Local Flood Sub-plans were reviewed, Flood Intelligence Cards were revised, presentations and academic papers were delivered to flood- and emergency-management forums and emergency management personnel participated in NSW SES-led, scenario-based flood exercises. The demand from local government councils, developers, and other state agencies for NSW SES advice and assessment of floodplain development proposals continues. Like the year before, 2011-2012 was a very busy operational period for flooding. This included major flooding in almost all significant catchments across NSW, incorporating most NSW SES Regions.

### Activities

The Planning & Research staff undertook a range of work across the spectrum of emergency-management activities, covering: flood planning (including for potential dam failure); flood intelligence; floodplain risk management; flood-management training and post-flood event surveys and reviews. Critical warning,

intelligence and planning support were provided to flood and storm response operations.

## Planning

### *Floods and storms*

The core activity of the ERM Branch is the review and updating of NSW SES Flood Sub-plans. Five local Flood Sub-plans were endorsed by the relevant Local Emergency Management Committees. Progress to the endorsement stage of many plans continues to be delayed by the significant impact of consecutive major flood operations throughout the year. ERM continues to streamline the plan review process, using quality assurance procedures, checklists, a suite of reporting tools, auditing and standard operating procedures. Region Flood Plan template tools were developed during the year and have already proven useful in operational and evacuation planning.

ERM conducted several technical subject reviews of Community Safety Brochures and Guides in consultation with the NSW SES Community Engagement Branch. The NSW SES is also assessing its current suite of public Flood Bulletin and Evacuation Products in light of significant flood operations last year. ERM forms a key role in this review process to ensure these products meet communities' needs and expectations now and in the future.

### *Tsunami*

The NSW SES, the Bureau of Meteorology and the NSW Office of Environment and Heritage has continued work on tsunami inundation modelling and risk assessment for NSW. The modelling of five sites (funded through the National Disaster Mitigation Program) in the Lake Macquarie, North Sydney, South Sydney, Wollongong and Bega Valley areas were completed this year. The results are being used to modify tsunami evacuation areas and, significantly, are being used by the Bureau of Meteorology to validate and enhance tsunami warnings in the Australian region.

### *Dams*

During the year ERM introduced a new Dam Safety Emergency Plan (DSEP) review checklist to standardise the review process and foster consistency between completed DSEPs. ERM completed 27 DSEPs reviews over the year, with substantial planning and emergency management comment for two deficient dams. Thirty-eight DSEP updates have been incorporated into the NSW SES Library, as well as distributed to the appropriate regional representatives. A new online library of DSEPs is being built, with some 75 titles available through EOS. ERM team members serve on the DSC Emergency Sub-Committee, which meets quarterly.

### Warning systems

The ERM Branch actively participated in the Flood Gauges Working Group set up last year by the SEMC and chaired by the NSW SES Commissioner. The Group has the charter to influence gauge management with respect to the flood warning function. The NSW SES also continued active participation on the NSW Flood Warning Consultative Committee (FWCC), chaired by the Bureau of Meteorology. The FWCC provided oversight and guidance to the development of flood warning systems on numerous catchments during and after major operations.

# EMERGENCY RISK MANAGEMENT

The NSW SES continued to represent NSW on the Australian Tsunami Working Group following the implementation of the Australian Government's Tsunami Warning System in 2008.

ERM provided technical guidance on many dam-failure warning systems as part of its standard review of DSEPs. This included giving emergency risk management leadership on NSW SES guidelines for rapidly defining dam-failure warning and evacuation areas for application during emergency alerts. The result is improved speed and reliability with which emergency warning areas are defined and then communicated to key stakeholders.

## Intelligence

The ERM Branch provided state-level specialist intelligence, warning, and evacuation advice to the Incident Controller in the State Operations Centre during the many flood operations in the last year. This included an assessment and strategic overview of the risk regarding the consequences at forecast levels (and potential future consequences when the event escalated) to assist in decision-making, recommendations regarding response strategies, and specialist advice and quality assurance regarding technical emergency risk management issues. For each major flood event ERM also provided specialist technical advice to Regions and Units, and worked with Functional Areas and other specialists to gather information regarding the potential risk to communities to inform response operations (for example, assessments of levees and dams during the event).

As a part of the routine procedure for revising Flood Sub-plans, all associated flood intelligence information is reviewed. A major focus is the review of the Flood Intelligence Cards for flood warning gauges referenced in the State Flood Sub-plan, and in particular those where significant flood impacts from actual events were recorded.

ERM, in partnership with their GIS colleagues, designed, implemented and coordinated a rapid impact assessment methodology and protocol for timely gathering of flood information for intelligence purposes after major flood events.

This methodology was tested in two major flood operations, and is being refined to ensure continued compatibility with current operational strategies and post-flood data collection.

Due to unprecedented operational activity over the year, a massive 2,700 peak-height listings have been added to the NSW SES flood intelligence database spanning the last 24 months to June 2012.

There are now 13 post flood data review and collection projects on major river catchments in NSW, including; the Macleay, Manning, Murray, Murrumbidgee, Lachlan, Macquarie, Mulwaree-Wollondilly, Queanbeyan-Molonglo, Severn, Upper Shoalhaven, and the Castlereagh catchments. The emergency risk-based information gained in these studies will be incorporated into Flood Intelligence Cards and Local Flood Sub-Plans across those affected regions.

## Floodplain and Coastal Risk Management

The NSW SES does not have development consent or concurrence authority in respect of floodplain or coastal development matters, but does have an interest in ensuring that public safety is a key consideration in land-use management decisions. Due to increasing demands for advice and involvement in flood and coastal risk management matters from the Department of Planning and Infrastructure, councils of local governments, and by individual developers, the NSW SES appointed a dedicated Landuse Risk Management Officer to the ERM Branch on 1 July 2011.

The NSW SES was asked to comment on 53 individual land-use risk management matters this year including Local Environmental Plans, Precinct Plans, State Significant Sites, Development Applications and Floodplain Risk Management Studies during the year. A significant proportion of these have been completed, with many other responses still in train.

Through its membership of 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.



**The NSW SES, the Bureau of Meteorology and the NSW Office of Environment and Heritage has continued work to undertake tsunami inundation modelling and risk assessment for NSW. The results of this work are being used to modify tsunami evacuation areas and, significantly, are being used by the Bureau of Meteorology to validate and enhance tsunami warnings in the Australian region.**



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# EMERGENCY RISK MANAGEMENT

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The NSW SES supported the 2012 Annual Conference of the Floodplain Management Association of NSW (FMA) held in Batemans Bay on the NSW South Coast. The NSW SES contributed to presentations given at the conference on the topics of emergency response and flood risk. The NSW SES also held a dedicated internal planning workshop at the conference with the Service's Regional planning staff, state planning and community education staff. The NSW SES values its continued close working relationship with the FMA, manifested by active participation in quarterly meetings and planning for future conferences.

## The Future

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

## Planning

### *Floods and storms*

Scheduled review work continues on 44 plans. Some were carried over from previous years; however, significant flood events this year have led to the review of 28 additional plans to incorporate information gained as part of the post-flood data collection and intelligence review process. All plans will be re-endorsed after the projects are completed. ERM continues to streamline the plan-review process using quality assurance procedures, checklists, a suite of reporting tools, auditing and standard operating procedures.

ERM continues to input recommendations to the NSW Disaster Plan review Working Group and coordinating the Hawkesbury Nepean State Sub-plan review and State Storm Sub-plan review, due to be endorsed 2012/2013.

### *Tsunami*

The NSW SES, the Bureau of Meteorology and the NSW Office of Environment and Heritage maintain their presence in tsunami

inundation modelling and risk assessment for NSW. The results of this work are being used to modify tsunami evacuation areas and significantly, are being used by the Bureau of Meteorology to validate and enhance tsunami warnings in the Australian region.

### *Dams*

ERM team members continue to serve on the quarterly DSC Emergency Sub-Committee Meeting and review DSEPs across the state.

## Warning systems

The NSW SES continues active participation of the NSW Flood Warning Consultative Committee (FWCC), chaired by the Bureau of Meteorology, and continues to represent NSW on the Australian Tsunami Working Group (ATWG).

## Intelligence

In addition to post flood data collection projects initiated last year, several more are underway this year following significant floods on numerous river systems throughout NSW.

## Hazard /risk research

ERM continues to undertake special projects related to intelligence, planning and risk assessment. Projects underway this year included:

### *Tsunami Awareness for Marine Risk Groups*

The project had been delayed due to heightened operational activity throughout the year. It will involve delivering a series of information sessions and/or focus groups planned over the 2012-13 period involving experts in the area of community engagement, tsunami research, warning and emergency planning, to consult with local marine risk groups and local media agencies.



**ERM continues to undertake special projects related to intelligence, planning and risk assessment. Outside of operational periods there is a continuing focus on important strategic issues such as tsunami research, flood mitigation, risk research, and floodplain and coastal risk management.**

# EMERGENCY RISK MANAGEMENT

## *Evacuation Capacity Assessment Project*

The NSW SES is currently developing a technical guideline – Flood Evacuation Timeline Modelling – to enable councils, developers and their consulting designers/engineers to undertake a flood evacuation capability assessment for proposed development. This guideline will include appropriate worked examples for different scales of development and a web-based tool for calculating evacuation capacity for simple scenarios.

This project will enhance community safety in floods through better strategic risk assessment during the design of land-use planning options. It will also provide clearer guidance to developers and local government councils on the reasonableness and validity of proposals by using realistic emergency evacuation planning for floods.

## *NSW Urban Levees Review Project*

ERM is currently participating in an MPES-funded project led by NSW Public Works to provide a comprehensive accurate database on urban levees in NSW. Project outcomes will inform Flood Emergency Response Planning and the NSW SES and Councils' response capability. Realisation of project outputs will significantly contribute to the emergency risk assessment for local communities.

## **Floodplain and Coastal Risk Management**

The NSW SES has commenced work to develop and enhance policies and procedures for dealing with flood and coastal risk management matters, and to distribute and communicate these policies and procedures throughout the organisation. Importantly, relationships with other key land-use management agencies such as the Department of Planning and Infrastructure (DoPI), the Office of Environment and Heritage (OEH) and Councils of Local Government are being fostered and actively

maintained, with good inter-agency cooperation continuing. This includes NSW SES support of and involvement in a research project currently being undertaken by the DoPI to investigate response strategies in flash-flood environments.

## **ERM Specialist Input to Courses and the Tertiary Sector**

The NSW 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 was developed by the UTS, NSW FMA and OEH. The course is highly sought-after by students and floodplain practitioners alike. The ERM Branch provides subject matter experts to lecture for each of the three modules of the course each year.

The NSW SES also maintains a close productive working relationship with the Australian Emergency Management Institute (AEMI – part of the Commonwealth Attorney General's Dept.) at Mt Macedon, Victoria, a Centre of Excellence of Education and Collaboration in the National Emergency Management Sector. ERM Branch representatives conducted visiting lectures and assisted with course facilitation on several occasions throughout the year, and continue to visit on a regular basis.

## **Climate Change**

The NSW SES remains active in the area of climate-change research. ERM has continued membership of the State Emergency Management Committee Climate Change Sub-Group and the National Reference Group for the Sydney Coastal Councils Climate Change project.

**The NSW 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 was developed by the UTS, NSW FMA, and the OEH. The course is highly sought-after by students and floodplain practitioners alike.**





# GEOGRAPHICAL INFORMATION SYSTEMS (GIS)

## Overview

This year the GIS Branch delivered three State Projects, completed a record number of mapping tasks and continued to provide frontline decision-support information required by the NSW SES to combat flood, storm and tsunami emergencies in NSW.

## What we have done

All GIS programs were achieved this year while sustaining the longest operational mapping campaign to date. Highlights during 2011-12 included:

### Operations Support

- 780 operational mapping tasks and 74 administrative mapping tasks were completed during the year, averaging at approximately 16 per week.
- Mapping support was provided to the NSW SES State Operations Centre for all major events, with the GIS team contributing:
  - 105 shift rosters, approximately 1,400 person hours and 33 days of operational mapping support outside of shift hours.
- A post-event data-capture program to derive flood extents from air photography flown during the 2012 floods was commenced to enhance Government spatial data holdings.
- Volunteer Mapping Support Team members were deployed to flood operations in North West, Lachlan and Murrumbidgee Regions.

### Strategic Projects

- The GIS Branch achieved State Project funding to update tsunami evacuation areas based on the latest available inundation modelling. Updated mapping will improve warning and evacuation for the NSW community in response to a marine or land-based tsunami warning issued from the Joint Australian Tsunami Warning Centre (JATWC).

- The GIS Branch achieved State Project funding to develop NSW guidelines for defining dam-failure warning and evacuation areas. The guidelines were piloted this year for all of the State's high-risk dams, allowing future application to the remainder of prescribed dams in NSW.
- Work progressed on several components of the NSW Flood Database project in partnership with the NSW Office of Environment and Heritage. The project is identified as a priority action in the NSW Government 2021 Plan. This year the database design was finalised, and digitisation of flood mapping from Government-funded flood studies commenced.
- The first issue of standard satellite navigation equipment has now been deployed to NSW SES vehicles, flood boats and Unit and Region Headquarters through the Whole of Fleet GPS Rollout project. This year's delivery included installation of dedicated marine GPS devices in flood rescue boats, allowing crews to accurately report their locations in hazardous floodwater environments.

### Mapping Products

- The NSW SES Hazards Spatial Data Library continued to be populated with evacuation and hazard features identified during the emergency planning process.
- A new format for sector response maps was implemented to improve the display and communication of tactical evacuation features to NSW SES members.

### Capability Development

Members of the GIS Branch authored and delivered the following papers during 2011-12:

- 'From Speculation, To Understanding, To Development: The Evolution of the NSW Flood Database Project' 52nd Annual Floodplain Management Authorities Conference.

**This year's delivery included installation of dedicated marine GPS devices in flood rescue boats, allowing crews to accurately report their locations in hazardous floodwater environments.**



## GEOGRAPHICAL INFORMATION SYSTEMS (GIS)

- 'NSW Flood Database Project Briefing', Land & Property Information (LPI) Local Government Spatial Seminars, Sydney and Bathurst.

### *Promoting Community Safety Best Practice*

The NSW SES had a strong presence at the high-profile business CeBIT Conference, showcasing geospatial technologies to more than 30,000 visitors, 350 media representatives and 35 overseas delegations. The NSW SES exhibited alongside other emergency services at the NSW Government stand under the theme: 'Right Place at the Right Time, Geospatial Technologies at Work'

### **The Future**

- A mapping capability for rapid impact assessment is flagged for further development following its successful application at four Regions during the major flood events this year.
- Public-information mapping products developed for use with NSW SES social-media strategies proved to be an important communication tool during the major flood events this year.

**780**  
**operational mapping tasks and**  
**74**  
**administrative mapping tasks**  
**were completed during the year,**  
**averaging approximately**  
**16**  
**per week.**



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## INFORMATION AND COMMUNICATIONS TECHNOLOGY

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# 6.

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### RESPONSIBILITIES

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The Infrastructure Branch is responsible for the data network, internet, wireless, desktop, laptops, servers, desktop productivity software and help desk as well as for the delivery of efficient and economic fixed, mobile and satellite phone services, and audiovisual solutions to enable members to support their communities before, during and after emergencies.

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### SERVER ROOM UPDATE

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**The State Headquarters Server Room was refurbished in line with common data centre standards, and now also provides a Disaster Recovery site to FRNSW.**

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### IMPLEMENTING THE LATEST MICROSOFT SOFTWARE

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**During the year 380 computers and 300 smartphones were deployed.**



# INFORMATION AND COMMUNICATIONS TECHNOLOGY

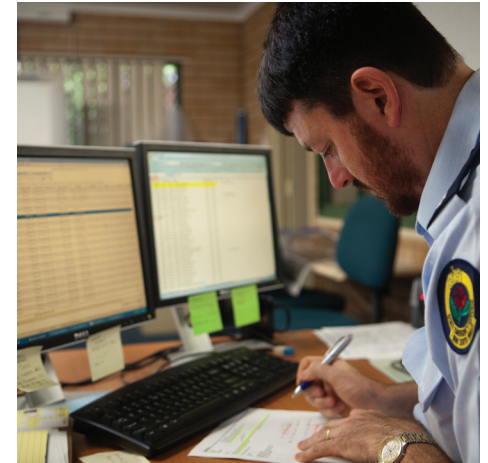
## Overview

The Information and Communications Technology Directorate is responsible for the delivery of fixed, mobile and satellite phones services, radio and paging services, fixed and mobile broadband, computers and supporting infrastructure, information services and software systems to assist the NSW SES in decision making before during and after emergencies. The primary aim of the directorate is to improve communication, collaboration and access to information.

A busy Operational year saw many team members deployed to support response activities throughout NSW, providing support or participating as members of Incident Management Teams. This did slow the delivery of many program areas which will now be realised in the 2012-13 financial year.

The major achievements of the Information and Communications Technology Directorate are:

- The NSW SES successfully deployed the new Human Resources modules as part of the Emergency Services Shared SAP Project. A core group of volunteers and staff assisted in scoping, interagency representation, testing and delivery of the project. The project has added or automated much functionality and delivered Employee Self-Service, Volunteer Self-Service, Manager Self-Service and Learning Solution Online.
- The SAP project has delivered a central source for all NSW SES HHR information. The platform was linked into many existing systems, including Request For Assistance Online, Everyone's Online System and Active Directory for account management.
- The Request For Assistance Flood Rescue project was deployed to the Operations Communications Centre, improving the way emergency response information is managed and distributed.
- Everyone's Online System was upgraded to the latest version of SharePoint 2010, which included deployment of a Business Intelligence module to enable members to independently access operational data and create ad-hoc reports.
- A new version of the SMS platform and the Contact Directory were implemented into Everyone's Online System (replacing a 10-year-old legacy system) to provide enhanced functionality whilst employing a more user-friendly interface.
- The Directorate participated in research with the University of Sydney in social network analysis and with the University of Wollongong in social media and systems implementation.
- During the year 380 computers and 300 smartphones were deployed.
- The Internal Audit Bureau undertook a number of risk assessments, including a general Service-wide information technology risk assessment, along with specific reviews of email, infrastructure and networks.
- Additional capability was delivered to the Operations Centre through the implementation of Radio over Internet Protocol (RoIP) to enable the centre to use the Government Radio Network (GRN) to communicate with members in the field.
- A new ICT Strategic Plan was developed as part of the alignment of NSW SES goals with whole-of-government initiatives, using the themes Mobility, Information, Collaboration and Sustainability.





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# INFORMATION COMMUNICATIONS TECHNOLOGY INFRASTRUCTURE

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## Overview

The Infrastructure Branch is responsible for the data network, internet, wireless, desktop, laptops, servers, desktop productivity software and help desk as well as for the delivery of efficient and economic fixed, mobile, satellite phone services, and audiovisual solutions to enable members to support their communities before, during and after emergencies.

This year saw the review and upgrade to many systems which focused on providing more resiliency and robustness to critical infrastructure supporting both operational and business systems with the organisation.

## What we have done

- Network Optimisation devices were deployed at 18 Headquarters to improve network performance and resiliency.
- 671 computers were replaced or upgraded with the latest Microsoft software.
- A trial of a new wireless solution was undertaken in two Headquarters.
- The State Operations Centre was refurbished with new audiovisual technologies, enhancing access to real-time information and collaboration tools.
- Disaster-recovery capabilities were improved by implementing new services at an alternate location in Sydney.
- All staff email was migrated to a Microsoft-hosted solution that provides a highly availability and extensible platform to meet the growing needs of the organisation.
- The State Headquarters Server Room was refurbished in line with common data centre standards, and now also provides a Disaster Recovery site to Fire and Rescue NSW.

- Help Desk services were improved through the implementation of a new product across the organisation to facilitate better self-service capabilities and reporting for ICT-related issues.
- Centralised tools were implemented to allow regular ICT audits and testing of vulnerabilities under a patch-management strategy.
- A new Microsoft Enterprise Agreement was implemented, providing access to the latest products and services from Microsoft; these will be gradually phased in the next financial year.
- Over 100 volunteers have been provided with Apple iPhones, giving them the capability to have real-time information both during operational and non-operational times within a managed environment.
- The Broadcast Messaging project was completed, giving 18 Headquarters the ability to distribute warnings and other key operational products including fax, email and Short Message System (SMS) via an online portal.
- A redesign of incoming call flow to Region Headquarters was implemented and tested at the Illawarra-South Coast Region; the redesign enables the Region to segregate its operational calls from its day-to-day administration calls by providing a direct telephone number into the operations room.

## The Future

Several major and ongoing programs will deliver enhancements in the coming year:

- Expansion of the Mobility environment by the introduction of iPads to support management and Region and State Incident Controllers
- Review of iPhones deployed to volunteers
- The ability to host NSW SES-specific iPhone applications
- The installation of interactive projectors to 20 SES Units across the state
- Implementation of Region Headquarters telephony call-flow redesign
- New data network to Regions and Units across the state
- Implementation of the new Microsoft Enterprise Agreement to take advantage of hosted solutions
- Improved reporting on key services by deploying new monitoring dashboards.



**HAVING A MODERN ICT INFRASTRUCTURE  
IS IMPORTANT FOR THE NEXT GENERATION  
OF NSW SES VOLUNTEERS.**



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# RADIO AND PAGING

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During the 2011-2012 financial year the Communications section undertook a restructure, with the telephony section being moved into ICT Infrastructure and Radio and Paging forming a standalone section.

## Overview

The Radio and Paging Section is responsible for providing and maintaining all radio and paging infrastructure for the Regions and State Headquarters. The role of the Radio and Paging Section is to deliver high-quality, efficient and economic radio and paging equipment to enable members to support their communities before, during and after emergencies.

## What we have done

Achievements of the Radio and Paging Section during 2011-2012 include:

- The successful decommissioning of 15 Private Mobile Radio (PMR) sites within the Illawarra-South Coast and Southern Highlands Regions. After the expansion of the NSW Government Radio Network (GRN), these 15 sites were identified as no longer being required. Their removal will help reduce the duplication of communications infrastructure across the state.
- Continuing work with the NSW Rural Fire Service (RFS) to ensure access to the paging network and assist in its support and maintenance to improve its overall reliability.
- Continuing involvement at a strategic level in the RFS Radio Communication Systems Upgrade Program.
- Development of a five-year Business Case aimed at seeking funding for the upgrade and replacement of communications equipment and infrastructure across the state.
- Assisting the Operations Centre with the expansion of the centralised radio trial on the GRN. The trial now includes

Road-crash Rescue and Community First Responder Units from both the Illawarra-South Coast and Southern Highlands Regions.

- After 22 years of loyal and dedicated service, the NSW SES sadly farewelled Radio and Paging Manager Pat Clague. We wish him well in his retirement and acknowledge the outstanding legacy he has left behind after such a prestigious career.

## The Future

Several major and ongoing projects will deliver enhancements in the coming year:

- A joint project with Fire and Rescue NSW that will use their existing Radio over Internet Protocol infrastructure to connect the Service's PMR networks to the radio consoles at State Headquarters.
- Providing continued support to the Operations Centre in the centralised radio project.
- Refreshing and updating of the Communications Business Case in preparation for consideration for the 2013-14 financial year.
- The upgrading and replacement of paging computer infrastructure at State Headquarters.

**The role of the Radio and Paging Section is to deliver high-quality, efficient and economic radio and paging equipment to enable members to support their communities before, during and after emergencies.**



# INFORMATION TECHNOLOGY SYSTEMS

## Overview

The Information Technology Systems Branch is responsible for the NSW SES's major systems, used by the Service including the Operations Management System, SAP and Everyone's Online System (EOS), which is built on the Microsoft SharePoint platform.

Significant operational activity throughout the financial year affected the progress of several projects, but despite these issues the branch was still able to successfully deliver on some significant milestones, including the migration to a new email platform, the Human Resources module in SAP and an upgrade to the Operations Management System for Flood Rescue.

## What we have done

Some of the achievements of the Information Technology Systems Branch during 2011-12 included:

- The new Human Resources systems were successfully deployed as part of the SAP project. These systems include Employee Self-Service, Volunteer Self-Service, Manager Self-Service and Learning Solution Online.
- The new SAP HR information was integrated into existing systems, including the Operations Management System, EOS and Active Directory.
- The Operations Management System project was deployed to the Operations Centre and is currently being rolled out to Regions in a staged approach.
- The Branch delivered new versions of the Short Message System (SMS) and Contact Directory through EOS, providing enhanced functionality whilst employing a more user-friendly interface.
- The EOS platform was upgraded to the latest version of SharePoint.

- A sector-wide project examining the future of Operations Management Systems completed the organisation-specific process and maturity modelling phases as a precursor to developing requirements.
- To encourage innovation, transparency and free thinking, the Innovation Forum was expanded to include a General Forum for providing an additional medium for members to communicate.
- The Business Intelligence module in SharePoint was enabled, proving members with the ability to independently use operational data to create ad-hoc reports.

## The Future

Several major and ongoing programs will deliver enhancements in the coming years:

- The implementation of an Electronic Flood Board solution to display available flood intelligence.
- The continued implementation of a single-sign-on capability across the NSW SES systems to provide easier access and improved security for our members.
- The implementation of an effective fault reporting services for ICT.
- Development and implementation work to integrate the Inter Computer Aided Dispatch Emergency Messaging System into the Operations Management System to enable electronic messaging between public-safety organisations.
- Development and implementation of new mobile systems to assist in operational activities.

**The Branch delivered new versions of the Short Message System (SMS) and Contact Directory through EOS, providing enhanced functionality whilst employing a more user-friendly interface.**

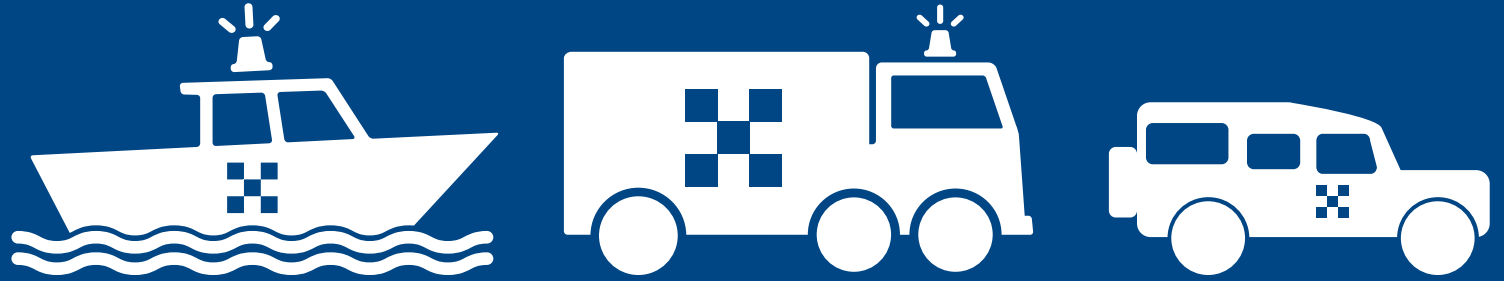




## FINANCE & LOGISTICS

# 7.

### FLEET BRANCH



# 1,000

The Fleet Branch was established to manage over 1,000 vehicles and vessels in the NSW SES.

### COMMERCIAL SUPPORT

The Finance team provided commercial support to all NSW SES Region Headquarters and volunteer Units, sharing expert advice in matters of SAP, insurance taxation, grant applications volunteer Unit bank accounts and all finance-related matters.

# FINANCE AND LOGISTICS

## Overview

The Directorate of Finance and Logistics is responsible for the delivery of functional support to all members in the areas of Finance, Logistics and Fleet Management.

The Directorate partners with key agencies within Government and ensures the NSW SES has clear lines of accountability and is underpinned by appropriate governance structures that aim to ensure the efficient and effective use of resources.

The objective of the Directorate is to procure the necessary resources and equipment to enable our members to respond to the needs of the NSW community in flood, storm and tsunami events.

The Directorate continued to work to the key performance indicators set out in the business plan for the 2011-12 financial year.

The Directorate's major achievements have been:

- Delivered new, integrated OPEX and CAPEX budgets and forecasting processes in accordance with the One SES Plan.
- Completed the FY11 Statutory Annual Financial Statements concurrently with the delivery of the FY12 budget and forward estimate processes. This was the first time in over 15 years that the portfolio was requested to do so by Treasury.

- Seamlessly provided procurement, inventory management and accounts payable service delivery during the extensive and prolonged operational campaigns throughout the state.
- Developed the Uniform Working Group and sub-committees to focus on delivering personnel protective equipment that is fit for task, and continued rollout of the new official uniform.
- Delivered a detailed State Headquarters Facility Plan that will allow the NSW SES to focus on providing facilities that enable its staff to perform their functions. A subset of the above was partnering with the State Property Authority (SPA) to define the minimum accommodation standards for Region Headquarters; in future years this will be extended to Unit Headquarters.
- Supported the submissions of \$96 million in budget enhancement programs through Treasury and other Government channels.
- Established the Fleet Branch to manage over 1,000 vehicles and vessels in the NSW SES.



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# FINANCE

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## Overview

The Finance Branch is responsible for the accurate and timely delivery of accounting, banking, budgetary, taxation, insurance, audit and financial administration for the whole of the NSW SES, including its 17 Region Headquarters.

Finance Branch prepares the annual financial statements in accordance with Australian Accounting Standards and provides monthly expenditure and budget forecasting reports to the NSW Treasury, Minister for Police and Emergency Services, Department of Attorney General and Justice, and to the NSW SES Senior Executive Group.

The Branch manages the administration of the corporate credit cards and ensures that the use of the cards complies with Treasury best practice and statutory legislation, including the *Public Authorities Finance Arrangement Act 1987*.

## What we have done

During 2011-12 the Finance Branch oversaw the payment of more than 14,000 transactions. Ninety percent of these payments to vendors were by Electronic Funds Transfer, (EFT), an increase of 7 percent on 2010-11. The NSW SES Finance Branch will continue to liaise with vendors currently paid by cheque to switch to EFT.

A significant percentage of these payments related to payment to vendors who supplied goods and services to the NSW SES during major flood and storm operations of 2011-12.

During 2011-12, the Finance Branch continued to play a significant role in the provision of operational assistance to the community of New South Wales. In addition to ensuring the core responsibilities of the Branch were met, Finance staff undertook operational roles in the NSW SES State Operations Centre (SOC), including support for the provision of logistics, aviation and transport.

The Finance Branch continued to provide support to all 17 NSW SES Region Headquarters and their volunteer Units. This support included advice on insurance, taxation, grant applications, volunteer Unit bank accounts, and all finance-related matters. The Finance Branch created and maintained all new vendor and customer data for the whole of the agency in the SAP financial system.

## SAP

The Finance Branch provide subject matter advice to all members of the NSW SES in regards to SAP Finance; in particular, accounts payable, accounts receivable, banking and journal transfers.

Finance Branch is taking a lead role in conjunction with the SAP project team to implement a travel and expenditure module in November 2012. The Finance Branch continues to liaise with colleagues from Fire and Rescue NSW and NSW Rural Fire Service in sharing SAP learnings and knowledge.

## Insurance

NSW SES insurance is provided by the Treasury Managed Fund Insurance Scheme. The Director Finance and 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.*

**During the floods over 2011-12, the Finance Branch played a significant role in the support of operational assistance to the community of New South Wales.**

# FINANCE

## Vendor Payments

The NSW SES is compliant with Treasury Circular 11/12 in regards to payment of small business supplies within 30 days. The NSW SES has not incurred any interest penalty from its vendors as a result of this circular or for late payments to any of its vendors.

## Consultancy Services

*Engagements greater than \$50,000:*

### Gibson Quai – AAS Pty Ltd

Information and Communications Technology Total Asset Management Strategy – \$79,663

### Fujitsu Australia Limited

SAP Service Level Agreements – \$62,000

*Engagements less than \$50,000*

### Nature of consultancy – Management Services

Total number of engagements – 2

Total cost – \$54,025

### Nature of consultancy – Information Technology

Total number of engagements – 2

Total cost – \$22,990

## Overseas Travel Expenditure

The NSW incurred expenditure of \$43,963.83 on overseas travel in 2011-12 for the following international events:

- Christchurch, New Zealand – a team of NSW SES Volunteers attended a Road-crash Rescue Competition.
- Canada – NSW SES Volunteers from the Southern Highlands Region attended a training seminar with Canadian Alpine Search and Rescue Teams.
- Marseilles, France – Lachlan Region Controller, Robert Evans attended the Bushfire Cooperative Research Centre (CRC) study tour to Valabre, France.

## Research and Development

The following research projects were undertaken during the 2011-12 financial year:

- *NSW Tsunami Inundation Modelling and Risk Assessment*
- *Hawkesbury Nepean Flood-prone Infrastructure Study*
- *Coastal Hazards Emergency Planning*
- *Tsunami Awareness for Marine Risk Groups*
- *Flash Flood Stage 2 – pilot methodology*
- *NSW Guidelines for defining dam-failure warning and evacuation areas*
- *Spatial data components for the NSW Flood Database.*

## Waste Management

The NSW 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 recycling paper throughout the state using local recycling firms.

## E-commerce

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

The NSW SES makes payments to suppliers online by way of electronic funds transfer (EFT). Currently in excess of 85 percent of all payments to vendors are by EFT. The NSW SES continues to negotiate with vendors to change from cheque to this method of payment. The NSW SES uses electronic purchase orders to the suppliers for the procurement of goods and services online wherever appropriate.

**Currently in excess of 85% of all payments to vendors are by EFT. The NSW SES continues to negotiate with vendors to change from cheque to this method of payment.**





## FINANCE

### Annual Report Costs

A total of 4 hard copies of the NSW SES Annual Report 2011-12 have been printed in house. Design was provided by Pearshop. Total costs for the NSW SES Annual Report 2011-12 are \$19,480 ex GST.

### Time for Payment of Accounts

The NSW SES has a strict policy that all accounts are paid within the specified trading terms of the vendor as per Treasury Circular 2011-12, and that advantage is taken of available discounts. The Service maintains a Payment Performance Profile.

The NSW SES can incur expenditure against the Natural Disaster Relief and Recovery Arrangements (NDRRA) when responding to flood, storm and tsunami operations. The NSW SES prepares emergency orders for the purchase of goods and services that are required specifically in providing operational assistance during a natural disaster. Every effort is made to comply with vendors' payment terms to ensure they 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 provision of emergency response by the NSW SES's dedicated volunteers.

Any delays experienced in paying accounts on time are due in the main to outside influencers beyond the control of the Service, and are usually due to non-receipt of tax invoices. Large-scale operational events such as those experienced during 2011-12, can affect the time taken for the payment of accounts due to their size and scale.

The following table shows payments by quarter for the reporting year:

### Aged analysis at the end of each quarter

| Payment Performance Indicator  | Sept 2011 | Dec 2011  | Mar 2012   | June 2012  |
|--|-----------|-----------|------------|------------|
| <b>Accounts payable – All suppliers</b>                                  |           |           |            |            |
| Current (within due date)  | 359,562   | 167,160   | 1,449,485  | 2,307,256  |
| Less than 30 days overdue  | 87,443    | 1,087,925 | 1,044,188  | 61,017     |
| Between 30 & 60 days overdue   | 136,350   | 394,482   | 39,855     | 70         |
| Between 60 & 90 days overdue   | 304       | 226,352   | 3,886      | (36)       |
| More than 90 days overdue  | 4,415     | 75,766    | (5,217)    | (5,776)    |
| <b>Accounts paid – All Suppliers</b>                                     |           |           |            |            |
| Number of accounts due for payment                                       | 4,173     | 3,217     | 7,487      | 5,591      |
| Number of accounts paid on time  | 3,688     | 2,814     | 7,084      | 4,246      |
| Actual percentage of accounts paid on time (based on number of accounts) | 88%       | 90%       | 95%        | 76%        |
| Dollar amount of accounts due for payment                                | 8,939,061 | 7,222,809 | 13,214,658 | 21,653,235 |
| Dollar amounts of accounts paid on time                                  | 6,980,326 | 6,474,929 | 12,730,427 | 15,383,263 |
| Actual percentage of accounts paid on time (based on \$)                 | 78%       | 87%       | 96%        | 71%        |
| Number of payments for interest on overdue accounts                      | 0         | 0         | 0          | 0          |
| Interest paid on overdue accounts  | 0         | 0         | 0          | 0          |

## FINANCE

The NSW SES has forwarded to all its vendors information in regards to Treasury Circular 11/12 small business suppliers. The requests were forwarded at commencement of 2012 calendar year.

As at 30 June 2012 no vendor has identified themselves as a small business supplier. Due to this nil return NSW SES has no accounts aged analysis of small business suppliers.

### Significant matters reported by Auditor General – 2011 Audit

#### Audit Risk Committee

During 2011-12 the NSW SES Internal Audit and Risk Committee conducted several meetings in accordance with Treasury Circular TC 09/08. The committee meets regularly and assists the Commissioner and management in understanding, managing and controlling risk exposures.

#### Credit-card Policy

All corporate credit cards issued to NSW SES members and policies developed for their usage are in accordance with Treasury Policy Paper 05-01, Credit Card Use – Best Practice Guide. No late fees or interest payments were incurred in 2011-12.

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

A review of corporate card usage and cash withdrawals was undertaken during the financial year.

### The Future

The Finance Branch will face several challenges over the next 12 months. The branch will continue to review policy and controls, particularly with corporate credit-card usage and finance legislation and reporting requirements.

Finance Branch will implement a limited-life debit card in September 2012. This will reduce the need for NSW SES volunteers to incur out-of-pocket expenses during operational events.

The branch will also play a lead role with the introduction of a SAP travel and expenditure module that will provide a more robust governance structure and detailed accountability for staff and volunteer travel.



**The branch will also play a lead role with the introduction of a SAP travel program that will provide a more robust governance structure and more detailed accountability in regards to staff and volunteer travel.**



## LOGISTICS

The Logistics Unit continues to work to provide our members with high-standard fit-for-purpose uniforms and equipment to carry out their roles within the community.

### Overview

The role of the Logistics Unit is to provide support to the NSW SES in procurement, supply chain and asset management. This enables all our members to have the resources to support the community in floods, storms and tsunamis.

The reporting period has seen the NSW SES experience an extensive and prolonged period of operational activity, which the Logistics Unit have supported by providing personnel within the AIIIMS structure. They and the rest of the Logistics Unit have predominately focused on emergency-order purchasing and the movement of materials to areas experiencing floods and storms throughout the state.

### What we have done

Whilst supporting the operational activity, the Logistics Unit has also conducted research into personal protective clothing; in particular, new fabric technology that keeps wearers comfortable in extreme heat or cold. This research will flow into the 2012-13 financial year and inform further development of personal protective clothing for our members.

The 2011-12 financial year saw the formation of the Field Uniform Sub-Committee, including volunteer and employee members, to provide a forum to review new uniform products and initiatives. This will in turn, refine our fit-for-purpose personal protective clothing based on a more collaborative effort in research and development.

The Logistics Unit has worked with our principal facilities stakeholder, the State Property Authority (SPA), to define a standard framework of building design for our Region and State Headquarters.

The NSW SES invested \$792,000 in capital funding for critical assets in the areas of roof safety and specialised rescue equipment. This funding has provided replacement pumps and hose reels that ensure safe operation of our hydraulic equipment, in addition to other essential rescue equipment.

The rollout of the new official uniform to members across the NSW SES has continued, in line with other emergency-service agencies.

### Building Subsidies

The NSW SES currently assists local governments with the provision of accommodation to Units with a grant program. Below is the list of grants for 2011-12:

| Region                | Unit          | Amount (\$) |
|-----------------------|---------------|-------------|
| Clarence-Nambucca     | Corindi       | 7,690       |
| Clarence-Nambucca     | Nambucca      | 6,364       |
| Far West              | Tibooburra    | 43,407      |
| Hunter                | Muswellbrook  | 100,000     |
| Illawarra-South Coast | Wingecarribee | 101,246     |
| Macquarie             | Walgett       | 100,000     |
| Murray                | Khancoban     | 19,930      |
| Namoi                 | Uralla        | 120,000     |
| Richmond-Tweed        | Casino        | 9,422       |
| Richmond-Tweed        | Pottsville    | 50,000      |
| Southern Highlands    | Snowy River   | 50,000      |
| Sydney Northern       | Ku-Ring-Gai   | 125,000     |
| Sydney Western        | Strathfield   | 125,000     |

**The NSW SES invested \$792,000 in capital funding for critical assets in the areas of roof safety and specialised rescue equipment.**



## LOGISTICS

### Vehicle Subsidies

The NSW SES currently assists local governments with the purchase of operational vehicles to Units with a grant program. Below is the list of grants for 2011-12.

### The Future

- The Logistics Unit will continue to work with other emergency services, both in NSW and nationally, to provide our members with high-standard fit-for-purpose uniforms and equipment.
- The Unit Support project will be implemented as announced in the 2012-13 financial year NSW Budget.
- Work will continue on developing a standard framework of building design templates for Unit Headquarters.
- SAP will be developed in the area of asset and equipment management, with implementation of further modules to enhance performance and reporting capabilities.
- Develop a user-friendly eBook for field and official uniform policy that is readily available to all members through the intranet.
- Work with fellow cluster agencies to find procurement efficiencies and a focus on best-practice logistics activities.

| Region          | Unit                | Amount (\$) |
|-----------------|---------------------|-------------|
| Hunter          | Aberdeen            | 27,500      |
| Hunter          | Maitland            | 7,000       |
| Hunter          | Maitland            | 7,000       |
| Hunter          | Scone               | 27,500      |
| Macquarie       | Mudgee              | 46,206      |
| Murrumbidgee    | Griffith            | 30,000      |
| Namoi           | Gunnedah            | 35,435      |
| North West      | Inverell            | 18,862      |
| Oxley           | Wingham             | 38,948      |
| Richmond-Tweed  | Ballina             | 25,610      |
| Richmond-Tweed  | Ballina             | 25,447      |
| Sydney Northern | North Sydney        | 35,000      |
| Sydney Northern | Ryde                | 61,585      |
| Sydney Northern | Warringah-Pittwater | 21,102      |
| Sydney Northern | Warringah-Pittwater | 3,899       |
| Sydney Southern | Marrickville        | 35,000      |
| Sydney Western  | The Hills           | 15,000      |
| Sydney Western  | The Hills           | 60,000      |
| Sydney Western  | The Hills           | 15,000      |
| Sydney Western  | The Hills           | 15,000      |
| Sydney Western  | The Hills           | 15,000      |

**The Logistics Unit continues to work to provide our members with high standard fit-for-purpose uniform and equipment to carry out their roles within the community.**





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# FLEET

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## Overview

The Fleet Branch was created in the 2011-12 financial year to centrally manage the operational, marine and corporate fleets, aiming to streamline them with a focus on safety and reducing the administrative burden on Regions and volunteers.

The NSW SES has in the past contributed funding to local governments for the purchase of volunteer Unit operational vehicles. The NSW SES has, as of June 2012, successfully secured Government project funding to centrally manage and own the operational fleet. This project has a five-year term and will encompass the establishment of vehicle standards and focus on volunteer safety, efficiency and operational capability.

## What we have done

### *Marine Fleet*

A centrally managed marine fleet data system has been developed to determine the nature and extent of the fleet's operational capability throughout the state. This system is now the basis for setting maintenance and servicing schedules for all vessels. Eight new vessels were purchased for operational deployment, and the Branch has been working towards developing operator manuals and familiarisation programs for the deployment of all new vessels. A new purpose-built flood boat has been purchased and is being trialled at a Unit with the view of rolling out similar vessels for operational capability.

### *Vehicle Fleet*

A system to effectively streamline the procurement of operational vehicles from local councils has been successfully trialled across two regions prior to approval of the Operational Fleet business case. This system will now be used as the basis for taking over ownership from councils. A Fleet Management Safety System has been developed and is being rolled out throughout the state. The program is focused on achieving higher ANCAP safety rated vehicles. A servicing and maintenance system has also been developed and trialled, and will be rolled out across the corporate and operational Fleets.

## The Future

- The Branch is analysing the operational fleet across the state and determining a transitioning plan from councils.
- The Branch will determine a standardised fleet specification for the Community First Responder program.
- A marine fleet program will be developed using a scientific approach to vessel replacement, selection and allocation.
- A Fleet Management Safety System will be rolled out.
- The Branch will work with various internal and external stakeholders to begin the process of developing a standardised operational fleet specification.

**A Fleet Management Safety System has been developed and is being rolled out throughout the state. The program is focused on achieving higher ANCAP safety rated vehicles.**





**THE NSW SES HAS DEVELOPED 50  
TRAINED ALPINE OPERATORS TO  
SUPPORT THE NSW POLICE FORCE  
FOR ALPINE SEARCH AND RESCUE.**



## OPERATIONS

# 8.

SINCE LATE NOVEMBER 2011:

**58** flood evacuation orders issued across NSW.

**31,000** residents affected by isolation across the state.

**444** flood rescues in NSW.

**3,604** aviation support tasks within flood affected areas of the state.

### OPERATIONS CENTRE

The Operation Centre experienced the busiest operation year since inception.



### CALLS RECEIVED

**144,452**

Call volumes received increased by 34%, with a total of 144,452 calls.

### GRADE OF SERVICE

**20 seconds**

Throughout this busy period the Operations Centre maintained a Grade of Service (% of calls answered with 20 seconds) of 89%.



# OPERATIONS

## Overview

The first significant operational responses of the financial year commenced in September, with damaging winds and heavy rain in many parts of the State. This was followed by further severe storms and damaging winds in early November. These storms proved the precursor to several much more significant weather systems that struck between 23 November, 2011 and 22 January, 2012, with a series of troughs resulting in major flooding on the Gwydir, Macintyre and Namoi/Peel river systems. The main areas of impact were Moree, Wee Waa, Inverell, Tamworth, Gunnedah, Garah, Weilmoringle and Collarenebri. Flooding also extended to coastal areas in the Hunter, Bellinger and Macleay catchments, with less significant impacts in these areas.

An evacuation order was issued for parts of Moree due to flooding on the Mehi River. Evacuation Warnings were also issued for parts of Barraba, Weilmoringle and Goodooga Reserve.

The community of Wee Waa was isolated for approximately one week, and there were significant numbers of rural property isolations requiring protracted resupply operations.

Three drowning fatalities occurred.

Between 23 and 28 January, 2012, 11 rivers in the north of the State were affected by flooding as a result of significant rainfall, including the Orara, Bellinger, Nambucca, Tweed, Richmond, Wilsons, Clarence, Brunswick, Hastings and Macleay River Valleys and Coffs Creek.

This resulted in the isolation of numerous communities, affecting approximately 2,500 residents in Chinderah, South Murwillumbah, Condong, Tumbulgum and Fingal Head.

Several low-pressure troughs in both southern and northern NSW triggered thunderstorms and extensive, heavy rainfall across the State. This resulted in major flooding in north western NSW between 28 January and 27 February, 2012. The western river

systems also received extensive inflows from south west Queensland, as a result of significant rainfall and near-record flooding during November 2011.

At the height of the event, 14 river systems were affected by flooding along the east coast and in the north west and west of the NSW. The river systems in flood during this event included the Clarence, Bellinger, Hastings, Manning, Orara, Nambucca, Gwydir, Mehi, Moomin, Namoi, Peel, Castlereagh, Bogan, Paterson, Williams, Bokhara, Birrie, Narran, Culgoa, Warrego, Paroo, Barwon and Darling Rivers.

Extended response operations occurred in the Namoi, North West, Macquarie and Far West Regions, as rainfall on already-saturated catchments resulted in extensive riverine and overland flooding of areas still recovering from the flooding of November 2011.

At the height of the event, there were 18 rotary-wing and two fixed-wing aircraft used across various Regions to support extended flood operations.

In the north west of the state during this period there were many locally significant effects; among the most significant was the isolation of numerous rural properties and communities, notably Wee Waa, Pilliga, Terry Hie Hie, Weemelah, Stanley Village, Yarraman, Ashley, Garah, Pallamallawa, Biniguy, Mungindi and Moree.

In Narrabri and Narrabri West 20 rural properties were flooded over floor, with a further three in Gunnedah. Moree was affected by its second highest recorded flood event, with a flood-level reading of 10.69 metres at the Mehi River gauge, just 0.18 metres below the 1955 flood of record.

Flood evacuation orders were issued for North Moree, Yarraman, Gwydirfield, Bendygleet Pallamallawa and Biniguy.





## OPERATIONS

In the Macquarie Region, the Barwon River at Walgett peaked at 13.4 metres with major flooding, the highest peak since 1976. The flooding resulted in the isolation of Collarenebri, Avondale, Mogil Mogil, Rowena. Glengarry, New Angledool, Hebel, Bugilbone, Come by Chance, Merrywinebone and Walgett and of Lightning Ridge and surrounding areas for extended periods, some up until 29 February and early March.

Extensive aerial resupply operations were undertaken, with the Australian Defence Force providing assistance.

Widespread damage was caused to infrastructure including railway lines, roads, fences, power, storage facilities and farm equipment.

In the far west of the state, flood evacuation orders were issued for Goodooga and Weilmoringle with isolation of Goodooga, Weilmoringle, Brewarrina, Barwon Four, Alice Edwards Village, Tilpa and numerous rural properties. Once again, protracted isolation required a significant aerial resupply.

Record-breaking rainfall between 27 February and 4 March, particularly along the Lachlan and Murrumbidgee systems, caused the most significant flooding in a generation. Several major towns experienced their most severe flood since at least 1974, with peak floods reaching 10.56m at Wagga Wagga and 10.55m at Forbes early in the month, and later in the month 8.99m at Hay.

Minor to moderate flooding was also experienced along the Bega, Bogan, Castlereagh, Hunter, Namoi, Macquarie, Cooks, and Hawkesbury-Nepean systems. Several dams, including Warragamba, reached full capacity during this event, resulting in minor flooding in parts of western Sydney.

Approximately 880 properties were affected by isolation, with up to 15 rotary-wing and two fixed-wing aircraft deployed to support operations and over 300,000 sandbags dispatched to assist with the management of flood operations.


Evacuation warnings and orders were issued for parts of Cooma, Goulburn, Queanbeyan, Harden, Bega, Jerrara Dam, Ungarie, Forbes, Cowra, Condobolin, Tumut, Adelong Creek, Darlington Point, Barellan, Goobaragandra and Brindabella Valleys, Gumly Gumly, Gundagai, Hanwood, Lockhart, East Wagga Wagga, North Wagga Wagga, Wagga Wagga CBD, The Rock, Leeton, Uranquinty, Yenda, Yoogall, Beelbanger, Griffith, Narrandera, Gillenbah, North Yenda, North Hay, South Hay, Willow Dam and Barren Box Swamp, Maude and Urana.

In late May destructive winds resulted in property damage in the Blue Mountains, Wollongong City, Wingecarribee, Nowra and Goulburn areas. This was followed by further heavy rain and minor flooding in early June affecting coastal rivers south of Sydney. Near record tides and large surf resulted in significant beach erosion.



**Record-breaking rainfall between 27 February and 4 March, particularly along the Lachlan and Murrumbidgee systems, caused the most significant flooding in a generation. Several major towns experienced their most severe flood since at least 1974, with peak floods reaching 10.56m at Wagga Wagga and 10.55m at Forbes early in the month, and later in the month 8.99m at Hay.**



A photograph showing three NSW SES volunteers in orange and yellow gear standing in a flooded mangrove area. They are positioned next to a yellow boat with a Mercury outboard motor. The water is murky and the trees are partially submerged. The text 'NSW SES VOLUNTEERS PROVIDED 493,112 HOURS OF SERVICE DEDICATED TO THEIR COMMUNITIES DURING THE YEAR.' is overlaid on the right side of the image.

**NSW SES VOLUNTEERS  
PROVIDED 493,112 HOURS  
OF SERVICE DEDICATED  
TO THEIR COMMUNITIES  
DURING THE YEAR.**





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# SPECIAL OPERATIONS

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## Overview

Following on from a near-record busy year in 2010-11, the 2011-12 year proved busier still, with the NSW SES responding to a series of significant flood and storm events across the state and inland areas experiencing record flooding in a number of locations. The State Operations Centre was staffed for a record 160 consecutive days.

The success of the NSW SES in providing assistance to so many communities and individuals over the exceptionally busy year is a credit to the commitment of its members and the dedication of Special Operations staff who worked tirelessly to support Region Headquarters and, most importantly, the volunteers in the field. It is also a credit to those staff from other areas of the organisation who worked long hours beside their Special Operations colleagues, providing invaluable support in administration, logistics, media and community engagement.

## What we have done

During the past year a range of working groups, coordinated by Special Operations, have met regularly to continue ongoing improvements in the development of the Service's operational capability.

## Flood Rescue

The Flood Rescue Working Party has continued to progress the Service's flood-rescue capability. There are now 1,316 Level 1 Flood Rescue Operators, 1,526 Level 2 Flood Rescue Boat Operators and 227 Level 3 Flood Rescue Technicians, providing a marked enhancement to both local and out-of-area flood rescue. The NSW SES has the largest fleet of rescue craft in Australia with 352 flood rescue boats in service. The working group has now completed the development of the Flood Rescue Chapter of the NSW SES Operations Manual and continues to develop the Service's flood-rescue capability in regards to training, operational procedures, policy and equipment.

## Working from Heights Equipment Working Group

The Working from Heights Working Group concluded their examination of current systems, training, equipment and procedures used by the NSW SES when working at heights. The recommendations were passed by the Senior Executive Group in December 2011; from this, Special Operations formed the new Height Equipment Working Group. The Height Equipment Working Group is building new height safety systems that involve developing techniques to support our members. They have also expanded to include other agencies, which will enhance our information base and provide a multi-agency approach to working at heights.

Major achievements by the working group have included the release of the Preventing Falls at Work Policy, development of a new tiered approach to the height safety system, and rollout and implementation of the Arachnipod across the state. The group is working to transition development into vertical rescue.

## Alpine Search and Rescue

The NSW SES has developed 50 trained alpine operators to support the NSW Police Force for alpine search and rescue. Additionally, the Service has 18 alpine support personnel to assist at land-search headquarters and with logistics in the alpine environment.

The NSW SES has assisted the NSW Police Force in a number of demanding searches in difficult terrain and extreme weather conditions. On many other occasions, NSW SES teams have been placed on standby to assist for a number of searches but were called off. The program continues to conduct training to maintain capability and undertake further equipment acquisition to develop this critical capability to operate effectively in the extreme conditions found in NSW's alpine areas.



**The NSW SES has developed 50 trained alpine operators to support the NSW Police Force for alpine search and rescue. Additionally, the Service has 18 alpine support personnel to assist at land-search headquarters and with logistics in the alpine environment. The NSW SES has assisted the NSW Police Force in a number of demanding searches in difficult terrain and extreme weather conditions.**



**AVIATION RESOURCES AND MEMBERS OF THE NSW SES AVIATION OPERATIONS TEAM HAVE BEEN EXTENSIVELY DEPLOYED THROUGHOUT THE STATE TO SUPPORT FLOOD OPERATIONS DURING THE YEAR.**





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## SPECIAL OPERATIONS

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### Aviation

Aviation resources and members of the NSW SES Aviation Operations Team have been extensively deployed throughout the state to support flood operations during the year. Aviation resources have assisted in resupply to affected communities, transporting NSW SES volunteers to isolated communities, gathering flood intelligence and supporting visits to affected communities by the Premier, Minister for Police and Emergency Services, local government officials and the SES Senior Executive.

The Aviation Working Group was re-established with clearly defined Terms of Reference and a diverse membership including both staff and volunteers. A project-management methodology has been adopted to ensure greater accountability and governance. Research and policy development has been undertaken to ensure best practice in aviation management in increasing aviation capability for the NSW SES. Working closely with the NSW Rural Fire Service in providing aviation training has been a priority, and will continue next year with the exploration of further partnership opportunities.

### Incident Management Teams

The Incident Management Team Working Group was established and tasked with the development of policy, position descriptions, training and professional-development pathways to support the adoption of AIIMS as the Service's Incident Management System, which will cover all functional positions within an Incident Management Team. Thirty members of the service participated in three pilots of the Incident Controllers course conducted during this financial year, and development of the Planning Officer training resources commenced.

### USAR Canine Unit

Since July 2010 the NSW SES, in conjunction with Fire and Rescue NSW, has been actively training and assessing 12 NSW SES canine teams for the new USAR Canine Unit. The International Search and Rescue Advisory Group (INSERAG) will assess the International External Classification (IEC) in Queensland between 10 and 13 September, 2012; four competent canine teams have been chosen for this assessment, with two canine teams on standby. Once successful in obtaining this international recognition, the USAR Canine Unit will be operationally ready and available for deployment both nationally and internationally in conjunction with Fire and Rescue NSW USAR Taskforce 1. The USAR Canine Unit will be used on deployment to provide a critical element in a co-ordinated agency approach when locating potential survivors or victims in collapsed structures.

### Approved Equipment Coordination Group

The Approved Equipment Coordination Group was formed from the Master Equipment List Working Group. Its work will focus on review of the current Approved Equipment List (AEL) or in-service equipment as developed by the Service, with a view to identifying, reviewing and establishing a consistent approach to equipment inclusion on the AEL, purchases and the equipment audit process in general. The four cornerstone principles for the review are that in-service equipment is operationally fit for task, is safe, meets the logistic governance requirements of the NSW SES and is supported by appropriate training.

### Volunteer hours by activity:

#### Storm:

**244,599 hours**

#### Flood:

**89,466 hours**

#### Road-crash Rescue:

**5,525 hours**

#### Other Rescue:

**3,090 hours**

#### Land Search:

**19,991 hours**

#### Community First Responder:

**1,434 hours**

#### Bush Fire Support:

**337 hours**

#### Other Incidents:

**125,466 hours**

#### Flood Rescue:

**3,204 hours**

# SPECIAL OPERATIONS

## The Operational Year

Figure 1 illustrates volunteer hours by activity type over the 2011-12 financial year. Storm response remained the most significant in terms of hours. Flood response was slightly lower than last year, with 89,466 hours being recorded specifically to flooding despite an increase in flood tasks from 5,620 last year to 6,737 this year. It is also notable that flood rescue hours were slightly lower than the previous year at 3,204 hours. The reduction in flood-specific hours yet the increase in tasks reflect the different natures of the flood impact. The flooding in 2010-11 had a significantly greater impact on the state's east coast than this year's flooding, where the greatest impact was on western communities. The NSW SES continues to provide critical supporting roles to other emergency services in roles such as land searches, general land rescue and Community First Responder.

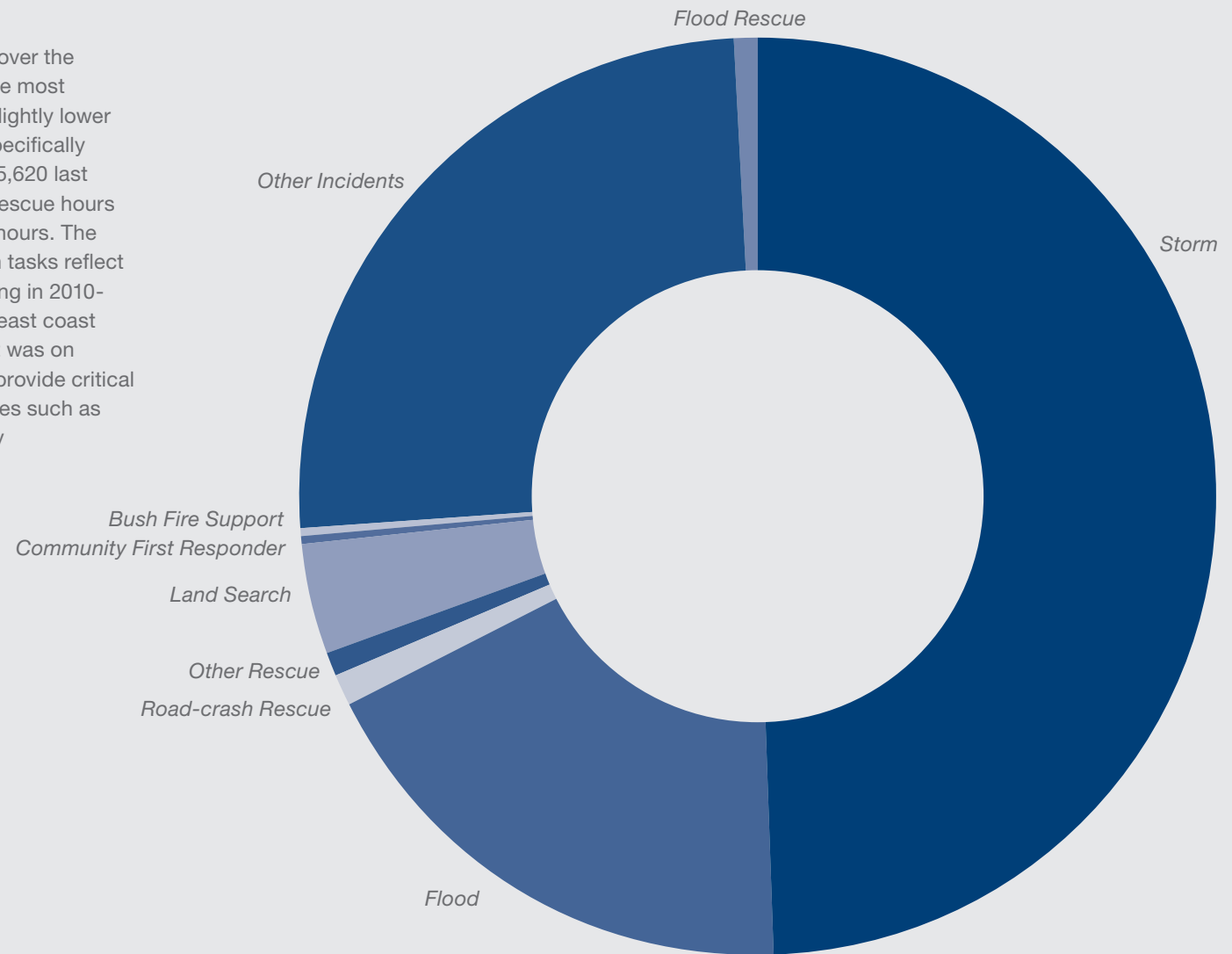


Figure 1 – Volunteer Hours by Activity 2011-12



# SPECIAL OPERATIONS

## The Operational Year (cont.)

Figure 2 represents the number of volunteer hours on a month-by-month basis. The total volunteer hours provided (493,112) represents a slight decrease over the previous year.

Figure 3 shows total volunteer hours for the last decade, with the 2011-12 year being the second-busiest operational year in the history of the NSW SES.

## Storms

During the reporting year the NSW SES received 21,030 requests for assistance, compared to 20,690 in 2010-11. During storm responses the majority of requests for assistance were for fallen trees and roof-related jobs. The NSW SES plays a critical role in coordinating the emergency response for safety and wellbeing of local communities throughout the state.

Figure 4 represents a 10-year comparison of response tasks for storms since 2002-03.

The total volunteer hours spent on storm response over the last 10 years are represented in Figure 5. The number of hours in the last year slightly decreased from the previous year. The NSW SES spent a total of 244,599 hours on storm response in 2011-12.

A comparison of the past 12 months (Figure 6) shows that the peak period for storm-response tasks occurred in July, with 4,129 requests for assistance. Figure 7 shows the monthly breakdown of volunteer hours for storm response.

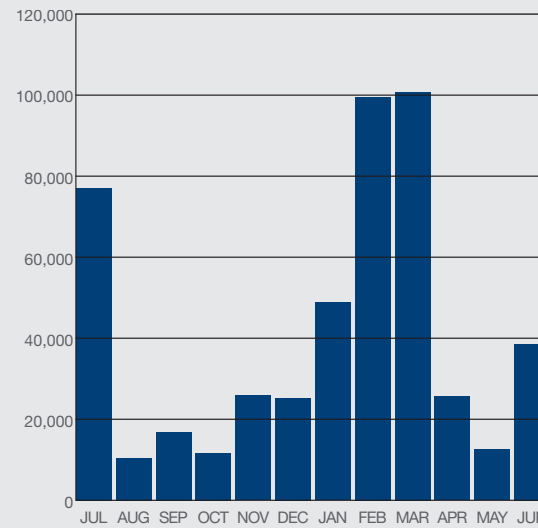


Figure 2 – Volunteer Hours by Month

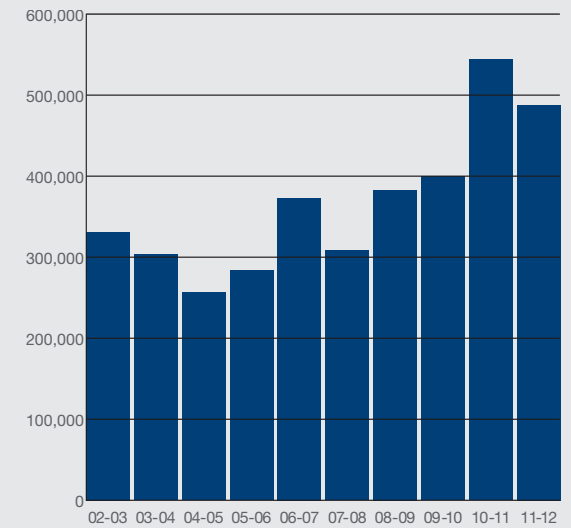


Figure 3 – Volunteer Hours by Year

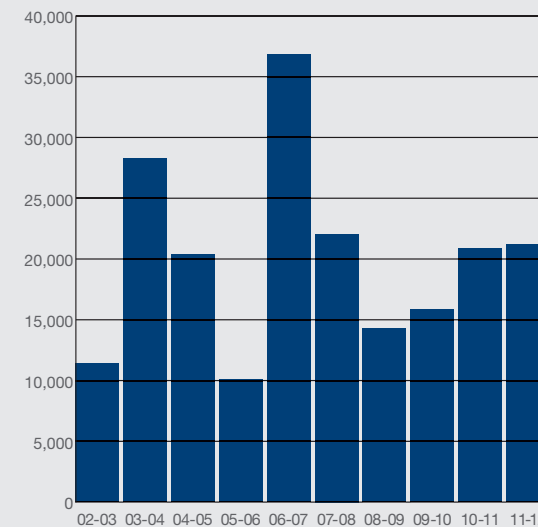


Figure 4 – Storm Tasks July 2002 - June 2012

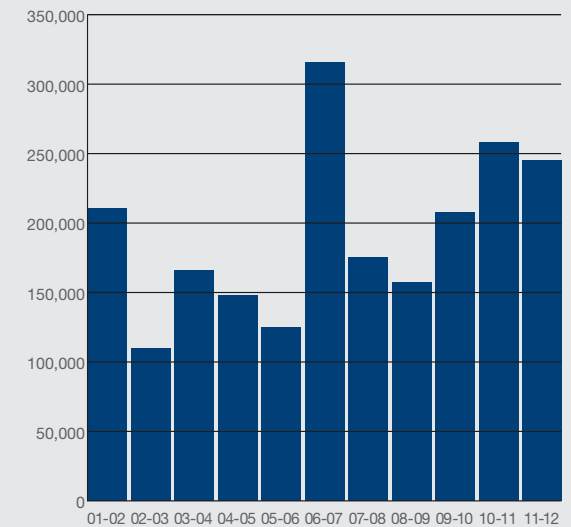


Figure 5 – Volunteer Hours Storm July 2002 - June 2012

# SPECIAL OPERATIONS

## Floods

The number of volunteer hours spent on flood-related response during the last 12 months increased steadily from November until its peak in March. Flooding occurred on virtually all river systems in the state, with the worst-affected being the Gwydir, Macintyre-Darling, Namoi and Murrumbidgee Rivers. Significant flooding also occurred on the North and Mid-north Coasts, South Coast, Murray and far west of the State. Warragamba Dam spilled for the first time since 1998, resulting in minor flooding on the Hawkesbury River.

As a result of various flooding incidents starting in late November 2011, 58 flood evacuation orders were issued across the state, as well as over 100 Emergency Alert activations, affecting over 13,000 properties. In addition, approximately 31,000 residents were also affected by short- to long-term isolation; 444 flood rescues were conducted; there were 3,604 aviation support tasks within flood-affected areas.

Figure 8 shows volunteer hours in flood events over the past 10-year period, with the past two years being much busier than the average for the decade.

Figure 9 shows the total number of flood-response tasks undertaken over the past 10-year period. The increase over the previous reporting period can be attributed to the significant flood events during six months of the year.

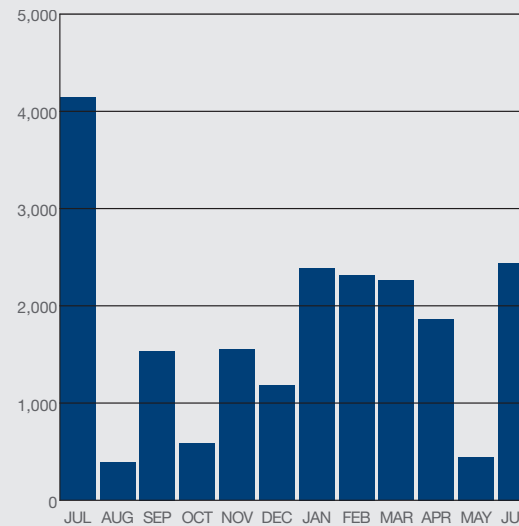


Figure 6 – Storm Tasks 2011-12

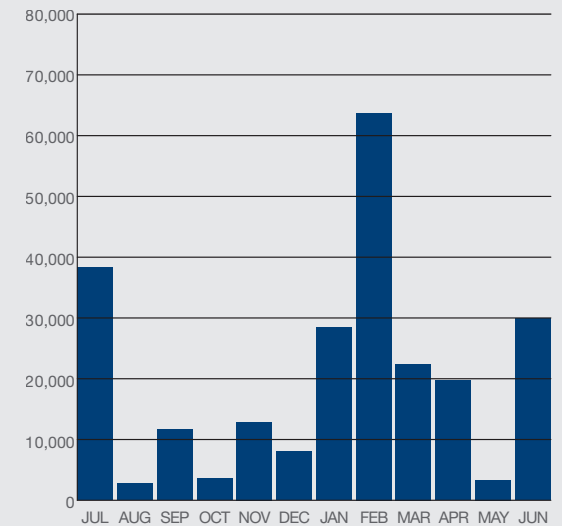


Figure 7 – Volunteer Hours for Storms 2011-12

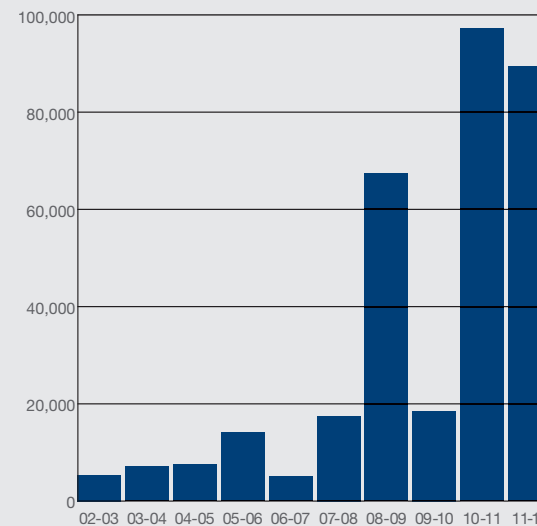


Figure 8 – Volunteer Hours Flood July 2002 - June 2012

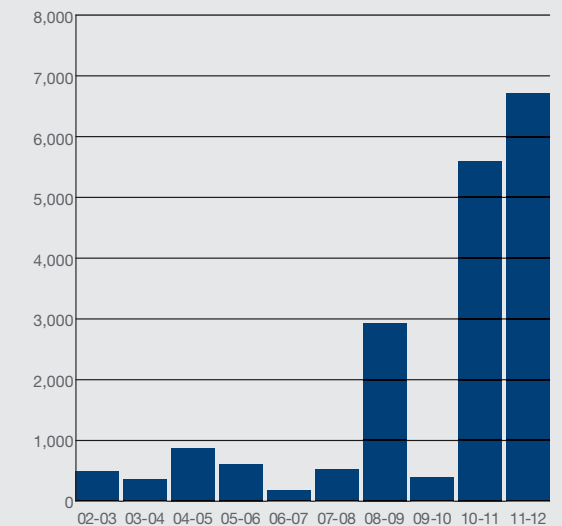


Figure 9 – Flood Response Tasks July 2002 - June 2012





# SPECIAL OPERATIONS

## Floods (cont.)

Figure 10 is a breakdown of hours on a monthly basis over the year. The peaks can be attributed to the major flood events across much of NSW. Numerous evacuation orders were issued during these events in protect the community. These flood events also saw 419 flood-rescue responses, which took 3,204 volunteer hours to complete. Figure 11 shows flood-rescue response numbers since 2008-2009.

## General Land Rescue

There are 83 General Land Rescue-accredited NSW SES Units in the state. In the past year Batemans Bay Unit was registered as a new Unit.

## Road-crash Rescue

Annual audits of the Service's 83 Road-crash Rescue Units are undertaken to ensure a professional, safe and effective operational response. The 83 accredited Units responded to a total of 661 road-crash incidents, up from 615 in the previous year. There are 835 Road-crash Rescue operators, who undertook 5,525 volunteer hours in 2011-12 (Figure 14). The largest Road-crash Rescue Unit in the State is Coffs Harbour, with 29 qualified members. The most active is Hawkesbury, which responded to 60 road-crash rescues last year.

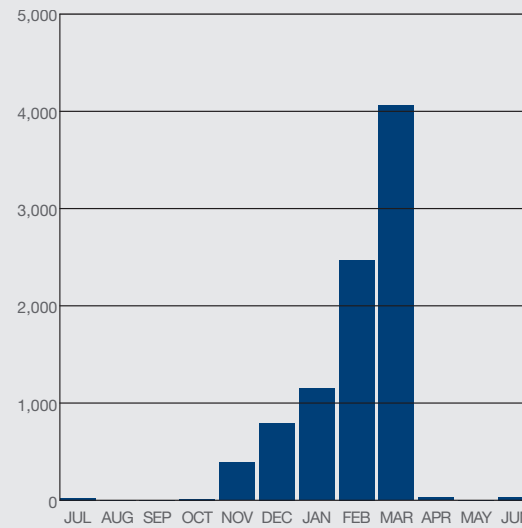


Figure 10 – Volunteer Hours Flood 2011-2012

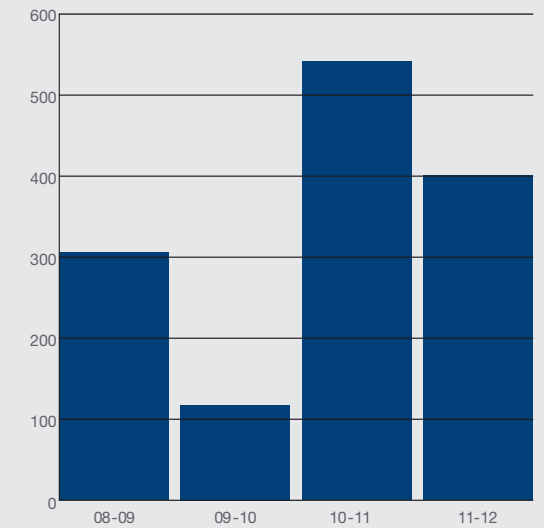


Figure 11 – Flood Rescue Response Tasks July 2008 - June 2012

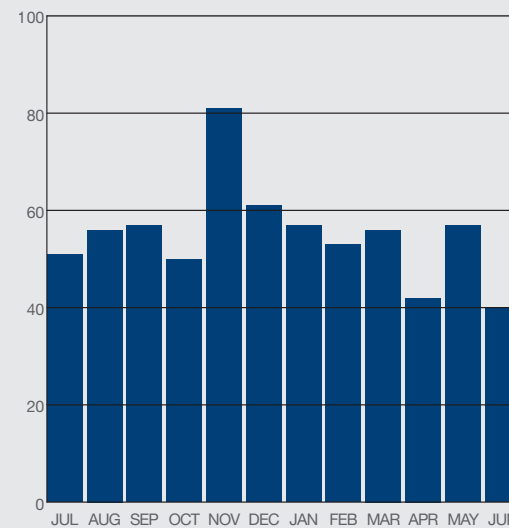


Figure 12 – Road-crash Rescue Tasks 2011-2012

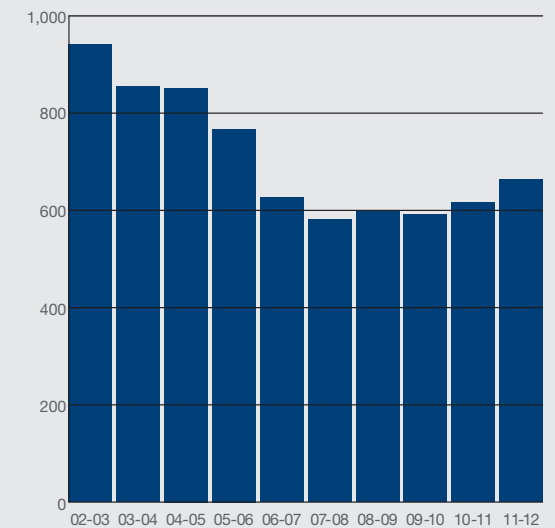


Figure 13 – Road-crash Rescue Task July 2002 - June 2012

# SPECIAL OPERATIONS

## Other Rescue

Other rescue encompasses animal, general, vertical and urban search and rescue activities. A total of 3,090 volunteer hours were undertaken in response to 418 tasks. This is the highest number of tasks in the last six years, although overall volunteer hours are slightly less than last year, reflecting the significant variance in how long individual responses take to complete.

Figure 16 shows the total number of volunteer hours spent on other rescues by month over the reporting period. The number of hours peaked in December at 528 hours on 42 tasks. The number of tasks remained relatively consistent over the 12-month period; however, the length of time to complete each task varied significantly.

## Land Search

Land search is undertaken in support of the NSW Police Force and includes searches for missing persons and evidence. The number of volunteer hours spent in searches totalled 19,991 hours. This peaked in February 2012, when a total of 3,062 hours were spent in searches.

Figure 17 shows the total number of hours per month assisting police with land searches.

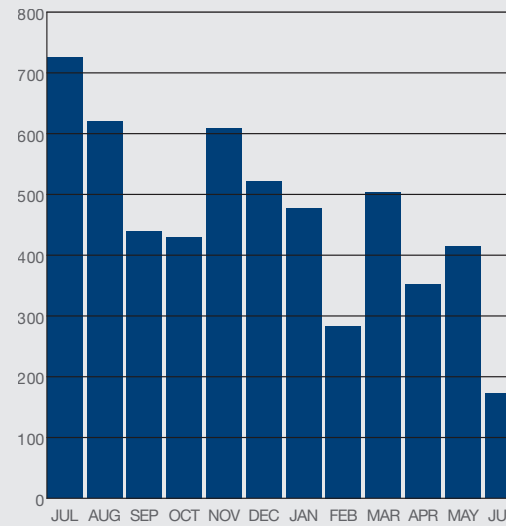


Figure 14 – Road-crash Rescue Volunteer Hours 2011-12

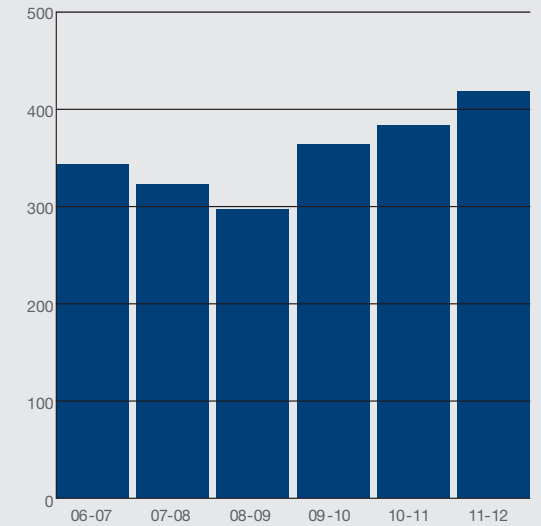


Figure 15 – Other Rescue Tasks July 2006-June 2011

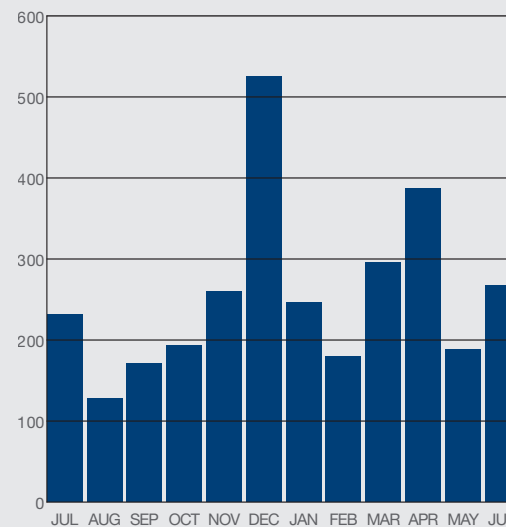


Figure 16 – Other Rescue Volunteer Hours by Month 2011-12

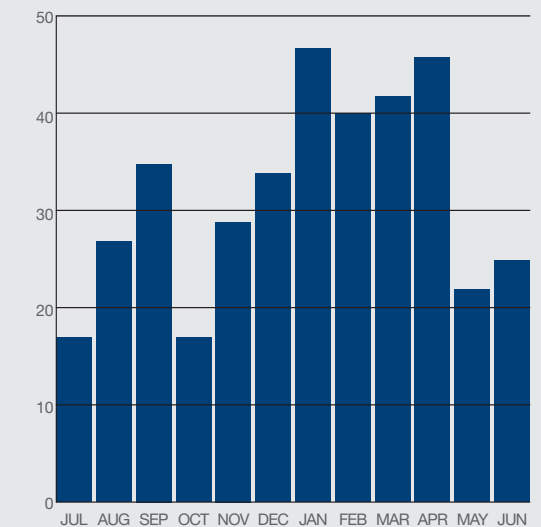


Figure 17 – Land search Volunteer Hours 2011-12



# SPECIAL OPERATIONS

## Land Search (cont.)

Figure 18 shows the total number of tasks undertaken assisting police with land searches. The number of tasks this year was 381. This is a slight increase compared to the number of tasks in the previous reporting period.

## Community First Responder

The NSW SES continues to be committed to working with the Ambulance Service of NSW to coordinate the Community First Responder (CFR) program, and ensures both the training and operational needs of CFR-qualified members are met. There are 91 CFR-qualified operators belonging to 11 accredited Units. The program plays a critical role in providing remote and rural communities an improved initial medical response.

Figure 19 shows the total number of tasks CFR personnel have completed over the past four reporting periods. CFR operators responded to a total of 415 tasks in 2011-12, equating to 1,434 volunteer hours. The peak period of response was August 2011; however, the greatest number of volunteers hours committed to responses was in May 2012, which reflects the significant variation in how long tasks take to complete. This response is the second-greatest since the commencement of the program in 2006 (Figure 20).

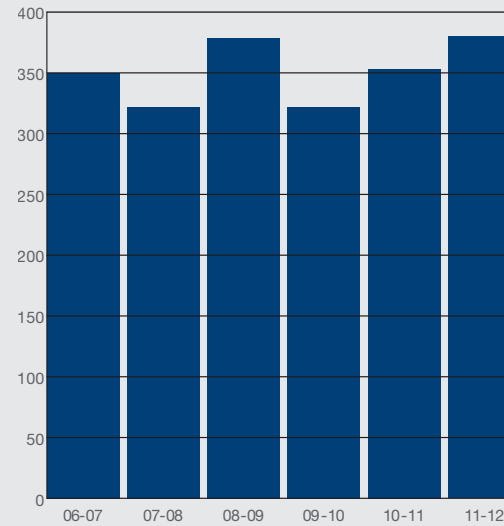


Figure 18 – Land search Tasks July 2006 - June 2012

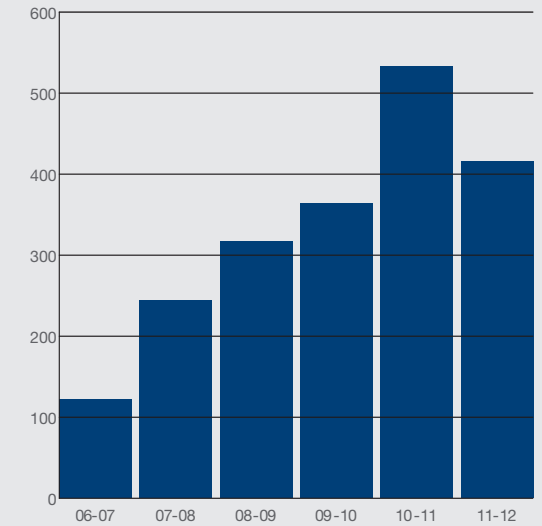


Figure 19 – CFR Tasks July 2006 - June 2012

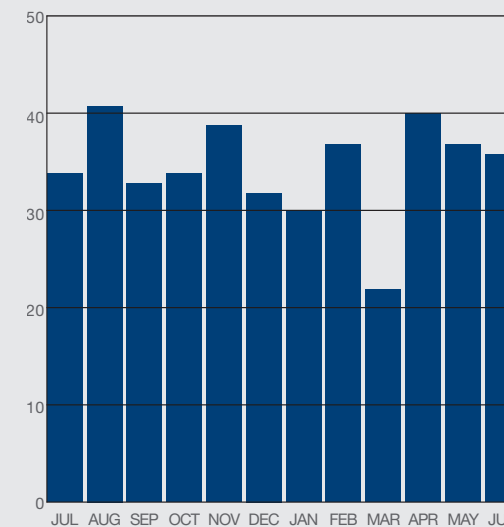


Figure 20 – CFR Tasks July 2011 - June 2012

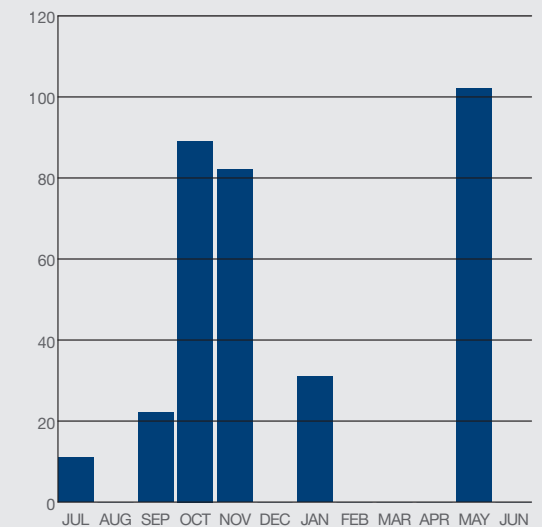


Figure 21 – Bush Fire Support Volunteer Hours 2010 - 2011

# SPECIAL OPERATIONS

## Bush Fire Support

The bush fire season has been relatively quiet during this reporting period, with support predominately in the form of logistical support to the Rural Fire Service, with 337 hours in 2011-12.

Figure 21 shows the monthly breakdown of volunteer hours for bush fire support. The peak periods of support were in October and November 2011 and in May 2012.

This equates to 11 tasks over the year; Figure 23 shows the monthly breakdown. The peak period in terms of tasking was in January 2012, with a total of three tasks that month.

## Other Incidents

The NSW SES undertakes a number of other activities, including support to other agencies. Other support includes the Service's involvement in interstate deployments, as referenced previously in this document.

A total of 5,438 tasks, totalling 125,466 hours, were undertaken as a part of Other Incidents.

## The Future

The Special Operations branch continues to seek innovative solutions to support members in operational responses.

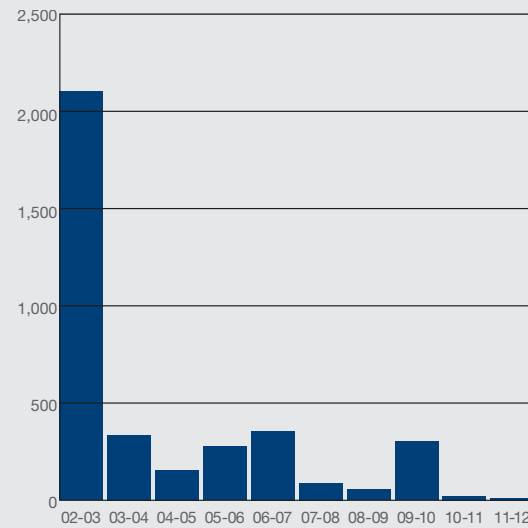


Figure 22 – Bush Fire Support Volunteer Hours July 2001 - June 2011

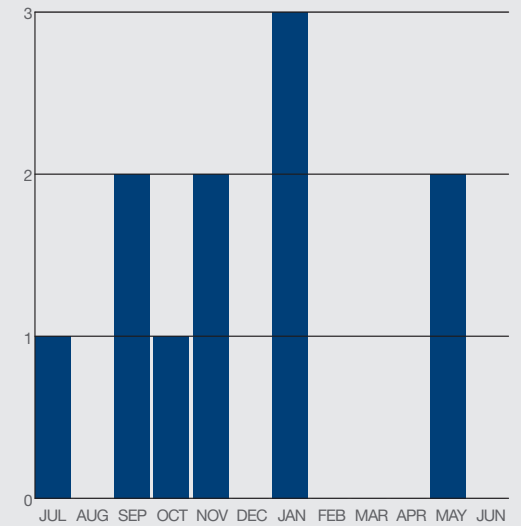


Figure 23 – Bush Fire Support Tasks 2010 -2011

**The success of the NSW SES in providing assistance to so many communities and individuals over the past exceptionally busy year is a credit to the commitment of its members and the dedication of Special Operations staff, who worked tirelessly to support Region Headquarters and, most importantly, the volunteers in the field.**





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## OPERATIONS EAST

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### Overview

This financial year represents, for the eastern Regions, arguably the highest level of sustained operations ever experienced. In parallel with this intense operational period, other significant milestones have been achieved.

There has been an emerging emphasis on community engagement and public resilience within the NSW SES. The eastern Regions are fortunate to have four Community Engagement Coordinators and one Community Education Officer; these members have been instrumental in raising the NSW SES's profile in these areas.

The role of the Public Information Unit has been expanded within the Australasian Inter Service Incident Management System, and it is now recognised as a principal functional area.

The establishment of Volunteer Joint Consultative Committees at Region level has significantly contributed to better decision-making within the NSW SES. Every Region in the East now has a committee that meets quarterly, providing an important forum in ensuring that volunteers are able to have their concerns raised and, where possible, addressed. While these committees are still in their infancy, they will become far more effective in giving voice to volunteer ideas and suggestions.

The continued move toward priority-based budgeting was another feature of the reporting period. The budgeting reports provided to Regions continue to be improved as a mechanism to allow better management of the Service's resources. As part of this enhanced reporting, all Eastern Regions had full visibility of resource management across the Service and their share of the total. A major milestone in this process was the movement from a traditional system that saw resource allocation as a competition between Regions, to one in which Regions participated in the process of ensuring an equitable distribution of resources for all.

Significant work has been done in the area of developing flood-rescue capability, and the Eastern Regions now have much-improved resource availability. The Eastern Regions collectively now have over 200 hundred Level 3 Flood Rescue Technicians. The deployment of these resources, both within the Eastern Regions and in support of the Western floods, has been a feature of the recent operational events. The further development of this capability will be an ongoing priority.

### NSW SES Clarence Nambucca Region

The NSW SES Clarence-Nambucca Region is located in northeastern NSW, comprising the area between Macksville, Yamba and Dorrigo. The Region has 382 dedicated volunteers and seven full-time staff.

In January 2012 local weather events caused major flooding on all river systems, and exposed the Region to operational activity for more than four weeks. During these weather events up to 12,000 people were isolated, some areas repeatedly for several days at a time. The Region also saw inundation of homes in areas where this had not been previously recorded.

In August 2011, the Region hosted a multi-agency Emergency Services Forum in Coffs Harbour, a tailored education and engagement event for the local migrant and refugee community. Eight emergency-service agencies were represented and it was attended by 90 participants from 15 nationalities, and a further 30 support staff. Many of these people (refugees in particular) have had negative experiences with uniformed officers in their home countries, and these experiences might act as a barrier when engaging with the various services in an emergency situation. The main aim of the forum was to demystify the roles of the different uniformed services within Australia, and humanise uniformed emergency-services staff and volunteers to reduce fears and foster positive relationships.

**In January 2012 local weather events caused major flooding on all river systems, and exposed the Clarence-Nambucca Region to operational activity for more than four weeks. During these events up to 12,000 people were isolated, some areas repeatedly for several days at a time.**





**FLOOD OPERATIONS WERE  
THE FOCUS OF OPERATIONAL  
ACTIVITIES FOR BOTH THE  
EAST AND WEST REGIONS.**





## OPERATIONS EAST

The NSW SES Coffs Harbour Unit travelled to Wellington, New Zealand to represent the NSW SES in the World and Australasian Road Rescue Challenges, in July 2011. The team received the Director's Shield for best-performing Australasian SES Unit and placed first in the Entrapment Event and ninth overall.

The NSW SES Clarence-Nambucca Region conducted their first NSW SES Cadet Program in November 2011 with Coffs Harbour High School. Eighteen students completed the week-long program, which concluded in a combined practical day at Telegraph Point along with Oxley Region cadets.

A highlight of SES Week was the involvement of local businesses. The Big Banana in Coffs Harbour was illuminated orange for the week as a show of support for NSW SES volunteers.

### NSW SES Hunter Region

The NSW SES Hunter Region is an area of 23,000 square kilometres that covers a wide range of land use from highly urbanised to rural and wilderness. The Region has a population of 617,165 people in nine local government areas that stretch from the Dungog Shire in the north to Lake Macquarie City in the south, Port Stephens in the east and the Upper Hunter Shire in the northwest.

The Region's 580 volunteers across its 16 Units are well-equipped and supported in their core roles of flood and storm by the six staff at the Region Headquarters in Metford. The Cooranbong, Port Stephens and Scone Units are also accredited to carry out General Land Rescues.

During 2011-2012, the main focus at all Units was to recruit, train and retain volunteers to ensure that they could meet the needs of the residents of the Hunter Valley.

Flooding is the main risk in the Region, followed by storms. The Region has four river systems, with the Hunter River providing the most significant flood threat to a large number of people from

the Upper Hunter to Newcastle on the Coast. Whilst there was no major flooding within the Region during 2011-2012, Hunter volunteers were very active, providing out-of-area assistance to other Regions from November 2011 to April 2012. During that six-month period Hunter Region members supplied many thousands of hours of assistance to other Regions.

During 2011-2012, technology was also a focus at all Units and in the Region Headquarters as the Service rolled out new programs involving a greater use of information and communication technology.

Presentations were held for volunteers and staff to ensure that they were keeping abreast of the technology revolution. One of the enhancements this training provides will be our ability to capture the hours spent by volunteers on non-operational activities. This and other information collected will ensure that the Region is achieving its key performance indicators in the 2011-2015 Corporate Plan.

### NSW SES Illawarra-South Coast Region

The NSW SES Illawarra-South Coast Region includes the local government areas along the NSW coast from Helensburgh in the north to the Victorian border in the south. The Wingecarribee local government area is also included in the Illawarra-South Coast area of responsibility.

The Region experienced another operationally busy year, with storm and flood activities across all Units. In addition to the NSW SES core roles, four Units have Primary General Land Rescue responsibilities, and one Unit has Secondary accreditation. The Wingecarribee Unit also has responsibility in Canyonleigh as Community First Responders for the Ambulance Service of NSW.

Training initiatives in the Region included the continued focus on flood-rescue skills as well as the range of programs required to maintain core roles.

**Flooding is the main risk in the East Region, followed by storms. The Hunter Region has four river systems, with the Hunter River providing the most significant flood threat to a large number of people from the Upper Hunter to Newcastle on the coast.**



## OPERATIONS EAST

Media awareness training was provided to all staff and Local/Unit Controllers in two workshops. Relationships and partnerships with media providers in the Region are sound, with non-operational visits and updates offered to media representatives. A series of multi-agency exercises were led by the NSW SES, with all other emergency services invited to participate. All new Controllers were provided an opportunity to attend a Controller Induction Workshop to better enable the newly appointed members to understand their responsibilities and Region procedures.

Four NSW SES Cadet Programs were completed in the Region, with this initiative continuing to flourish in Illawarra-South Coast Region.

The Region supported the NSW Police Force with search operations in many Units over the year. One major search activity in the Region included the coordination of 200 searchers including those skilled in vertical rescue, logistics and command and control.

The Region was involved in a number of competitions, including the Region and State General Rescue Competition. The NSW SES Kiama Unit was successful in both those events. The Unit then went on to represent NSW at the national competition in Adelaide, attaining second place. The NSW SES Wingecarribee Unit represented NSW at the Australasian Road Rescue Organisation Challenge in Hobart. This was the first competition experience for the team, and they will be representing NSW again next year in Canberra.

A number of members in the Region were recognised with long-service awards, Letters of Appreciation, Unit Citations and a Commissioners Commendation for Service.

### NSW SES Oxley Region

The NSW SES Oxley Region covers some 14,000 km<sup>2</sup>, from Hawks Nest in the south to South West Rocks in the north, including the management of Lord Howe Island, and serves a population of just over 200,000 people. The area includes Gloucester Shire (6,000), Kempsey Shire (28,000), Port Macquarie – Hastings (78,000) Greater Taree Council (36,000) Great Lakes (52,000) and Lord Howe Island (450).

The Region has 14 Units with approximately 540 volunteers (a growth of 2 percent over the previous year) supported by six permanent staff. A total of 411,363 volunteer hours in the past 12 months have been dedicated to serving the community. The Region has also now established, in each of the three main flooding local government areas, a Level 3-capable operations management centre fitted with the latest technology to assist in the management of any major event.

The Region experiences a number of storms and floods each year, with three major river systems that frequently flood: the Macleay, Hastings and the Manning Rivers. Over the past 12 months the region has seen major flooding in June-July 2011, moderate flooding in November 2011 and more recent moderate to major flooding in January-February 2012.

The Region has commenced the transition of ownership from a council-owned to a Service-owned fleet system. Greater Taree Council and the Great Lakes Council were the first in this ongoing process. This initiative has been linked to the commencement of a storm-trailer refurbishment program.

A major focus for the Region has been community engagement. Following the June 2011 floods, which saw parts of the Mid-north Coast experience significant flooding, a number of post-flood community engagement and education activities were conducted.

**A major focus for the Oxley Region has been community engagement. A number of public forums were conducted with the aim of detailing what went well with NSW SES and community response, what could be improved and what the NSW SES together with the community could do to increase preparedness.**





## OPERATIONS EAST

Public forums aimed to detail what went well with NSW SES and community response, what could be improved and what the NSW SES together with the community could do to increase preparedness.

Out of these public forums came the creation of community flood reference groups for the Lower Macleay (east of Kempsey NSW) and Manning Point (east of Taree NSW) areas. The aim of these groups is to develop and implement community-owned (bottom-up) engagement activities, provide a “sounding board” for the NSW SES regarding planning and act as a community network that can be used during an event.

The underlying philosophy enabling these community reference groups has been the use of an asset-based approach to community engagement. Group facilitation, media liaison, research, listening, brainstorming, prioritisation and networking skills have also been important in the establishment and success of the groups.

### **NSW SES Richmond-Tweed Region**

At approximately 10,500 km<sup>2</sup> in size and with a population of some 243,000 people, the NSW SES Richmond-Tweed Region is located in the Northern Rivers area of New South Wales. The Region is bounded by the Pacific Ocean to the east, the Northern Tablelands to the west and the Queensland border to the north, and includes the valleys of the Richmond and Tweed Rivers. The Region supports six local government areas and includes coastal and hinterland environments.

The Region currently has 13 NSW SES Units with an overall membership of some 530 volunteers. Volunteers contributed in excess of 20,000 hours to serving their communities during the year, including 1,200 hours responding to floods.

The focus during the year was on Unit capability-building. Volunteers spent over 2,000 hours in training.

The NSW SES Richmond-Tweed Region Learning and Development Officers have worked closely with the members to ensure that the Region maintains an active and efficient trainer and assessor base. During the year workshops were held to up-skill trainers and assessors who held the old BSZ and TAA qualification to the new TAE qualification. The implementation of a trainer assessor log book that records all training carried out, provides the Region with “at a glance” visibility of currency.

Current Level 3 Flood Rescue Technicians were put through their paces at a refresher course in Penrith. Planning has also been undertaken for a Level 2 professional-development workshop to be held early in the new financial year.

At a more strategic level, Local and Unit Controllers and Deputies participated in a professional development weekend in Lismore in May.

2011-2012 saw the construction of the Tweed Coast Unit Headquarters at Pottsville. The building has been finished, and a brief prepared for the registration of a new NSW SES Unit at this location. This will increase the number of Units in the Tweed Shire local government area from two to three.

The NSW SES Richmond-Tweed Region Unit was also formally recognised as a Unit during this period.

The Region has an active Community Engagement program. Many events have been held throughout the year, including three very successful Business Floodsafe Breakfasts in Ballina, Tweed Heads and Lismore.

Community partnerships have been developed with local councils, the Lismore and Tweed Shire Chambers of Commerce, the NSW Department of Primary Industries and the Red Cross, to name a few.

To facilitate the ongoing enhancement of community engagement in the Region, 12 enthusiastic members received training in Community Education concepts.

**The Richmond-Tweed Region has an active Community Engagement program. Many events have been held throughout the year, including three very successful Business Floodsafe Breakfasts in Ballina, Tweed Heads and Lismore.**



## OPERATIONS EAST

### NSW SES Sydney Northern Region

The NSW SES Sydney Northern Region covers approximately 2,820km<sup>2</sup> and extends from north of the Sydney Harbour Bridge to Wyong on the Central Coast. The Region covers 13 local government areas with 11 Units: North Sydney, Hunters Hill, Mosman, Manly, Willoughby-Lane Cove, Ryde, Hornsby, Ku-ring-gai, Warringah-Pittwater, Gosford and Wyong. The NSW SES Sydney Northern Region Headquarters is located in Hornsby and has a group of volunteers who assist the six staff members with training, planning, operational and other functions.

The Region has an overall membership of 717 volunteers who contributed around 31,351 hours to serving their communities throughout the year, including 52 hours completing flood rescues. Recent operations have seen members completing over 5,853 requests for assistance to support the community in storms, floods and other operations. In 2011 there were over 215 members deployed out of area to support operations in several locations across Australia.

One of the larger operations in the 2011-12 was the North Turrumurra and Asquith storm on Easter Sunday, 8 April. Over 190 tasks were completed in just over two days; the affected communities showed their appreciation in the media with a number of positive and good-news stories in local and social media outlets.

The Region's Learning and Development section has conducted training in a wide range of skills to improve the capability of Units within the Region. Volunteers spent over 49,000 hours in training during the year, with more than 1,250 statements of attainment issued to members for a wide range of competencies. Six new assessors and 32 new trainers were endorsed to assist with delivery of training and assessment services across the Region.

The NSW SES Sydney Northern Region currently has two Cadet Programs running within the Region: one at Gosford Unit with 22

cadets from Brisbane Waters High School, Woy Woy, and one at Pennant Hills High School with 20 cadets. Currently the Region has six cadet trainers.

All NSW SES Sydney Northern Region Units have been very active engaging their communities in a variety of activities such as open days, school/scout visits, presentations and participation in local fairs and festivals. Our number of volunteer Community Education and Media Officers is growing and training and development days have been well attended. In 2011-12 the Region sent 13 Media Officers out of area to support operations in other Regions. Volunteers from the Region completed over 6,880 hours in community engagement and public-relations events.

### NSW SES Sydney Southern Region

As of one of the three Regions covering the Sydney metropolitan area, the NSW SES Sydney Southern Region is home to 15 Units, covering 17 local government areas across 4,160 km<sup>2</sup>. The Region has an overall membership of 1,070 volunteers, who contributed around 90,000 hours during 2011-12 to serving their communities (excluding response operations to storms and floods).

The focus during the year has been on the professional development and enhancement of specialist skills for all members. This has included a program of regular meetings, workshops and exercises for our Level 3 Flood Rescue Operators; a two-day Learning and Development Symposium for Trainers and Assessors; skills maintenance cards for weekly training activities and exercises developed by all Units and housed in our library and an intensive leadership program for Local Controllers and their Senior Management Team which saw four single-day workshops and a two-day residential conference focused on the challenges of managing and leading a modern workforce.

**One of the larger operations in the previous year was the North Turrumurra and Asquith storm on Easter Sunday, 8 April. Over 190 tasks were completed in just over two days; the affected communities showed their appreciation in the media, with a number of positive and good-news stories in local and social media outlets.**



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## OPERATIONS EAST

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A total of 1,968 statements of attainment and Awards were issued, representing some 63,000 hours in training; these included Cluster Training (groups of Units working together to share skills and network). An innovative training strategy introduced midweek and evening training; this program, which has been embraced by the volunteers, allows us to provide training to more members through flexible delivery methods.

The Region piloted a program entitled “Investing in Our Future Leaders”, which was aimed at providing younger members who had been identified as potential leaders within their Units with additional training and guidance in leading and managing. This, too, was very successful, with 30 participants from three Regions attending four one-day workshops and two two-day residential conferences.

Volunteers were exceptionally busy responding to floods and storms during 2011-12, not just within the NSW SES Sydney Southern Region but across the state. This also included managing the pre-deployment phase of the NSW response to severe storms in Victoria. The NSW SES Sydney Southern Region Units averaged 4,500 hours per quarter in operational responses with approximately 17615hrs spent assisting the community during times of disaster.

### **NSW SES Sydney Western Region**

Situated in the Greater Sydney area, the Sydney Western Region covers 13 local government areas from the inner metropolitan area to the semi-rural outskirts of Western Sydney, with a population of over 1.3 million people. The Region has 738 active volunteer members across 13 NSW SES Units.

The Region has been very active this year in coordinating several building projects for the NSW SES Holroyd Unit (\$1.8 million), Auburn Unit (over \$360,000), Strathfield Unit (over \$275,000),

and Canada Bay Unit (over \$260,000). Funds for these projects were sourced from councils, the NSW SES and the local NSW SES Units themselves.

The Units are very active operationally, often on a week-to-week basis. The Hawkesbury Unit is arguably the busiest NSW SES General Land Rescue Unit in the State, with over 140 callouts during 2011-12. Two senior members received Commissioner’s Commendations for their work in maintaining the Unit’s rescue capability over the last 20 years.

Community engagement continues to be big focus for the Region. Highlights for the year include:

- A large NSW SES pavilion at the Hawkesbury Show (at over 100,000 visitors this agricultural show is second only to the Easter Show in size).
- Developed, coordinated and staffed the NSW SES display at the Better Homes & Gardens Show.
- Units in the Region conducted over 50 community engagements during the year.

Some notable operations during the year include:

- The Blue Mountains storm in July 2012, with over 1,200 requests for assistance with extensive damage to the Blackheath and Medlow Bath areas.
- Severe flash-flooding in the Londonderry area on the outskirts of Sydney resulting in 16 people and over 200 animals being rescued and 30 properties affected by flooding.
- Three flood events on the Hawkesbury-Nepean River system.
- Providing NSW SES volunteers to assist in the wide-ranging floods across NSW in the early part of 2012.

**Severe flash-flooding in the Londonderry area on the outskirts of Sydney resulted in 16 people and over 200 animals being rescued and 30 properties affected by flooding.**





**OVER 300,000  
SANDBAGS WERE  
DISPATCHED TO  
ASSIST WITH THE  
MANAGEMENT OF  
FLOOD OPERATIONS.**





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# OPERATIONS WEST

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## Overview

The 2011-12 financial year was an exceptionally busy year operationally for the Regions in the west of the state, with significant flood activity on all of the major rivers within the Murray-Darling Basin. Key operational events included major evacuations of communities such as Moree, which was affected in both November and February, Wagga Wagga and Forbes, and substantial flood impacts on communities in the Murrumbidgee Irrigation Area. The isolation and resupply of a number of properties and communities in the north of the state, in particular Lightning Ridge, saw the NSW SES managing the operation of 26 aircraft, both fixed and rotary wing, using heavy lift assistance from the Australian Defence Force and civilian contractors. The scale and duration of these operations significantly affected a number of business-as-usual outcomes with Regions such as Far West requiring a continuous operational footing from November until early May as multiple flood peaks made their way down the Darling River.

Outside of operational activities, the Units and Regions in the West of NSW continued to work toward building capability and community resilience. New Unit Headquarters were opened in Hillston, Mudgee and Uralla, and significant upgrade works were undertaken to Unit Headquarters at Packsaddle and Tibooburra.

Western Regions contributed actively to training activities with the conduct of the 'Wellington Wombats' General Rescue Activity in Macquarie Region and the Bingara Height Safety weekend in North West Region.

Community Engagement was also a focus of the Regions, with new community-engagement resources being commissioned in Namoi and Southern Highlands Regions in the form of a trailer and van respectively. Widespread community-engagement activities were also conducted in the wake of flood events in the Murrumbidgee Irrigation Area and in communities such as

Moree and Forbes. Southern Highlands Units also assisted in awareness-raising for the NSW Police Force Snow Safe Road Safety campaign.

## NSW SES Central West Region

At 19,801km<sup>2</sup>, the NSW SES Central West Region covers the six local government areas of Bathurst Regional Council, Blayney Shire Council, Cabonne Council, Lithgow City Council, Oberon Council and Orange City Council; they have a combined population of around 114,987 people.

The Region has 12 Units with an overall membership of around 300 volunteers. Six Units are accredited by the State Rescue Board of NSW for General Land and or Vertical Rescue and two Units are accredited with the Ambulance Service of NSW as Community First Responders.

In this busy year volunteers contributed around 17,168 hours to serving their communities, including over 2,190 hours responding to the flooding in early March at Bathurst, Canowindra and Sofala. Around 4,878 hours were spent responding to storm-damage-related tasks throughout the Region.

The focus during the year was on building capability within Units. Volunteers spent over 14,217 hours in training, with more than 409 statements of attainment issued to members for a wide range of competencies including General Rescue, Storm and Water Damage Operations and Chainsaw Operations.

The Region has an active Training Support Team that meets quarterly and is focused on the development of trainers and assessors across the Region for both Unit and Region training activities.

During 2011-12 work began on the development of a training package to teach members how to collect intelligence during and after flood and storm events.

**The isolation and resupply of a number of properties and communities in the north of the state (in particular, Lightning Ridge), saw the NSW SES managing the operation of 26 aircraft, both fixed and rotary wing, and using heavy lift assistance from the Australian Defence Force and civilian contractors.**



**75% OF NSW, AN AREA THE SIZE OF SPAIN,  
WAS DIRECTLY AFFECTED BY FLOODING.**





## OPERATIONS WEST

This has seen the development of an Intelligence Kit for each Unit. These kits will allow members to gather and map the effects of flood and storm events to improve the operational information in flood intelligence cards and local flood plans. This will give Incident Controllers and Incident Management Teams better information to quickly understand how a flood is affecting a particular community and help them make timely decisions.

Two successful Cadet Programs were conducted at Oberon High School and Canobolas Rural Technology High School at Orange. Over 50 cadets took part in these programs, which were well supported by the schools involved.

### NSW SES Far West Region

At over 257,800km<sup>2</sup>, the NSW SES Far West Region is the largest in New South Wales. The Region's five local government areas and the state's largest un-incorporated area cover a diverse semi-arid environment from the Narran River in the east to the South Australian border in the west, the Queensland border to the north and midway between Broken Hill and Wentworth to the south.

The Region has 11 NSW SES Units with an overall membership of 201 volunteers, a slight decrease on the previous year. Volunteers contributed around 12,000 hours to serving their communities during the year, including 5,500 hours responding to major flooding during November 2011 to May 2012.

The focus during the year was on Unit capability building, the completion of the NSW SES Packsaddle Unit, General Land Rescue accreditation and major extensions to the Tibooburra Unit to improve operational capability.

The Region's newly formed NSW SES Goodooga Unit, along with the NSW SES Packsaddle Unit and a point of presence at Wanaaring, will undoubtedly improve the Region's capacity to provide increased services to the community.

Volunteers spent over 7,000 hours in training, with more than 135

statements of attainment issued to members for a wide range of competencies including General Rescue, Road-crash Rescue and Flood Rescue Boat Operations.

Five new flood boats were delivered to the Region during late 2011; all were fitted with the latest flood-rescue resources and put to the test during the Region's prolonged flood event.

Four of the Region's Units received new rescue vehicles to enhance their operational rescue response. One has replaced a 29-year-old Rescue truck at Wilcannia Unit.

### NSW SES Lachlan Region

The NSW SES Lachlan Region is geographically located in the centre of New South Wales; the Region covers an area of 40,440 km<sup>2</sup> in the mid-Lachlan River and upper Bogan River catchments and includes the six local government areas of Bland, Cowra, Forbes, Lachlan, Parkes and Weddin.

The Region draws from a population base of 51,915, with all but one local government area with a population under 10,000. 180 volunteers from the 10 NSW SES Units in the region contributed around 30,000 hours to their communities and others in NSW. Units across the Region respond to the needs of the community in our core roles of floods and storms as well as providing rescue services and supporting the Ambulance Service of NSW as Community First Responders.

Over half of the volunteer hours for the year, 16,159, were spent responding to the core roles of floods and storms in the Region. The largest operational event occurring in March 2012 saw all Units active and responding to their communities, and included a major flood on the Lachlan River and flash-flooding in the many creeks and tributaries throughout the Region. The event saw many within the Region's towns and villages evacuated, isolated and flooded. The NSW SES has built on this event to enhance our public profile and to work more closely with our communities to build resilience

Volunteers spent over

**7,000**

hours in training, with more than **135 statements of attainment issued to members for a wide range of competencies including General Rescue, Road-crash Rescue and Flood Rescue Boat Operations.**

## OPERATIONS WEST

for future events. The Lachlan Region Community Education and Awareness Plan was reviewed in 2011-12 and provided a good foundation for community-engagement activities during the flood event, and will provide direction on ongoing community engagement activities until 2014. The Region implemented the Lessons Learned After Action Review model following the event to empower all members to have input and to contribute to the improvement of future operational responses.

During the year the Region has focused on building the capacity of our Units and members. A professional development program incorporating workshops and exercises was established for the Units' leadership management teams. Out-of-area operations have provided valuable opportunities for our members to enhance their operational capabilities. Volunteers have spent 7,327 volunteer hours training in skills to ensuring they are job-ready. Information, communications and technology upgrades have occurred at all Units during 2011-12. The Region implemented a new records-management system for both electronic and paper-based systems using the NSW SES Key Word Thesaurus.

The Region Volunteer Consultative Committee continues to meet quarterly with an emphasis on developing strategies to better engage with our volunteers and to provide a strong conduit between Region, Units and the members themselves. Members from the Region have participated in a number of working groups to provide input into service standards, systems and policies.

### NSW SES Macquarie Region

The NSW SES Macquarie Region, located within the central west of New South Wales, covers an area of approximately 96,730 km<sup>2</sup>. The Region's 16 Units include the 10 local government areas of Bogan, Coonamble, Dubbo, Gilgandra, Mid Western, Narromine, Walgett, Warren, Warrumbungles and Wellington.

During the past 12 months, 254 volunteers from the 16 Units have contributed around 45,000 hours responding to floods, storms and road-crash rescue, providing support to other emergency services and participating in community events.

The majority of the volunteer hours in 2011-12 were spent responding to separate major flood events on the Barwon, Castlereagh and Macquarie Rivers, with the largest operational event occurring on the Barwon River in early March. This event saw the majority of Units responding to multiple requests for assistance and conducting evacuations and flood rescues over a three-week period throughout the Region as many of the remote towns and villages became isolated and needed resupply.

During the past 12 months we have continued to focus on building the operational capacity and leadership of our Units and members through an annual professional-development program and operational capability review process-supported by providing opportunities for our unit management teams to assist in out-of-area operations to further enhance their operational capability.

The Region continues to focus on engaging with the community and seeking input from key stakeholders, with several community meetings held prior to the significant flood events. This enabled us to build our public profile with both local communities and local government agencies and resulted in working closer together during operational events and building resilience within the community.

More than 4,992 volunteer hours were spent in Unit training to ensure our members' core skills are maintained. A total of 206 statements of attainments, three new skills-trainers endorsements and five new assessor endorsements were issued. Volunteers from within the Region also participated in a number of working groups providing input into Service policies, standards and delivery of skills.

**During the past 12 months, 254 volunteers from the Macquarie Region's 16 Units have contributed around**

**45,000**

**hours responding to floods, storms and road-crash rescue, providing support to other emergency services and participating in community events.**





## OPERATIONS WEST

### NSW SES Murray Region

The NSW SES Murray Region is the second-largest NSW SES Region in New South Wales by area, covering over 90,000km<sup>2</sup>. Positioned between the Murray and Murrumbidgee Rivers, the Region's 12 local government areas cover a diverse territory from the Snowy Mountains in the east to the South Australian border in the west.

The Region has 15 Units, with an overall membership of 240 volunteers, a small increase (2.1 percent) over the previous year. Volunteers contributed around 15,000 hours to serving their communities during the year, including 3,000 hours responding to the flooding in March.

The focus during the year was on Unit capability building. Volunteers spent over 7,000 hours in training, with more than 270 statements of attainment issued to members for a wide range of competencies including General Rescue, Storm and Water Damage and Chainsaw Operations. Five new assessors and 12 new trainers were accredited to assist with the delivery of the Service's training program across the Region. Three new Controllers were appointed to lead the volunteers at Unit level.

An innovative capability-based training-needs assessment tool was introduced during the year, aimed at aligning Unit members' skill sets with the roles of their Units. Enthusiastically received by the volunteers, it promotes carefully targeted training and ensures the best return on investment in both trainer and assessor time and funding.

Work began on the development of a computerised Flood Intelligence System that will bring together many sources of information, allowing Incident Management Teams to quickly understand the impacts of a flood and to make timely decisions about appropriate responses.

A Cadet Program coordinator was appointed and three trainers accredited. Plans are in place to run the Region's first program early in the new year.

### NSW SES Murrumbidgee Region

The NSW SES Murrumbidgee Region is a geographically, demographically and culturally diverse area of southern NSW, which covers close to 65,000km<sup>2</sup>. The Region encompasses 14 local government areas from the Brindabella mountains in the ACT to the NSW border area to the Hay plain in the far west of NSW. While the Region is centred on the Murrumbidgee Valley, the lower Lachlan River flows into Carrathool and Hay Shires, and there are numerous smaller rivers and major creeks feeding the two major river systems.

The Region has 15 NSW SES Units with an overall membership of 320 volunteers, a small increase (1.8 percent) over the previous year. As well as the NSW SES core responsibilities of floods and storms, NSW SES volunteers in the Murrumbidgee Region serve their communities in roles as diverse as road-crash rescue (nine Units), alpine search and survival (three Units) and Community First Responder (one Unit)

2011-12 saw the most significant riverine flooding in the Murrumbidgee River valley for close to 40 years, with major flooding resulting in significant operations from late February to late April. Simultaneous operations were conducted throughout the Murrumbidgee Irrigation Area in response to record flooding along Mirrool Creek. Over 2,000 properties suffered overfloor flooding, with major centres affected including Yenda, North Wagga, East Wagga, Yoogali, The Rock, Lockhart and Gundagai. In excess of 180 separate flood rescues were conducted using vehicles, boats, and helicopters, but all relying on the professionalism, training, coordination and skill of NSW SES members.

In operations across the Region the NSW SES were assisted by members of the ACT SES, the Rural Fire Service, Fire and Rescue NSW, NSW Police and the Volunteer Rescue Association. Close to 15,000 volunteer hours were spent in tasks including property protection, flood rescue, community engagement, incident management and logistics coordination.

**2011-12 saw the most significant riverine flooding in the Murrumbidgee River valley for close to 40 years, with major flooding resulting in significant operations from late February to late April.**



## OPERATIONS WEST

Despite the magnitude of the event there were no recorded fatalities or serious injuries. In addition to the high level of activity in their own communities, Murrumbidgee Region staff and volunteers embodied the sense of mateship that permeates NSW SES by providing teams and individuals in all major response operations across NSW.

A successful Cadet Program was run at Lockhart Central School, providing a wonderful opportunity for over 20 young people in the Lockhart Community, and giving momentum to the four programs planned for 2012-13.

### NSW SES Namoi Region

The NSW SES Namoi Region covers 50,000 km<sup>2</sup> of inland northern NSW. The eight local government areas in the Region have a population in excess of 130,000. Major centres within the region include Armidale, Tamworth, Gunnedah and Narrabri.

The Region is served by 319 active volunteers, who have been busy operationally over the past year. Six significant storms occurred across the Region in the winter of 2011, followed by flooding during November, December, January and February. The worst of this flooding occurred in the Narrabri and Wee Waa districts. Some 519 flood related-requests for assistance were received during this period, with 234 of these resulting in aviation-related taskings. Nineteen flood rescues were conducted. At the peak of the flooding the township of Wee Waa (population 2,300) was isolated together with more than 200 rural homesteads.

A Cadet Program was conducted this year with both Gunnedah and Narrabri High Schools. The region is focusing on building capability in this area to increase the number of Cadet Programs run each year. Namoi Region also commissioned a new \$30,000 community-education trailer, which has provided an additional valuable resource to assist in building resilience.

The Namoi Region has continued to build on its equipment and facilities, with the completion of a new purpose-built headquarters for Uralla Unit, the delivery of four new replacement response vehicles to various Units in the region and the major refurbishment of two flood boats and minor upgrades to six others.

### NSW SES North West Region

The NSW SES North West Region covers over 48,600km<sup>2</sup> from areas in the east surrounding Tenterfield and Glen Innes in the Great Dividing Range to Moree and Mungindi in the west. The Region is located in two weather districts (the North West Slopes and Plains and the Northern Tablelands) and has two major river systems: the Border Rivers System, comprising the Dumaresq, Macintyre, Severn and Weir Rivers; and the Gwydir Valley System, which includes the Gwydir, Mehi and Horton Rivers. Both form part of the Barwon/Darling Rivers System.

The NSW SES North West Region has 12 Units located throughout the Region's five local government areas, with over 260 members. The size of and distance between communities in the Region are a contributing factor to the diversity of roles performed by these NSW SES Units. In addition to the combat roles performed in flood and storm emergencies, seven Units are rescue-accredited and perform various roles in general land rescue, road-crash rescue and vertical rescue. One NSW SES Unit is the Community First Responder for its community.

Over the past 12 months members in the NSW SES North West Region have performed over 12,000 hours of operational duties, with 8,600 hours alone performed in the two major flood events of November-December 2011 and February 2012. This does not take into account the non-operational hours performed in training and community engagement.

**The recent flood events demonstrated the strength of the relationship the staff and volunteers of the NSW SES in the North West Region has with their local communities, local government and other emergency-service agencies.**



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## OPERATIONS WEST

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In 2012, The NSW SES North West Region has had an emphasis on building its Unit capabilities and relationships with stakeholders. The recruitment of members in rural areas can be challenging; however, through numerous committed efforts by members in their communities a number of Units are experiencing growth, in particular the NSW SES Moree Unit, which increased from 23 to 30 volunteers following the recent floods. Moreover, the recent flood events demonstrated the strength of the relationship the staff and volunteers of the NSW SES North West Region has with their local communities, local government and other emergency-service agencies. This relationship continues to strengthen through coordinated engagement activities and will remain a priority of the Region.

### **NSW SES Southern Highlands Region**

The NSW SES Southern Highlands Region lies in southern NSW between the eastern escarpment and the Great Dividing Range to the west and south to the Victorian border. The Region includes the headwaters of the Murrumbidgee, Shoalhaven, Lachlan, Wollondilly and Molonglo Rivers, with other significant watercourses being the Queanbeyan, Numeralla, Mulwaree, Yass and Boorowa Rivers.

The Region covers an area of 42,000km<sup>2</sup> and comprises 11 local government areas supporting a population of around 140,000. The Region has 15 Units with an overall membership of 430 volunteers, supported by five staff members at the Region Headquarters in Goulburn.

The volunteers provided support to their communities during significant flooding in February and March 2012, which affected the towns of Queanbeyan, Goulburn and Cooma. There was also widespread rural flooding and consequent isolation. The flooding across the region resulted in over 650 requests for assistance from the various affected communities.

Southern Highlands Region volunteers and staff also assisted other Regions in their response to floods and storms from November 2011 through mid-March 2012.

As well as their normal NSW SES combat roles of storm and flood response, both Cooma and Snowy River Units are accredited General Land Rescue Units and provide dedicated road-crash rescue response on the busy Monaro Highway, Snowy Mountains Highway and other alpine roads, which is particularly critical during the snow season. The Snowy River and Queanbeyan Units are also accredited as Vertical Rescue Units.

The NSW SES Snowy River and NSW SES Queanbeyan Unit members also assist NSW Police in Alpine Search and Survival activities and have been equipped with specialised personal protective equipment, over-snow vehicles and specialist training to safely fulfil this role.

Other volunteers provide support to the Ambulance Service of NSW as members of Community First Responder teams at Bigga, Captains Flat and Goulburn (Windellama).

From 1 August 2012, five new Controllers were appointed to lead the volunteers at Units for a two-year term, whilst the remaining 10 Controllers were re-appointed for another term.

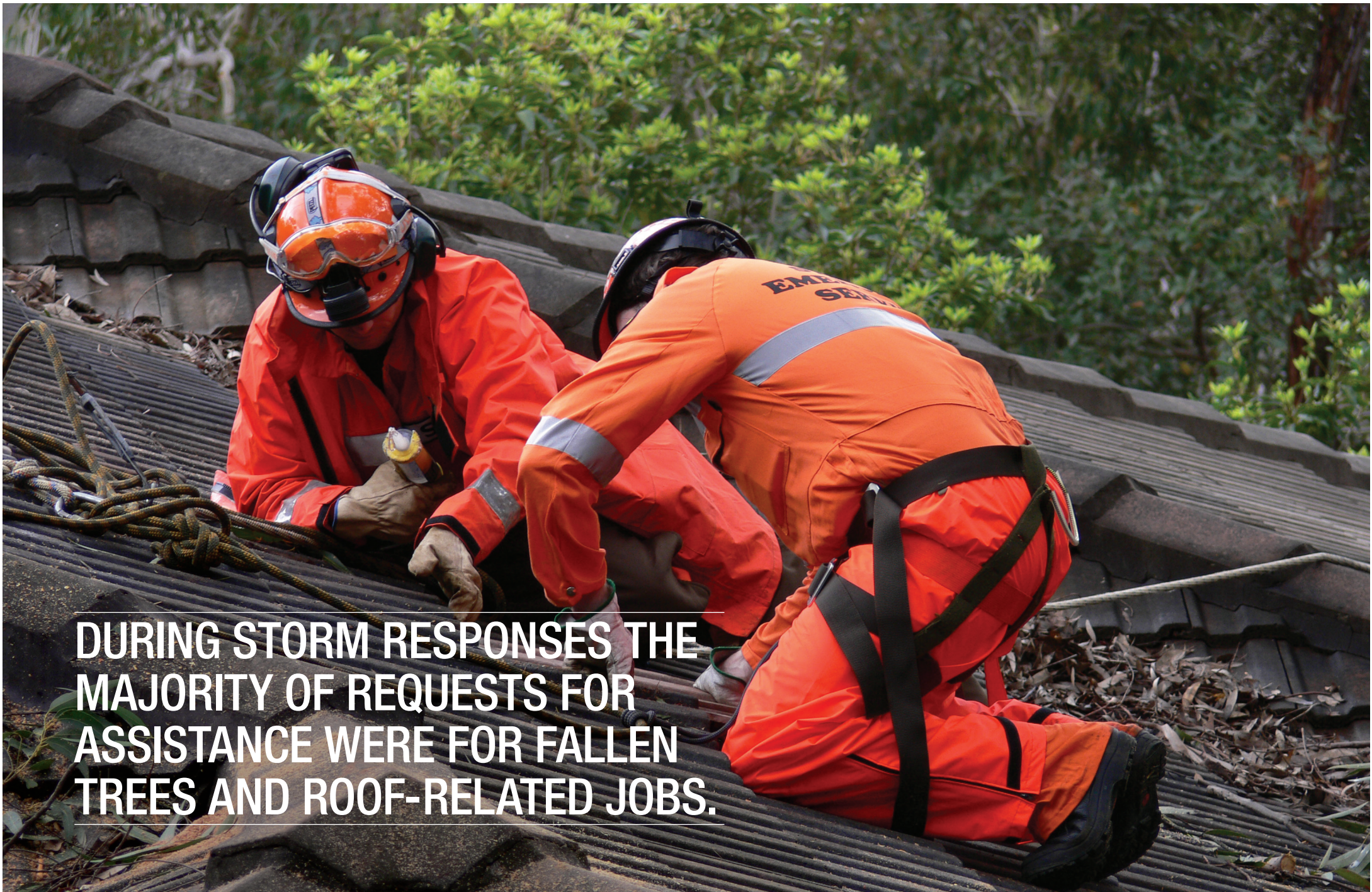
Operational capability has been enhanced during the year, with new equipment including flood rescue boats for Cooma, Goulburn and Yass and new response vehicles for Captains Flat, Braidwood and Queanbeyan. New over-snow vehicles were acquired for the Snowy River Unit for its alpine search role.

The NSW SES SHR enjoys a very strong cross-border relationship with the ACT SES, with SES volunteers from the ACT assisting at Region Headquarters during the February-March 2012 floods.

The Region has conducted two Cadet Programs during 201-12 with the support and cooperation of the two high schools in Goulburn.

**Operational capability has been enhanced during the year, with new equipment including flood rescue boats for Cooma, Goulburn and Yass and new response vehicles for Captains Flat, Braidwood and Queanbeyan. New over-snow vehicles were acquired for the Snowy River Unit for its alpine search role.**





**DURING STORM RESPONSES THE MAJORITY OF REQUESTS FOR ASSISTANCE WERE FOR FALLEN TREES AND ROOF-RELATED JOBS.**





## LESSONS LEARNED ACTIVITIES FOR 2011-12

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The Lessons Learned Branch was established in early 2011 to support the establishment of a learning organisation, where the organisation could find lessons from both corporate and operational activities, resulting in continuous improvement. Our aim is to provide an environment where all members can contribute, knowledge is shared and learning is ongoing. NSW SES has the first Lessons Learned capability for the SES within Australia.

Following extensive research and consultation with both external agencies and NSW SES members at all levels, the Lessons Learned model was approved by the Executive in October 2011.

The Lessons Learned Branch also reviewed the After Action Review (AAR) process. A revised process is being trialled and has received very positive feedback. The Branch has conducted over 20 AARs using this process, for both operational and corporate activities. The process is now being adopted in the Regions. A tool for tracking and reporting on items raised at AARs was released in June 2012. This will ensure that there is visibility of AAR items for all members, and that accountability for their resolution is clear.

During the year the Lessons Learned Branch organised and captured the outcomes from a number of knowledge-sharing events. These included a presentation of the findings of the recipient of the 2010 Greg Slater Memorial Scholarship at a large interagency forum; presentations by external speakers in the emergency-management field and capturing the knowledge of some of our more experienced members. A virtual library is currently being developed that will not only provide access to this information to all members but will provide a central and easily accessed repository for a variety of organisational information that currently exists but is not readily accessible.

On a national level the Lessons Learned Branch has participated in a National Knowledge and Lessons Management Working Group organised by the federal Attorney General's Department. Staff are involved in developing a better-practice guide for lessons management and associated training for lessons practitioners.

**Our aim is to provide an environment where all members can contribute, knowledge is shared and learning is ongoing.**





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**THE NSW GOVERNMENT BUDGET INCREASE WILL DIRECTLY BENEFIT THE MEMBERS OF THE SERVICE IN TERMS OF EQUIPMENT, TRAINING AND SKILLS DEVELOPMENT, AND TRULY TAKE US TO A NEW, HIGHER LEVEL OF CAPABILITY.**

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## OPERATIONS CENTRE

### Overview

The Operations Centre within the Special Operations Directorate has four areas of focus:

- *Situational Awareness and Information Flow*
- *Rescue Operations*
- *Corporate Services/Operations Support*
- *Flood/Storm Assistance.*

The Operations Centre operates 24 hours a day, every day of the year. Its primary objectives are to focus on emergency response and information management and to support corporate services through providing customer service.

### What we have done

The services provided by the Operations Centre continue to expand with the introduction of multiple channels of communication. This has incorporated the successful completion of a pilot program for the introduction of radio communication. Radio is being used for life-critical incidents in a number of Regions, and this functionality will continue to expand over the coming 12 months.

The Operations Centre experienced the busiest operational year since inception. Call volumes increased by 34 percent to 144,452 calls. Throughout this period the Operations Centre was able to maintain a Grade of Service (percentage of calls answered within 20 seconds) of 89 percent.

With the expansion of services within the centre, the requirement to focus on the culture within the environment has increased. Throughout the last 12 months the operations centre has continued to strive to be seen as a Centre of Excellence, the continued focus on people-management and adherence to key performance indicators reflect the positive performance environment.

### Yearly comparison call volume:

**144,362**  
2011-2012

**107,337**  
2010-2011

**56,543**  
2009-2010

# OPERATIONS CENTRE

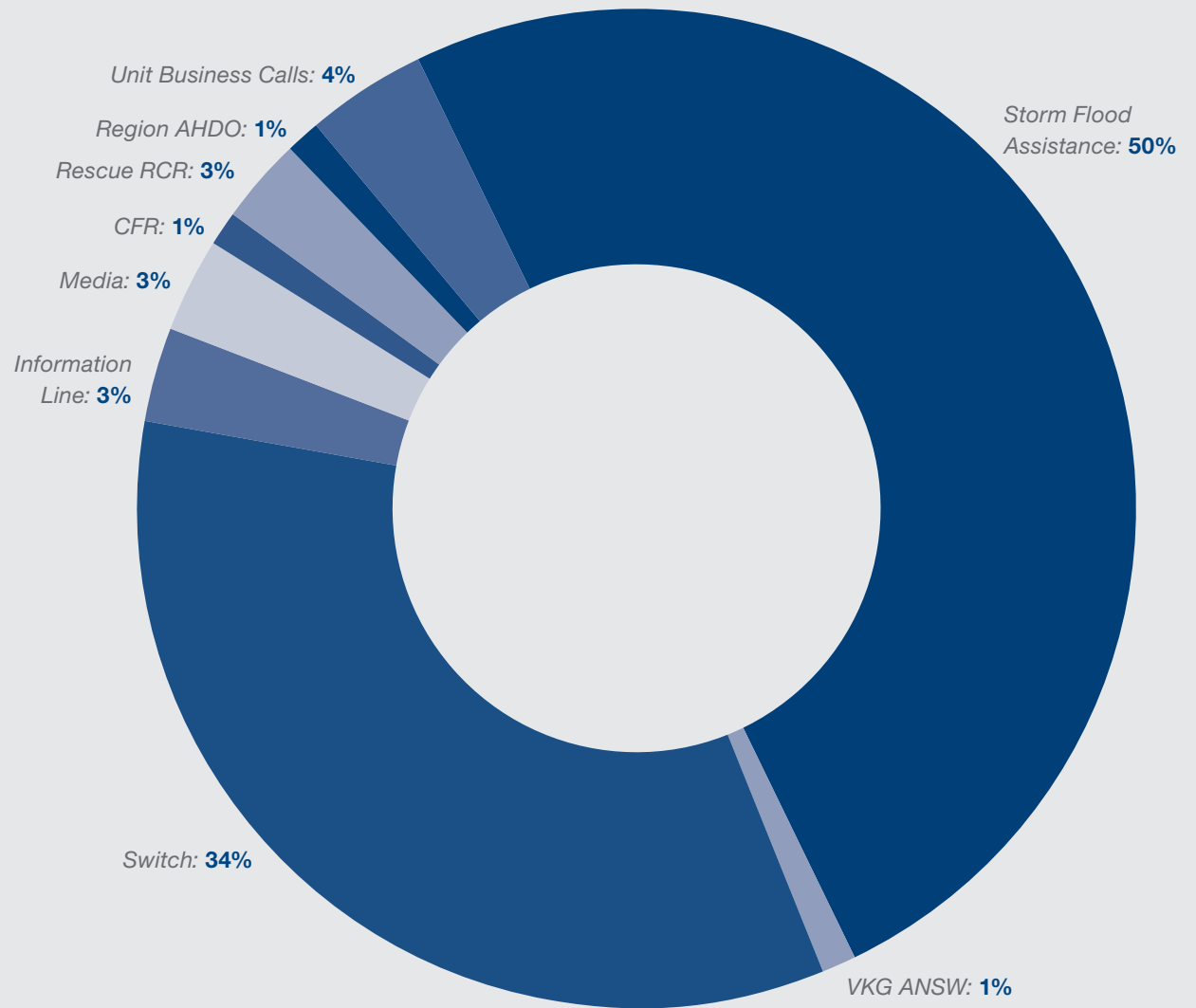
The introduction of after-hours calls on behalf of Regions, implementation of OH&S reporting and increased focus on situational awareness has resulted in changes to the operational structure, capability and efficiency. This has been sustained through a continuous-improvement culture, which provides an environment conducive to change and establishes a foundation for future growth.

## The Future

The focus for the next 12 months for the Operations Centre will be to facilitate the growth of the organisation through the successful management of information and to increase the services provided to the communities of NSW in line with the operational capability of the Service. This will be achieved through the completion of a number of objectives:

- Refinement of the current succession-planning model of the Operations Centre.
- Continued focus on people management, including the physical environment and culture in which we work.
- Further review and refinement of the current notification standards and protocol for key stakeholders.
- Review of infrastructure and the supporting systems to enhance the current performance of the centre.
- Further refinement of call-routing protocols and the structure of the centre on a daily basis and during a heightened operational response.
- Expansion of the radio capability within the Centre.
- Identification of solutions to meet the expectations of our customers.

The Operations branch will be working closely with members across the organisation to ensure all objectives meet the goals set forth in the One SES Plan.



Percentage of Total Calls – 2011-2012 Financial Year





