New South Wales
State Emergency Service
Annual Report 2010-11

SES
STATE EMERGENCY SERVICE

Versatility | Commitment | Excellence
Thousands of faces – One SES

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 30th June, 2011 for tabling before both Houses of Parliament.

Yours sincerely

Murray Kear AFSM
Commissioner

Encl

SES

STATE EMERGENCY SERVICE

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Cover photo: NSW SES Swiftwater Rescue Technician preparing to undertake a flood rescue, Casino NSW

State Emergency Service
Region Headquarters

Region Postal and Street Addresses	Telephone	Facsimile
Central West 79 Corporation Avenue, Bathurst 2795	02 6334 8555	02 6334 8501
Clarence-Nambucca 26 Induna Street, South Grafton 2460	02 6641 6900	02 6641 6910
Far West PO Box 244, Cobar 2835 5 Bradley Street, Cobar 2835	02 6879 7100	02 6879 7110
Hunter 72 Turton Street, Metford 2323	02 4931 3222	02 4931 3200
Illawarra-South Coast Region PO Box 1460, Wollongong 2500 22-32 Masters Road, Coniston 2500	02 4251 1200	02 4251 1202
Lachlan 55 Mathews Street, Parkes 2870	02 6863 8100	02 6863 8139
Macquarie 160 Bultje Street, Dubbo 2830	02 6882 2222	02 6884 2858
Murray PO Box 523, Lavington 2641 25 Catherine Crescent, Lavington 2641	02 6058 5300	02 6058 5320
Murrumbidgee 206 Fernleigh Road, Wagga Wagga 2650	02 6932 9199	02 6932 9190
Namoi PO Box 465, Gunnedah 2380 28 Borthistle Road, Gunnedah 2380	02 6740 2300	02 6740 2333
North West 418 Frome Street, Moree 2400	02 6757 2950	02 6757 2970
Oxley 14 Arkwright Crescent, Taree 2430	02 6592 5800	02 6592 5808
Richmond-Tweed PO Box 4044, Goonellabah 2480 7 Lancaster Drive, Goonellabah 2480	02 6625 7700	02 6625 7711
Southern Highlands 56–58 Knox Street, Goulburn 2580	02 4828 5555	02 4828 5550
Sydney Northern PO Box 91, Hornsby 1630 Cnr Leonard and Hornsby Streets, Hornsby 2077	02 9987 3000	02 9987 3030
Sydney Southern PO Box M54, Manahan 2200 Unit 4, 150 Canterbury Road, Bankstown 2200	02 9766 9000	02 9766 9060
Sydney Western Unit 3, 7 St James Place, Seven Hills 2147	02 8811 7700	02 9674 7131

State Emergency Service
State Headquarters

For emergency help in floods and storms phone 132 500

Business hours are 8.30am to 4.30pm

State Headquarters

Level 3, 6-8 Regent Street

Wollongong NSW 2500

PO Box 6126 Wollongong NSW 2500

Telehone: 02 4251 6111

Fax: 02 4251 6500

The Commissioner's Review

NSW SES response to Tropical Cyclone Yasi, Bankstown NSW

Each and every member of the NSW SES is working towards the same goal – to work with our communities to better prepare for severe weather.

As the 2010 - 11 year draws to a close, so too does an era in the SES. For the last four years, our focus has been on achieving the outcomes of the 2007 - 11 Corporate Plan, but we will now enter into an exciting, new period for the NSW SES.

Considerable time has been spent over the past two years, working towards the development of the One SES Plan, launched on 1 July 2011. Consultation and collaboration has taken place at every level of the organisation to determine where each of our members would like to see this great Service go, and then even more time devoted to working out the road map that will take us to that final destination.

While all of this work has been done, there have still been great achievements for the NSW SES.

Cultural change has been high on the list of priorities, and I am extremely proud of the achievements of the Service over the past 12 months. A very subtle but pertinent shift has taken place in the way we work together. Historically there has been a blurry distinction between the roles of staff and volunteers, but for the first time the Service has acknowledged that each and every member of the NSW SES is working towards the same goal – to work with our communities to better prepare for severe weather.

For the first time, the SES has formally embraced staff members as volunteers and vice-versa, with career workshops being held across the State to assist members with application processes and interview techniques ahead of the mass recruitment seen this year.

It is the single largest staff recruitment drive that the Service has ever seen in its 56 years, and the quality and quantity of applicants that applied for each position shows just how valued this organisation is in the community.

In order to fit our additional staff into State Headquarters, a refurbishment of the building took place over three months. Almost every staff member was relocated in the building, which enabled a more appropriate grouping of working teams and units and better structures of command to ensure that we will deliver nothing but the best for our volunteers and the community.

New business units were created to increase the capability of the Service and the appointment of a Deputy Commissioner

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Corporate Services and Planning has allowed the SES to create two separate, yet interdependent directorates that focus on the delivery of operational requirements as well as the corporate side of the business.

With the recruitment, restructure and refurbishment now completed, I stand proud, with the best team behind me, ready to deliver to the communities of NSW.

All of this was taking place as we entered a very busy operational year. In last year's Annual Report, I stated that it was one of the busiest in the Service's history, and yet this year has far outstripped it in terms of operational response.

Our members have been assisting their own communities as well as our brothers and sisters across the borders, with deployments to Victoria, Western Australia and of course, Queensland.

While we were battling with major flooding on the far and mid-north coast of NSW, Queensland was also experiencing devastating flooding across their State. As we deployed storm teams and Swiftwater Rescue Technicians to areas that were anticipating severe weather and flooding, our counterparts in Queensland were evacuating tens of thousands of residents as an 'inland-tsunami' was impacting communities and lives.

I have never been more proud of our members as I was when we put out the request for members to travel to Cyclone Yasi affected areas. Those who could go away as a part of the taskforce were sent, and so many more offered their services in a range of ways, equally important as those doing the work 'on the ground'.

Catering and transportation crews were working out the logistics of moving and supporting our people, while others volunteered to stay behind and continue to help the communities of NSW who were affected by flooding. Others stayed in their own units in case the weather should hit back home.

It truly was an all-Service response with each member contributing in their own way.

Incident management teams went to Victoria to assist with the significant flooding that was experienced south of our border, and came home with lessons learned that have enhanced our knowledge and skills which makes our Service so strong in emergency response.

We continued to assist the Police and other agencies with searches, Road-crash Rescue and Community First Responder duties.

A Canine Capability has been developed through the year, and I can say that we have the first Volunteer Canine Urban Search and Rescue (USAR) capability to offer the people of NSW.

The SES has also worked extremely hard to further develop our flood-rescue capability across the State. A major focus has been ensuring that as many front-line members as possible have been put through the Swiftwater Awareness program and more than 200 trained Swiftwater Rescue Technicians trained up around the State – with the highest density in areas that have the greatest flood risks.

Our inter-agency work has continued to rise and all of the emergency services in NSW have had some amazing opportunities to learn so much from each other through training exercises, scenarios and working groups.

The State Disaster Rescue Competition was recently won by our Kiama Team, and they then moved to the next stage by representing NSW at the National Disaster Rescue Competition in Adelaide. Our Coffs Harbour Road-crash Rescue Team competed in the Australasian Road Rescue Organisation (ARRO) competition in New Zealand early in the 2011 - 12 financial year.

Through all of this, we have had a change of Government and now under the leadership of Hon. Michael Gallacher, Minister for Police and Emergency Services, we are in a great position to allow our Service to deliver the best possible response to the communities of NSW and for that I am grateful.

Murray Kear AFSM
Commissioner

Murray Kear AFSM

Commissioner

Murray was born on 10 June 1959 at Bankstown Sydney. In 1980 he joined the NSW Fire Brigades (now Fire and Rescue NSW) as a recruit firefighter.

He served in a variety of roles within the NSW Fire Brigades including six years as an Assistant Commissioner, following experience in operations, training, communications centres and corporate strategy. His education qualifications include a Post Graduate Certificate in Applied Management and a Certificate in Strategic Management. Murray is also a graduate of the Institute of Fire Engineers.

He was deployed overseas in 2002 as part of an Australian contingent to assist the United States with one of the largest wildfires in that nation's history.

His last appointment before becoming the Commissioner of the New South Wales State Emergency Service was as Director Community Safety for the NSW Fire Brigades. Holding the rank of Assistant Commissioner, Murray was responsible for the capability and provision of all preventative services across the State. From 2003 - 06 he was responsible for an operational command that covered two thirds of the State, incorporating all remote areas. He received the highest honour a firefighter in Australia can receive on Australia Day 2006, with the awarding of the Australian Fire Service Medal (AFSM).

He assumed the appointment of then Director General, now Commissioner, of the NSW SES on 4 November 2008. He is a member of the NSW State Emergency Management Committee, the NSW State Rescue Board, the Australian Council of State and Territory Emergency Services and the Australasian Fire and Emergency Services Authorities Council.

He is married to Jo-Anne and they have three adult children, two sons and one daughter. They have been residents of the Macarthur area for 28 years and now reside in Glen Alpine.

His interests include aviation, he is a staff pilot with the Scouts Australia Air Activity Centre at Camden Airport, is a member and past president of the Rotary Club of Campbelltown, a member of the Campbelltown-Koshigaya Sister City Association, and enjoys reading, information technology and camping.

Steven Pearce AFSM

Deputy Commissioner Corporate Services and Planning

Steven Pearce joined the NSW Fire Brigades (now Fire and Rescue NSW) in 1985, where he served as a firefighter and Officer across a range of metropolitan and regional commands.

In 2001, Steven was appointed as an Executive Officer within Fire and Rescue NSW and transferred to Tamworth for just under four years where he managed a Command covering 135,000 square kilometres, 240 firefighters, 21 fire stations and a training centre. This period would rate as one of the most satisfying in his career within the service and his accomplishments reflect this.

Steven then returned to Sydney in 2005 where he was soon promoted to Chief Superintendent and served in multiple executive positions, both corporate and operational.

In November 2010, and after twenty five years in the Fire and Rescue NSW, Steven was successful in the appointment in a new Deputy Commissioner position within the New South Wales State Emergency Service.

Steven is the newly appointed Deputy Commissioner Corporate Services and Planning. This position is responsible for the management and governance of multiple internal directorates and stand alone business units; inclusive of Information Communication and Technology, Human Services, Finance and Logistics, Community Safety, Corporate Communications, Organisational Performance and Marketing and Sponsorship.

Steven has an intricate knowledge of the operational, political and community environment, as he has served extensively both in regional and metropolitan commands and positions. He has been awarded the Australian Fire Service Medal (AFSM), National Medal with 1st Clasp, NSW Fire Brigades Long Service and Good Conduct Medal with 2nd Clasp, Individual Commendation for Meritorious Conduct and a Unit Commendation for Meritorious Conduct.

Steven has a Graduate Certificate in Applied Management, attained through the AIPM and is currently completing a Graduate Diploma in Executive Leadership.

He is married with two sons, and his interests are anything to do with the ocean and saltwater.

Dieter Gescke ESM

Deputy Commissioner Operations

Dieter Gescke has served the community of NSW for the last 20 years, undertaking senior roles in managing and leading operations for the New South Wales State Emergency Service, in a career spanning almost 40 years in the NSW Public Sector.

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 was 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.

Greg Newton

Assistant Commissioner – Director Operations West

Greg Newton joined the staff at the State Headquarters of the New South Wales State Emergency Service in November 2010. Under the restructure of the organisation, regional command was geographically distributed into East And 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 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 at Australian National University and Latrobe University.

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

Greg is married to Elise and has two children, Patrick 15 and Corinna 13. Greg resides in Keiraville during the week and commutes to the family home in Canberra on weekends.

Mark Morrow

Assistant Commissioner – Director Special Operations

Mark Morrow was appointed as the Director Special Operations with the New South Wales State Emergency Service on 1 September, 2010. This position is responsible for the coordination of operational activities managed from the State Operations Centre and the SES Operations Communications Centre.

Mark is also responsible for the establishment and development of the new Lessons Learned capability.

Mark has a solid base of experience within the State Emergency Service having commenced as the Assistant Manager Operations in January, 2006 before moving into the Operations Communications Centre as the Manger for a two year period and finally into his current position.

Before commencing with 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 an incident controller throughout various major state-wide operational events including the substantial flooding events on the North Coast over the 2009 - 10 period and the western flooding events of Christmas 2010 and 2011. He has been awarded the New South Wales Police Medal with Clasp, the National Medal, Police Commissioner's Certificate of Merit, Police Region Commendation for involvement in bushfires 2001 - 02, NSW Police Unit Citation and a 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 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 twenty 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 Group 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 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 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.

Andrew Edwards AdvDip Acc

Director Information and Communication Technology

Andrew Edwards joined the State Emergency Service in August 2004 with responsibility for the formation of the Information Management and Technology Branch.

In 2010, Andrew was appointed to the position of Director Information Communication and Technology, formerly Chief Information Officer.

He joined the NSW Public Service in 1997, and has extensive experience in human resources, child protection and information systems.

While serving with the Department of Education and Training, Andrew undertook the challenging role of setting up the background checks that are undertaken by all people who are working with children. He then moved to the Commission for Children and Young People where he was responsible for the development of the computer systems that run the background checks.

He served eight years as an Army Reservist in an infantry position, which is where the foundation for his leadership skills were formed. At the age of 20, he was leading a team of 30 soldiers.

Andrew Edwards holds an Advanced Diploma in Accounting and has recently graduated from Sydney University with his Masters in Public Administration.

Andrew is married to Teresa and they have two children. They reside in the family home in Wollongong, which Andrew enjoys decorating each Christmas. He loves technology, cooking, gardening and outdoor activities.

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 performing and integrated Human Services team able to influence and support the Service's strategic directions and initiatives and enhance the capability of its members. This involves leading and managing the functions of Human Resources, Organisational Change, Learning and Development, Workplace Relations, Occupational Heath and Safety and Critical Incident and Counselling Services.

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 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 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, 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 Viet Nam.

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.

Kevin Pallier CPA, BCOM, GDIP RETAIL

Director Finance and Logistics

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

His background and experience is varied and diverse including 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 studies. He also completed a Graduate Diploma in Retail and is a CPA.

Kevin brings to the 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 whereby he is a panelist for a number of different publications including Golf Australia, Australian Golf Digest and The Golf Course Guide.

The Managers

Area	Name
IT Infrastructure	Aaron Little
IT Systems	Greg Evans
ICT Business Support	Garry Wilson
Communications	Patrick Clague
Geographical Information Systems	Rod Staggard
Emergency Risk Management	Elliott Simmons BSc, GradCertAppMgt
Community Engagement	Andrew Richards
Human Resources	Lorna Grange
Occupational Health and Safety	Gary Zuiderwyk
Critical Incident and Counselling Services	Gina Mammone
Learning & Development	David Owen
Finance	Mark Pride AssocDipAcc
Logistics	Amanda Singleton
Marketing and Sponsorship	Phil Schafer
Corporate Communications	Philip Campbell
Organisational Performance	Helen Bow
Special Operations	Scott Hanckel ESM
Operations	Nicole Hogan
Lessons Learned	Heather Stuart BA(Hons), MEd (Adult Education), MAPS

The Regions

Region	Region Controller	Location	No of Units
Central West Region	Craig James Ronan ESM, MAIES, JP	Bathurst	11
Clarence Nambucca Region	Caroline Ortel BSocSc (EmerMgt) DipEng	South Grafton	15
Far West Region	Graeme Craig ESM JP MAIES	Cobar	11
Hunter Region	Greg Perry ESM, JP, MAIES	Metford	18
Illawarra South Coast Region	Greg Murphy ESM	Coniston	11
Lachlan Region	Robert Evans	Parkes	10
Macquarie Region	David Monk	Dubbo	16
Murray Region	Bernard Kates	Lavington	15
Murrumbidgee Region	James McTavish CSC, BSc, GradDipMan., psc(j)	Wagga Wagga	15
Namoi Region	Kathleen Cain JP	Gunnedah	16
North West Region	Steve Martin	Moree	12
Oxley Region	Peter Floyd B. Arts., GradDipMan., MIPAA	Taree	11
Richmond Tweed Region	Simon Gregg	Goonellabah	12
Southern Highlands	Tony Casey BA, GradDip Str.St	Goulburn	15
Sydney Northern Region	David Chambers MLshipMgt(Policing); BSocSc(EmergMgt); GradCert(AppMgt)	Hornsby	11
Sydney Southern Region	Gary Jones OAM	Bankstown	15
Sydney Western Region	Peter Cinque OAM, BSc(Hons) MSc, MAIES	Seven Hills	13

Registered Local SES Units

Central West				
Bathurst	Blayney	Burraga	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	Forster Pacific Palms	Karuah Valley	Lake Macquarie City	Maitland City
Merriwa	Murrurundi	Muswellbrook	Nabiac	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				
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		

Our Organisation, Our People: Past, Present, Future

The NSW State Emergency Service is made up of approximately 10,000 volunteers, including reserves, and 225 members of staff.

Who we are

The NSW State Emergency Service is made up of approximately 10,000 volunteers, including reserves, and 225 members of staff. Service to the State's communities is provided by 228 fully volunteer units, which operate at the local level. Every council area in New South Wales has an SES presence and some of the more populous council areas have units with more than 100 SES volunteers. Most council areas have a single SES unit, led by a Local Controller, each of which is led by a Unit Controller.

Each of the volunteer units belongs to a region, which is led by a Region Controller (Region boundaries coincide as nearly as possible with major river systems). The Region Controller is responsible for the operational control of emergency responses and the Region Headquarters provides administrative support to its units. Like the units, Region Headquarters all have fully functioning Operations Centres and a group of volunteers who help with training, planning, operations and other functions. The Region Controller is assisted by four paid staff members, a Deputy Region Controller, Business Manager, Region Learning and Development Officer and Business Services Officer.

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

What we do

Our volunteers are highly skilled and well-trained to provide rescue, first aid and other services necessary in emergencies. All units are involved in responding to the damage caused by storms, and most have an active flood management role as well. Many regional units are responsible for Road-crash Rescue within their own areas, and all provide support to other emergency services (including the Police, Fire and Ambulance Services) as well as being involved in a range of community activities. Frequently, SES volunteers travel outside their own areas at short notice and some for days at a time, to respond to emergency situations in other communities.

The range of emergency situations with which the SES deals is a broad one. We claim to be the most versatile and widely used of all the State's emergency service organisations. Our core business, however, is the management of the effects of floods, storms and tsunamis. Between them, these hazards account for more than two-thirds of the dollar cost of natural disasters in New South Wales. Nevertheless, each unit is unique in its pattern of work because of the vast mix of risks and roles in each area. The SES maintains a network of volunteer flood-gauge readers, who provide a valuable service in their local areas by reading stream gauges to assist in the accurate prediction of flood levels. Volunteers also operate three radio outstations that provide radio relay in the event of the failure of normal communications systems.

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NSW SES volunteers have access to the best equipment to undertake their roles

The NSW State Emergency Service Organisational Chart

It is the single largest staff recruitment drive that the Service has ever seen in its 56 years, and the quality and quantity of applicants that applied for each position shows just how valued this organisation is in the community.

Deputy Commissioner Corporate Services & Planning

Director Information & Communications Technology

Manager IT Infrastructure

- **Server Engineer**
  – Server Programme Officer
- **Network Engineer**
  – Network Programme Officer
- **Workstation Programme Coordinator**
  – Workstation Programme Officer x 2
- **Support Programme Coordinator**
  – Support Programme Officer x 2

Manager IT Systems

- **IT Training Supervisor**
- **Systems Project Manager**
  – Systems Project Officer
- **Sharepoint Architect**
  – Sharepoint Analyst Programmer
- **Solutions Architect**
  – Assistant Analyst/ Programmer
  – Analyst/Programmer
  – Programmer
- **Business Analyst**
  – Systems Analyst
  – Business Intelligence Officer
  – Assistant Business Analyst

Manager ICT Business Support

- **Billing & Project Officer**
- **Finance & Procurement Officer**
- **Administrative Officer**
- **Assets & Data Management Officer**

Manager Communications

- **Communications Officer Radio & Paging**
  – Communications Officer
- **Senior Communications Officer**
  – Communications Officer Telephony
  – Communication Officer Telephony Services Support
  – Communication Officer Telephony Technical Support

- **Records Officer**

Director Community Safety

Manager Geographical Information Systems

- **GIS Officer x 2**

Manager Emergency Risk Management

- **Planning & Research Officer x 3**
- **Landuse Risk Management Officer**
- **Planning & Support Officer**
- **Administrative Officer Emergency Risk Management**

Manager Community Engagement

- **Senior Community Engagement Officer**
- **Community Engagement Officer**
- **Administrative Officer Community Engagement**

Director Human Services

Manager Human Resources

- **Assistant Manager Human Resources**
  – Recruitment & Membership Officer
  – Salaries Officer x 2
- **Development & Awards Clerk**
- **Administrative Officer**

- **Indigenous Community Liaison Officer**

Manager Occupational Health & Safety Officer

- **Occupational Health & Safety Officer**

Manager Critical Incident & Counselling Services

- **Senior Chaplain**
- **Program Support Officer Critical Incident & Counselling Services**

- **Administrative Officer**

Manager Learning & Development

- **State Learning & Development Officers x 8**
- **Coordinator Youth Engagement**
  – Program Support
- **Program Support Officer Learning & Development**

- **Information Systems Officer**

Commissioner

- **Senior Executive Assistant**
- **Executive Assistant**
- **Administrative Assistant**
- **Administrative Officer**
- **Administrative Assistant**

Director Finance & Logistics

Manager Finance

- **Senior Finance Officer**
- **Finance Officer**
  - Finance Clerk x 3

Fleet Manager

- **Corporate Fleet Officer**

Manager Logistics

- **Assistant Manager Logistics**
  - Procurement Coordinator
  - Asset Coordinator
- **Warehouse Coordinator**
  - Equipment Officer
  - Warehouse Officer x 2

Manager Marketing & Sponsorship

Manager Corporate Communications

- **Senior Public Affairs Officer**
- **Ministerial Liaison Officer**
- **Media and Public Affairs Officer**
- **Website and Corporate Profiling Officer**

Manager Organisational Performance

Director Operations West

Region Controllers x 9

- Central West Region
- Far West Region
- Lachlan Region
- Macquarie Region
- Murray Region
- Murrumbidgee Region
- Namoi Region
- North West Region
- Southern Highlands Region

• Deputy Region Controller x 9

- Central West Region
- Far West Region
- Lachlan Region
- Macquarie Region
- Murray Region
- Murrumbidgee Region
- Namoi Region
- North West Region
- Southern Highlands Region

• Learning & Development Officer x 10

- Central West Region
- Far West Region
- Lachlan Region
- Macquarie Region
- Murray Region
- Murrumbidgee Region
- Namoi Region (x 2)
- North West Region
- Southern Highlands Region

Business Manager x 9

- Central West Region
- Far West Region
- Lachlan Region
- Macquarie Region
- Murray Region
- Murrumbidgee Region
- Namoi Region
- North West Region
- Southern Highlands Region

• Business Service Officer x 9

- Central West Region
- Far West Region
- Lachlan Region
- Macquarie Region
- Murray Region
- Murrumbidgee Region
- Namoi Region
- North West Region
- Southern Highlands Region

• Volunteer Support Officer x 2

- Murrumbidgee Region
- Murray Region

Volunteer Units

Deputy Commissioner Operations

Director Special Operations

Manager Special Operations

– Administrative Officer

• **Operational Planning Officer**

– Operations Officer

• **Major Operations Officer**

– Operations Officer

• **Operational Capability Assurance Officer**

– Operations Officer

Manager Lessons Learned

• **Research Analyst**

Manager Operations

• **Critical Operations Support Officer**

• **Senior Rescue Coordinator x 2**

– Operations Communications Centre
– Team Leader x 5
– Operations Communications Centre
– Call Operator x 10

• **Duty Operations Officer x 5**

Director Operations East

Region Controllers x 8

– Clarence Nambucca Region
– Hunter Region
– Illawarra South Coast Region
– Oxley Region
– Richmond Tweed Region
– Sydney Northern Region
– Sydney Southern Region
– Sydney Western Region

• **Deputy Region Controller x 8**

– Clarence Nambucca Region
– Hunter Region
– Illawarra South Coast Region
– Oxley Region
– Richmond Tweed Region
– Sydney Northern Region
– Sydney Southern Region
– Sydney Western Region

• **Community Engagement Coordinator x 4**

– Clarence Nambucca Region
– Hunter Region
– Oxley Region
– Richmond Tweed Region

• **Learning & Development Officer x 11**

– Clarence Nambucca Region
– Hunter Region
– Illawarra South Coast Region (x 2)
– Oxley Region
– Richmond Tweed Region (x 2)
– Sydney Northern Region
– Sydney Southern Region (x 2)
– Sydney Western Region

Business Manager x 8

– Clarence Nambucca Region
– Hunter Region
– Illawarra South Coast Region
– Oxley Region
– Richmond Tweed Region
– Sydney Northern Region
– Sydney Southern Region
– Sydney Western Region

• **Business Service Officer x 8**

– Clarence Nambucca Region
– Hunter Region
– Illawarra South Coast Region
– Oxley Region
– Richmond Tweed Region
– Sydney Northern Region
– Sydney Southern Region
– Sydney Western Region

• **Volunteer Support Officer x 2**

– Clarence Nambucca Region
– Illawarra South Coast Region

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

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 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 and the Ambulance Service 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 Emergency Services

The year ahead

As the 2010 - 11 financial year draws to a close, so does an era where the Service worked under the 2007 - 11 Corporate Plan. The new 2011 - 15 Plan is the result of two years work and the collaboration of thousands of members across the SES.

No longer a Corporate Plan, this new Plan unites all functional areas of the NSW SES under the umbrella of One SES. The Plan encompasses and focuses on enabling the organisation to fulfill its combat and support roles through a core set of underlying principles.

Our Plan, our Visions, and all of our Goals are supported by these underlying principles that 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 process of 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 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.

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.

In 2011 and beyond, the NSW SES will continue to be accountable for delivering not only services related to weather-based emergencies and tsunamis, but also provide 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

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.

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

5. Performance Culture
Be identified by the community, 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 call upon the 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

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.

What we have done

During significant flooding in the Murrumbidgee Region, the SES engaged in an inter-agency partnership with Fire and Rescue NSW to develop community safety products to raise awareness of prevention and preparedness information 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 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 Cultural Points of View (CPOV) blended learning programs to support indigenous, CALD and disability awareness throughout the organisation and approximately 50 SES members have received this training.

CALD programs were also run through the St George Sutherland Community College in Sutherland.

The year ahead

The SES will continue to develop CALD policies that are integrated with the initiatives planned for the One SES 2011 - 15 Plan.

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.

A pilot program for the Multicultural Forum for Engaging at-risk Commuities will be run in the Clarence Nambucca Region in July 2011. This forum is being run in conjunction with other emergency service agencies and specifically targets communities such as recent refugee settlements.

Diversity In Volunteering Programs are planned for CALD communities in the St George and Hurstville metropolitan areas in the 2011 - 12 reporting year.

Contact

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

For general information about the SES, storm, flood and tsunami safety or how to volunteer, ring 1800 201 000, contact us online via our website at www.ses.nsw.gov.au or like the NSW SES Facebook page.

Suggestions and Complaints

If you have any suggestions to improve the SES or if you are dissatisfied with the Service, please discuss the matter with a SES region representative in your area.

The contact number is shown in the White Pages of your local Telstra Directory. If you wish to discuss the matter further, please contact the Commissioner, State Emergency Service, PO Box 6126, Wollongong 2500 02 4251 6111 or contact us via our website at www.ses.nsw.gov.au.

The Committees

Overview

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* – David Webber

- *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

- *Australasian Fire and Emergency Service Authorities Council (AFAC)* – Murray Kear

- *AFAC Australasian Inter-service Incident Management System (AIIMS) Steering Committee* – Dieter Gescke

- *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* – David Webber

- *AFAC Community Safety Working Group* – Stephen Opper

- *AFAC Council* – Murray Kear

- *AFAC/CRC Sydney Conference Program Committee* – Steven Pearce

- *AFAC Knowledge Management Group* – Andrew Edwards

- *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* – Belinda Davies

- *Australian Standards Committee for Rope and Cordage* – Peter Patterson

- *Australian Tsunami Advisory Committee* – Stephen Opper, Elliott Simmons and Belinda Davies

- *Central Coast FloodSafe Committee* – David Webber

- *CEO Radio Management Committee* – Murray Kear

- *Driver Reviver State Coordinating Committee* – John McMahon

- *Emergency Management Australia Institute National Steering Committee, Engaging Culturally and Linguistically Diverse (CALD) Communities in Emergency Management* – David Rae

- *Emergency Management Spatial Information Network Australia* – Elliott Simmons

- *Emergency Management Sub-committee of the Dams Safety Committee* – Elliott Simmons and Belinda Davies

- *Emergency Media and Public Affairs Research and Development Centre Committee* – Steve Delaney

- *Emergency Media and Public Affairs Conferencing Committee* – Phil Campbell

- *Emergency Services Contributions Governance Committee* – Mark Pride

- *Emergency Services Shared SAP Steering Committee* – Andrew Edwards and David Rae

- *ESCAD Project Steering Committee* – Mark Morrow and Andrew Edwards

- *Hunter Flood Advisory Committee* – David Webber

- *Government Radio Network User Group* – Matthew Walshaw

- *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 and Andrew Edwards

- *ICEMS Working Group* – Greg Evans and Nicole Hogan

- *Incident Management System Steering Committee* – Mark Morrow

- *Incident Management Working Group* – Greg Evans and Nicole Hogan (Project Team members – Adam Fitton and Jeff Knowles)

- *Interagency Aviation Working Group* – David Chambers and Scott Hanckel

- *Joint Volunteers Consultative Council (JVCC)* – Murray Kear, Steven Pearce, Kathleen Cain, Charlie Moir, David Lane and Shannon Crofton

- *National Bushfire CRC Research Advisory Group* – Stephen Opper and David Webber

- *NSW Emergency Alert Steering Committee* – Stephen Opper and Andrew Edwards

- *NSW Emergency Alert Protocols Group* – Belinda Davies

- *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 and Michelle Bouvet

- *NSW Mitigation Standing Committee* – Stephen Opper

- *NSW State Risk Assessment Sub-committee* – Stephen Opper and Michelle Bouvet

- *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* – Steve Delaney

- *Public Safety Training Package National Review* – Robert Evans and David Owen

- *Regional Flood Mitigation Program, State Assessment Committee* – Stephen Opper

- *Rescue Data Working Group* – Natalie McLean

- *Senior Officer's Wireless Working Party for Radio Communications* – Patrick Clague

- *SES Awards Committee* – Dieter Gescke (Chair), Lorna Grange, Steve Cliffe and 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 and Belinda Davies (members)

- *State Mapping Advisory Committee* – Elliott Simmons and Rod Staggard

- *State Mitigation Sub-committee* – Stephen Opper

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

In 2010 - 11 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 SES Executive on all industrial matters within the SES.

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

Sutherland SES volunteer undertaking chainsaw training, Barden Ridge NSW

Office of the Commissioner

In November 2010, the executive framework for the SES was segmented to better enable the focus on, and delivery of the two main drivers of the Service, these being operations and corporate services and planning.

Overview

The Commissioner established the new position of Deputy Commissioner Corporate Services and Planning to ensure a focused approach to the Service's core strategic framework, including capability development and outcome and target-focused results. This ensures that the strategic planning and project activity of the NSW SES is consistent with current and future policy and plans. The Corporate Services and Planning portfolio encompasses:

• Finance and Logistics Directorate

• Information and Communications Technology (ICT) Directorate

• Human Services Directorate

• Community Safety Directorate

• Organisational Performance Unit

• Corporate Communications Unit

• Marketing and Sponsorship Unit

The evolvement of the Corporate Services and Planning Directorates now provides the NSW SES with enhanced governance frameworks which focus on high performance, accountability, consistency, ethical standards and an enabling culture that is fair to all members.

Core functions controlled and influenced by this portfolio are inclusive of ensuring that the NSW SES statutory planning requirements are met through State sub-plans for floods, storms and tsunamis; financial processes are clear and transparent; allocating resources to priority needs areas and enhancing and introducing new business processes that are easy, consistent and enabling.

Through the Corporate Services and Planning Directorates, the NSW SES aims to achieve safer, sustainable communities, through effective engagement and planning. An engaged community, both business and domestic, involved in the decision-making process associated with SES emergency management activities, is more likely to be responsive and self-managing when emergencies arise.

03

NSW SES Deputy Commissioner, Steven Pearce training with NSW SES volunteers at a Swiftwater Technicians course, Penrith NSW

The Marketing and Sponsorship Unit will be undertaking a brand review to better position the NSW SES brand as a major iconic entity, now and into the future.

Marketing and Sponsorship

Overview

The Marketing and Sponsorship Unit was established in March 2011 as a part of the Office of the Commissioner. The unit's role is to develop and implement a framework that provides partnership opportunities with commercial stakeholders that will ultimately develop and enhance existing joint community safety outcomes.

The unit is responsible for identifying, developing and managing the business relationships within the framework, using the partnership benefits and outcomes to provide additional support to volunteer members and reinforce the SES Safety Programs in NSW communities.

Partnerships with the SES will increase access to external resources and enhance the SES brand through developing innovative marketing strategies that support the One SES Plan and increase outcomes of greater community and media profile.

Internally, the Marketing and Sponsorship Unit works closely with the Senior Executive, Corporate Communications Unit and the Community Engagement Unit. The Marketing and Sponsorship Unit has worked to implement the first Community Partnership Framework which will enable the Service to attract corporate partners with similar interests and values in providing and improving community safety for people and property in NSW.

What we have done

It was an exciting time in 2011 when the Marketing and Sponsorship Unit announced its first Major Community Partnership with NRMA Insurance.

This partnership saw the coming together of two iconic brands in NSW with the aim of making communities safer and more resilient in the face of floods and storms. There is a natural affinity in organisational values and beliefs with both organisations sharing geography, audience and focus in building resilient and safe communities.

The partnership brought together new resources and opportunities; a coming together of creative minds whereby new techniques and innovative ideas can be shared about making our communities safer, protecting people and property.

The NSW SES has a Memorandum of Understanding with Emergency Management Australia to assist as a parent agency in the review of the 2011 Emergency Service Volunteer Grants Scheme (EVSS). The Marketing and Sponsorship Unit was responsible for managing the NSW SES EVSS volunteer submissions.

The NSW SES achieved record entries from regions and units with 74 submissions for grant assistance projects. The results of the EVSS grants will not be known until the next financial reporting period.

The Marketing and Sponsorship Unit was proactive in promoting various other grant and subsidy programs to members with the aim of supporting unit activities and enhancing resources on the ground for SES volunteers.

The Marketing and Sponsorship Unit commissioned an external partner to design and deliver the first NSW SES customer behaviour survey across all Regions in order to gain insight into community perceptions and attitudes towards SES safety messages and alerts. It is anticipated that the survey instrument will be delivered in late 2011 with measurable data and feedback to the SES on its promotional activities and community safety messages for early 2012.

Community relationships

The reporting year saw Australia Post donate $600,000 to Queensland, Victoria and New South Wales SES Units through an equipment replacement program, providing $3,000 grants to individual units most affected by the recent storms, floods and cyclones.

The Australia Post grants enabled the units to purchase a range of vital resources, including remote area lighting towers, rescue dummies and other equipment. The NSW SES received grant donations for 30 of its units across the State and the Marketing and Sponsorship Unit worked closely with Australia Post on the delivery of these vital resources to assist local SES units.

PRIME7 continued its support of the NSW SES through promoting SES safety messages, initiatives and stories to regional NSW communities. This relationship involves the donation of production and airtime around various community service announcements and targeted television campaigns.

The year ahead

The Marketing and Sponsorship Unit is moving forward in an exciting time for the NSW SES with the potential of new corporate partners coming on board, progressing the brand review and its findings, launching new marketing initiatives to support community safety messages, using the intelligence gathered to develop marketing strategies and target audiences with planned approaches. It will also be initiating new policies for donations and fundraising, and continuing to support internal teams and external partners.

The Marketing and Sponsorship Unit will further develop the relationships with NSW media partners and seek out new corporate interest in forming community partnerships that are aligned with the values and beliefs of the NSW SES.

The Marketing and Sponsorship Unit will be undertaking a brand review to better position the NSW SES as a major iconic entity, now and into the future. This brand review will analyse current marketing and advertising strategies and look to improve consistency and effectiveness.

Engagement materials produced through the NSW SES and NRMA Insurance partnership. Graphic courtesy of NRMA Insurance

Corporate Communications

Overview

Formerly the Public Communication Section, under the organisational restructure, the section was renamed the Corporate Communications Unit to better reflect the roles it undertakes.

The Corporate Communications Unit is responsible for media, ministerial liaison, administration of the *Government Information Public Access Act (GIPAA)*, online and digital communications and public relations. In addition, the unit has responsibility for facilitating internal corporate communication.

The Corporate Communications Unit plays a key role within the organisation, facilitating the public dissemination of warnings, safety and preparedness information and updates on the progress of operational responses. The unit also works to highlight member's achievements and to support community engagement and partnership activities across the State that are designed to build safer, more resilient communities.

Internally the Corporate Communications Unit works with the Senior Executive, 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 and the wider community.

Externally the Corporate Communications Unit has existing Memorandums Of Understanding and agreements with PRIME7, Commercial Radio Australia, Fire and Rescue NSW and the ABC. The unit has worked collaboratively with media agencies and other emergency services and the national peak body Emergency Media and Public Affairs to seek improved technologies and processes such as social media and Chumby – a mass media disseminator to communicate with the community during and between disasters.

What we have done

The 2010 - 11 financial year has been characterised by a series of significant and lengthy operational responses. The Corporate Communications Unit supported these responses through the Service's trained media officers, both staff and volunteer.

The use of trained volunteers to undertake both field media duties and to assist at the State Headquarters media cell during responses increased as further capability and capacity in this area was developed, with volunteers actively supporting the media in several areas of the State including the Murrumbidgee, North Coast, Mid-north Coast and Northwest.

Training of volunteers in media continued during the year,

boosting the ability of the SES to communicate effectively with local communities. Refinement of the Media Liaison Training Course was undertaken to ensure it meets the required standard. Seven volunteers were selected for additional professional development to enhance their skills and to provide forward media assistance and ongoing training continues. Training of the Senior Executive in media was also undertaken to enhance their communicative skills to relay critical messages to the media, particularly during operational responses.

The live television broadcast capability at State Headquarters was enhanced through the installation of satellite broadcast technology in August 2010. This has enabled the Service to broadcast directly into newsrooms without the need for network support resources. This capability has continued to grow in popularity with the media, enabling the SES to more effectively report on significant operational responses and to disseminate critical warnings and safety and preparedness information to at-risk communities.

A new Public Affairs Officer was appointed in February 2011, boosting the number of staff in Corporate Communications Unit to five, and has allowed for support of other business units in promoting their activities and disseminating warnings and safety advice.

The corporate website was relaunched in early 2011, providing an enhanced capability for the community to find information on current and past operational responses, safety and preparedness information, images and corporate information. Work was undertaken to provide all SES Units with their own easily updatable website. To support this, the position of Website and Corporate Profiling Officer was recruited and this position continues to guide website development and the SES's presence on social media.

In early 2011 the Service established its first social media presence, a You Tube site. The site has been used to feature operational responses, community service announcements and corporate information and has proved a popular resource for the community and members to access.

The appointment of the Marketing and Sponsorship Manager during early 2011 has enabled the Corporate Communications Unit to focus on core business areas while providing support to the Marketing and Sponsorship Unit in community partnership projects.

PRIME have continued to run Community Service Announcements (CSAs) in regional areas to raise awareness of the role of the SES so at-risk communities are aware of who to contact if they require assistance, with several new CSAs introduced in the reporting period.

Social Media will be further implemented with Facebook and Twitter joining the Service's You Tube site providing a wider range of options for the community to access information.

The Corporate Communications Unit has assumed responsibility for *Government Information Public Access Act (2009)* applications. This is managed by the Ministerial Liaison Officer who is also responsible for the coordination of the ministerial liaison function.

Staff members continued to provide a 24 x 7 on-call media response. The 'Chumby Box' – a mass-media disseminator-can provide pre-recorded, direct-fed updates and news 'grabs' directly to media outlets was implemented and utilised in all of the major events in the reporting year. This has made reaching major media outlets more effective and faster and is of particular value in fast-onset high-impact events.

The year ahead

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

Social Media will be further implemented with Facebook and Twitter joining the Service's You Tube site, providing a wider range of options for the community to access information. Further refinement of the Service's website will also be

undertaken and the SES will continue to closely monitor the rapidly changing digital media environment for opportunities to better engage with communities and members. The roll-out of unit websites to permit better local engagement with communities and the training of a digital media support team for operational responses will be undertaken.

Further training of SES volunteers will be undertaken and the Media Liaison Training Resource Kit will be finalised and training courses rolled out State-wide to further boost the Service's media capacity.

Following a series of briefings with radio and television media early in 2011, the SES Flood Bulletin product will be revised to better meet the needs of media and the community and ways to further improve agency to media communication explored.

The Corporate Communications Unit will also be working closely with the Community Engagement Unit to seek opportunities to promote key safety and preparedness information, in particular the Service's safety 'Fact Sheets'. These will be supported with new community service announcements. The SES will also develop a wider and stronger range of media partnerships.

NSW SES preparing to deploy to Queensland, Bankstown Unit NSW

The Organisational Performance Unit was established in January 2011. This newly established unit is responsible for the development, implementation and review of the SES's corporate, strategic, business, capital and service delivery planning processes.

Sydney Western Region members showcase their Flood Rescue Boat Operators at Australia Day celebrations, Penrith NSW

Government Information (Public Access) Act 2009 (NSW)

The *Government Information Public Access Act 2009* (GIPA Act) was passed by the NSW Parliament in June 2009. The Act establishes a more open approach to gaining access to government information in NSW, replacing the Freedom of Information (FOI) legislation that existed since 1989.

The object of the GIPA Act, as set out in Section 3, is to maintain and advance a system of responsible and representative democratic government that is open, accountable, fair and effective.

The GIPA Act applies to all NSW government departments and also extends to Ministers and their staff, local councils, state-owned corporations, courts in their non-judicial functions and to certain public authorities such as universities.

The guiding principle of the GIPA Act is the public interest, with a general presumption that disclosure of information is in the public interest, unless a strong case to the contrary can be demonstrated. Under the GIPA Act, it is compulsory for agencies to disclose certain information (known as open access information) about their structure, functions and policies. The proactive and informal disclosure of other information is also promoted and encouraged.

Formal access applications should only need to be lodged as a last resort. Where formal applications are required, the Act sets out the process that applicants and agencies need to follow, as well as the options for review of access decisions.

The GIPA Act remained unproclaimed for the 2009 - 10 reporting period. On 29 April 2010, the government announced that the Act would commence operation on 1 July 2010.

Statistical information available – see appendix p. 120

Organisational Performance

Overview

The Organisational Performance Unit was established in January 2011 with the appointment of the Manager Organisational Performance. This newly established unit is responsible for the development, implementation and review of the SES's corporate, strategic, business, capital and service delivery planning processes.

This includes particular focus on risk assessment methods and research to ensure that plans reflect corporate direction, that objectives are consistent and to contribute to improved service delivery models.

The unit is also responsible for the monitoring and reporting of corporate performance against objectives and targets. It provides strategic advice to management to enable effective assessment of performance against key performance indicators.

What we have done

The focus for the unit during the reporting period was to ensure that all legislative reporting requirements were met.

In particular the organisation's Results and Services Plan and Efficiency Savings Report were reviewed and submitted. A new plan for the SES was developed for the 2011 - 15 period, One SES Plan. The unit was instrumental in the development of the Plan, in particular the forward-facing products that will be used to communicate the Plan to stakeholders, government and the community.

The year ahead

A Corporate Performance Management System will be implemented in order to monitor and report on performance against the 2011 - 15 Plan.

Human Services

A major focus for the Human Services Directorate during the 2010 - 11 year was to conduct a recruitment campaign for 32 new positions – 20 based at the State Headquarters in Wollongong and 12 positions in Regions across the State as part of a major restructure of the NSW SES.

Overview

A major focus for the Human Services Directorate during the 2010 - 11 year was to conduct a recruitment campaign for 32 new positions – 20 based at the State Headquarters in Wollongong and 12 positions in regions across the State as part of the major restructure of the NSW SES.

The organisational restructure, including new positions and more than 90 recruitment actions, was completed on schedule by the end of February 2011. Key positions in the restructure included the Deputy Commissioner Corporate Services and Planning and Directors Operations East and West. These additions to the Senior Executive team have addressed a long-term systemic flaw in the organisation structure of the SES.

During the period Human Services also provided outcomes to SES members in the areas of human resources, organisational development, learning and development, workplace relations, workplace health and safety, injury management and wellbeing, worker's compensation, critical incident support, chaplaincy and employee assistance services.

Human Services continued to deliver outcomes identified in the unit strategic plan aligned to the SES 2007 - 11 Corporate Plan, and fully participated in the development of the new One SES Plan, to be launched in July 2011. Key priorities for the directorate during the 2010 - 11 period included:

- Completion of a skills audit that will provide data for the Workforce Management Plan and the Organisation Learning Plan
- Increasing the delivery of Cadet Programs across the State
- Participating in the development of the SAP-HR payroll system
- Launching the 1800 OHS SES number for reporting incidents, accidents and near hits

04
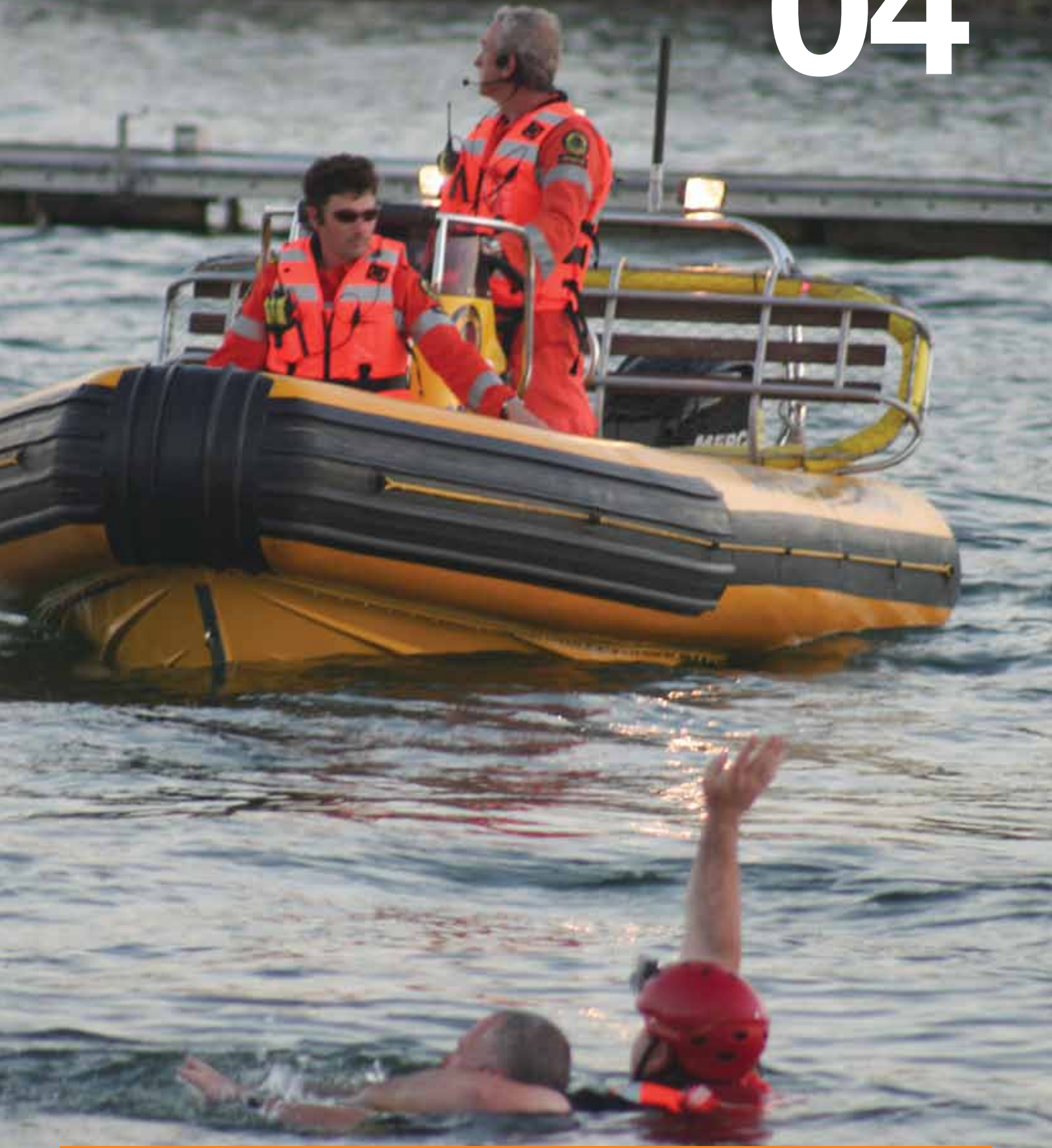
Sydney Western Region Flood Rescue Technicians awaiting airlift to execute a flood rescue, Penrith NSW

What we have done

The Looking After People Development Program was formally launched by the Commissioner in June 2010 and has provided training for more than 100 leaders in the organisation.

The aim of the course was to provide people management skills, knowledge and attitudes to develop and maintain positive relationships in both internal and external environments so that customers, suppliers and the SES achieve planned outcomes. The training program was written to meet the competency standard BSBWOR401A Establish Effective Workplace Relationships from the Business Services Training Package (BSB07).

The SES, a Registered Training Organisation underwent an audit by the NSW regulator (VETAB) and had a successful result, with some opportunities for improvement identified. One of these areas involved the devolution of trainer and assessor endorsements to Regions. This process was developed and approved and will be implemented during the 2011 - 12 year.

The State Learning and Development Unit was also restructured during the year to produce a more efficient and contemporary structure to govern learning and development activities and provide learning and development services throughout the SES. The new structure will focus on product development, delivery and assessment, professional development and quality assurance and continuous improvement. Each function will have additional resources in the new structure and the team will be based at State Headquarters in Wollongong.

During the period the Recruitment and Membership section implemented the NSW Government's eRecruitment system, Taleo. This work involved the alignment of SES recruitment processes to Taleo system functionality and extensive training of the Recruitment and Membership Officers. Important linkages were also established with the National Criminal History checking process and early blueprinting work was done to integrate this system with Taleo and eventually the SAP-HR system that is progressing through a phased implementation into the SES.

The Critical Incident and Counselling (CICS) Unit of the Human Services Directorate facilitated the introduction of pre-deployment training and education for peers and chaplains during the year. Critical Incident Teams were regularly deployed throughout the period to support SES members through protracted operations. They were also deployed interstate to large scale events such as Cyclone Yasi and the Brisbane floods.

The CICS Unit was involved in a joint research project with the University of Western Sydney looking at the development of resilience through pre-incident education. The research was conducted by a doctoral student and involved in-kind contributions from the SES and the provision of funding for a research assistant based with the CICS team during the year. Results of the research will be reported during 2011 - 12 and will be implemented into programs to improve the resilience of SES members in critical incidents.

The implementation of the SES Cadet Program continued to grow during the period with more than 20 programs delivered across the State both in Sydney metropolitan, regional and rural locations including: Mulwarre, Parkes, Canobolas, Caringbah and Georges River.

Young SES Unit members and the Youth Engagement Coordinator participated in the first Young People in Emergency Services Forum that was hosted by Communities NSW. The forum brought young people together from across the Emergency Services sector to discuss issues such as: attraction and retention of young members, volunteering models and the benefits of volunteering. Recommendations from the forum will be implemented into SES programs.

Implementation of the SES Safety Management System continued throughout the 2010 - 11 year, and resources in the section where bolstered with the appointment of an Occupational Health and Safety Manager position and a permanent Injury Management and Wellbeing Officer. The Workplace Health and Safety Unit now has three permanent staff to meet the future challenges of the federal harmonisation of OHS legislation. A key achievement of the unit during the period was the implementation of the Safehold System which underpins the reporting and analysis of incidents, hazards, near hits and injuries that occur in the SES workforce. The key interface of this system with the SES membership is the 1800 OHS SES telephone number that is called to report events and can be accessed 24 hours a day, 7 days a week.

The year ahead

During the next financial year the Human Services Directorate will be engaged in the delivery of the new One SES Plan. The 2011 - 12 Human Services Business Plan will deliver a range of outcomes including:

• An organisation learning plan

• A workforce management plan

• A SES recruitment and retention strategy

• A safety management system

• A SAP-HR system

• A pre-incident resilience program

Human Resources

Overview

The SES provides an equitable, positive environment for all members. 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 SES, which makes us more effective in leading the communities we serve, before, during and after emergencies.

What we have done

The two crucial areas for the Human Resources Unit during the reporting year were:

- The implementation of the successful Enhancement of Effort bid leading to a restructure of the organisation
- Recruiting 32 new positions in regional and rural NSW

Over the reporting year the unit completed 92 recruitment actions involving 2,187 applicants.

Kiama volunteer at the State Disaster Rescue Competition, Appin NSW

Recruitment 2010 - 11

SES	NO.	Grade	Position Title	Business Unit, Directorate	No of Applications
10/10	1	9/10	Temp Manager Planning	ERM, Community Safety	6
10/11	2	SO3	Executive Director Strategy and Planning	Office of the Commissioner	33
10/12	3	3/4	Program Support Officer – 2 positions – 5 recruits	Learning and Development, Human Services	115
10/13	4	5/6	Website & Corporate Profiling Officer	Corporate Communications, Corporate Services and Planning	17
10/14	5	SO1	Director Human Services	Office of the Commissioner	6
10/15	6	SO1	Director Logistics	Office of the Commissioner	4
10/16	7	SO1	Director Information & Communication Technology	Office of the Commissioner	10
10/17	8	SO1	Director Community Safety	Office of the Commissioner	7
10/18	9	SO1	Director Operations East / West	Office of the Commissioner	14
	10	SO1	Director Operations West	Office of the Commissioner	9
10/19	11	9/10	Region Controller, Clarence Nambucca Region	Clarence Nambucca Region, Operations East	19
10/20	12	SO1	Director Special Operations	Office of the Commissioner	12
10/21	13	9/10	Manager Geographical Information Systems – temporary	Geographical Information Systems, Community Safety	13
10/23	14	9/10	Manager Corporate Communications	Corporate Communications, Corporate Services and Planning	4
10/24	15	7/8	Deputy Region Controller, Central West Region	Central West Region, Operations West	25
10/26	16	7/8	Duty Operations Officers x 4	Operations, Special Operations	51
10/27	17	9/10	Region Controller, Murray Region	Murray Region, Operations West	20
10/28	18	11/12	Manager Special Operations	Special Operations, Special Operations	17
10/29	19	9/10	Manager Organisational Performance	Organisational Performance, Corporate Services and Planning	16
10/30	20	11/12	Manager Operations	Operations, Special Operations	13
10/31	21	9/10	Manager Lessons Learned	Lessons Learned, Special Operations	19
10/32	22	9/10	Manager OHS	Occupational Health and Safety, Human Services	18
10/33	23	7/8	Operations Capability Assurance	Special Operations, Special Operations	11
10/34	24	7/8	Major Operations Officer	Special Operations, Special Operations	13
10/35	25	3/4	Volunteer Support Officers CNR/ISR – 2 direct appointments	Operations East, Operations	59
10/36	26	5/6	Research Analyst Lessons Learned	Lessons Learned, Special Operations	13
10/37	27	5/6	Region Learning & Development Officers – Namoi, Sydney Southern, Richmond Tweed Region	Various, Operations East – 1 direct appointment	99

Recruitment 2010 - 11 (cont.)

SES	NO.	Grade	Position Title	Business Unit, Directorate	No of Applications
10/38	28	5/6	OHS Officer	Occupational Health and Safety, Human Services	27
10/39	29	5/6	Media & Public Affairs Officer	Corporate Communications, Corporate Services and Planning	15
10/40	30	7/8	Senior Chaplain	Critical Incident Counselling Service, Human Services	15
10/41	31	9/10	Manager Information Technology Systems	Information and Communication Technology, Corporate Services and Planning	8
10/42	32	7/8	Assistant Manager Logistics	Finance & Logistics, Corporate Services and Planning	25
10/43	33	5/6	Coordinator Community Engagement x 4	Community Engagement, Community Safety	93
10/44	34	9/10	Manager Community Engagement	Community Engagement, Community Safety	16
10/45	35	3/4	Executive Assistant Office of the Commissioner	Office of the Commissioner	1
10/46	36	9/10	Manager Information Technology Infrastructure	Information and Communication Technology, Corporate Services and Planning	12
10/47	37	7/8	Systems Project Manager	IT Systems, Information and Communication Technology	9
10/48	38	5/6	Systems Analyst	IT Systems, Information and Communication Technology	13
10/49	39	3/4	Assistant Analyst Programmer	IT Systems, Information and Communication Technology	13
10/50	40	1/2	Support Programme Officer	IT Infrastructure, Information and Communication Technology	15
10/51	41	3/4	Workstation Programme Officer x 2	IT Infrastructure, Information and Communication Technology	32
10/52	42	1/2	Support Programme Officer – Priority assess displaced	IT Infrastructure, Information and Communication Technology	1
10/53	43	9/10	Region Controller Illawarra South Coast – Eligibility list activated	Illawarra South Coast, Operations East	0
10/54	44	7/8	Critical Operations Support Officer	Special Operations, Special Operations	23
11/01	45	5/6	Sharepoint Analyst Programmer	IT Systems, Information and Communication Technology	9
11/02	46	3/4	Assistant Business Analyst	IT Systems, Information and Communication Technology	11
11/03	47	3/4	Administrative Officer – various positions X 2	Various	131
10/04	48	1/2	Administrative Officer – various positions X 5	Various	215
11/05	49	3/4	Billing & Project Officer	Logistics, Finance and Logistics	17
11/06	50	3/4	Communications Officer – Telephony Technical Support	Communications, Information and Communication Technology	20
11/07	51	7/8	Senior Communications Officer	Communications, Information and Communication Technology	14
11/08	52	9/10	Manager Marketing & Sponsorship	Marketing and Sponsorship, Corporate Services and Planning	24

Recruitment 2010 - 11 (cont.)

SES	NO.	Grade	Position Title	Business Unit, Directorate	No of Applications
11/09	53	9/10	Manager Information Technology Infrastructure	Information and Communication Technology, IT Infrastructure	30
11/10	54	7/8	Business Analyst	IT Systems, Information and Communication Technology	17
11/11	55	7/8	Solutions Architect	IT Systems, Information and Communication Technology	8
11/12	56	9/10	Region Controller, Murray Region	Murray Region, Operations West	35
11/13	57	7/8	Major Operations Officer	Special Operations, Special Operations	17
11/14	58	9/10	Region Controller, Richmond Tweed Region	Richmond Tweed Region, Operations East	17
EOI 11/01	59	3/4	Finance and Procurement Officer	Information and Communication Technology	4
11/24	60	7/8	Deputy Region Controller, Clarence Nambucca Region	Clarence Nambucca Region, Operations East	22
10/22	61	5/6	Senior Rescue Coordinator	Operations, Special Operations	6
10/25	62	7/8	Deputy Region Controller, Macquarie Region	Macquarie Region, Operations West	11
11/15	63	7/8	Deputy Region Controller, Macquarie Region – readvertised	Macquarie Region, Operations West	19
11/16	64	7/8	Senior Public Affairs Officer	Corporate Communications, Corporate Services and Planning	26
11/17	65	3/4	Assets & Data Management Officer	Business Support, Information and Communication Technology	18
EOI 11/04	66	5/6	Community Education Officer	Community Education, Community Safety	2
11/18	67	7/8	Assistant Manager Logistics	Logistics, Finance and Logistics	26
11/19	68	1/2	Warehouse Officer x 2	Logistics, Finance and Logistics	78
11/20	69	7/8	Server Engineer	IT Infrastructure, Information and Communication Technology	17
11/21	70	1/2	Support Programme officer	IT Infrastructure, Information and Communication Technology	34
11/22	71	5/6	Procurement Coordinator	Logistics, Finance and Logistics	26
11/23	72	3/4	Planning Support Officer	Emergency Risk Management, Community Safety	27
11/25	73	7/8	Analyst Programmer	IT Systems, Information and Communication Technology	14
11/26	74	5/6	Communications Telephony Officer	Communications, Information and Communication Technology	27
11/28	75	7/8	Deputy Region Controller, Sydney Northern Region – Priority assess	Sydney Northern Region, Operations East	1

Recruitment 2010 - 11 (cont.)

SES	NO.	Grade	Position Title	Business Unit, Directorate	No of Applications
11/27	76	7/8	Deputy Region Controller, Sydney Western Region	Sydney Western Region, Operations East	14
11/29	77	5/6	Region Learning & Development Officer, Sydney Western Region	Sydney Western Region, Operations East	53
11/30	78	7/8	Operational Planning Officer	Special Operations, Special Operations	17
11/31	79	5/6	Operations Officer	Special Operations, Special Operations	24
EOI 11/05	80	7/8	Alpine Search & Survival Coordinator	Special Operations, Special Operations	3
11/32	81	7/8	Landuse Risk Management Officer	Emergency Risk Management, Community Safety	1
11/33	82	9/10	Fleet Manager	Logistics, Finance and Logistics	26
11/34	83	5/6	Business Manager, Clarence Nambucca Region	Clarence Nambucca Region, Operations East	11
EOI 11/03	84	7/8	Deputy Region Controller, Lachlan Region	Lachlan Region, Operations West	4
EOI 11/02	85	General Scale Clerk	Operations ComCen Call Operator x 2	Special Operations	19
11/35	86	7/8	Server Engineer	IT Infrastructure, Information and Communication Technology	24
EOI 11/07	87	5/6	Business Manager, Macquarie Region (temporary)	Macquarie Region, Operations West	2
			+ 5 direct or lateral transfers		
				Total Applications	Total: 2,187

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

- Completion of restructure recruitment and consequential vacancies
- Adjustments required to unit structures as a result of the department restructure
- Development of a new Performance Management program
- Completion of the Looking After People Training Resource Kit
- Scoping and planning for the implementation of the SAP payroll system for commencement in the 2011 - 12 financial year

- Shut down and final reconciliation of the CHRIS payroll system
- Conduct corporate induction and controller development programs through the Looking After People training course

The Looking After People training forms a major part of Leadership and Controller Development within the State Emergency Service. The unit conducted four courses over the reporting year with a total of 115 participants.

As part of its commitment to further recognise the work of volunteers and staff, the SES Awards Committee met each quarter to consider all award nominations. Refer to Part 9 for the full listing of Honours and Awards presented during the 2010 - 11 year. In addition, a new Performance Management program was developed and all staff and volunteer controllers participated in the annual performance review process.

Risk Reduction in Human Services

The SES has incorporated a number of strategies into its business operations to reduce the potential for poor human resource management and the impact that it could have on the achievement of corporate objectives. These strategies apply to all members.

The training of senior members 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 SES Code of Conduct and yearly Strategies and Targets Statement set out the organisation's direction in relation to human resource management. Our training induction material and performance management system give clear directions to members 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.

Workforce Diversity and Equal Employment Opportunity

The SES is an equal employment opportunity employer with a commitment to providing a harmonious, non-discriminatory and safe workplace that attracts and maintains the highest calibre of staff and volunteer members.

Appointments to positions within the SES are made on the basis of merit relevant to position requirements. The SES strives to ensure that all members receive equal opportunities for advancement and career opportunities through performance management, development and learning and development initiatives.

During the reporting year, Equity and Diversity training was incorporated into three main programs:

1. Team-leader training for staff and volunteers to ensure training was reaching all supervisors and members in positions of authority
2. SES Induction covering generic induction of all new SES volunteers
3. Staff Induction program covering all new staff members

Team-leader courses were especially targeted to capture emerging leaders and redress the gender imbalance in leadership positions. State Headquarters and Region staff participated in the Women in Management Annual Conference. The SES provides opportunities to staff and volunteers alike to acquire skills relevant to individuals' career development and the needs of the SES.

The SES also takes a proactive approach to the development and application of non-discriminatory practices especially in its curriculum and training resource kit development.

The SES has been engaging those parts of the community that are not highly represented statistically as members within the SES under initiatives linked to 'building community resilience' and also our commitment to the 'Keeping our Mobs Safe' strategies identified by Commonwealth and State Government.

Over the year we have engaged with people from Indigenous and culturally and linguistically diverse (CALD) communities through various engagement activities, community promotion and training programs. One of the larger strategies that has been used is under the Diversity in Volunteering Partnership (DIV P).

• The DIV P is in two strands, one for promotion of the Service through training potential members and the other is through Cultural Awareness Programs for existing members of the Service. We have implemented training for Indigenous and CALD communities through Volunteer Induction Training.

In May 2011 the annual planning forum for the program was conducted with SES members, Community College representatives and the Adult and Community Education Unit attending. The forum reviewed programs delivered during the 2010 - 11 year and planned programs to be delivered during the next 12 month period.

• In the next 12 month period programs have been planned in 10 targeted communities including two CALD and eight Indigenous communities

The SES will continue to provide quality access opportunities to Indigenous, CALD and disabled members of the community through flexible promotion and training to increase awareness of safety to these communities. There is also a commitment to provide our members with the knowledge and understanding of diverse community beliefs and practices, which will assist with tolerance, dispelling myths and acceptance to and from potential members from these communities as well as giving our members the tools to work effectively within these communities.

The SES recognises that women are proportionally under-represented in its workforce, especially at the higher levels, and remains committed to removing any barriers that might hinder women from gaining employment or career development in the SES.

The State Disaster Rescue Competition tests member's skills across a range of scenarios, Cataract Scout Camp NSW

The SES is committed to providing access to services and employment opportunities for all, including those with disabilities and to support this commitment a Disability Action Plan was scoped out during the year.

Disability Action Plan

The SES is committed to providing access to services and employment opportunities for all, including those with disabilities and to support this commitment a Disability Action Plan was scoped out during the year.

As a result of a restructure, the SES now has more than 200 permanent staff and the plan will be developed and implemented to remove barriers that may hinder people from gaining access to services and employment opportunities.

During the reporting period, the SES in collaboration with Adult and Community Education, were successful in receiving a grant through the Australian Flexible Learning Framework to develop a blended learning tool focused on disability awareness.

The Cultural Points of View (Disability Awareness) Program was completed in March 2011 and piloted with SES volunteers and staff members. The program combines face-to-face and online learning components and will be rolled out to SES members during the 2011 - 12 year.

Special Needs Groups

The SES has established links with a number of Aboriginal communities and Land Councils and has identified special needs groups of various types in Flood 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 SES recognises the important contribution that older people can make to the organisation, and it encourages their volunteer membership. Many have skills and expertise in areas that help the SES do its job better, and the transfer of these skills to younger volunteers is a major contribution. There are positions within SES Units, particularly at headquarters, where

older people can perform required tasks and release those members who prefer to be in the field. The SES has engaged in a number of strategies such as participation in Seniors' Expos, designing presentation templates targeted at older audiences and ensuring that we publicise the roles of our older volunteers to reach out to older people and offer them the opportunity to join as volunteers.

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

- Including facilities and access for people with disabilities in the specifications for custom-built Region Headquarters. These include toilets and showers for the disabled, ground-level access and widened corridors and doorways where possible

- Encouraging people with physical disabilities to join volunteer ranks and carry out tasks in line with their abilities

- Ensuring that the needs of people with disabilities are catered for in recruitment, development and promotional aspects of employment and in volunteer membership

- Explicitly encouraging all SES members to support fellow members in their units who have special needs

- Implementing Equal Employment Opportunity strategies to achieve the above objectives

Women in the SES

The SES recognises that women are proportionally under-represented in its workforce, especially at the higher levels, and remains committed to removing any barriers that might hinder women from gaining employment or career development in the SES.

During the year, female staff attended the selection techniques and interview skills training as well as targeted professional

development as specified in their performance management plans, which provided them with career and personal development strategies to help them develop their competitiveness for emerging vacancies. Some positions that have traditionally been filled by males became vacant during the year and successful appointments of women were made, a positive step in removing barriers to promotional opportunities.

During the past year the Human Resources Unit has organised representatives to attend the Australian Women in Leadership Forum and Women in Management Annual Conference; forwarded nominations for the Telstra Business Women of the Year Award; provided regular articles in the Commissioner's Newsletter, recognised women in the SES whose contributions have made a difference to the Service and raised the profile of 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). The SES strategies and achievements under this plan are outlined in the following table.

Action Plan for Women:

Develop and promote equity and diversity training to the widest possible audience	Equity and diversity training module included in all Team Leader training courses for members
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 performance management program 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
	10 women attended Women in Management Conference

Staff Profile:

The staff profile of the SES as at 30 June 2011

Recruitment of Employees during 2010 - 11

Level	Total Recruits	Respon-dents	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	nil	nil	nil	nil	nil
$35,266 - $46,319	nil	nil	nil	nil	nil	nil	nil	nil	nil
$46,320 - $51,783	nil	nil	nil	nil	nil	nil	nil	nil	nil
$51,784 - $65,526	26	731	291	440	12	90	95	2	0 identified
$65,527 - $84,737	32	617	382	235	2	26	98	1	0 identified
$84,738 - $105,923	16	289	228	61	0 identified	3	3	0 identified	0 identified
>$105,923 (non SES)	9	85	77	8	0 identified	0	5	0 identified	0 identified
>$105,923 (SES)	2	22	15	7	0 identified	0	1	0 identified	0 identified
TOTAL	85	1,744	993	751	14	119	202	3	0

Representation of Employees by Level during 2010 - 11

Level	Total Recruits	Respon-dents	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	1	1	0	1					
$35,266 - $46,319	28	28	13	15		1		2	1
$46,320 - $51,783	2	2	1	1					
$51,784 - $65,526	2	2	1	1	2	1			
$65,527 - $84,737	100	100	24	76	2	14		12	5
$84,738 - $105,923	95	95	51	44		11	8	11	3
>$105,923 (non-SES)	62	62	46	16		4	3	6	1
>$105,923 (SES)	10	10	9	1				1	1
TOTAL	300	300	145	155	4	31	11	32	11

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

Recruitment of Employees by Level Compared with the Two Previous Years

Level	2010 - 11			2009 - 10			2008 - 09		
	Total Staff	Women	Racial/Ethnic/ Ethno-Religious Minority	Total Staff	Women	Racial/Ethnic/ Ethno-Religious Minority	Total Staff	Women	Racial/Ethnic/ Ethno-Religious Minority
Below CO Gd 1	1	1		0	0	0	1	0	0
CO1 – A&C Gd 1	28	15	1	22	14	0	13	0	0
A&C Gds 1-2	2	1		10	8	1	16	2	0
A&C Gds 3-5	2	1	1	75	58	2	67	2	0
A&C Gds 6-9	100	76	14	106	44	0	61	2	0
A&C Gds 10-12	157	44	11	37	7	0	28	0	0
Above A&C Gd 12	10	17	4	3	0	0	3	0	0
Total	300	155	31	253	131	3	189	6	0

Number of CES/SES Positions 2010 - 11

Level		Total CES/SES End of Current Year 2010	Total CES/SES End of Previous Year 2009
3	2	1	1
5	1	1	1
CEO		-	-
Under S.11A			
TOTAL	3	2	2

Liability for Accrued Leave to 30 June 2011

Year	Extended Leave	Recreational Leave
At 30 June 2009	3,194,903	1,469,689
At 30 June 2010	3,619,928	1,589,611
At 30 June 2011	4,013,076	1,840,789
TOTAL	3	3

Learning and Development

Overview

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

The SES is a Registered Training Organisation (RTO), and delivers training and assessment to national standards allowing its members to operate safely and efficiently when responding to incidents and emergencies, and supporting community events. The SES Learning and Development Program helps build community capacity by developing 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 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 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

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 and as such the SES continued with its program of flood awareness for members who work on or near the water. The SES also conducted a pilot Crash-free Driving Program which is designed to ensure appropriate driver behaviours in its members whilst they are operating SES vehicles.

Building leadership skills in members is a crucial part of ensuring successful operations. The SES developed a four-day Looking After People course for line managers. The course develops member's skill in managing people and performance, and is complemented by a practical Team Leader course. There have been four Looking After People courses run in the 2010 - 11 period with 115 members attending, and eight Team Leader courses with 213 members successfully completing the three-day program.

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 level.

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

Maintaining and building of Training Support Teams continued. These teams of experienced trainers and assessors support self-sufficiency in units in delivering training and assessment. All Regions identified volunteers for their Training Support Teams and a total of 163 new skills trainers, 41 new evidence gatherers (who support assessors) and 50 workplace assessors were qualified during the year.

The program to develop high-level operation management skills continued through the year and the Australian Inter-agency Incident Management System (AIIMS) course was run during the year in Units, Regions and at State Headquarters and the development of the Operational Management Training Resource Kit will continue into 2011 - 12.

The program of confirming currency in road-crash and vertical rescue continued during the year. The Service issued 109 Statements of Attainment in Road-crash Rescue and 14 Statements of Attainment in Vertical Rescue.

During the year, the Learning and Development Unit continued the review of Road-crash Rescue and Media Liaison 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.

NSW SES Learning and Development Awards 2010 - 11:

Qualifications

Certificate II in Public Safety (SES)	PUA21309	1,246
Certificate II in Public Safety (Rescue)	PUA20400	110
Certificate II in Public Safety (Operations)	PUA20500	159
Certificate III in Public Safety (Rescue)	PUA30400	123
Total		1,638

Statement of Attainment and Participation

Air Observer	PUAAMS001B & PUAAMS002B	78
Assessor	TAAASS401C TAAASS402B TAAASS404B	50
Chainsaw Crosscut and Limbing	FPICOT2221A	283
Chainsaw Felling	FPIFGM3204A	42
Evidence Gatherer	TAAASS301B TAAENV402B TAAENV403B	41
First Aid	HLTFA301B HLTFA201A	1,663
Floodboat Crew Member	PUASES003B	172
Four Wheel Drive	TLIC2507B	96
General Rescue	PUASAR001B PUAEQU001B PUAOHS001C	576
Land-search Operator	PUASAR008B	301
Looking After People	BSBWOR401A	57
Maintain Team Safety		1,029
Map Reading and Navigation	PUAOPE003AB	345
Operate Communications Equipment	PUAOPE002B	763
Road-crash Rescue	PUASAR002B	109
SES Induction	PUACOM001C PUACOM002B PUAOHS001C PUATEA001B PUATEA004C	1,122
Skills Trainer	TAADEL301C BSBCMM401A	165
Storm & Water Damage Operations	PUASES001B	461
Team Leader		219
Vertical Rescue	PUASAR004B	14
Work in an Operations Centre	PUASES002B	154
Total		7,740
*entries without a code are Certificates of Participation		

The Learning and Development Unit completed their work with Government Skills Australia on the development of national TRKs for Basic Rescue and SES Induction. These documents were published in late 2010.

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

Members attended and participated in:

• 22nd Women, Management and Work Conference

• 51st Floodplain Management Authorities Conference

• Public Sector Leadership Conference

• Leadership in Focus

• Vocation Education Learning Group Conference

• 2010 AFAC Conference

• National Volunteering Conference

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

The year ahead

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.

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 and the continuing development of Skill Sets in Version 8.1 has allowed the Learning and Development Unit to begin mapping the development of new TRKs to 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 Unit will continue to focus on providing support to Region Learning and Development Officers on training and work 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.

The needs of members 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.

Critical Incident and Counselling Services

Overview

The Critical Incident and Counselling Services Unit consists of three programs that offer support to members of the SES.

Critical Incident Support Program

The types of roles that SES members perform means that 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 disasters.

All people react differently to incidents and a critical incident is defined as one that is usually any challenging event that has the potential to create significant human distress. It is the reactions of SES members to the event that is significant not the event itself.

This program is available to all SES members and their families. Every aspect of the work involved is strictly confidential and assistance is provided through a trained, managed and clinically supervised peer support and trauma specialist with interventions provided as required.

What we have done

During 2010 - 11 there remained a continued focus on pre-incident and awareness education. Building emotional and psychological resilience, increasing understanding of critical incident stress and promoting recovery through the identification of healthy coping resources awareness training was undertaken and well received across SES Units in NSW.

For the first time ever, training for members of the Peer Support Team took place in October 2010. The disaster exercise, "Disasters across Borders", included peers and chaplains from NSW, Victoria and Queensland SES Critical Incident Support teams and included theory and practice in the planning and preparation for deployment for interstate large scale events. The members trained in psychological first aid and attended workshops on dealing with change, resiliency, care for self and building on their own skills in stress awareness.

In January and February 2011 the team put this practice into action when 34 of the Peer Support Team were deployed to the Brisbane flood disaster and Cyclone Yasi response for over four weeks of six-day deployments, totalling 336 volunteer hours.

One of the innovative features of the SES Chaplaincy Program is its integration into the Critical Incident Support Program and the flexibility of service delivery that this allows.

SES Chaplains support all members of the NSW SES in their roles around the State, Cataract Scout Camp NSW

Counsellors are available on site and through regular visits to the workplace. The SES provider, EASA, provides an offsite model for psychologists with telephone support and 24 x 7 trauma response services. Training is also provided on Dealing with Change, Relationship Awareness Strength Deployment Inventory (SDI) and working together, along with coaching and personal development.

Critical Incident and Counselling Services Interventions Qualifications

	Pre-incident education and awareness sessions	94
Critical Incident Support Program	One-on-one support	17
	Defusings	4
	Critical incident stress debriefings	7
	Crisis management briefings	0
	Referral and follow up	13
	On scene support – psychological first aid	17
	Large scale operational deployment	2,400 operational hours provided by peers and chaplains
Chaplaincy	Pastoral care	98
	Ceremonial	12
Employee Assistance Program	On site and general counselling 925.5 hours	Management assistance 245.5 hours
	Training/coaching/personal development 587.5 hours	

Chaplaincy Program

One of the innovative features of the SES Chaplaincy Program is its integration into the Critical Incident Support Program and the flexibility of service delivery that this allows. In addition to this, the SES continues to recognise the need to support members who may be affected by a situation not directly relating to their operational involvement and pastoral care is offered to all SES members and their families.

What we have done

The appointment of the Senior Chaplain in December 2010 has added to the leadership capability within the Service. The Senior Chaplain, located at State Headquarters, is available to the Senior Executive Group as an advisor and this position coordinates the support of Region staff and all SES members through the network of Region Chaplains deployed across the State.

Information sessions on the role of the Chaplain as an advisor to leadership continue to receive positive feedback and SES Chaplains are extensively involved in pastoral care, grief and loss, weddings, funerals and other celebration services throughout the year.

Employee Assistance Program (EAP)

The SES provides a continuum care model of employee assistance with a proactive counselling service, management assistance, organisational consultation and training to SES employees and their families. This is provided through processes of internal referral through the Manager, Critical Incident and Counselling Services and other managers or controllers to an external contracted EAP provider with contracted counsellors, psychologists and other specialist mental health practitioners, specialising in various aspects of support.

Counsellors are available on-site and through regular visits to the workplace. The SES provider, EASA, provides an offsite model for psychologists with telephone support and 24 x 7 trauma response services. Training is also provided on Dealing with Change, Relationship Awareness Strength Deployment Inventory (SDI) and working together, along with coaching and personal development.

Research project

The role of resiliency in psycho education of emergency services personnel

The Critical Incident and Counselling Services Government-funded research project, 'The Role of Resiliency in Psycho-education of Emergency Services Personnel,' was completed at 30 June 2011. This research aimed to evaluate and draw upon relevant improvements for the CISP Pre-incident Education and Awareness Training Program. It explored perceptions of NSW SES members regarding the program, including information on their resiliency and common coping strategies.

Two hundred volunteers completed surveys and questionnaires, and twenty-five SES members took part in semi-structured interviews concerning their experiences with the SES, and perceptions of the pre-incident education program, resiliency and post-traumatic growth.

A great deal of positive feedback was gathered suggesting that the current package offered to SES volunteers is vastly important and valuable in lessening the impact of critical incident stress among members. Suggested improvements that may be explored include making the name of the program more 'catchy', discounting common myths about critical incident stress, including additional information and/or training modules, and delivering a common message across all presentations. A more detailed account of the outcomes of this research will be featured in 2011 - 12 reporting year, once results have been finalised with the Charles Sturt University.

The year ahead

- Engage the resources of the three programs that form part of Critical Incident & Counselling Services, CISP, EAP and Chaplaincy, to foster greater resilience among our members so that they are better positioned to handle the emergency situations that they will face in the future
- Continue to plan and prepare for the threat of a major disaster that occurs within NSW by increasing the capacity and skill level of the CISP team so that they can meet the threat and minimise the risk of psychological harm to our members

Cadet Program

Overview

The Cadet Program is a school-based, short course that is facilitated by 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 SES induction course if the holder chooses to join an SES Unit in the future. The SES Cadet Program helps to attract young people to the SES and builds resilience in the new generation by educating them about how to respond in floods, storms and tsunamis. It helps to further integrate the SES into the local community and provides greater public awareness and respect for the role of the SES.

What we have done

A total of 826 cadets have now completed the Cadet Program since the pilot testing phase took place in 2008 with 430 females and 396 males now having participated.

There have been 27 former cadets move on to join a SES Unit and the number of new members joining the SES in the 16 to 25 age range has increased from 100 members in 2007 to 407 members in 2010. The SES now has 147 endorsed cadet trainers. A total of three training endorsement workshops were held in the 2010 - 11 financial year.

Cadet Awards in 2010 - 11

Cadet of the Year

The 2010 NSW Government Cadet of the Year Award, sponsored by the SES Volunteers Association, was won by Jasmyne Lee from Ulladulla High School. Jasmyne demonstrated a high level of leadership and was known for being able to successfully mentor, encourage and support her peers during the cadet program. The award was presented to Jasmyne at Parliament House Sydney on the 12 May, 2011 by the Minister for Police and Emergency Services, The Hon. Michael Joseph Gallacher MLC.

The Andy Roberts Outstanding Achievement Award

The 2010 Andy Roberts Award for Outstanding Achievement was won by Dominic Dato from Georges River Grammar School. Dominic displayed commitment and continuous improvement throughout the Cadet Program and embraced the responsibility that he was given. This award was also sponsored by the SES Volunteers Association.

The year ahead

The steady increase in demand from schools for the Cadet Program means that the SES will continue to build capability to deliver more cadet programs in the 2011 - 12 financial year.

Targeted endorsement programs will be run in areas where a need for additional trainers has been identified.

In support of the One SES vision, the Cadet Program will be crossing regional boundaries and bringing experienced trainers in to other regions to support the running of the Cadet Program
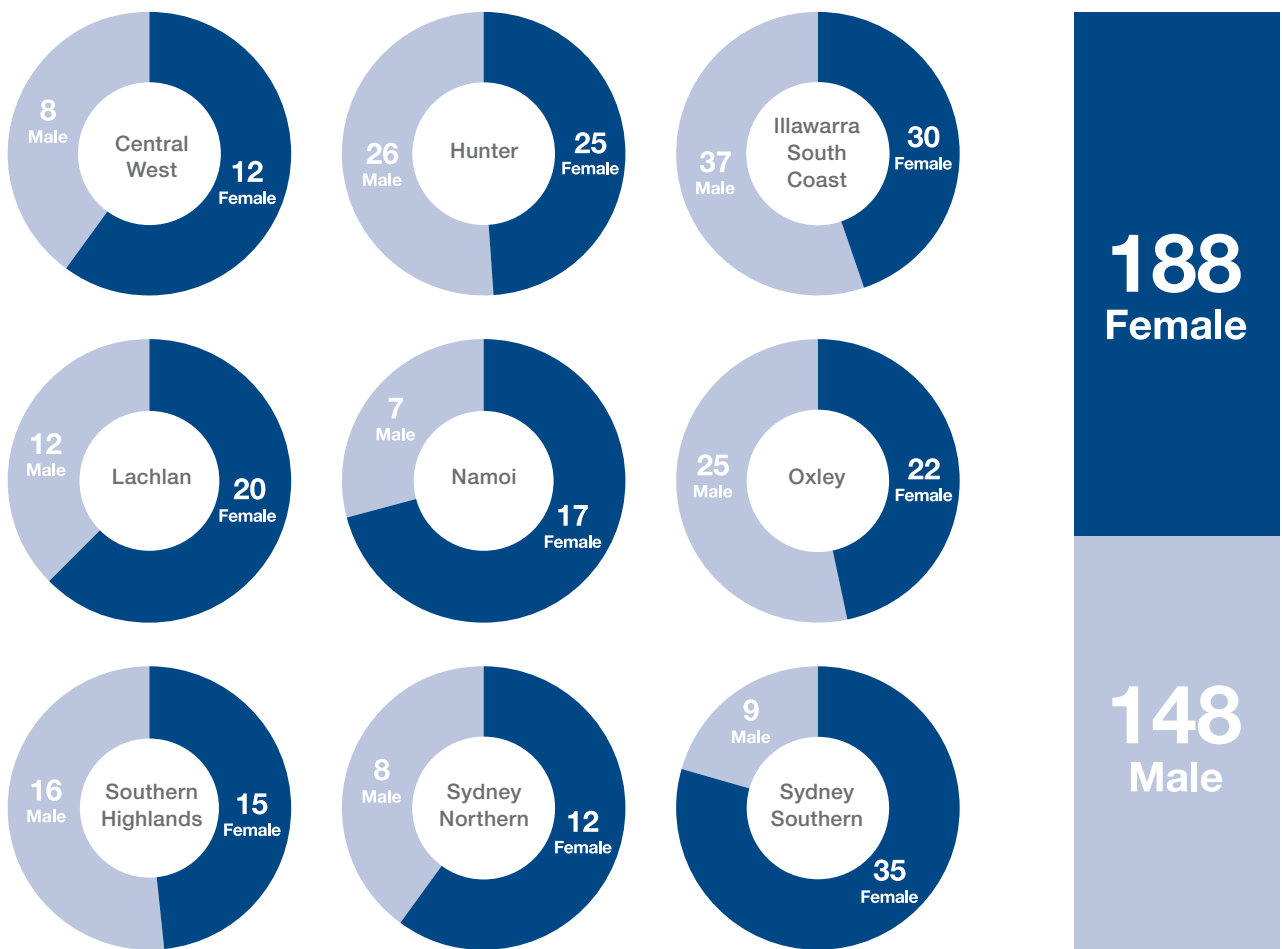

Andy Roberts Outstanding Achievement Award – Dominic Dato

2010 Cadet of the Year – Jasmyne Lee

The SES Cadet Program helps to attract young people to the SES and builds resilience in the new generation by educating them about how to respond in floods, storms and tsunamis. It helps to further integrate the SES into the local community.

Central West
8 Male
12 Female

Hunter
26 Male
25 Female

Illawarra South Coast
37 Male
30 Female

Lachlan
12 Male
20 Female

Namoi
7 Male
17 Female

Oxley
25 Male
22 Female

Southern Highlands
16 Male
15 Female

Sydney Northern
8 Male
12 Female

Sydney Southern
9 Male
35 Female

188 Female

148 Male

Grand Total: 336
Female: 188
Male: 148

Figure 1 – Cadet Participation by Region in 2010 - 11

The following schools have participated in Cadet Programs in 2010 - 11

Term 3, 2010	
Caringbah High School	Georges River Grammar School (Bankstown)
Dapto High School	Narrabri High School
Canobolas Rural Technology High School	St. Phillips Christian School (Cessnock)
Term 4, 2010	
Ulladulla High School	Condobolin High School
Kempsey High School	Goulburn High School
Port Macquarie High School	
Term 1, 2011	
Mulwaree High School (Goulburn)	
Term 2, 2011	
Illawarra Sports High School	Maitland Grossmann High School
Pennant Hills High School	Parkes High School

Cadet Program participants at a general rescue training session

The Safety Management System, once implemented, will provide the SES with a best practice model that integrates safety into all facets of the SES.

and provide mentors for the new trainers. There will be an increased focus on creating an organisational environment that attracts, encourages, supports, trains and retains more young people.

A Youth Engagement Capability Development Group will be formed to produce and implement strategies that support the transition of former cadets and other young people to becoming SES unit members.

Occupational Health and Safety Unit

Overview

The Occupational Health and Safety (OHS) Unit provides safety, well-being and injury management support to all members of the SES. In 2011, the team increased its capability through the creation and appointment of two permanent positions, Manager OHS and an OHS Officer, and secured funding for the permanent appointment of an Injury Management and Well Being Officer.

What have we done:

In 2010 - 11, the OHS Unit commenced work on two major projects:

• The development of a Safety Management System

• The development and implementation of an incident reporting database (Safehold)

Both projects are currently on schedule with delivery anticipated in July 2011.

From 1 January 2011, Employees Mutual Pty Ltd (EML) became the workers compensation insurer for all new staff claims. From 1 April 2011, EML took over administration of all existing claims.

The year ahead:

Activities in 2011 - 12 will focus on:

• Implementation of the Safety Management System. This will be the primary tool for the SES to systematically manage safety into the future. The SMS, once implemented, will provide the SES with a best practice model that integrates safety into all facets of the SES. The OHS Unit selected DataPowder Pty Ltd as the successful provider to develop and implement an incident database for the SES. This major project is well underway with 'go live' scheduled for 2012. Once implemented, it will provide the Service with a single location to capture, record and report on incidents

• Further development of the Safehold Incident Database to reduce the administrative burden on volunteers

• Enhance safety and injury reporting to include lead and lag indicators

The OHS Unit will continue to develop and implement systems that support the valued work of the SES through consultation with members at all levels of the organisation.

Staff Claims

	2008 - 09	2009 - 10	2010 - 11
Number of Claims Reported	16	12	20
Net Incurred Cost @ 30 June 2011	$407,548	$37,588	$127,905

Community Safety

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 blend of self-help and external support.

Overview

The primary function of the Community Safety Directorate is to provide the Service's contribution to the whole-of-government development of community resilience for floods, storms and tsunamis. Community resilience is, in part, underpinned by the development of emergency management arrangements and the building of individual and community capacity to deal with these hazards and their impacts.

The work of the Directorate covers activities as diverse as: hazard and community safety research; risk identification and analysis; the design, development and planning for risk treatment options; communicating risk; fostering an understanding of emergency management strategies; and the development of community self-help capacity for risk management.

The directorate comprises three functional units:

1. Emergency Risk Management (ERM)

2. Community Engagement

3. Geographic Information Services (GIS)

05

'Charlie' training to be a part of the NSW SES USAR K9 Unit, with handler Carol, Ingleburn NSW

Emergency Risk Management Unit (ERM)

Overview

The primary function of the Emergency Risk Management Unit is to develop emergency risk management treatment options for floods, storms, and tsunamis. The SES also provides input to land-use planning processes to advise potential future risk, so that any required emergency response is not beyond the capability of emergency management resources. The SES's preparation for the impact of floods, storms, and tsunamis covers both emergency planning and community education.

The planning is aimed at providing a whole-of-government coordination to warning, evacuation, immediate welfare of people affected, re-supply 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 understand the risks they face and to build individual capacity to manage risk using a blend of self-help and external support.

What we have done

Emergency Planning

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 and dam safety personnel participated in SES-led, scenario-based flood exercises.

The demand from local government councils, developers, and other State agencies for SES advice and assessment of floodplain development proposals continued to increase throughout the reporting period.

Whilst there were no tsunami response operations this year, the period saw a very busy operational response for flooding. This included flooding across catchments in the Illawarra South Coast, Southern Highlands, Murrumbidgee, Murray, Lachlan, Macquarie, North West, Oxley and Clarence Nambucca SES Regions.

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

Critical warning, intelligence and planning support was provided during all flood and storm response operations with members of the ERM Unit providing support to Victoria SES during floods in January to develop and implement evacuation planning for Victorian communities on the Murray River.

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

Planning for Floods and Storms

The review and updating of SES Flood Sub-plans is one of the core activities of the ERM Unit. In the 2010 - 11 reporting period a total of six fully-revised Local Flood Sub-plans were endorsed by the relevant Local Emergency Management Committees (LEMCs). Two new plans were created, scheduled review work continued on 20 plans (carried over from 2009 - 10) and reviews were initiated on 19 other Flood Sub-plans as scheduled. An administrative review of 26 local flood plans commenced with their anticipated endorsement by LEMCs in the 2011 - 12 year.

Significant flood events this year have led to the review of an additional 20 plans to incorporate information gained as part of the post-flood data collection and intelligence review process. Many of these will move to re-endorsement in the 2011 - 12 year.

In addition to the local flood planning activity the Service began the implementation of newly devised quality assurance mechanisms to improve the plan review process. Nine plans have been reviewed using the approach, which involves the use of checklists and predetermined review criteria.

Work commenced on new Region Flood Sub-plan and Storm Sub-plan templates, which are expected to be delivered in the 2011 - 12 year.

Tsunami Modelling

The SES, the Bureau of Meteorology and the NSW Office of Environment and Heritage (previously Department of Environment and Climate Change and Water) continued work to undertake preliminary tsunami inundation modelling and risk assessment for NSW. The modelling of the first two sites (funded through the Australian Attorney General's Department) in the Gosford and Eurobodalla Council areas was completed this year, and subsequent funding through the National Disaster Mitigation Program enabled the modelling of additional locations. The results of this work will be used to validate tsunami evacuation areas and be used by the Bureau of Meteorology to validate and enhance Tsunami Warnings in the Australian region.

Warning systems

The SES actively participated as a member of the NSW Flood Warning Consultative Committee (FWCC). The FWCC is chaired by the Bureau of Meteorology (BoM) and has representatives from the Local Government Association and

Research into flash floods highlighted that a leading cause of death in floods was people walking and driving through floods.

NSW Office of Environment and Heritage. The FWCC provides oversight and guidance for the development of flood warning systems.

In response to issues experienced during floods, and related specifically to technical standards, maintenance and operations of gauges, the State Emergency Management Committee (SEMC) established a Flood Gauge Working Group with the NSW SES Commissioner as chairperson. The group has developed detailed background documents for the SEMC including details of the gauge network, funding, ownership and legal advice about the authority of State agencies to influence gauge management in respect to the flood warning function.

The SES continued to represent NSW on the Australian Tsunami Advisory Group (ATAG) following the implementation of the Australian Government's Tsunami Warning System (ATWS) in 2008. Despite completion of the warning system implementation the ATAG has been retained by the National Emergency Management Committee (NEMC) to continue essential tsunami work focused on refinement of the ATWS and a review of community education activities in 2010 - 11.

An autodial telephone warning system was commissioned at the SES State Headquarters in Wollongong for the combined purposes of warning identified contact groups for flood and tsunami operations. The system was developed to alert other emergency services, critical infrastructure and other key stakeholders of flood, tsunami and dam-failure warnings. It will improve the speed and reliability with which emergency warnings are communicated to key emergency service stakeholders.

Intelligence Information

As 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.

As a result of the extensive floods across parts of NSW during late 2010 and early 2011 the SES has commenced an unprecedented number of detailed post-flood data collection initiatives. This work is underway following significant floods on numerous river systems including floods on the Macleay, Manning, Murray, Murrumbidgee, Lachlan, Macquarie, Mulwaree-Wollondilly, Queanbeyan-Molonglo, Severn, Upper Shoalhaven, and the Castlereagh. The information gained in these studies will be progressively processed and assessed and will then be incorporated into an update of the 47 Flood Intelligence Cards which span the affected areas. This will, in turn, inform plan revision and community education work.

The peak height records for 308 flood peaks were updated on 184 Flood Intelligence Cards.

Hazard and Risk Research

ERM undertakes special projects related to intelligence, planning and risk assessment. In the 2010 - 11 reporting period a major project of the unit was the development of a guideline for emergency management of flash flooding.

Following the completion of research in 2009 into the risks associated with refuge and evacuation in the context of flash floods, work commenced on the development of a guideline to provide a basis for a nationally consistent approach considering flash flood risk. The guideline is intended to assist emergency managers to plan for and implement an emergency management response for flash flooding. The work was funded through the Natural Disaster Mitigation Program. The guideline has been jointly developed by NSW SES and VIC SES and is currently awaiting endorsement by the National Flood Risk Advisory Group (NFRAG).

Pedestrian and Motorist Flood Safety Study Project

Research into flash floods highlighted that a leading cause of death in floods was people walking or driving through floodwater. The ERM Unit commissioned a literature review, funded by the Natural Disaster Mitigation Program, to better understand the reasons why people drive, ride, walk or play in flooded areas. The work also involved reviewing and analysing current strategies employed in Australia and internationally to:

1. Provide advice for people driving in floodwater

2. Deter people from driving through and playing in floodwater

The next stages of work are intended to include the results of the literature review in the design and conduct of community.

Coastal Hazards Planning

The ERM Unit gained funding under the Australian Government's Natural Disaster Resilience Program (NDRP) for coastal hazards planning. The primary aim is to develop sub-plan templates which will include arrangements for flood, storm and tsunami emergencies where coordinated management at the region/district level is required.

Tsunami Awareness for Marine Risk Groups

Planning commenced for a project that will involve delivering a series of information sessions and/or focus groups over the 2011 - 12 period involving experts in the area of community engagement, tsunami research, warning and emergency planning. These focus groups will consult with local marine risk groups and local media agencies.

Floodplain and Coastal Risk Management

The SES was asked to comment on 42 individual development proposals or local environmental plan reviews during the year.

Through 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 development.

The SES supported the 2011 Annual Conference of the Floodplain Management Association of NSW (FMA) held in Tamworth. SES members contributed to presentations given at the conference on the topics of 'Pedestrian and motorist flood safety study: a review of behaviours in and around floodwater and strategies to enhance appropriate behaviour' and also on 'Community safety decision making in flash flood environments' which won the Harold Sternbeck Medal for Outstanding Presentation of the conference. The SES also

held a dedicated planning workshop at the conference with the Service's regional planning members, state planning and community engagement staff. The SES is now planning for the 2012 conference in Batemans Bay.

The SES continues to be a major supporter of a tertiary education program for professional floodplain managers. The course is delivered by the University of Technology Sydney (UTS) and has been developed by the UTS, NSW FMA and the OEH. The course is highly sought after by students and floodplain practitioners alike. The SES provides subject matter experts to lecture for each of the three modules of the course each year.

Climate Change

The Service remains very active in any relevant forum in which climate change is being considered. The SES is primarily interested where adaptation to climate change consequences is the key issue. The SES has continued its' membership of the State Emergency Management Committee Climate Change Working Group and the National Reference Group for the Sydney Coastal Councils Climate Change project.

The SES was also invited to take part in a Climate Change Research Forum hosted by RMIT Melbourne in May 2011. This forum took advantage of the presence of leading scientists who are members of one of the lead scientific panels of the Inter-governmental panel on Climate Change (IPCC). The NSW and Victorian SES and the Australasian Fire and Emergency Services Authorities Council (AFAC) were invited to address the scientific community about the needs of emergency managers to inform future scientific investigation and reporting.

The Hawkesbury-Nepean Flood Management Strategy

The Hawkesbury-Nepean Flood Management Strategy was adopted by the NSW Government in 1997 and implemented within the SES by 2006 - 07. Since then the State Government has continued to provide funding to the SES to maintain capability established under that project as well as develop new capability as the opportunity arises.

The Hawkesbury-Nepean Flood Management Strategy has six main emergency management elements:

1. Review of flood emergency plans

2. Development of flood intelligence

3. Development of flood warning systems

4. Community flood education

5. Improving operational readiness for community safety, and communications systems

Significant flood events this year have led to the review of an additional 20 plans to incorporate information gained as part of the post flood data collection and intelligence review process.

A NSW SES volunteer assists community members in the Richmond Tweed Region, Lismore NSW

Work commenced on the development of a guideline to provide a basis for a nationally consistent approach to considering risk.

6. Floodplain risk management which is led by the Office of Environment and Heritage in consultation with the Department of Planning and the respective local government councils

Hawkesbury-Nepean Flood Emergency Planning, Intelligence & Floodplain Development

The work of flood planning is continuous, particularly in a dynamic floodplain such as the Hawkesbury-Nepean Valley where land development is taking place on a large scale. The various emergency plans must be updated as better hazard information comes to hand or as new urban development comes into existence. A number of important flood studies have been completed or were under way in the valley including the Penrith and Hawkesbury local government areas. The new risk information generated by these studies is critical to the SES for the update of the SES Hawkesbury-Nepean Flood Emergency State Sub-plan. This is the key plan in this valley and sits over a suite of SES Local Flood Sub-plans which are developed for each affected local government area.

The update and revision of Flood Sub-plans is an annual feature of the planning work of the SES's Sydney Western Region with particular emphasis on the Penrith City and Hawkesbury-City plans, Baulkham Hills and Blacktown.

Hawkesbury-Nepean Valley Flood Infrastructure Study

This work, funded through the Natural Disaster Mitigation Program, was commissioned to review the previous 1997 study undertaken to identify infrastructure at-risk within the Hawkesbury Nepean floodplain. This study aimed to incorporate additional infrastructure constructed since 1997 and also analyse the secondary effects of infrastructure interruption, which may be significant and affect large amounts of the metropolitan area. An improved knowledge of flood susceptibility of infrastructure and secondary effects of interruption will allow for improvements in flood emergency plans, improved opportunities to manage infrastructure through business continuity or property identification,

identification of areas which may require evacuation or welfare management as a consequence of infrastructure interruption and improved prospects of community recovery.

Hawkesbury-Nepean Valley Flood Warning Systems

In 2010 - 11 part of the SES's multi-media warning system unit known as Communicator was relocated to the SES State Headquarters in Wollongong. This means that the Communicator has off-site redundancy with mirrored data on two separate systems and physical redundancy at two different sites. The new configuration has been tested using pre-loaded callout lists for NSW State Tsunami Sub-plan as the scenario.

Hawkesbury-Nepean Valley Community Education

The Hawkesbury-Nepean Strategy co-funded important research into the risk associated with pedestrians and motorists during floods. The research work has provided a quantitative basis for work to be undertaken in the design of suitable education programs about the danger of entering floodwater.

The SES volunteers, with support from the Region, provided support to community events involving SES volunteer units and also erected awareness and information displays at the Penrith Show and a large SES display and performed demonstrations at the Hawkesbury Show. There was a continuation of flood-related newspaper articles prepared by the Hawkesbury City SES Unit and published in the Hawkesbury Gazette.

New display boards and pull-up display banners were obtained to resource community activities and two portable projectors purchased for use in community engagement activities. To assist SES members in the setting up of displays, a motorised jockey wheel system was fitted to the Region's shared community education trailer.

Improving Operational Readiness for Community Safety for the Hawkesbury-Nepean

A range of activities were undertaken to continue the process of improving the operational capability of the SES to respond to floods in the Hawkesbury-Nepean valley. This included:

- Replacement Toshiba e-Studio 4520c multifunction printer for Sydney Western Region Headquarters
- 30KVA UPS purchased for Mount Druitt Local Headquarters
- Network monitoring cards for large UPS in Sydney Western Region, The Hills, Blacktown, Mount Druitt, Penrith and Hawkesbury Headquarters
- Five relief maps of Greater Sydney and Sydney and Environs
- 30 Swiftwater Rescue Technicians trained at Penrith Whitewater complex (24 from Sydney Western Region and six from Sydney Northern Region)
- 60 personnel trained in Swiftwater Awareness at Penrith Whitewater complex

Where to from here:

- Work continued on new Region Tsunami Plan template, which is expected to be delivered in the 2011 - 12 year
- Delivery of new Region Flood Sub-plan and Storm Sub-plan templates
- Pedestrian and Motorist Flood Safety Study Project – undertake analysis based on research results to look at what strategies could be implemented to change behaviour and/or increase the safety of the community during floods
- Tsunami Awareness focus groups for at-risk marine groups

Community Engagement Unit

Overview

The SES is committed to helping develop resilient communities. This is achieved through building internal community education capacity and expertise and delivering engagement and partnership programs within local communities.

Whilst there has been a traditional focus on response to natural disasters, there is an emerging trend towards 'action-based resilience planning to strengthen local capacity and capability with a greater emphasis on community engagement and a better understanding of the diversity, needs, strengths and vulnerabilities within communities'.

There is a growing acceptance that community safety is a shared responsibility between the community and emergency services. Emergency Services organisations play a leading role in facilitating and empowering communities to be more resilient.

The Council of Australian Governments (COAG) identified seven groups of actions to build community disaster resilience in Australia:

1. Leading change and coordinating effort
2. Understanding risks
3. Communicating with and educating people about risks
4. Partnering with those who effect change
5. Empowering individuals and communities to exercise choice and take responsibility
6. Reducing risks in the built environment
7. Supporting capabilities for disaster resilience

Community education within the SES in consistent with the COAG actions and centres on raising awareness of local flood, storm and tsunami risks and facilitating appropriate responses within communities to help minimise the impact of events. Partnership programs are fundamental to the development of resilient communities. The Community Education Section plays an important role in empowering the SES Regions and Units to tap into their community networks to help build community resilience.

The Service's community engagement activities seek to increase the community understanding of emergency management issues and strategies for flood, storm and tsunami through education, and to ensure that community education is underpinned by quality hazard information and emergency risk assessment.

What we have done

The main Community Engagement and Education Achievements in 2010 - 11 included:

Initiatives/Projects	Result
Partner with other organisations to provide extra support and resources in order to implement education programs that maximise the efficiency of these programs	Contributed extensively with AFAC on the production of the National SES resource called Lil' Larrikins Worked with Warringah, Pittwater and Central Coast Councils on FloodSafe activities and the Hunter CMA – Hunter FloodSafe
Engage indigenous communities, culturally and linguistically diverse (CALD) groups, demographically diverse groups and special needs groups to educate about the role of the SES and the risks it manages	Worked with Richmond-Tweed SES Region and the Banora SES Unit to develop a FloodSafe Guide for the aged and people with disability
Develop safety conscious behaviour and risk mitigation strategies in communities through targeted education programs to get communities to improve positive behaviour towards hazards and reduce their risk	No new State surveys were conducted over the past 12 months however a report commissioned by the SES to consolidate all previous SES community survey results was received in early 2011. The new SES safety message "Never enter or travel through floodwater" came from these survey results Worked on the Hunter FloodSafe Evaluation Survey with Hunter CMA
Further develop our community communications capability to ensure the community receives timely and accurate information regarding SES services	Updated existing resources to feature current community safety information including updates to community safety section of website and supported public information delivery for operational media
Implement the SES school kits as a curriculum resource	Continued promotion and delivery of the existing Year 9 Geography Kit – Broad sheet and questions K-2 Schools Kit was delivered to every Primary School in NSW The NSW SES was a key content provider and editor for AFAC Lil Larrikins Schools Kits. The product has since been delivered to all SES regions (Delivery to schools through AFAC will be in 2011 - 12)
Investigate comparable employer support models to identify current best practice in employer support model	A model was developed by Community Engagement and handed over to SES Human Resources at the end 2010. Resources developed include a promotional brochure, a kit pack, pull-up banner and window strip
To create a community-based workforce to increase their capacity to deliver community education	40 Volunteer Community Education Officers were trained in 2010 - 11 within the SES Central West, Sydney Western, Sydney Northern and Sydney Southern Regions and also in the ACT SES
Increase community education programs throughout NSW to ensure programs cover each of the hazards the SES is responsible for	As part of a State Government Enhancement to the SES, four new positions of Region Community Engagement Coordinator were recruited and trained. These are located in the SES Regions of Richmond-Tweed, Clarence-Nambucca, Oxley and Hunter FloodSafe Guides were developed and made available on the SES website. Over 22,760 hard copies were distributed to the community at events and activities: Business FloodSafe Guides, Flash Flood (50), Riverine (260), Localised (8,120), Online Toolkit (1), Home FloodSafe Guides, Flash (2,700), Riverine (2,700), Rural (3,900), General Community (5,030) Caravan (1,000), Aged and Disabled (1,120) StormSafe information was developed and made available on the SES website. Over 20,250 information guides were distributed to the community at events and activities: 6-Tips Postcard – what to do before a storm (4,760) and the StormSafe Guide (15,490) Tsunami information available on the SES website, various brochures available through EMA Australia, an SES Tsunami DVD developed, workshops with emergency management organisations, and over 1,000 safety information brochures distributed to the community
Develop and implement a business case to Government for an employer support model to secure funding to implement a recommended employer support model for volunteers to provide support mechanisms for volunteers in their dealings with employers	A model was developed by Community Engagement and handed over to SES Human Resources Unit at the end 2010, for ongoing application

Geographical Information Systems (GIS)

Overview

In late 2010 as part of the SES business restructure the GIS Unit was transferred from the Information and Communications Technology Directorate into the Community Safety Directorate. This was done to maximise the synergies between the Emergency Risk Management Unit and the Community Engagement Unit and through the combined capability of the new Community Safety Directorate, to enhance community safety outcomes for the community and deliver improved support to the Operations area within the SES.

The GIS Unit has continued the delivery of mapping products, tools and support to all SES members on the basis of end-user requirements determined through a high level of stakeholder engagement during design and product evaluation.

A number of projects were commenced to meet Service goals and contribute to emergency mapping capabilities at both State and National levels.

What we have done

Achievements from GIS programs during 2010 - 11 included:

Mapping Products

- State-wide production was completed for topographic mapbooks. The books contain topographic maps optimised for use in vehicles and at SES forward locations. More than 700 books and satchels were delivered to SES Unit and Region Headquarters

- Improvements were made to the functionality and system performance of Mapping Online. The visualisation tool is used to display live incident locations, weather feeds and base data for SES incident managers

- Standard map templates were updated and defined for SES Local and Region Flood Plans

Spatial Information

- The SES Hazards Spatial Data Library was more closely integrated to the priorities and review work of the emergency planning process

- SES contributed the flood, storm and tsunami components of the national mapping symbology standard adopted this year by the Australasian Fire and Emergency Service Authorities Council (AFAC)

Strategic Projects

- The unit delivered year three of the GPS Rollout Program which included development of customised inland data sets

for marine GPS devices. GPS devices were evaluated and tested to meet SES flood rescue boat fleet requirements

- The National Tsunami Inundation Modeling Workshop at Geoscience Australia was attended by a Spatial Analyst from SES. The training will support broad-scale inundation modeling for the NSW coast providing the basis to improve warning and evacuation

- GIS continued research and development into near-to-real-time satellite imagery for use in major flood events

Capability Development

Members of the GIS team delivered or co-authored the following papers:

- 'Integrated remote sensing for monitoring major inland flood events in New South Wales, Australia' 15th Australasian Remote Sensing and Photogrammetry Conference (ARSPC)

- 'Improving strategic understanding of flood risk through better use of existing and future information' 51st Annual Floodplain Management Authorities Conference

- 'Map cache for the ESRI Web ADF Platform' Illawarra Geospatial Users Group

Operations Support

- 105 administrative mapping tasks and 651 operational mapping tasks were completed. Average of approximately 15 per week

- Mapping support was provided to the SES State Operations Centre for all major events

- Volunteer members were deployed for forward mapping support to flood events in Murray and Murrumbidgee Regions

- Two training exercises were held for the SES volunteer Mapping Support Team

The year ahead

The GIS Unit will commence the 2011 - 12 year with a number of significant projects already approved and funded. These include:

- SES received 2011 - 12 funding under the Natural Disaster Resilience Program, State Projects Program to develop State guidelines for the consistent definition of warning and evacuation areas for communities at risk from dam failure

- Alignment of the SES Hazards Spatial Library to the NSW Flood Database project will improve the strategic management of flood risk information in NSW

- A mapping tool to support impact assessment will be piloted to record consistent impact data during and after events

Information and Communications Technology

This year saw a reorganisation of the Directorate along functional lines establishing units for Communications, Information Technology Infrastructure, Information Technology Systems and Business Support.

Overview

The Information and Communications Technology Directorate (ICT) is now 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 SES in decision making before, during and after emergencies with a primary aim of improving communication, collaboration and access to information.

A busy operational year saw many members of the Directorate deployed to support response activities throughout NSW, Queensland and Western Australia, providing ICT 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 2011 - 12 Financial Year.

06

Land search sector complete, awaiting further instructions, Kurnell NSW

With the launch of the One SES Plan, a new ICT Strategic Plan will be developed that will align with whole-of-government initiatives and will contain the following themes: Mobility, Information and Collaboration.

What we have done

- The Service successfully delivered its five per cent Treasury savings target through four projects – network consolidation, laptop replacement, contractor conversion and software consolidation

- After 12 months, the chair of the sector SAP Steering Committee was handed to the Ministry for Police and Emergency Services. During this period, oversight of the final stages of SAP finance and asset management were delivered and the SAP Human Resources project commenced with the successful delivery of the payroll module

- The Directorate completed the second edition of the Australian Council of State and Territory Emergency Services (ACSES) National Performance Indicators for 2010

- 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

- The Directorate worked with the University of Sydney to apply for an Australian Research Council grant

- Implemented Radio of Internet Protocol (RoIP) to commence a trial of radio communications in the Operations Communications Centre

The year ahead

The Directorate will continue to work within a whole-of-government framework on the sector wide projects for Operations Management Systems, Computer Aided Dispatch and SAP.

We will continue to work with State and Territory Emergency Services when requested to provide advice, consultation and support with their initiatives to implement NSW SES Operational Management System in their respective States.

With the launch of the One SES Plan, a new ICT Strategic Plan will be developed that will align with whole-of-government initiatives and will contain the following themes: Mobility, Information and Collaboration.

Information Technology Infrastructure

Overview

This newly created unit separates the infrastructure and systems functions into more manageable teams to improve service delivery to the SES. The unit is responsible for the data network, internet, wireless, desktop, laptops, servers, desktop productivity software and the help desk.

With a high level of Operational activity through 2010 - 11, there was an increase in demand for infrastructure and support services with the Service Desk receiving 4,628 issues, including 726 Very High incidents raised as an operational priority.

To help with the increased demand and to improve service delivery and reporting capabilities a pilot was run with the Operations Communications Centre to replace legacy service desk software with a new product called Service Desk Express (SDE). This pilot was successful and deployment of SDE will be extended to the whole of the organisation in early 2011 - 12.

What we have done

Achievements of the Information Technology Infrastructure Unit during 2010 - 11 included:

- Internet bandwidth was increased with a new 10Mbps connection with provision for a second on demand service to cater for peak loads during operational circumstances

- Satellite Internet Services were installed at three Unit Headquarters in remote areas of NSW

- A high speed optical fibre link was installed between State Headquarters and AC3 (Redfern) for the establishment of an Active-Active Disaster Recovery strategy

- The core State Headquarters Network was reconfigured to cater for future growth and improve security

- A new wireless network was installed at State Headquarters to improve security and is capable of being extended to Region and Unit Headquarters

- The State Headquarters Virtual Private Network was upgraded to an enterprise class solution

- The security of the SES network was completely redesigned with the introduction of a threat management gateway for Internet facing applications such as Filtered Internet access, Help Desk, EOS and SHQ web mail

- Server Virtualization was completed, moving the SES to an agile computing environment, this included upgrading to the latest Microsoft operating systems to future proof the server platform

- A new Active Directory was designed and implemented within SHQ and some Region Headquarters to provide the SES with a highly scalable and centralised method for managing computers, applications and users

- Over 400 new desktops, laptops and netbooks were deployed across the State

- A new desktop standard operating environment consisting of Windows 7 and Office 2010 was developed and successfully trialled within State Headquarters and two Region Headquarters

- The State Operations Centre audio/visual systems were upgraded. This new infrastructure provides greater visibility and real-time access to many information sources and will improve the capabilities of incident management across the State

The year ahead

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

- The purchase of 18 Wide Area Network Optimisation devices will be installed to improve network performance in Region Headquarters

- Work will commence to implement the key elements of the SES Disaster Recovery solution

- Virtualization of remaining platforms will be completed

- Windows 7 and Office 2010 will be deployed as the Managed Operating Environment

- After a successful trial the new help desk solution will be deployed

- The replacement of desktop infrastructure will continue

NSW SES volunteers doorknocking as part of a missing person search, Kurnell NSW

The unit continued to build its partnership with Wollongong University with additional scholarships being created.

Information Technology Systems

Overview

This newly created unit is responsible for the major systems used by the Service including our Operations Management System, SAP, Everyone's Online System (EOS) built on Microsoft SharePoint technology, SES Online and Business Intelligence.

Operational activity slowed delivery of many of the major program areas, however significant progress was made on developing a new synchronisation engine for the Operations Management System and preparing for implementation of Microsoft SharePoint 2010 as the next version of EOS.

What we have done

Some of the achievements of the Information Technology Systems Unit during 2010 - 11 included:

- The SES successfully migrated its payroll from CHRIS to SAP as a first step in the SAP HR project

- New server infrastructure was established for the upgraded EOS/Microsoft SharePoint platform. User Acceptance Testing of the platform was successfully completed in April 2011 with the upgrade to occur in first quarter of the 2011 - 12 Financial Year

- In preparation for the Service to implement an Electronic Document and Records Management System, the Documents module of SES Online was decommissioned and migrated to EOS

- The unit continued to build its partnership with Wollongong University with additional scholarships being created

- To encourage innovation, transparency and free thinking an Innovation Forum was launched in EOS in late 2010 providing a facility for members to communicate ideas for improving the Service

- A new rostering system was implemented for the Operations Communication Centre

- The Service's development environment was upgraded to the latest tools along with Team Foundation Server for better collaboration between developers

- A new user group was established with volunteer and staff members for the SAP project and the EOS user group continued to meet to enable collaboration and consultation

- A business case was submitted for the next round of SAP enhancements to focus on fleet and equipment management

- The Communicator NXT project was completed providing the Service with a multi-channel communication platform

The year ahead

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

- RFA Online Flood Rescue module will be released including a new synchronisation model to improve the transfer of data

- The SAP Human Resources project in partnership with the Rural Fire Service and Fire and Rescue NSW will replace the Humans Services module of SES Online

- New Business Intelligence tools will be delivered through EOS, enabling members to interrogate data and create ad-hoc reports

- Implementation work to integrate the Inter Computer Aided Dispatch Emergency Messaging System (ICEMS) into RFA Online will begin to enable electronic messaging between Public Safety Organisations

- The SMS rebuild project planned for 2009 - 10 which was delayed due to operational activity will be delivered during the 2011 - 12 financial year

- A Corporate Performance Management System will be installed to enable measurement, visibility and transparency of activities against targets

Communications

Overview

The Communications Unit is responsible for the delivery of efficient and economic fixed, mobile and satellite telephony, paging and radio equipment to enable members to support their communities before, during and after emergencies.

The SES continue to innovate through research and development by being the first agency in Australia to implement two consoles in the Operations Communications Centre using the latest Radio over Internet Protocol to link to the NSW Government Radio Network.

What we have done

Achievements of the Communications Unit during 2010 - 11 included:

- Efficiencies were delivered by reducing duplicate site visits for Periodic Maintenance Inspections by engaging Radio Technicians from the Ambulance Service of NSW to conduct these on all SES Private Mobile Radio sites

- The majority of Private Mobile Radio sites along the South Coast and parts of the Southern Highlands were decommissioned with the expansion of the NSW Government Radio Network into these areas. The remaining decommissioning work will be undertaken in 2011 - 12

- Two GRN Radio consoles have been installed in the Operational Communications Centre to help determine the feasibility of a centralised radio environment

- A whole-of-government approach to radio has seen the SES work with Fire and Rescue NSW and the Ambulance Service of NSW to extend operational radio coverage south of Eden

- The mobile phone fleet and hands-free docking cradles for vehicles were upgraded as part of the Total Asset Management Plan

- An online fax broadcasting solution was implemented to provide on demand communications to a large audience

- A review of the telephony and technology of each unit in the three Sydney Regions was undertaken to identify gaps for future planning

The year ahead

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

- The SES will continue to work with the Rural Fire Service to ensure access to the paging network and assist in its support and maintenance to improve its overall reliability

- An updated Information and Communications Technology Total Asset Management Plan will be completed and submitted to Treasury

- A trial of smart phones will be undertaken

- The SES will remain involved at a strategic level in the RFS Communications system upgrade program

- Research will continue into the operational benefits of utilising radio over IP technology

Business Support

Overview

This newly created unit is responsible for providing support to the ICT Directorate for asset procurement and management, telephony billing, multi-function devices and reporting.

What we have done

Achievements of the Business Support Unit during 2010 - 11 included:

- The successful completion of the Peripherals Project which identified standards for the SES print/copy/scan/ fax fleet and will be included in the next Total Assets Management Plan

- Improved the efficiency in the management of ICT procurement and assets through centralisation and using standard processes in SAP

- Completed implementation of a managed billing system for telephony to improve management practices and identify excess services delivering cost savings

- Commenced work on the establishment of a Project Management Office aimed at improving coordination and delivery of projects across the Service

The year ahead

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

- The devolving of administration functions for procurement and financial management to the Logistics Directorate enabling the unit to focus efforts on core business

- Coordinate the Services Records Management Program

- Work to deliver the Corporate Performance Management System in conjunction with the establishment of a Project Management Office

Finance

During 2010 - 11 the SES' total expenses were $90.398 million. The SES received additional funding of $5 million, this was utilised to employ an additional 32 frontline positions to increase the SES' operational and administrative capabilities.

Overview

The Finance Unit is responsible for the accurate and timely delivery of accounting, budgeting, taxation, banking, insurance, audit and financial services for the NSW SES, including 17 Region Headquarters.

The unit prepares the annual Financial Statements in accordance with Australian Accounting Standards and provides monthly accounts and reports to NSW Treasury and the Senior Executive Group of the NSW SES.

The unit also manages the corporate credit cards issued to 170 staff and ensures that compliance with the use of these aligns with Treasury best practice and statutory legislation including the *Public Authorities Finance Arrangement Act (PAFA)*.

During 2010 - 11 the Finance Unit oversaw the payment of almost 15,000 transactions (12,500 by Electronic Fund Transfers (EFT) and 2,500 by cheque). A significant percentage of these payments related to vendors who supplied goods and services to the SES during major flood and storm operations.

What we have done

NSW SES Funding

Prior to 2009 - 10 the SES was funded entirely from Treasury consolidated revenue. From then on, the SES funding of total recurrent and capital expenditure was changed as follows:

Local Councils	11.7%
State Government	14.6%
Insurance Industry	73.7%

This funding model is the same that is used for both NSW Fire and Rescue and NSW Rural Fire Service.

The Ministry for Police and Emergency Services (MPES) administers the preparation of tax invoices on a quarterly basis for the contributions from the Insurance Industry and Local Councils on behalf of the SES.

From 2010 - 11 and going forward the funding model was adjusted slightly to be based on population numbers in each local government area as reported in the Australian Bureau of Statistics 2006 Census on population and housing. This model is aligned to SES core responsibilities and the data is a stable and transparent source of information. The current census population data will be used until 2012 - 13. The planned August 2011 census figures will be used for funding calculations for 2013 - 14 and beyond.

07

Rescue from heights scenario at the State Disaster Rescue Competition, Appin NSW

The Finance Unit is responsible for the accurate and timely delivery of accounting, budgeting, taxation, banking, insurance, audit and financial services for the NSW SES, including 17 Region Headquarters.

Financial Summary

During 2010 - 11 the SES' total expenses were $90.398 million. The SES received additional funding of $5 million last financial year. This funding was utilised to employ an additional 32 frontline positions to increase the SES' operational and administrative capabilities. 16 of the positions were employed directly to improve support to Volunteers, 14 to improve operational capacity and two to improve corporate management and accountability.

Included in the total expenses was $27.982 million from the Natural Disaster Relief Account (NDRA). This amount relates to expenditure incurred directly by the SES in responding to operational events. Amongst these events were floods that impacted on the majority of the State.

The SES continued to receive funding for a Volunteer Support Package. The funding ensures the provision of services including broadband, volunteer controller development, cadet programs, provision of Global Position Systems (GPS) for all SES vehicles and boats, alpine search and rescue equipment and aviation management support.

In addition, an amount of $2.952 million was provided for capital programs. Capital funding was utilised for the replacement and upgrade of Radio Communications and motorised hydraulic cutters for Road-crash Rescue (RCR) units. It was also used to fund general rescue equipment, flood rescue boats, emergency lighting, vertical rescue equipment and rescue call-out systems.

Internal Audit and Control

The SES continues to maintain an effective internal audit function. The SES contracts the Internal Audit Bureau (IAB) to provide internal audit services. The fees for this service in 2010 - 11 were $149,325. Internal audit performs an important role in the governance framework of the SES. IAB is engaged to review the effectiveness of current processes and procedures within the SES to ensure compliance to government and accounting legislation.

Reviews provided by IAB Services include assistance in preparation of workplace manuals, review of policy and procedures, flood risk assessment planning, ICT security review and audit inspections of administrative functions at Region Headquarters.

Significant matters reported by Auditor General – 2009 - 10 Audit

Audit Risk Committee (ARC)

The Auditor General identified that management had not finalised any internal audit reports during the Financial Year 2009 - 10 and that only one SES ARC meeting was held in this period. Without frequent meetings, a risk could arise that management would not be able to make recommendations on a timely basis leading to operational and financial risks.

During 2010 - 11, an internal SES Audit and Risk Committee was established in accordance with Treasury Circular 09/08. The committee meets regularly and assists the Commissioner and management in understanding, managing and controlling risk exposures.

Risk Management and Insurance

The SES Fraud Control Plan identifies major areas of risk and the controls necessary to detect and combat fraud. The plan incorporates the requirements of the Protected Disclosures Act 1994. IAB Services, in conjunction with the Audit Committee, aims to review departmental plans and their appropriateness in respect to risk.

Insurance

SES insurance is provided by the Treasury Managed Fund (TMF) insurance scheme. The Director of Finance & Logistics is the appointed Risk Manager under the scheme.

The Contract of Coverage encompasses:

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

Regular assessment of risk is carried out, as is training, including that of volunteers at conferences and workshops. Actual claims and scenarios are used in this training.

Complaint Procedures

The Service 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 SES and/or the public
- Letters or phone calls from the public in respect to misuse of the SES' name for unscrupulous advertising and fundraising by non-approved SES organisations or individuals

Follow-up action may include a visit by a senior officer and/or discussion with the reporter. 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 2010 - 11.

Research and Development

The following research projects were undertaken during the 2010 - 11 Financial Year.

- Automatic Dial Warning System for Flooding and Tsunami
- Pedestrian and Motorist Flood Safety Scoping Study
- Community Flood Education Research Analysis and Qualitative Input Project
- Inverell Flood Watch
- NSW Tsunami Inundation Modelling and Risk Assessment
- Emergency Management Guideline for Flash Flooding – piloting of Application Methodology
- Hawkesbury Nepean Flood Prone Infrastructure Study
- Coastal Hazards Emergency Planning
- Tsunami Awareness for Marine Risk Groups

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

Energy Conservation

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

The Service has met the Premier's directions in achieving the motor vehicle fleet 'green fleet' rating (Premier's Memorandum 2005-3) and continues to use hybrid vehicle technology. The Service has also maintained the NSW government commitment to ensure its vehicle fleet utilises 10 per cent ethanol blended petrol (E10) in vehicles that can accommodate this type of fuel and where it is available (Premier's Memorandum 2006-05 and 2007-16).

Waste Management

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

E-commerce

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

The SES makes payments to suppliers online by way of EFT. Currently 83 per cent of all payments to vendors are by EFT. The SES continues to negotiate with vendors to change from cheque to this method of payment. The SES always uses electronic purchase orders to the Service's suppliers for the procurement of goods and services online where appropriate.

Time for Provision of Services

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

The SES provides 24-hour operational response, including assistance to the community in its statutory role as combat agency for floods, storms and tsunamis. It also provides assistance to other emergency service agencies both inter and intra State on request.

All members are required to be available for operational duties outside normal office hours in such events as was evidenced in the prolonged operational events across NSW during 2010 - 11.

All members are required to be available for operational duties outside normal office hours in such events as was evidenced in the prolonged operational events across NSW during 2010 - 11. During these events volunteers from across the State offered their time to provide out of area assistance. Staff from all units within State Headquarters provided assistance in the SES State Operations Centre (SOC).

Annual Report Costs

A total of 500 hard copies and 100 disks of the 2010 - 11 NSW SES Annual Report have been printed. Design was provided by Pearshop. Total costs for the Annual Report production are $29,915 ex GST.

Time for Payment of Accounts

The SES has a strict policy that all accounts are paid within the specified trading terms of the vendor as per Treasury Circular 06/26, and that advantage is taken of available discounts. The Service maintains a Payment Performance Profile. There is a special requirement for all claims relating to Emergency Orders (EO) to be paid, as far as practicable, within seven days of receipt of the claim. Emergency Orders are documents which the SES raises for the purchase of goods and services that are required specifically to assist in providing operational assistance during a Natural Disaster event. In making every effort to maintain a seven day receipt of claim policy on emergency orders, the SES can be assured that suppliers are willing to make available their goods and services at any hour of the day or night. This assists in ensuring there are no unnecessary delays in provision of emergency response by the SES' 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.

Credit Card Policy

All corporate credit cards issued to SES members and policies developed for their usage are done-so in accordance with Treasury Policy Paper 05-01, Credit Card Use – Best Practice Guide in accordance with Treasury Circular 99/6. No late fees or interest payments were incurred in 2010 - 11.

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 year ahead

The Finance Unit will continue to review policy, procedures and controls particularly with regard to credit card usage, EO's, finance legislation and reporting requirements. The unit will also play a lead role for the SES with the refinement of budgeting and forecasting programs as well as the introduction of a "limited life-debit card" that will restrict the need for SES volunteers to incur out of pocket expenses during operational events. The unit 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.

Payments by Quarter 2010 - 11

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

Payment Performance Indicator	Sept 2010	Dec 2010	Mar 2011	June 2011
Accounts payable Current (within due date)				
Current (within due date)	944,456	1,148,413	1,151,714	8,728,503
Between 30 & 60 days overdue	639	205	261,336	(9,519)
Between 60 & 90 days overdue	(16,500)	60	2,643	4,450
More than 90 days overdue	16,275	1,578	1,243	0
Accounts paid				
Target percentage of accounts paid on time	100%	100%	100%	100%
Percentage of accounts paid on time	72%	60%	60%	57%
Total dollar amounts of accounts paid on time	6,132,512	7,881,000	10,176,903	12,604,953
Total dollar amount of accounts paid	8,481,052	13,101,226	16,832,438	22,008,855

State Disaster Rescue Competition participant, Cataract Scout Camp, NSW

Logistics

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

Overview

The role of the Logistics Unit is to procure the necessary equipment to enable our members to have the resources to respond to the needs of the NSW community in flood, storm and tsunami events. We also partner with other government agencies to provide the infrastructure to support the needs of our members.

The reporting period saw the Logistics Unit respond to increasing operational activity of the SES not only within the State, but nationally with floods that were experienced in Victoria and Queensland as well as Cyclone Yasi in Queensland.

What we have done

Flood Rescue Boats

The SES was successful in gaining additional funding from the Government for flood rescue boats which enabled the SES to meet additional capability needs around the State. The SES has continued to conduct flood rescue boat field days to assist in the research and development precess and provide valuable information on fit-for-purpose issuing according to the varying types of floods and rescue conditions.

This ongoing program sees aged and obsolete vessels replaced and operational capability increased in areas of need which are regularly reviewed. Set out below was the program for 2010 - 11:

08
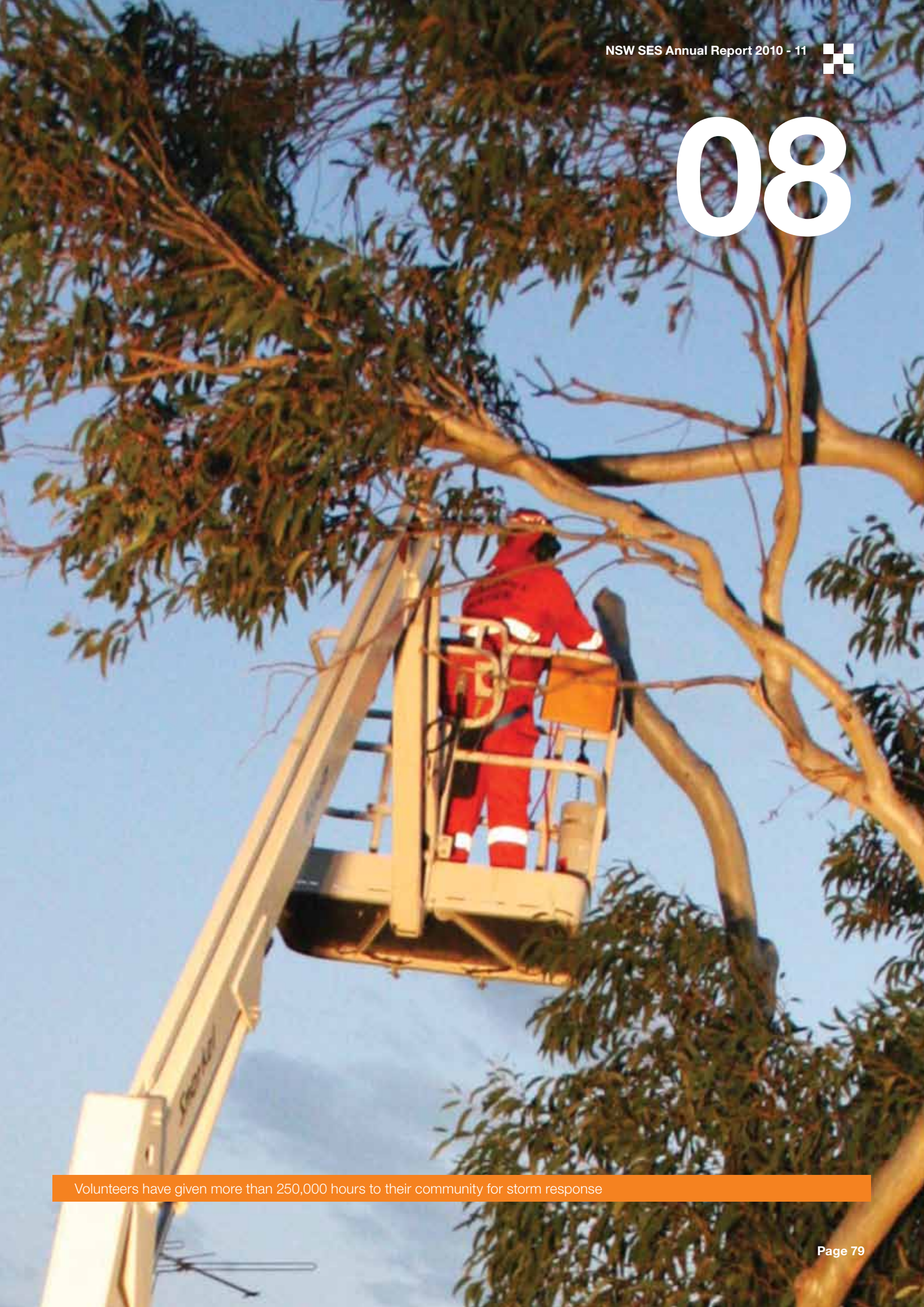
Volunteers have given more than 250,000 hours to their community for storm response

The reporting period saw the Logistics Unit respond to increasing operational activity of the SES not only within the State, but nationally with floods that were experienced in Victoria and Queensland as well as Cyclone Yasi in Queensland.

Region	Volunteer Unit
Central West	Bathurst Oberon
Clarence Nambucca	Maclean (x 2)
Far West	Brewarrina (x 2) Broken Hill Menindee
Hunter	Cooranbong Dungog Karuah Valley Newcastle City Maitland City (x 3) Port Stephens
Illawarra South Coast	Shellharbour City Southern Shoalhaven (x 3) Wollongong
Macquarie	Dubbo
Murray	Deniliquin
Murrumbidgee	Junee
Namoi	Namoi
North West	Bingara
Oxley	Kempsey (x 3)
Richmond Tweed	Ballina Lismore Tweed Heads
Southern Highlands	Cooma Goulburn Yass
Sydney Northern	Hornsby Warringah Pittwater

Rescue Equipment:

Hydraulic Rescue Equipment

The SES works with other emergency service agencies to provide a Road-crash Rescue capability across the State, particularly to the remote rural areas. This requires the provision and maintenance of specialised hydraulic rescue equipment. This equipment is significant to the quick and efficient extrication of road-crash victims thereby increasing survival and reducing fatalities.

Other rescue equipment

In 2010 - 11 the SES were successful in gaining additional funding from the Government in key areas that support members through increased safety whilst they perform their volunteer roles within the community during floods and storms. These are:

- 1,875 Personal Locater Beacons at a cost of $572,156. These items will be issued to flood rescue technicians and specialised land rescue members. This enables the member to send out a signal if they are in danger or trouble during operational activities

- 1,980 specialised personal floatation devices at a cost of $315,840. These are specially designed personal floatation devices which enhance mobility of the wearer during rescues and ensuring their safety whilst on-board a flood rescue boat

- 740 specially designed throw-bags at a cost of $56,240. These throw-bags are specially designed to support flood rescue activities within the SES protocol. They further enhance the flood rescue capability of the SES and give the community confidence during floods

- 300 Defibrillators at a cost of $690,000. These were procured to reduce the potential occurrence of fatalities due to cardiac arrest whilst performing volunteer duties within the community. A training program has been developed and will be rolled out across the State

Operational Vehicles

The SES currently contributes to Local Government for the purchase of unit operational vehicles on a dollar for dollar basis. It is hoped in the future that the SES are able to secure funding to centrally manage and own its operational fleet to promote standardisation and efficiency across the State.

In 2010 - 11 the SES contributed $1,843,396 in grants to assist local governments with the replacement of operational vehicles. The breakup of this is as follows:

Carlee and Sooty taking a break at training, Ingleburn NSW

Region	Volunteer Unit	Amount
Central West	Bathurst	52,760
Clarence Nambucca	Yuraygir	15,000
Hunter	Cessnock	10,329
	Tomaree	15,847
	Port Stephens	20,000
Illawarra South Coast	Bega	29,387
	Kiama	22,305
	Eurobodalla	20,000
	Illawarra Region Headquarters	33,000
	Shellharbour	40,577
	Wingecarribee	100,230
Macquarie	Coonamble	40,000
North West	Tenterfield	80,000
	Yetman	15,000
	Warialda	50,000
	Moree	30,000
Namoi	Guyra	100,000
	Tingha	43,000
	Pilliga	42,000
	Narrabri	86,000
	Wee Waa	45,000
	Boggabri	41,000
Oxley	Taree City	130,000
	Kempsey	86,400
Richmond Tweed	Casino	23,000
	Kyogle	44,000
Southern Highlands	Captains Flat	35,332
	Cooma Monaro	25,000
	Crookwell	25,000
	Harden	40,000
	Windellama	10,332
	Bigga	10,332
Sydney Northern	Gosford	20,000
Sydney Southern	City Of Sydney	25,000
	Campbelltown	60,000
	Waverley/Woollahra	22,133
	Kogarah	80,000
	Campbelltown	30,000
	Waverley	35,000
	Sutherland	30,000
	Bankstown	60,000
	Liverpool	50,000
Sydney Western	Penrith	58,256

Expenses totalling $57,999 were incurred on behalf of the SES units listed below who have a role.

Goolgowi	9,888
Nundle	7,555
Tambar Springs	5,898
Deepwater	7,577
Canyonleigh	9,400
Gooloogong	8,311
Burraga	9,370

Building Subsidies

The SES currently assists local governments with the provision of accommodation for units with a grant program.
Below is the break-up of funding for 2010 - 11:

Region	Volunteer Unit	Amount
Central West	Canowindra	25,000
Clarence Nambucca	Coffs Harbour City	50,000
Namoi	Pilliga	50,000
Oxley	Wingham	75,000
Richmond Tweed	Ballina	30,000
Sydney Northern	North Sydney Hunters Hill	100,000 40,000
Illawarra South Coast	Eden Bega	100,000 100,000
Sydney Western	Auburn Holroyd	70,000 100,000

Uniform

The SES has updated the official uniform to a more modern look in line with other emergency services. During 2010 - 11 the Uniform Committee researched options and presented the final proposal for the Commissioner's approval. The roll-out is a phased program and in 2010 - 11 saw the first phase to Local Controllers, Unit Controllers and Deputy Unit Controllers. In addition, the roll-out included an initial issue from the Commissioner through to Managers.

The year ahead

The Logistics Unit continue to work internally and with other emergency service agencies both within the State and nationally to provide our members with high standard fit-for-purpose uniforms and equipment to carry out their operational roles within the community.

Logistics will focus on the following projects for 2011 - 12:

• Work on developing a standard framework of building designs for region and volunteer unit headquarters

• Establishment of Evaluation Groups of Personal Protective Equipment for further research and development

• Development of an online procurement catalogue

• Develop SAP to enhance the SES reporting capability on inventory and asset management

Honours and Awards

Outstanding contributions to the community by SES members were recognised during 2010 - 11 through the following honours and awards.

09

Search and rescue training ensures skills are maintained, Kurnell NSW

Emergency Services Medal

The Emergency Services Medal (ESM) is an award which is part of the Australian Honours system. The ESM recognises distinguished service by members of emergency services across Australia, and people who are involved in emergency management, training or education (State Emergency Service and voluntary emergency organisations are eligible for this award).

JOHNSTON Graeme	Illawarra South Coast Region
NORTH Jennifer	State Headquarters
SPEER Kenneth	Hunter Region
WILLIAMS Alan	Port Stephens Unit

Commissioner's Awards

The Commissioner's Awards are part of the NSW SES awards system, instigated to acknowledge the courageous actions, exceptional performance and dedication and outstanding service of its members. Commissioner Awards may also be awarded to external parties to recognise the contribution they have made to the SES and its activities.

Commissioner's Commendation for Courage 2010 - 11
Awarded for an act of courage where circumstances were hazardous and worthy of recognition.

CROFTON Shannon	Sydney Southern Region
GAMBACCIANI Fausto	Sutherland Unit
HARRADENCE Mark	Aircraft Pilot
HULL Darren	Sydney Southern Region

Commissioner's Commendation for Service 2010 - 11
Awarded for exemplary service for special project work, initiative or innovation that improves the SES.

BRITT William	Ivanhoe Unit
CLIFFE Stephen	Wollongong City Unit
GARDA Rolf	Gosford Unit
LYNE Wayne	Warringah-Pittwater Unit
PESCHLA Russel	The Rock Unit
SMITH Robert	State Headquarters
WALSHAW Matthew	State Headquarters

SES Life Member 2010 - 11

Awarded to members who have made an outstanding contribution to the SES over a long period.

CARR Joyce	Nundle Unit
MILNE Leslie	Fairfield Unit
PLENKOVICH Bartholomew	Broadwater Unit
RIDLEY Ian	Pilliga Unit
WATT Keith	Condobolin Unit

Commissioner's Unit Citation 2010 - 11

Awarded to groups, teams or SES units for outstanding service.

The Hills Unit
MARVIN Raymond
WAKEHAM David

NSW SES State Disaster Rescue Competition winning team Kiama, Cataract Scout Camp NSW

Commissioner's Letter of Appreciation 2010 - 11

Awarded for exceptional service or performance.

Members	
ABEL James	Lightning Ridge Unit
BARCO Robyn	Hunter Region
BARTLETT Scott	Tabulam Unit
BISHOP David	Gosford Unit
BORROWDALE Ian	Shoalhaven City Unit
BOW Helen	State Headquarters
BOX Raymond	Tabulam Unit
BOX Raymond	Tabulam Unit
BRAID Robert	Tabulam Unit
BURNAGE Gerald	Ballina Unit
BURNS Todd	State Headquarters
CARLSON Ian	Tweed Heads Unit
CHAPPLE Susan	Grafton City Unit
CINQUE Peter	The Hills Unit
COOMBES Greg	Murrumbidgee Unit
COOPER Thomas	Kiama Unit
COOPS Christina	Tabulam Unit
DASH Steven	State Headquarters
DRAKE David	Bankstown Unit
ELLIS Cathy	Manly Unit
ELLIS Gavan	Central West Region
EVANS Gregory	State Headquarters
EYRE Grant	Blue Mountains Unit
FAJKS Garry	Oxley Region
FARGNOLI Anthony	State Headquarters
FAVELL Keith	Murrumbidgee Unit
FERGUSON Larry	Tabulam Unit
FERGUSON Larry	Tabulam Unit
FISCHER Joanne	Taree City Unit
FITTON Adam	State Headquarters
FORTY Judith	Lake Macquarie Unit
GAGAN Ken	State Headquarters
GIBSON Dianne	Ryde Unit

Members

GILSON Douglas	Murrumbidgee Unit
GRAYNDLER Daniel	Tabulam Unit
GRAYNDLER Daniel	Tabulam Unit
HACK Anthony	The Hills Unit
HALL Steven	Southern Highlands Region
HARRIS Elizabeth	Murrumbidgee Unit
HARRIS Emma	Murrumbidgee Unit
HARRIS Luke	Murrumbidgee Unit
HARRIS Noel	Murrumbidgee Unit
HATCH Anthony	Hawkesbury Unit
HAY Stuart	Karuah Valley Unit
HESKETH Robert	Lake Macquarie Unit
HONE Jason	Tabulam SES Unit
HORROCKS Gai	Blue Mountains SES Unit
HOUSE Graham	Lake Macquarie Unit
JANSEN Warwick	Tabulam Unit
JOHNSON Patricia	Sydney Southern Region
JONES Karen	The Hills Unit
JONES Paul	Grafton City Unit
JOYCE Desmond	Yass Unit
KNOWLES Jeffrey	State Headquarters
LESTER Evelyn	The Hills Unit
LISTON Malcolm	The Hills Unit
MAMMONE Gina	State Headquarters
MARTIN David	Tabulam Unit
MARTIN Melinda	Tabulam Unit
MARVIN Raymond	The Hills Unit
McDONALD Barry	Ryde Unit
McLACHLAN Shane	Murrumbidgee Unit
McTAVISH James	Murrumbidgee Unit
MUIR Keith	Murrumbidgee Unit
O'MALLEY Amanda	Tabulam Unit
O'MALLEY Heather	Tabulam Unit

Members

O'MALLEY Heather	Tabulam Unit
O'MALLEY Sheridan	Tabulam Unit
O'MALLEY Sheridan	Tabulam Unit
PARTRIDGE Ian	Willoughby-Lane Cove Unit
PEART Michael	Lake Macquarie Unit
PERRY Gregory	Hunter Region
PLATTS Elizabeth	Liverpool Unit
RAE David	State Headquarters
RAY Don	Murrumbidgee Unit
RIDDOCK James	Camden Haven Unit
RIMMER Jean	Penrith Unit
RYAN Collin	The Hills Unit
SCOFIELD Christopher	Tabulam Unit
SHORT Bryan	Murrumbidgee Unit
SKAINES Dianne	Lake Macquarie Unit
SLADE Marc	Tabulam Unit
SPARK Simone	Shoalhaven City Unit
STEVENSON Luke	Ku-ring-gai Unit
STUART-SMITH David	Ku-ring-gai Unit
VARLEY Bruce	Maitland City Unit
WAKEHAM David	The Hills Unit
WETTELAND Mark	Murrumbidgee Unit
WHITMORE Ashley	State Headquarters
WILSON James	The Hills Unit
YATES Barbara	Lake Macquarie Unit
ZAKIS Constantine	Blue Mountains Unit

Units

Ballina Unit	Richmond Tweed Region
Blacktown Unit	Sydney Western Region

Commissioner's Certificate of Appreciation 2010 - 11

Awarded for contributions that are worthy of recognition, or for significant support or donations received.

Recipient	Description
ANDERSON Kim	Assistance with the networking assessment at the 'Looking After People' Workshop on 12 March 2011 at Blacktown
ANDERSON Steve	
BARKER Pauline	
BINGHAM-ROLLS Les	
Blacktown Lions Club	
CUPPAIDGE John	
DOYLE Christopher	
FIELD Donna	
FIELD Paul	
FRY Gary	
Kings Langley Lions Club	
McALARY Robert	
McCLURE Gaye	
Mt Druitt Lions Club	
ROKOVI Niko	
SAHA Ajoy	
SCHACHE Debbie	
SCHACHE John	
STEWART James	
TAUNTON Garry	
TAUNTON Paula	
TURNER Douglas	
Parkes High School	Involvement and commitment to the SES Cadet Program
Mulwaree High School	
RICHARDS Adam	Exceptional efforts in the development of the NSW SES Cadet Program through your membership of the Advisory Group
STENNING Ian	
Tweed Heads Bowls Club	Generosity and support to the NSW SES and commitment to improving community safety in the Tweed Shire area
JEWELL Mattina	Key note address to SES peers and chaplains at the Joint Disaster Training – 'Disasters across Borders' VIC, QLD & NSW SES

Recipient	Description
Shoalhaven City Unit	Outstanding operational assistance during the windstorm in the Shoalhaven area on 5 September 2010
AUSTRALIA POST	Generous donation of $99,000 to assist the NSW SES volunteers with the purchase of replacement emergency equipment
VARIOUS SES Members – 667 Total Issued	Outstanding service which contributed to the NSW SES operational assistance to Queensland in 2011

Australia Day Awards

The Australia Day Awards provide national and local formal recognition for many SES members across the State who have made a significant difference to their communities.

Armidale-Dumaresq Unit		Community Service Organisation of the Year
CARY Warwick	Kogarah Unit	Citizen of the Year from Kogarah Council
ELLIOTT Brenton	Broken Hill Unit	Inaugural Broken Hill City Council Emergency Service Volunteer Appreciation Award (Volunteer of the Year)
GRAY Marina	Bourke Unit	Community Service Award through Employment
GREGORY Jon	Tumut Unit	Tumut Shire Council Award
Grenfell Unit		Weddin Shire Council Community Organisation of the Year
HAGLEY Michael	Merriwa Unit	Local Citizen of the Year
HAGLEY Sally	Merriwa Unit	Local Citizen of the Year
HARRISON Kenneth	Murwillumbah Unit	Murwillumbah Volunteer of the Year for Service provided to the Community
PICKUP Benjamin	Armidale-Dumaresq Unit	Young Citizen of the Year
Southern Shoalhaven Unit		Lions Organisation of the Year
Tabulam Unit		Community Appreciation Certificate for Support to Community
TAYLOR John	Brewarrina Unit	Citizen of the Year
Tumut Unit		Community Group of the Year
WATT Keith	Condobolin Unit	Lachlan Shire Council Citizen of the Year

National Medal

The National Medal recognises long and diligent service by members of recognised organisations that help the community during times of crisis.

The National Medal is Australia's most awarded civilian medal and recognises 15 years service with a number of eligible organisations. After 25 years, the 1st Clasp is awarded. With each additional 10 years of service, subsequent clasps are awarded.

ALLSOP Martin Glen	Hunter Region
ANDERSON Jack	Macquarie Region
ANDERSON Julie Anne	Macquarie Region
ARCHER Derek Charles	Sydney Northern Region
ARNOLD Kylie Maree	Macquarie Region
ASHFORD Roger Barry	Namoi Region
BALDOCK Tina Joyce	State Headquarters
BELL Anne Margret	Oxley Region
BRADBURY Robert John	Hunter Region
BRAY Nicole	Illawarra Region
BRIERLEY Malcolm	Sydney Western Region
BRIGDEN Doris Elaine	Sydney Southern Region
BURTENSHAW Marshall David	Oxley Region
BYRON Tracy Dee	Southern Highlands Region
CANTRILL Robin Crawford	Illawarra Region
CATTERALL David Bruce	Sydney Northern Region
CHAPMAN Ivan Maurice	Richmond Tweed Region
COLES Stephen	Southern Highlands Region
COLWELL Mark Sydney	Sydney Northern Region
COULTER Jenny	Far West Region
COX Benjamin Matthew	Central West Region
DABELSTEIN Susan	Sydney Southern Region
EASTERBROOK David Malcolm	Illawarra Region
FAJKS Christine Ann	Oxley Region
FAJKS Garry Jozef	Oxley Region
FIELD Matthew John	Sydney Northern Region
FREETH James George	Illawarra Region
GRIFFIN Brian	Richmond Tweed Region
HUMPHRIES Joanne Margaret	Southern Highlands Region
HYMAN Ralph Roger	Macquarie Region

JACOBS Bradley William	Sydney Southern Region
KELLY Anthony	Southern Highlands Region
KRISTALY Matthew	Sydney Northern Region
LAMROCK Michael William	Sydney Northern Region
MASON Connie Irene	Namoi Region
MATHER Sonia	State Headquarters
McGEOUGH Angela Mary	Macquarie Region
McNEICE Michael	Southern Highlands Region
MIDDLETON Lynette Yvonne	Murrumbidgee Region
MILLER Robin Ann	Namoi Region
MINER Lee-Anne	Hunter Region
MURRAY Brian John	Sydney Northern Region
NOBLE Robert William	Richmond Tweed Region
O'MALLEY Heather Mary	Richmond Tweed Region
PARKIN Darrin	Sydney Western Region
PARSONS Craig Timothy	Hunter Region
PATTERSON Peter George	State Headquarters
RAMSAY Stewart Bruce	Murrumbidgee Region
RICHARDS Leanne	Illawarra Region
RIDDOCK James Nicol	Sydney Southern Region
ROBAR Malcolm Jacob	Sydney Western Region
ROGERS Bruce	Oxley Region
ROVERE Michael	Sydney Western Region
SAUNDERS Dennis	Southern Highlands Region
SCALON Flavio	Sydney Southern Region
SCLANDERS Rhonda Lorraine	Sydney Western Region
SHERWOOD Troy	Sydney Southern Region
SMART Lynette Veronica	Richmond Tweed Region
STAVA John Victor	Murray Region
STUDDERT Dawn Louise	Hunter Region
SUTTON John William	Central West Region
SYKES Tracy Joan	Southern Highlands Region

Clasp 1

ANDERSON Rodney Thomas	Murray Region
BAILEY Alexander George	Sydney Western Region
BOOTH Cheryle Ann	Central West Region
BOOTH Leon George	Central West Region
BREINER Austin	Hunter Region
BRIDGE Peter Stuart	Sydney Southern Region
BROOME Michael Bruce	Sydney Western Region
BYRON Brett David	Southern Highlands Region
BYRON Tracy Dee	Southern Highlands Region
CAMPBELL Leeton John	Oxley Region
DE LUZURIAGA Mario Allen	Clarence Nambucca Region
ELLISON Herbert James	Southern Highlands Region
GRIFFIN Brian	Richmond Tweed Region
HANCOCK Warren Patrick	Oxley Region
HEATH John William	State Headquarters
HEIEN Barry	Oxley Region
HOVENDEN Ian Lindsay	Murray Region
KOHLHAGEN Kevin John	Sydney Northern Region
LAMBERT Wayne Ernest	Oxley Region
MOY Donald George	Oxley Region
MURPHY Gregory	State Headquarters
MURRAY Brian John	Sydney Northern Region
NORTON Keith Edward	Murray Region
O'CONNOR Paul Michael	Macquarie Region
OLIVE Christopher Arthur	Richmond Tweed Region
PICKER Anthony Wilfred	Southern Highlands Region
PRESS Anthony Ross	Central West Region
PRESS Jennifer Rita	Central West Region
REID Robert Fyfe	Sydney Southern Region
RUCSKA Julius	Southern Highlands Region
SAINSBURY Robert Desmond	Illawarra Region
SHEPHERD Ian Raymond	Sydney Southern Region
SNELSON Sharon	Far West Region
STAIT Terry Leigh	Clarence Nambucca Region

WALKDEN Sandra	Oxley Region
WILLIAMS Alan John	Hunter Region

Clasp 2

BAILEY Alexander George	Sydney Western Region
BURNELL Robert Stuart	Namoi Region
DARMAN Andrew	Southern Highlands Region
DRAIN William John	Hunter Region
ELLIS Gavan John	Central West Region
HAIGH Mandy Jane	Hunter Region
HAWKES Kenneth Ian	Hunter Region
HUER Christopher	Illawarra Region
HUER Robyn Leslie	Illawarra Region
McNEILL Peter Hugh	Namoi Region
MILLS Clarence Edward	Hunter Region
STUART John David	Namoi Region

Clasp 3

CROWE Patricia Kathleen	Clarence Nambucca Region
MARSHALL Daryl George	Hunter Region
MAXWELL Thomas Henry	Richmond Tweed Region
PERRY Gregory Lawrence	Hunter Region

Clasp 4

LAMBLEY Oliver Lennox	Hunter Region
PLENKOVICH Bartholomew Maxwell	Richmond Tweed Region
WHITFORD Alan Thomas	Hunter Region

Totals

Medals	62
Clasp 1	36
Clasp 2	12
Clasp 3	4
Clasp 4	3

The State Emergency Service Long Service Award was instituted in 1973 with Ministerial approval. It consists of a badge and certificate, which refer to the number of years of service being recognised. A Long Service Medal is awarded after 10 years of service, and a Clasp after every further 10 years of service.

Long Service Awards 2010 - 11

The State Emergency Service Long Service Award was instituted in 1973 with Ministerial approval. It consists of a badge and certificate, which refer to the number of years of service being recognised. A Long Service Medal is awarded after 10 years of service, and a Clasp after every further 10 years of service.

Long Service Awards are available to members who complete 10, 15, 20, 25, 30, 35, 40, 45, 50 and 55 years service.

A total of 489 awards were presented to SES members as shown below:

Long Service Awards 2010 - 11		
Award	Members 2010 - 11	Total Awards since inception
10 year awards	111	2,318
15 year awards	76	2,176
20 year awards	31	1,203
25 year awards	24	680
30 year awards	11	292
35 year awards	10	134
40 year awards	4	45
45 year awards	4	32
50 year awards	3	15
55 year awards	215	215

Operations

With approximately four months of continued operations across the State, together with assistance provided to Queensland and Victoria, 2010 - 11 was possibly one of the most protracted and busiest operational periods in the history of the NSW SES.

Overview

The success of the SES in providing assistance to so many communities over the year must be attributed to the commitment of its members. This commitment includes not only the operational responses but also time spent in training for response and preparing communities to be more resilient in the face of natural disaster impacts.

Operational Summary

A storm event impacted on the south of the State towards the end of July and the beginning of August, 2010. There were a total of 1,524 Requests for Assistance, primarily involving damage to roofs and fallen trees. The Sydney Region and Illawarra South Coast were the main areas affected.

This was followed closely in August, 2010 by further severe weather that resulted in a total of 15 flood warnings being issued for rivers in NSW. The impact on rural communities in southern NSW was predominantly related to road closures and some inundation of low-lying lands adjacent to the river systems. This also resulted in some minor isolations of farming properties.

September 2010 began with a severe weather event which brought damaging winds in the southern part of the State. The subsequent impact was significant with 3,651 Requests for Assistance in the Illawarra, Hunter and Sydney Regions for mainly roof damage and fallen trees. The operational response included the deployment of 17 incident management teams and 60 out of area teams throughout the State. Assistance was also provided from the Rural Fire Service and Fire and Rescue NSW. The severe weather also resulted in 11 flood warnings being issued throughout the State between 4 September and 23 September, 2010. In the majority of cases, localised flooding in low-lying rural areas resulted in some areas being isolated for several days. As a result of significant flooding occurring in Victoria in the same period, three SES members were deployed to assist the Victoria SES in providing operational management support through the period 10 - 14 September, 2010.

10

NSW SES Swiftwater Rescue Technician and videographer awaiting transport to a flood rescue, Casino NSW

September 2010 began with a severe weather event which brought damaging winds in the southern part of the State. The subsequent impact was significant with 3,651 Requests for Assistance in the Illawarra, Hunter and Sydney Regions for mainly roof damage and fallen trees.

Operational Summary (cont.)

These operations were closely followed by another severe weather event impacting on Sydney Northern and Illawarra South Coast Regions. The event caused localised flash flooding and roof damage. A total of 184 Requests for Assistance were received in a four day period.

Severe weather continued to impact across the state in mid October that resulted in several regions becoming operational. A total of 1,861 Requests for Assistance were received, including 61 flood rescue activations across Murrumbidgee, Murray, North West, Macquarie and the Sydney Northern Regions. Over 25 out of area teams and approximately 18 incident management support teams from across the State were deployed to assist the affected Regions. The Regions were further supported by a number of other government agencies, in particular, NSW Rural Fire Service, Fire and Rescue NSW, NSW Police Force and Local Government. A number of evacuation centres were opened to support effected communities and the Public Information and Inquiry Line was established in support.

The impact in Murrumbidgee Region was particularly significant with Adelong, The Rock, Wagga Wagga, Narrandera, Lockhart and Uranquinty experiencing isolation and inundation of large numbers of residential and commercial properties.

Murray Region also saw significant flooding with a large number of residential and commercial properties inundated and isolated due to flooding across the region. Several major highways were closed and there was damage to the sewage works at Culcairn. The Mannus Lake Dam reached 'Red Alert' status and as a result an evacuation order was issued for 90 properties downstream.

As a result of the flooding Albury, Greater Hume, Lockhart, Tumbarumba, Tumut, Wagga Wagga, Carrathool, Coolamon, Hay, Junee, Leeton, Murrumbidgee, Narrandera, Urana, Corowa, Jerilderie, Gundagai and Bland were declared as natural disaster areas. Regional and local recovery committees were subsequently established to manage the recovery process.

Flooding continued in November with six more flooding events occurring during the month. Flooding on the Paroo River caused the Willara Crossing to be closed to all traffic until early December. The impact of the flooding throughout the month was mainly due to the low-lying areas adjacent to the river system and there were no significant impacts upon local communities.

During the period 29th November, 2010 to 22nd March, 2011 NSW SES responded to many severe weather and flooding events which impacted on a large number of regions across the State. 99 warnings were issued by the Bureau of Meteorology over the five month period, including 46 Flood, 43 Storm and 10 Dam Warnings. The east and far west of the State were impacted by substantial flooding, which saw over 13 river systems in flood including the Bellinger, Castlereagh, Macquarie, Lachlan, Peel, Namoi, Richmond, Wilsons, Murray, McIntyre, Culgoa-Bokhara, Barwon-Darling and Murrumbidgee Rivers.

As a result, 132 disaster declarations were proclaimed during this period. 33 Local Government Areas were affected more than once with Bland, Conargo, Corowa, Greater Hume, Hay, Jerilderie, Junee, Urana and Wagga Wagga being declared natural disaster areas on three separate occasions.

There were approximately 8,810 Requests for Assistance received during this period, including approximately 324 flood rescue activations and 1,855 aviation Requests for Assistance. 23 aviation resources were active, at any one time, conducting tasks including evacuations, rescues, reconnaissance, medical assists and resupply.

Flooding resulted in the evacuation of more than 4,500 residents from a large number of communities across the State. Thousands more residents were isolated for protracted periods, resulting in prolonged resupply operations being undertaken by SES members in support of isolated rural properties and communities.

To sustain prolonged operations over a large portion of the State, volunteer members of the SES were required for out of area assistance (OOAA) from mid-January through to late March 2011.

Between 19 and 22 March 2011, Illawarra South Coast Region was impacted by in excess of 400mm of rainfall in a 24 hour period. Local units responded to 51 flood rescue activations and 929 Requests for Assistance.

The NSW SES support was not limited to the boundaries of New South Wales during this operational period. Approximately 519 members volunteered to be deployed interstate to assist Emergency Management Queensland (EMQ) during large scale flooding and a cyclone event. An additional 18 members were also deployed to assist Victorian SES due to flood operations.

In support of the Tropical Cyclone Yasi deployment, a pre-staging area was established at the Bankstown Unit where briefings were conducted, equipment and transport coordinated and teams established.

With approximately four months of continued operations across the State, together with assistance provided to Queensland and Victoria, this was possibly one of the most protracted and busiest periods in the history of NSW SES.

In June severe weather impacted the north eastern parts of NSW causing 15 rivers to flood resulting in 2,229 Requests for Assistance with leaking roofs, roof damage, floods threatening, trees down and resupply being primary types of assistance requested. 65 flood rescues were conducted, seven evacuation orders issued to communities and over 20,000 people isolated for several days. The event saw 750 SES members involved in the response and ultimately 20 Local Government Areas declared as natural disasters.

Special Operations

Working Groups

2010 saw the establishment of Working Groups as the principle governance structure to assist in the development of operational capability. Existing working groups and steering committees were either reformed with revised Terms of Reference or incorporated into new working groups.

Flood Rescue

The Flood Rescue Working Group has continued to progress the flood rescue capability within the Service which has now grown since its establishment to 606 Level 1 Flood Rescue Operators, 1,211 Level 2 Flood Rescue Boat Operators and 255 Level 3 Flood Rescue Technicians. Significant equipment development was completed which includes an additional 28 flood rescue boats being acquired, 1,875 Personal Locator Beacons for flood rescue operations being brought into service as well upgrading the safety of volunteers with the purchase 1,980 Personal Floatation Devices. 740 flood rescue throw-bags which allowed for all SES flood rescue craft and vehicles to be equipped were also purchased. Personal protective equipment (PPE) for 250 Flood Rescue Technicians was also purchased along with ongoing development of wet/dry suits and application of global positioning systems/sounder technology for flood rescue craft.

Working from Heights

The objective of this working group is to examine the current systems, training, equipment and procedures used by the Service when working at heights. These elements are to be assessed against applicable government and industry standards, regulations, legislation and codes of practice. The group has produced an analysis of the existing SES procedures, training and equipment. A draft policy is in the final stages and is due to be presented to the Senior Executive Group by the end of 2011.

Region Boundary Review Working Group

The working group met regularly in the reporting period and produced a final report to the Senior Executive Group with recommendations regarding making minor adjustments to the current boundaries that will enable the delivery of enhanced operational and administrative outcomes. Further to this, recommendations were made regarding relocating three regional headquarters offices to other locations in the region to achieve a higher level of operational and administrative alignment. In summary, the working group established that the initial foundation of 17 Region boundaries remains valid over fifty years later, albeit with minor changes recommended.

During the reporting year the SES received 20,690 Requests for Assistance compared to 15,734 in 2009 - 10. During storm responses the majority of Requests for Assistance were for fallen trees and roof related jobs.
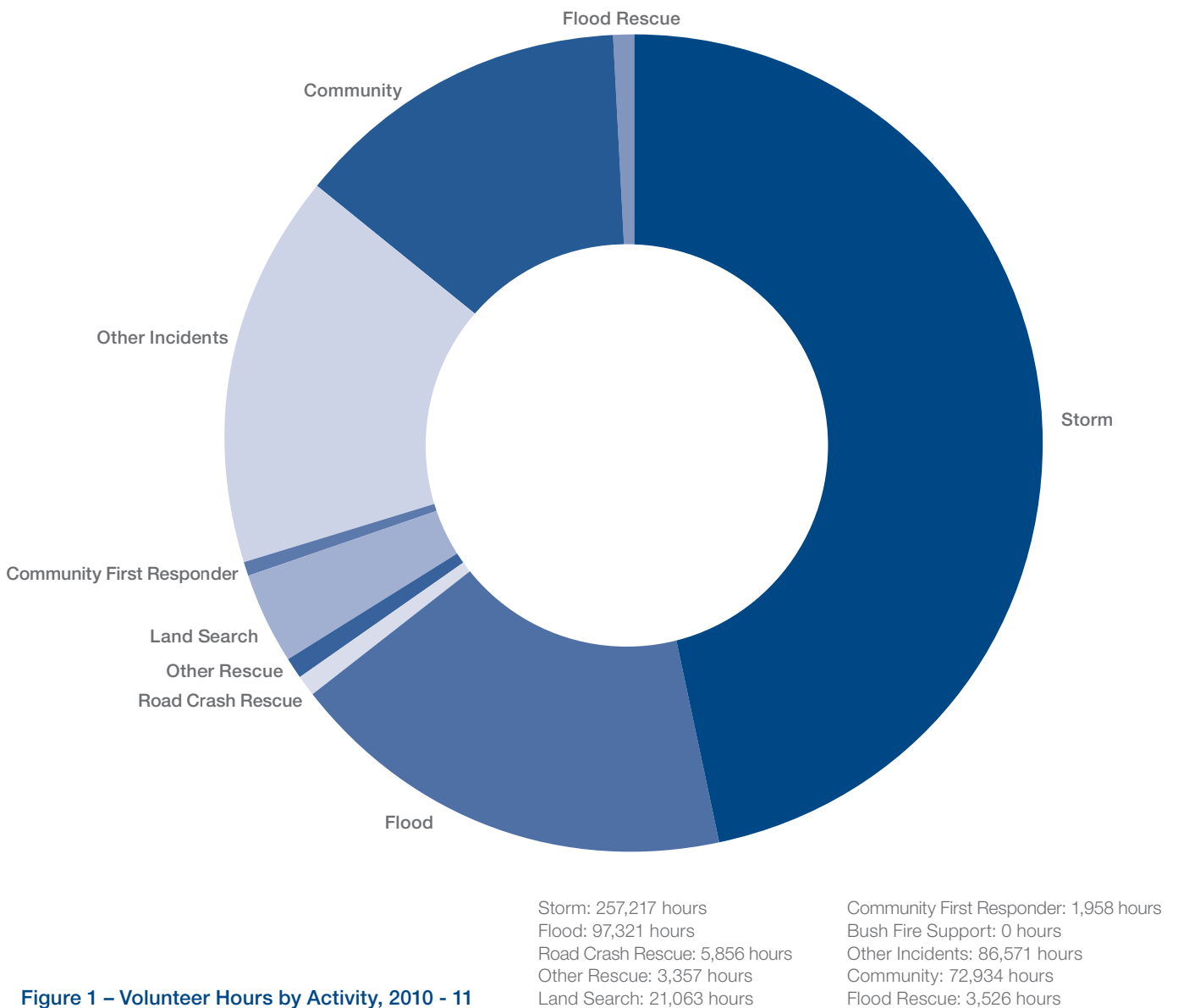

Figure 1 – Volunteer Hours by Activity, 2010 - 11

Storm: 257,217 hours
Flood: 97,321 hours
Road Crash Rescue: 5,856 hours
Other Rescue: 3,357 hours
Land Search: 21,063 hours

Community First Responder: 1,958 hours
Bush Fire Support: 0 hours
Other Incidents: 86,571 hours
Community: 72,934 hours
Flood Rescue: 3,526 hours

Alpine Search and Rescue

The SES has developed 52 trained alpine operators to support the NSW Police Force for alpine search and rescue. Additionally, the Service has 20 alpine support personnel to assist at land search headquarters and with logistics in the alpine environment.

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

Aviation

The aviation team has continued to be deployed for operational events whilst assisting affected communities, predominately in the resupply phase of operations. It was identified as a requirement that the Aviation Working Group needed to be reformed and refocused. The working group will focus its efforts in the next year on reviewing and refining aviation standards and policy with a particular focus on volunteer safety and compliance.

Incident Management Teams

The Incident Management Team Working Group was established and tasked with the development of Advanced AIIMS training for all of the functional positions within an Incident Management Team. The group has developed draft incident management team endorsement policy, developed training for the planning, logistics and operations officer positions. An Incident Controllers Course will be piloted in the first quarter of the next financial year.

USAR Canine Unit

In July 2010 NSW SES commenced a joint venture with Fire & Rescue NSW to establish an Urban Search and Rescue (USAR) Canine Unit as part of the USAR Task force. NSW SES currently holds USAR Category 1 capability with approximately 3,500 operators available for deployment on request of any agency nationally. The establishment of the USAR Canine Unit will enhance the operational capability of the Service. Approximately 30 applicants were registered and assessed with 11 being successful and have since commenced training. The sponsoring Region is Sydney Western which looks after the intake of new members and coordination. The initial outcome is to establish a minimum of four competent handler/dog teams which meet the International External Classification

(IEC) assessment standards by September 2012. Once successful in obtaining this international recognition, the unit will be operationally ready and available for deployment both nationally and internationally in conjunction with Fire & Rescue NSW USAR Taskforce 1.

The Operational Year

Figure 1 illustrates Volunteer Hours by Activity Type over the 2010 - 11 financial years. Storm response was the most significant of operational responses in terms of hours however flood response was almost five times higher than the previous year with 97,321 hours being recorded.

Much of the storm response activity occurred as a result of the same severe weather impacts that created the flood responses and it is notable that flood rescue hours climbed by more than six times compared to that of the previous year equalling 3,526 hours.

The SES continues to provide critical supporting roles to other emergency service agencies such as land searches, general land rescue and community first responder.

The total number of volunteer hours input represents a significant increase over the previous year. In the 2010 - 11 year 550,045 hours were spent by volunteers across a range of activities. In comparison to the last decade, the 2010 - 11 year has been the busiest operational year and as such one of the busiest years in the history of the Service.

Storms

Storm response tasks have also increased from the previous reporting period. During the reporting year the SES received 20,690 Requests for Assistance compared to 15,734 in 2009 - 10. During storm responses the majority of Requests for Assistance were for fallen trees and roof related jobs. The SES plays a critical role in coordinating the emergency response for safety and well-being of local communities throughout the State.

A total of 257,217 hours were spent on storm response by the service in 2010 - 11. This is the most storm hours since 2006 - 07.

The most significant monthly storm response was during September 2010 where a total of 4,250 Requests for Assistance were received by the NSW SES.

Flood Response

There was a substantial increase in the number of volunteer hours spent on floods during the reporting period. There was an increase of 78,782 hours in 2010 - 11 compared to the previous reporting period.

This increase is due to the major flood event in September/December and then again in June. Low tempo floods were almost continuous for much of the year especially in Western NSW. Figure 2 illustrates volunteer hours working in flood events over the past ten years.

The number of volunteer hours, spent on flood related response during the last 12 months peaked in January with major activity in September, December and again June. These peaks can be attributed to the major flood events in those months across much of NSW. Numerous evacuation orders were issued during these events in order to protect the community. These flood events also saw 540 flood rescue responses taking 3,526 volunteer hours to complete. This represents the highest number of flood rescues in the last three years.
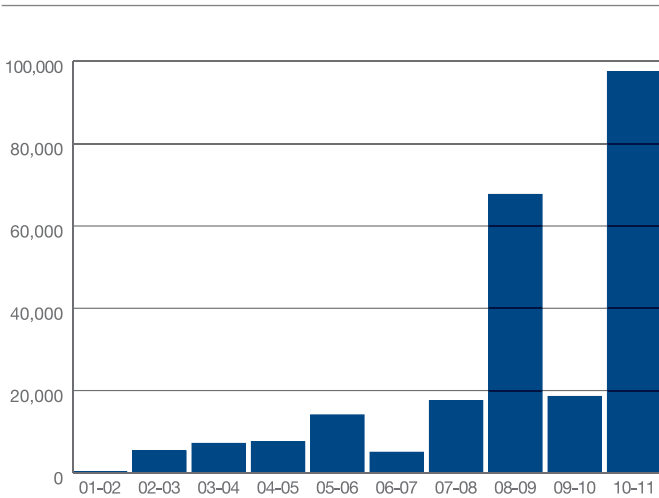
Figure 2 – Volunteer Hours Flood July 2001 - June 2011

General Land Rescue

There are 76 Primary and six Secondary General Land Rescue accredited SES Units in the State. In the past year Queanbeyan Unit was deregistered (due to non-activation as the Secondary Unit and a desire to focus on combat responsibilities) and Cooma-Monaro Unit was registered as a new unit, following withdrawal by NSW Police Rescue Squad.

Road-crash Rescue

The 82 Road-crash Rescue accredited units responded to a total of 615 road-crash incidents which is a small increase comparative to 590 in the previous year.

There has been little variance in the number of Road-crash Rescue tasks over the past four years. The Service continued to undertake annual audits of the 82 Road-crash Rescue Units, to ensure a professional and effective operational response, and in accordance with State Rescue Board Policy.

There are 715 Road-crash Rescue operators, responsible for the total of 5,856 volunteer hours in 2010 - 11. The largest unit in the State is Coffs Harbour, with 24 qualified members.

The most active unit is Hawkesbury, who responded to 59 Road-crash Rescues in 2010 - 11.

Other Rescue

Other rescue encompasses animal, general, vertical and urban search and rescue activities. A total of 3,357 volunteer hours were undertaken responding to 383 tasks. This is the highest response in the last five years.

The number of hours spent on other rescues peaked in October at 481 and 41 tasks. The number of tasks remained relatively consistent over the 12 month period however the length of time to complete each task varied significantly depending on the complexity of the task.

Land Search

Land search is undertaken in support of the NSW Police Force and includes missing persons and evidence searches. The number of volunteer hours spent throughout the year assisting Police in searches totalled 21,063 hours. This peaked in August 2010 where a total of 5,056 hours were spent in searches.

The total number of tasks undertaken assisting police with land searches this year was 354. This is an increase compared to the number of tasks in the previous reporting period.

Community First Responder

The Service is committed to working with Ambulance Service 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 48 CFR qualified operators belonging to the 11 accredited units with Wingercarribee Unit developing a CFR capability at Canyonleigh in April 2010.

The program plays a critical role in providing remote and rural communities with an improved initial medical response. A total of 532 tasks were responded to by CFR Operators in 2010 - 11, equating to a total of 1,958 volunteer hours.

Flood events saw 540 Flood Rescue responses taking 3,526 volunteer hours to complete. This represents the highest number of flood rescues in the last 3 years.

Swiftwater Rescue Technician training ensures the NSW SES has the capacity to respond to flood rescues, Penrith NSW

Flood rescue hours climbed by more than six times compared to that of the previous year equalling 3,526 hours.

The peak period of response was August 2010, however the greatest number of volunteer hours committed to responses was February 2011 which reflects that there is significant variation in how long tasks take to complete. This increased response is the greatest since the commencement of the program in 2006.

Bushfire Support

The bushfire season has been relatively quiet during this reporting period with the support provided being predominately logistical support to the Rural Fire Service. The peak periods of support were in August and September 2010.

The number of volunteer hours attributed to Bushfire Support has seen a decrease from the previous few years. The Service spent 242 hours providing bushfire support in 2010 - 11.

This equates to 21 tasks over the year. The peak period in terms of tasking was in August and September 2010 with a total of six tasks each month.

Other Support

A number of other activities are undertaken by the Service in support of other agencies. These totals include the Service's involvement in two interstate deployments as referenced previously in this document.

A total of 4,843 tasks were undertaken as a part of 'Other Incidents' totalling 86,571 hours.

Non-operational Community Services

The SES regularly supports the community in a variety of different activities including functions such as fetes, sporting and other community events. This role is important in building and maintaining the Service's profile as well as gaining the support of the community to the crucial role the SES provides.

The volunteers completed 72,934 hours in community service tasks over this period.

Operations Centre

Overview

The Operations Centre (previously Operations Communications Centre) within the Special Operations Directorate comprises of two main functional areas that operate 24 x 7 x 365:

• Situational Awareness Unit

• Operations Centre

The Situational Awareness Unit is required to manage the State-wide flow of information around incidents that involve the NSW SES. These incidents include weather events, life critical activations i.e. flood rescue and other events posing risk to the communities of NSW.

The Operations Centre (OC) focuses on emergency response and information management for the NSW SES.

The Operations Centre has three main streams:

1. Flood/Storm Requests

   This stream provides customer service to the communities of NSW during floods, storms and tsunamis by entering Requests for Assistance (RFAs) into the Incident Management System for SES Units during operational responses

2. Corporate Services

   This stream ensures the provision of service to a range of different customers by responding to general inquiries, reporting OHS incidents and providing general information to the community of NSW

3. Rescue Operations

   This stream coordinates the activities related to the activation and management of Flood Rescues, General Land Rescues, Community First Responder and Vertical Rescues, as well as supplying support to other emergency service organisations

The Operations Centre consists of a core of permanent, casual and temporary staff.
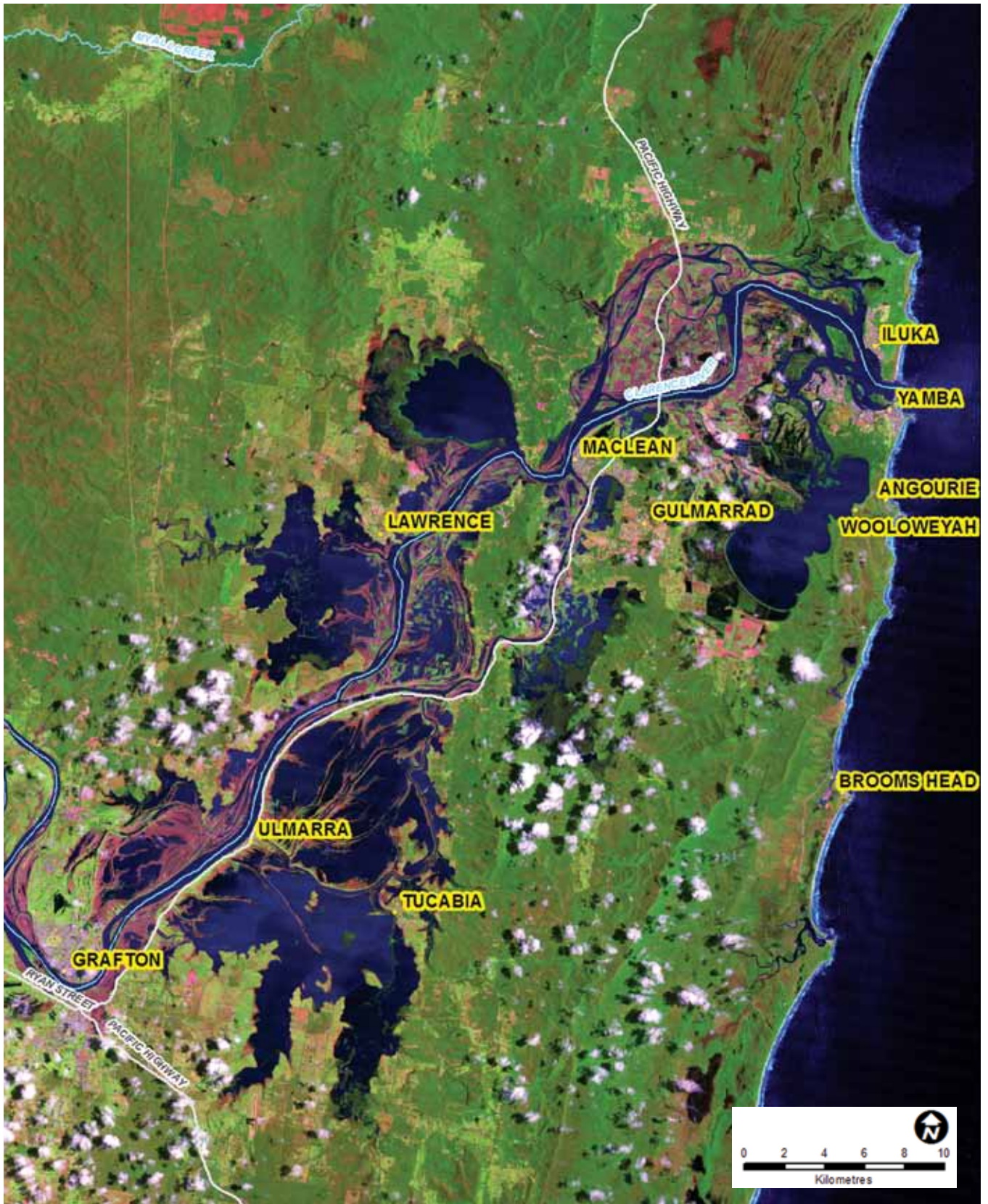
The flood extent on the North and Mid-north coast of NSW in January 2011

In total the Operations Centre received 107,588 calls across all areas, with a 92 per cent Grade of Service, meaning 92 per cent of calls were answered within 20 seconds.

What we have done

Through the 2010 - 11 reporting period the Operations Branch has grown significantly with the introduction of the Situational Awareness Unit and the expansion of the Operations Centre.

The establishment of the Situational Awareness Unit provided an additional capability to monitor and report on the operational response of the NSW State Emergency Service. The Duty Operations Officers have continued to enhance interagency relationships and communication, as well as providing information to key internal and external stakeholders.

The development of new operational products provided consistency of information and a continued ability to provide analysis and prognosis of operational responses and service capability. The Duty Operations Officers provided an increased situational awareness for each of the events the SES responded to throughout the reporting period since their inception.

The Operations Centre continued to grow both in capacity and operational capability. Numerous initiatives were piloted successfully, and milestones within the development of the centre were achieved.

The complete centralisation of flood and storm assistance calls made to 132 500 was successfully implemented during the past year. This implementation proved successful, with 52,501 calls being answered within the OC.

This equates to 66 per cent of flood and storm assistance calls being answered centrally during 2010 - 11, with the remainder of the calls being answered by the Units of the NSW State Emergency Service before the project was complete.

In total the Operations Centre received 107,588 calls across all areas, with a 92 per cent grade of service, meaning 92 per cent of calls were answered within 20 seconds.

The Operations Centre continued to provide support to Corporate Services through a pilot of answering Unit business calls and introducing Unit paging. These services, along with the centralisation of OHS reporting, further expanded the expertise and provided the opportunity for career succession planning within the centre.

Planning was completed for the introduction of GRN Radio to the centre and a number of pilot exercises commenced between the OC, Kiama and Wingecarribee Units. The development of the Flood Rescue/Incident Management System also commenced in 2010 - 11, with phase two testing to be completed in 2011 - 12. The introduction of this incident management capability within the SES will ensure a more consistent and proficient method of flood rescue activations and reporting.

The year ahead

The focus for the next 12 months for the Operations Centre will be to facilitate the growth of the organisation through heightened situational awareness and further define the operational capability and corporate services support offered within the two functional areas. This will be achieved through the completion of a number of projects including:

- Development of a Succession Planning Model within the centre
- Undertake and complete research in the provision of recognised industry standard qualifications for team members who work within the Operations Centre
- Review and refine the notification standards and protocol for key stakeholders
- Complete an internal review of current call routing protocols and the development of a defined business solution
- Implementation of a flood rescue incident management model and the development of a mature system of rescue coordination and management across the Service

- Embed and develop the role of the Situational Awareness Unit within the organisation
- Enhance current electronic media practices and response arrangements
- Undertake a pilot program for centralised GRN radio
- Complete a review of current infrastructure within the Operations Centre
- Develop training and exercise programs to continually test centralised call-taking practices and staffing requirements
- Complete a Customer Contact Model for the Service
- Commission and complete a review of the current business continuity arrangements within the Operations Directorate and identify alternate call-taking capabilities both internally and nationally

The Operations Unit will work closely with members across the organisation to ensure all objectives meet the One SES focus.

Lessons Learned

Overview

The NSW SES is committed to becoming a learning organisation where all members contribute to their own and the organisation's advancement. To assist in this process the Lessons Learned Unit was established in early 2011. This is the first Lessons Learned capability for an SES within Australia.

The Lessons Learned Unit will focus on helping the Service to improve the efficiency and effectiveness of all its activities, both operational and corporate. To do this the unit will benchmark the SES' activities against those of other emergency service organisations. It will also contribute to the review of activities, strategic planning and the development of policies and procedures.

What we have done

The staff of the Lessons Learned Unit have been consulting with Directors, Managers and Region Controllers about the role of the unit. They have also established links with other agencies including: Fire and Rescue NSW Lessons Learned, Centre for Army Lessons, National Security Capability Development Division-Attorney-General's Department, Risk Frontiers at Macquarie University and the Australian Emergency Management Institute.

The unit has also been involved with the After Action Reviews (AAR) of the year's flood events, both on a state scale and within the Murray Region.
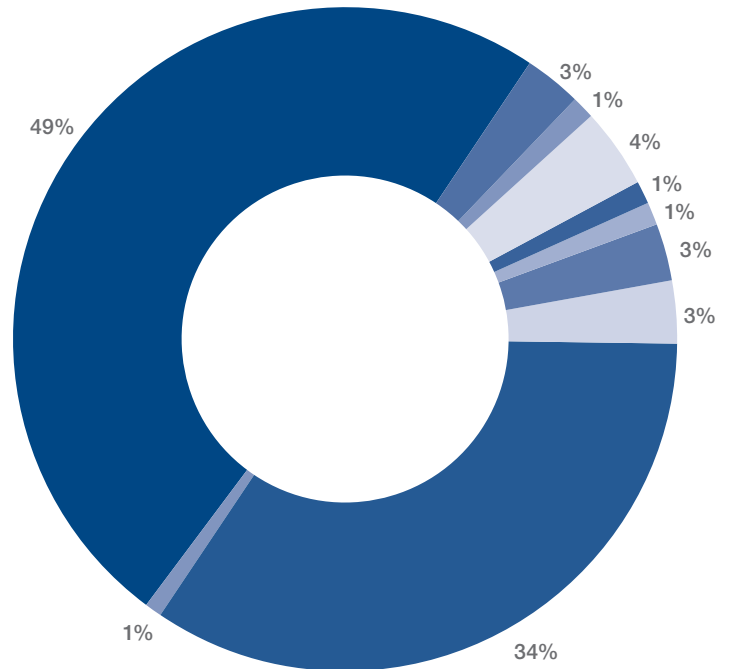
Unit Business Calls: 3%
Flood Rescue: 1%
Rescue / RCR: 4%
CFR: 1%
Operations: 1%
Media: 3%
Information Line: 3%
Switch: 34%
VKG / ASNSW: 1%
Storm / Flood Assistance: 49%

Figure 3 – Percentage of Total Calls – Financial Year 2010 - 11

The NSW SES is committed to becoming a learning organisation where all members contribute to their own and the organisation's advancement. To assist in this process the Lessons Learned Unit was established in early 2011. This is the first Lessons Learned capability for an SES within Australia.

The year ahead

The next 12 months will see the unit further embedding itself in the SES and its activities. This will include:

- Investigating and reviewing the Lessons Learned capability in other organisations

- Establishing an organisational policy around the Lessons Learned Unit and its activities

- Establishing protocols for communicating change in the Service

- Developing policy and process pathways which channel lessons learned into organisational learning doctrine

- Reviewing and developing the current AAR process across State, region and units

- Investigating the use of social media as a means to provide information and to engage with the community

- Undertake a pilot program for centralised GRN radio

- Complete a review of current infrastructure within the Operations Centre

- Develop training and exercise programs to continually test centralised call-taking practices and staffing requirements

- Complete a Customer Contact Model for the Service

- Commission and complete a review of the current business continuity arrangements within the Operations Directorate and identify alternate call-taking capabilities both internally and nationally

The Operations Unit will work closely with members across the organisation to ensure all objectives meet the One SES focus.

Directors Operations East And West

Overview

The 2010 - 11 reporting period was not only the start of one of the busiest operational periods in the Service's history, but also saw significant restructuring and capacity building across the Operations Directorate.

The restructuring of the Operations Directorate rectified many of the structural deficiencies inherent in the previous organisational framework. In particular, the establishment of two new Operations Directors in the East and West significantly reduced the span of control limitations. Previously 17 Region Controllers reported to one Deputy Commissioner.

The reduction in the span of control allows these two directors to lead change in their portfolio regions in a way not previously achievable. More importantly, these directors are able to represent the views of the Eastern and Western Regions directly to the Senior Executive Group. Decision-making at the highest levels is more comprehensively informed of the impact of initiatives across the Service. The move toward greater standardisation across One SES is also facilitated by having two directors who are able to effect change and look to establishing common process and procedures. These directors work closely with the Director Special Operations who provides overall direction and leadership to the State Headquarters based elements of the Operations Directorate.

What we have done

The SES remained committed to ensuring that the culture of the Service encouraged change and looked to every individual to contribute toward achieving operational excellence.
A key part of this was establishing an environment where every member felt secure in asking the hard questions, in 'lifting rocks' and in suggesting improvements. Since the establishment of the new structure in October 2010, the Directors Operations East and West have undertaken an extensive program of engagement with Regions and Units.

The need for cultural change was identified in the Cultural Audit, where the members of the Service had the opportunity to tell the Senior Executive Group what they wanted from and for the SES and the environment they needed to achieve this. The active engagement of the Directors Operations East and West facilitates this change by their engagement with staff and volunteers across Regions.

In addition to driving change within regions and units, the Directors Operations East and West have filled key operational roles in the State Operations Centre and provided support to regions during operational events.

The year ahead

The Directors Operations East and West will continue their consultation with their portfolio regions to ensure capability exists across the range of activities that the Regions undertake.

Canterbury Unit members respond after strong winds cause damage to a house, Beverly Hills NSW

Appendices

The SES will have systems that measure, check and report on the organisation's performance to ensure that constant improvement and excellence is achieved.

11

The Hon Michael Gallacher MLC
Leader of the Government in the Legislative Council
Minister for Police and Emergency Services
Minister for the Hunter
Vice-President of the Executive Council

Statement of Performance

Commissioner Murray Kear AFSM, NSW State Emergency Service

The NSW State Emergency Service (SES) has grown in strength and in the ability to support and attract the volunteer members across the state.

Commissioner Murray Kear has continued to lead the organisation through a period of cultural change. The Commissioner has also overseen the integration of new functions that will increase the NSW SES's ability to assist communities to prepare, respond and recover from severe weather events.

These developments have occurred during the busiest operational period that the SES has experienced in a decade. Not only have SES flood responses reached levels of almost five times higher than the previous year, but the number of flood rescue responses has also increased by more than six times.

Commissioner Kear has promoted increased training of Swiftwater Rescue Technicians across the State, particularly in areas with an identified flood rescue risk. The Commissioner has also sent SES members on inter-state deployments which have led to professional development, skills sharing and learning opportunities for staff and volunteers.

The One SES Plan was also launched at the beginning of the 2011-12 financial year- another major milestone for the SES.

The Commissioner has also worked with the NSW Government to ensure that processes are transparent and accountable, and to enable a strong and productive working environment.

Commissioner Kear leads through example and actively mentors his Senior Executive while promoting a culture of participation in the development of the SES across all levels of the organisation.

He continues to actively engage with members across the State and incorporate feedback and suggestions into work plans that will be actualised over the next five years.

Under his competent leadership, the NSW SES will continue to grow in capability and capacity to ensure the needs of the communities of NSW are met when faced with severe weather.

Yours sincerely

Hon. Michael Gallacher MLC
Minister for Police and Emergency Services
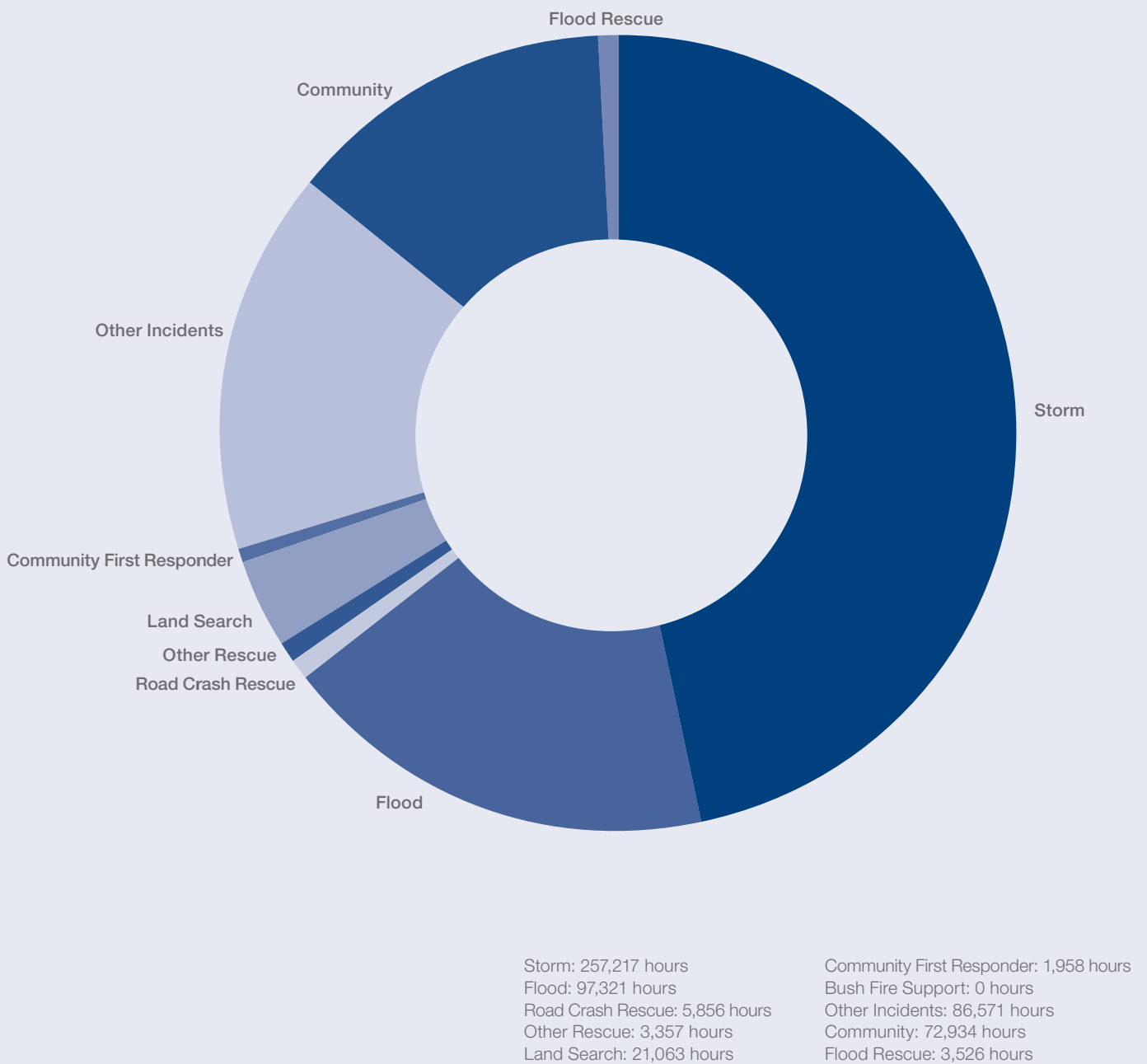Minister for the Hunter

Operational Activity in 2010 - 11

Flood Rescue

Community

Other Incidents

Community First Responder

Land Search

Other Rescue

Road Crash Rescue

Flood

Storm

Storm: 257,217 hours
Flood: 97,321 hours
Road Crash Rescue: 5,856 hours
Other Rescue: 3,357 hours
Land Search: 21,063 hours

Community First Responder: 1,958 hours
Bush Fire Support: 0 hours
Other Incidents: 86,571 hours
Community: 72,934 hours
Flood Rescue: 3,526 hours

Figure 1 – Volunteer Hours by Activity, 2010 - 11

Operational Activity in 2010 - 11
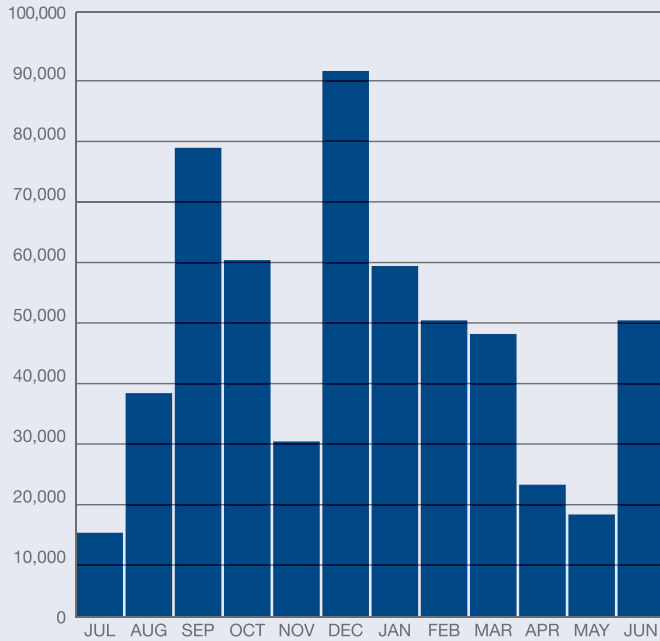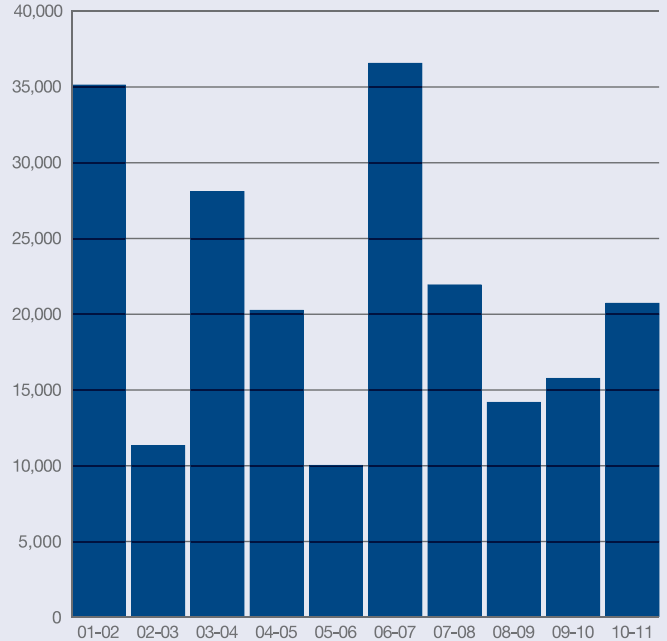

Figure 2 – Volunteer Hours by Month 2010 - 11

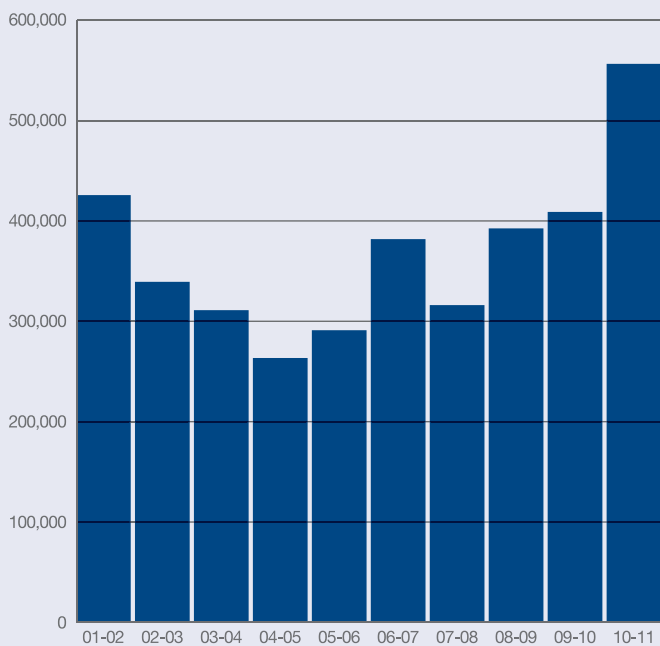Figure 4 – Storm Tasks July 2001 - June 2011

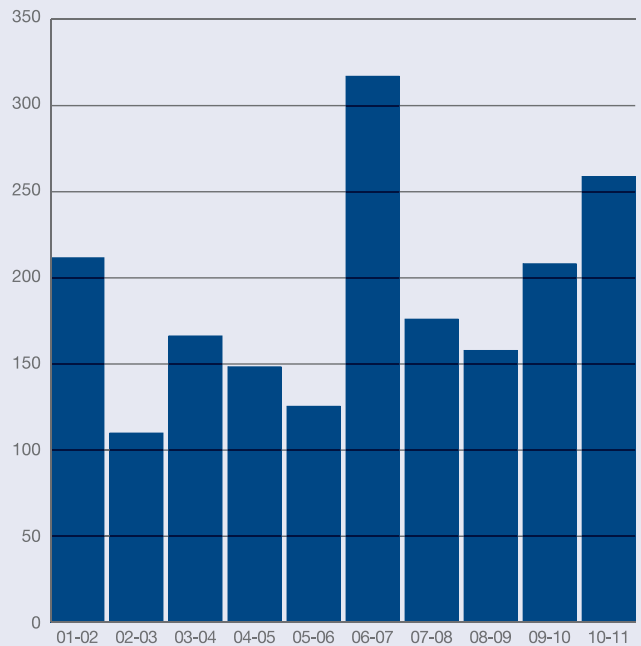Figure 3 – Volunteer Hours on Operational Activity 2010 - 11

Figure 5 – Volunteer Hours Storm July 2001 - June 2011
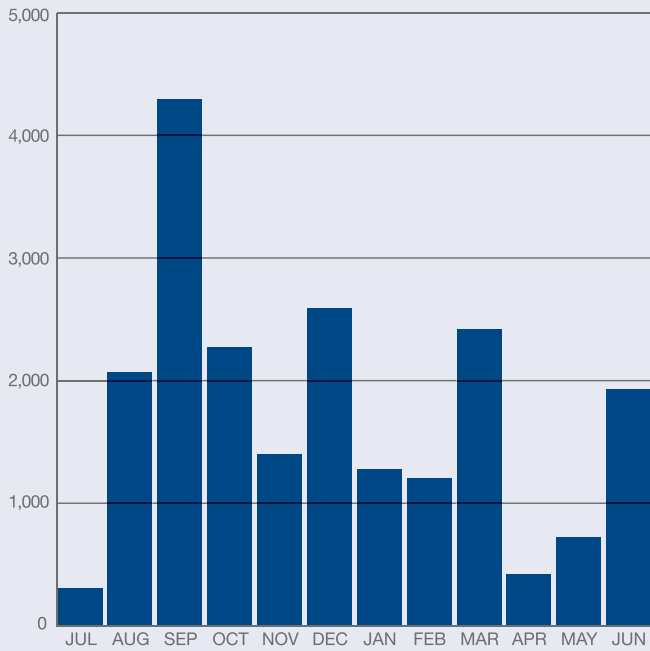
Operational Activity in 2010 - 11

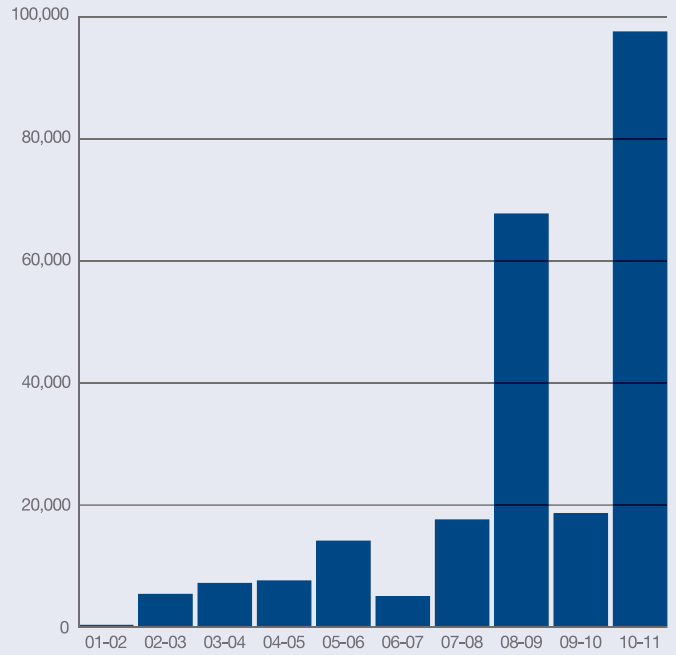Figure 6 – Storm Response Tasks by Month 2010 - 11

Figure 8 – Volunteer Hours Flood by Year July 2001 - June 2011

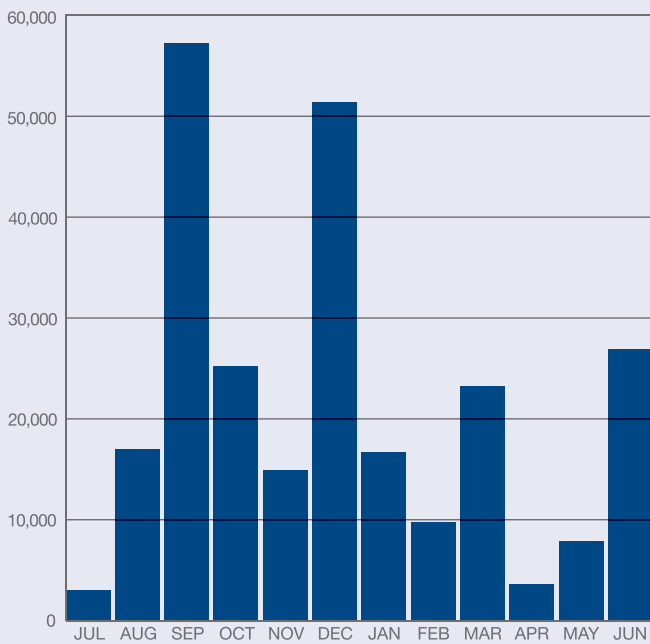Figure 7 – Volunteer Hours by Year Storms July 2001 - June 2011
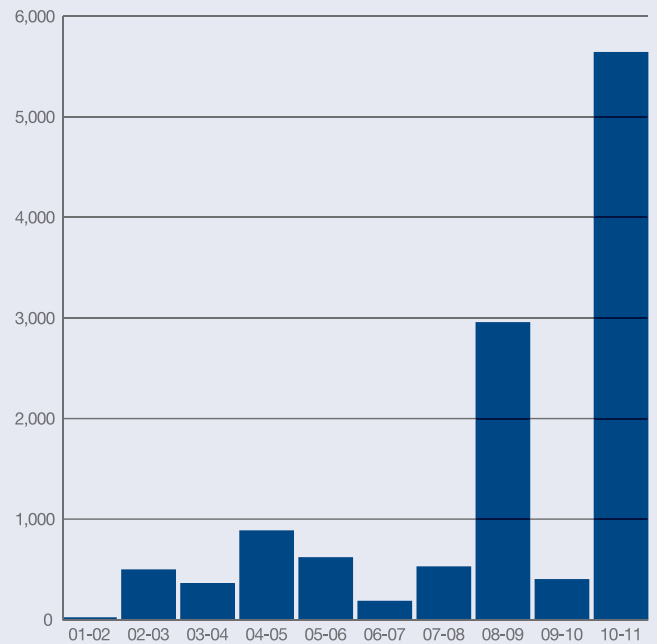
Figure 9 – Flood Response Tasks by Year July 2001 - June 2011

Operational Activity in 2010 - 11
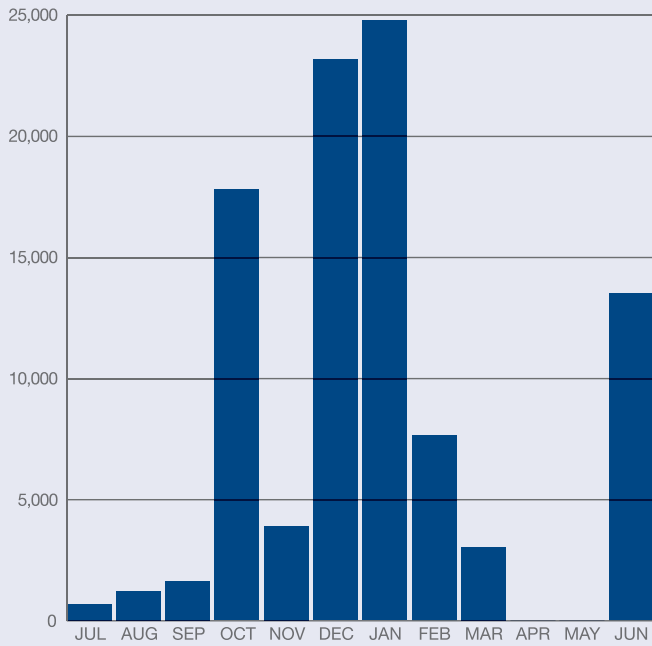
Figure 10 – Volunteer Hours Flood by Month 2010 - 11
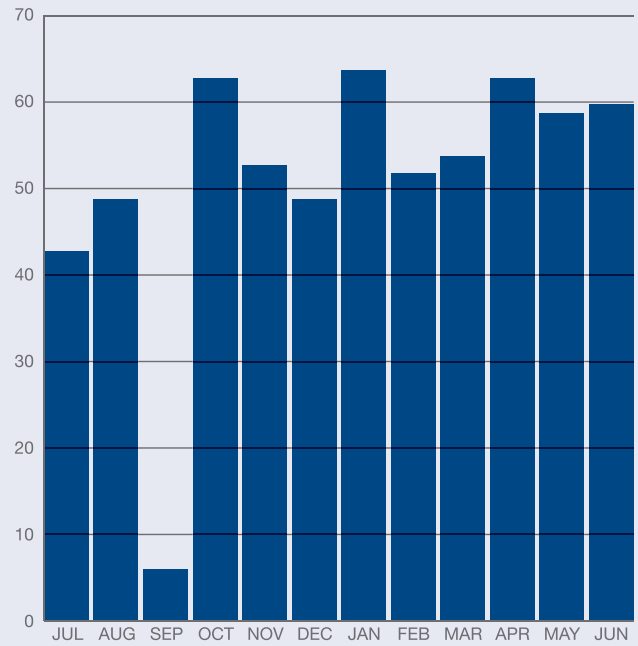
Figure 12 – Road Crash Rescue Tasks by Month 2010 - 11
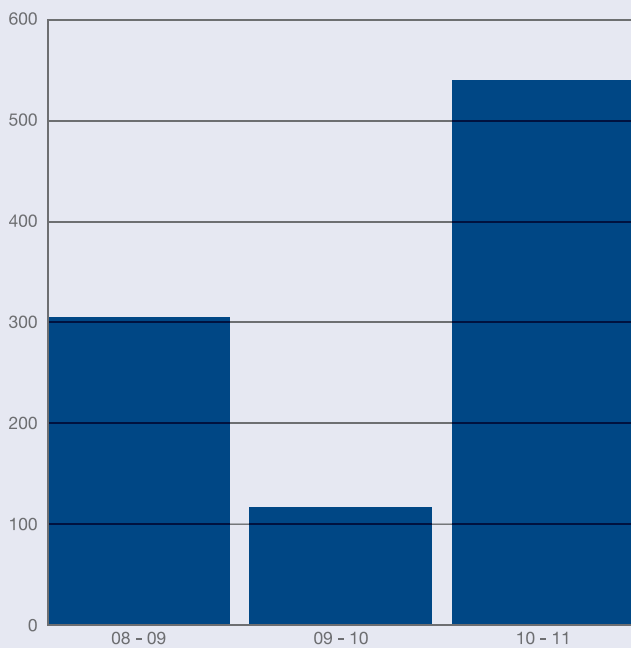
Figure 11 – Flood Rescue Response Tasks July 2008 - June 2011
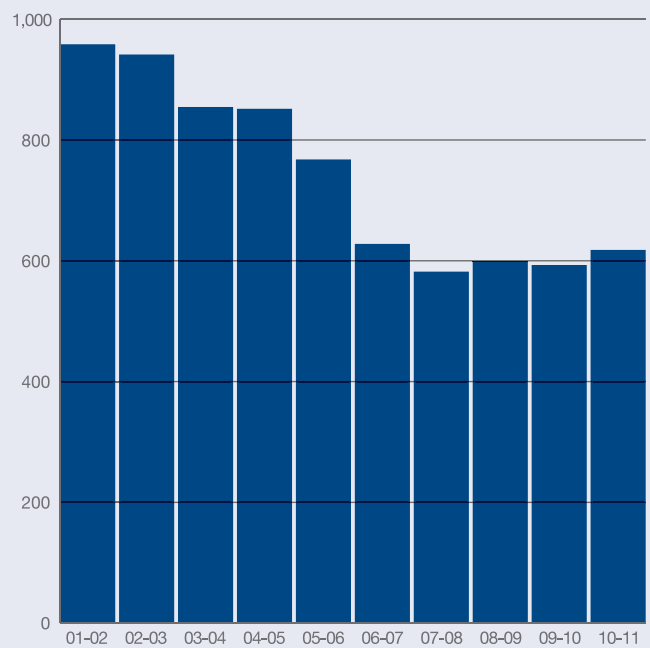
Figure 13 – Road Crash Rescue Tasks July 2001 - June 2011

Operational Activity in 2010 - 11
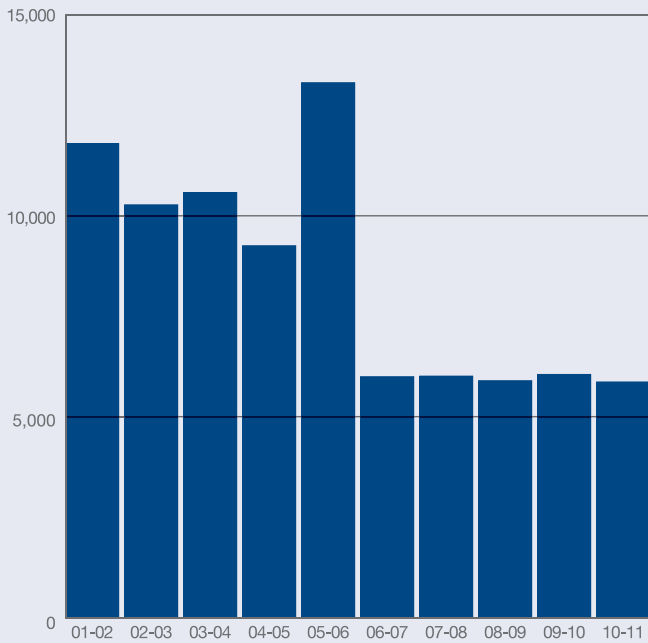
Figure 14 – Road Crash Rescue – Volunteer Hours 2010 - 11

Figure 16 – Other Rescue Volunteer Hours by Month 2010 - 11

Figure 15 – Other Rescue Tasks July 2006 - June 2011

Figure 17 – Land Search – Volunteer Hours 2010 - 11

Operational Activity in 2010 - 11
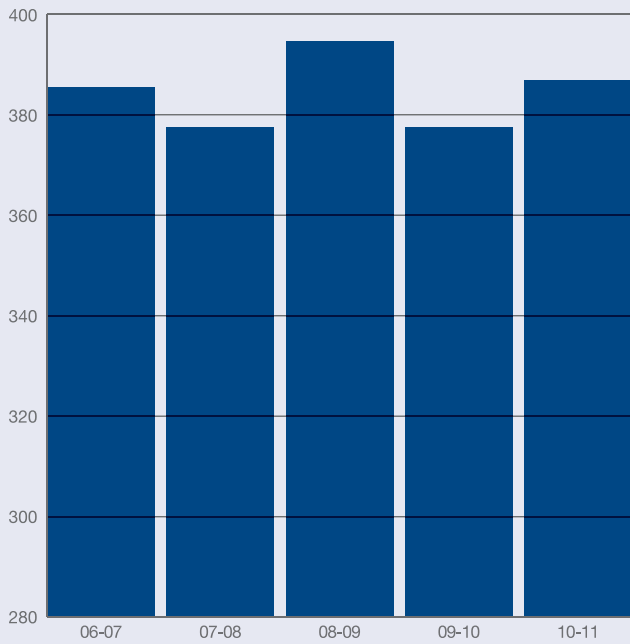
Figure 18 – Land Search Tasks July 2006 - June 2011
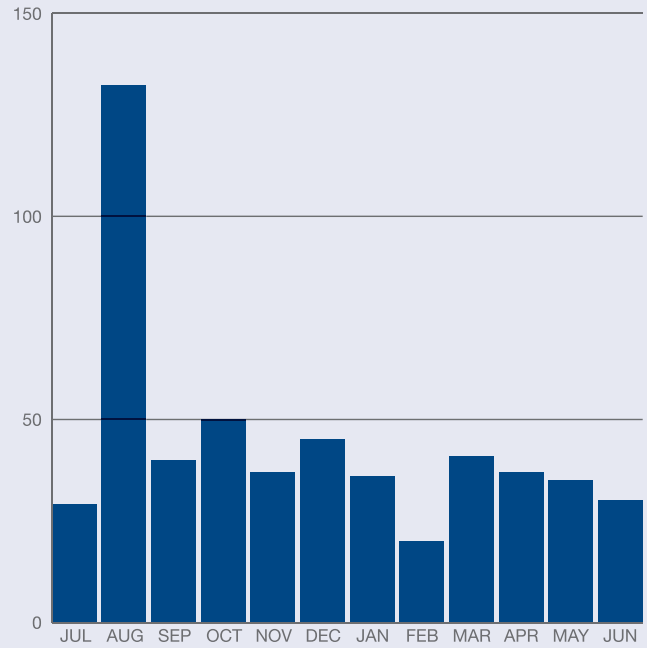
Figure 20 – CFR Tasks, July 2010 - June 2011
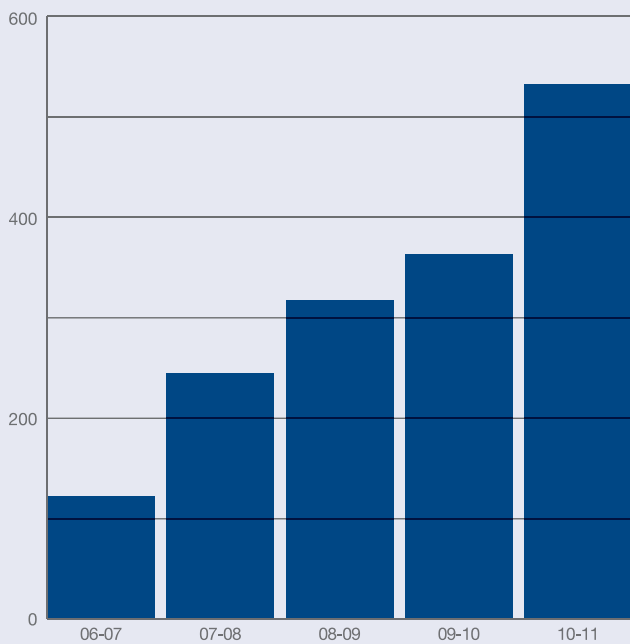
Figure 19 – CFR Tasks July 2006 - June 2011
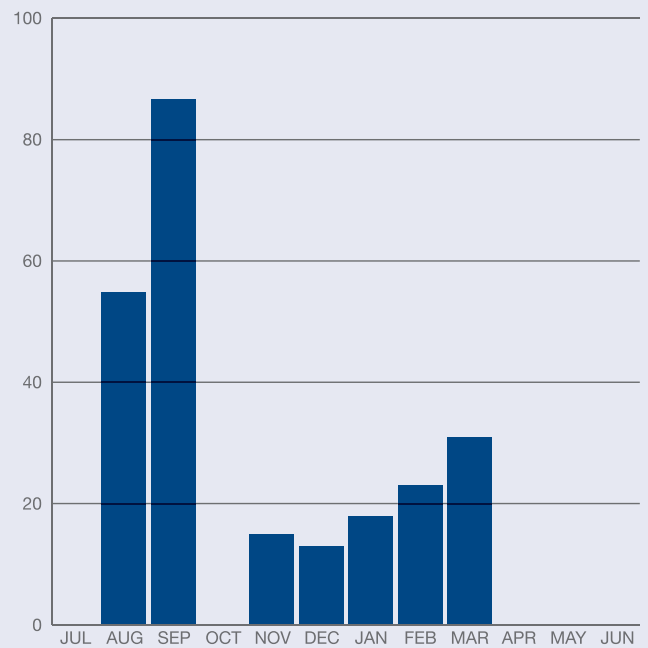
Figure 21 – Bush Fire Support, Volunteer Hours 2010 - 11

Government Information (Public Access) Act 2009

Statistical information

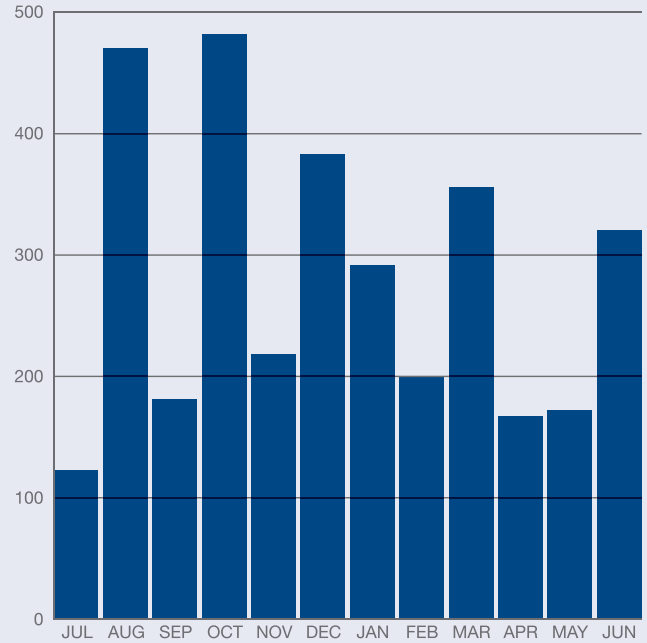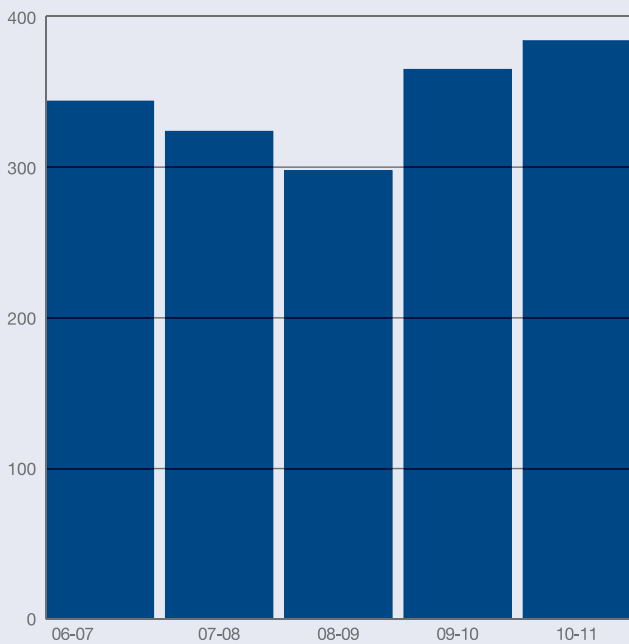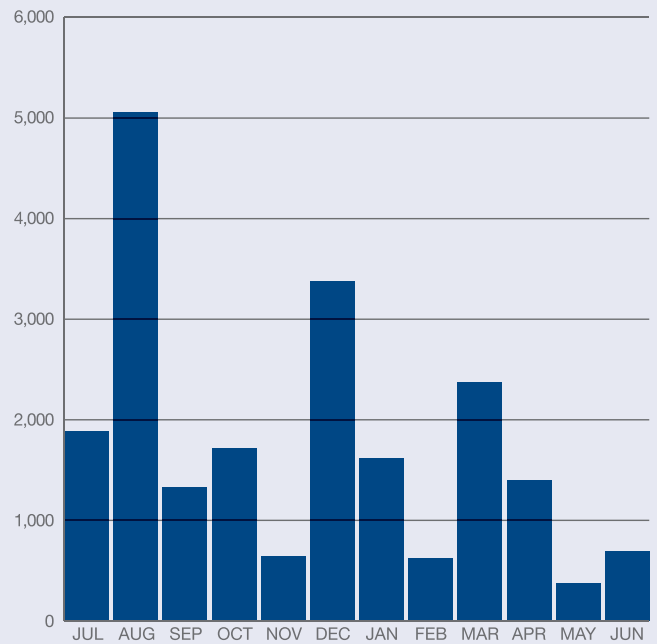| Table A: Number of applications by type of applicant and outcome*								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	2	0	0	0	0	0	0	0
Members of the public (other)	2	0	0	0	0	0	0	0

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome								
	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn
Personal information applications*	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	4	0	0	0	0	0	0	0
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications	
Reason for invalidity	No. of applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act	
	Number of times consideration used*
Overriding secrecy laws	N/A
Cabinet information	N/A
Executive Council information	N/A
Contempt	N/A
Legal professional privilege	N/A
Excluded information	N/A
Documents affecting law enforcement and public safety	N/A
Transport safety	N/A
Adoption	N/A
Care and protection of children	N/A
Ministerial code of conduct	N/A
Aboriginal and environmental heritage	N/A

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act	
	Number of occasions when application not successful
Responsible and effective government	N/A
Law enforcement and security	N/A
Individual rights, judicial processes and natural justice	N/A
Business interests of agencies and other persons	N/A
Environment, culture, economy and general matters	N/A
Secrecy provisions	N/A
Exempt documents under interstate Freedom of Information legislation	N/A

Table F: Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	3
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	1
Total	4

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	0	0	0

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)	
	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

Auditor General's Opinion and Financial Statements

All financial processes are clear and transparent and allocate resources in accordance with the organisation's priorities. The governance framework will be based on high ethical standards, openness and will be fair to all.

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GPO BOX 12
Sydney NSW 2001

INDEPENDENT AUDITOR'S REPORT

State Emergency Service

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of State Emergency Service (the Service), which comprise the statement of financial position as at 30 June 2011, the statement of comprehensive income, statement of changes in equity, statement of cash flows, service group statements and a summary of compliance with financial directives for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information.

Opinion

In my opinion, the financial statements:

- give a true and fair view of the financial position of the Service as at 30 June 2011 and its financial performance for the year then ended in accordance with Australian Accounting Standards

- are in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the Public Finance and Audit Regulation 2010

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

Commissioner's Responsibility for the Financial Statements

The Commissioner is responsible for the preparation and fair presentation of the financial statements that give a true and fair view in accordance with Australian Accounting Standards and the PF&A Act, and for such internal control as the Commissioner determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I conducted my audit in accordance with Australian Auditing Standards. Those standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Service's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Service's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commissioner, as well as evaluating the overall presentation of the financial statements.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

My opinion does *not* provide assurance:

- about the future viability of the Service

- that it has carried out its activities effectively, efficiently and economically

- about the effectiveness of its internal control

- about the assumptions used in formulating the budget figures disclosed in the financial statements

- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented

- about any other information which may have been hyperlinked to/from the financial statements.

Independence

In conducting my audit, I have complied with the independence requirements of the Australian Auditing Standards and other relevant ethical pronouncements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General

- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their role by the possibility of losing clients or income.

David Nolan
Director, Financial Audit Services

13 October 2011
SYDNEY

SES
STATE EMERGENCY SERVICE

Office of the Commissioner
6-8 Regent Street
Wollongong NSW 2500
PO Box 6126
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STATE EMERGENCY SERVICE
FINANCIAL STATEMENTS
For the Year Ended 30 June 2011

STATEMENT BY COMMISSIONER

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

(a)   The accompanying financial report has been prepared in accordance with the provisions of the Public Finance and Audit Act 1983, the Financial Reporting Code for Budget Dependent General Government Sector Agencies, the applicable clauses of the Public Finance and Audit Regulation 2010 and Treasurer's Directions;

(b)   The financial report exhibits a true and fair view of the financial position and financial performance of the Service for the year ended 30 June 2011; and

(c)   There are no circumstances which would render any particulars in the financial report to be misleading or inaccurate.

MURRAY KEAR AFSM
Commissioner

13 October 2011

New South Wales Government

www.ses.nsw.gov.au

STATE EMERGENCY SERVICE
Statement of comprehensive income
for the year ended 30 June 2011

	Notes	Actual 2011 $'000	Budget 2011 $'000	Actual 2010 $'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	24,501	24,515	21,057
Other operating expenses	2(b)	25,111	18,285	19,061
Depreciation	1(h)(v) & 2(c)	4,286	4,500	6,094
Grants and subsidies	2(d)	8,518	8,907	9,310
Other expenses	2(e)	27,982	5,000	20,983
Total expenses excluding losses		**90,398**	**61,207**	**76,505**
Revenue				
Sales of goods and services	3(a)	1,066	33	90
Investment revenue	3(b)	402	96	340
Grants and contributions	3(c)	74,970	50,869	59,275
Other revenue	3(d)	2,023	-	2,015
Total revenue		**78,461**	**50,998**	**61,720**
Gain/(loss) on disposal	4	(131)	71	(169)
Net Cost of Services	18	**12,068**	**10,138**	**14,954**
Government contributions				
Recurrent appropriation	5	10,918	8,035	7,193
Capital appropriation	5	3,035	431	427
Acceptance by the Crown Entity of employee benefits and other liabilities	1(i)(ii) & 6	620	123	1,040
Total Government contributions		**14,573**	**8,589**	**8,660**
SURPLUS/(DEFICIT) FOR THE YEAR		**2,505**	**(1,549)**	**(6,294)**
Other comprehensive income				
Net increase / (decrease) in property, plant and equipment asset revaluation reserve		-	-	-
Other comprehensive income for the year		**0**	**0**	**0**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**2,505**	**(1,549)**	**(6,294)**

The accompanying notes form part of these financial statements.

STATE EMERGENCY SERVICE
Statement of financial position
as at 30 June 2011

ASSETS	Notes	Actual 2011 $'000	Budget 2011 $'000	Actual 2010 $'000
Current Assets				
Cash and cash equivalents	8	12,865	6,251	6,252
Receivables	9	3,085	1,889	1,889
Inventories	1(h)(xi) & 10	5,269	4,570	4,570
Total Current Assets		**21,219**	**12,710**	**12,711**
Non - Current Assets				
Property, Plant and Equipment				
- Land and buildings	11	166	262	166
- Plant and equipment	11	16,853	13,466	15,110
Total Property, Plant and Equipment		17,019	13,728	15,276
Total Non-Current Assets		**17,019**	**13,728**	**15,276**
Total Assets		**38,238**	**26,438**	**27,987**
LIABILITIES				
Current Liabilities				
Payables	12	10,090	2,585	2,585
Provisions	13	2,809	2,569	2,569
Total Current Liabilities		**12,899**	**5,154**	**5,154**
Non - Current Liabilities				
Provisions	14	23	22	22
Total Non - Current Liabilities		**23**	**22**	**22**
Total Liabilities		**12,922**	**5,176**	**5,176**
Net Assets		**25,316**	**21,262**	**22,811**
EQUITY				
Reserves		-	-	-
Accumulated funds		25,316	21,262	22,811
Total Equity		**25,316**	**21,262**	**22,811**

The accompanying notes form part of these financial statements.

STATE EMERGENCY SERVICE
Statement of changes in equity
for the year ended 30 June 2011

	Accumulated Funds $'000	Asset Revaluation Surplus $'000	Total $'000
Balance at 1 July 2010	22,811	-	22,811
Surplus/(deficit) for the year	2,505	-	2,505
Other comprehensive income:			
Net increase / (decrease) in property, plant and equipment	-	-	-
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	-	-	-
Total other comprehensive income	-	-	-
Total comprehensive income for the year	25,316	-	25,316
Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets from equity transfers	-	-	-
Balance at 30 June 2011	**25,316**	**-**	**25,316**
Balance at 1 July 2009	29,105	-	29,105
Surplus/(deficit) for the year	(6,294)	-	(6,294)
Other comprehensive income:			
Net increase / (decrease) in property, plant and equipment	-	-	-
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	-	-	-
Total other comprehensive income	-	-	-
Total comprehensive income for the year	22,811	-	22,811
Transactions with owners in their capacity as owners			
Increase / (decrease) in net assets from equity transfers	-	-	-
Balance at 30 June 2010	**22,811**	**-**	**22,811**

The accompanying notes form part of these financial statements.

STATE EMERGENCY SERVICE
Statement of cash flows
for the year ended 30 June 2011

	Notes	Actual 2011 $'000	Budget 2011 $'000	Actual 2010 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(23,501)	(24,392)	(19,612)
Grants and subsidies		(36,500)	(13,907)	(30,293)
Other		(18,870)	(7,603)	(18,382)
Total Payments		**(78,871)**	**(45,902)**	**(68,287)**
Receipts				
Sale of goods and services		1,228	(11,949)	744
Contributions		43,872	43,900	36,203
Interest received		368	96	318
Other		32,223	8,269	24,584
Total Receipts		**77,691**	**40,316**	**61,849**
Cash flows from Government				
Recurrent appropriation		10,918	8,035	7,193
Capital appropriation		3,035	431	427
Net cash flows from Government		**13,953**	**8,466**	**7,620**
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	**12,773**	**2,880**	**1,182**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of land and buildings, plant & equipment		72	71	47
Purchases of land and buildings, plant and equipment		(6,232)	(2,952)	(4,449)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(6,160)**	**(2,881)**	**(4,402)**
NET INCREASE/(DECREASE) IN CASH		**6,613**	**(1)**	**(3,220)**
Opening cash and cash equivalents		6,252	6,252	9,472
CLOSING CASH AND CASH EQUIVALENTS	8	**12,865**	**6,251**	**6,252**

The accompanying notes form part of these financial statements.

STATE EMERGENCY SERVICE
Service group statements for the year ended 30 June 2011

AGENCY'S EXPENSES & INCOME	Service Group 1* 2011 $'000	Service Group 1* 2010 $'000	Service Group 2* 2011 $'000	Service Group 2* 2010 $'000	Service Group 3* 2011 $'000	Service Group 3* 2010 $'000	Not Attributable 2011 $'000	Not Attributable 2010 $'000	Total 2011 $'000	Total 2010 $'000
Expenses excluding losses										
Operating expenses										
- Employee related	6,125	5,265	15,926	13,686	2,450	2,106	-		24,501	21,057
- Other operating expenses	6,278	4,764	16,322	12,391	2,511	1,906	-		25,111	19,061
Depreciation	-	-	4,286	6,094	-	-	-		4,286	6,094
Grants and subsidies	2,130	2,328	5,536	6,052	852	930	-		8,518	9,310
Other expenses	-	-	27,982	20,983	-	-	-		27,982	20,983
Total expenses excluding losses	**14,533**	**12,357**	**70,052**	**59,206**	**5,813**	**4,942**	**-**		**90,398**	**76,505**
Revenue										
Sale of goods and services	267	23	692	58	107	9	-		1,066	90
Investment revenue	101	85	261	222	40	33	-		402	340
Grants and contributions	12,997	10,710	56,774	44,281	5,199	4,284	-		74,970	59,275
Other revenue	103	50	1,871	1,898	49	67	-		2,023	2,015
Total revenue	**13,468**	**10,868**	**59,598**	**46,459**	**5,395**	**4,393**	**-**		**78,461**	**61,720**
Gain / (loss) on disposal	-	-	(131)	(169)	-	-	-		(131)	(169)
Net Cost of Services	**1,065**	**1,489**	**10,585**	**12,916**	**418**	**549**	**-**		**12,068**	**14,954**
Government contributions **							14,573	8,660	14,573	8,660
SURPLUS / (DEFICIT) FOR THE YEAR	**(1,065)**	**(1,489)**	**(10,585)**	**(12,916)**	**(418)**	**(549)**	**14,573**	**8,660**	**2,505**	**(6,294)**
Other Comprehensive Income										
Increase / (decrease) in asset revaluation reserve	-	-	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	**(1,065)**	**(1,489)**	**(10,585)**	**(12,916)**	**(418)**	**(549)**	**14,573**	**8,660**	**2,505**	**(6,294)**

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

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

STATE EMERGENCY SERVICE
Service group statements for the year ended 30 June 2011

AGENCY'S ASSETS & LIABILITIES	Service Group 1* 2011 $'000	Service Group 1* 2010 $'000	Service Group 2* 2011 $'000	Service Group 2* 2010 $'000	Service Group 3* 2011 $'000	Service Group 3* 2010 $'000	Not Attributable 2011 $'000	Not Attributable 2010 $'000	Total 2011 $'000	Total 2010 $'000
Current assets										
Cash and cash equivalents	1,536	10	10,715	6,238	614	4	-	-	12,865	6,252
Receivables	421	307	2,496	1,460	168	122	-	-	3,085	1,889
Inventories	1,317	1,143	3,425	2,970	527	457	-	-	5,269	4,570
Total current assets	**3,274**	**1,460**	**16,636**	**10,668**	**1,309**	**583**	**-**	**-**	**21,219**	**12,711**
Non-current assets										
Property, plant and equipment	-	-	17,019	15,276	-	-	-	-	17,019	15,276
Total non-current assets	**-**	**-**	**17,019**	**15,276**	**-**	**-**	**-**	**-**	**17,019**	**15,276**
TOTAL ASSETS	**3,274**	**1,460**	**33,655**	**25,944**	**1,309**	**583**	**-**	**-**	**38,238**	**27,987**
Current liabilities										
Payables	2,523	646	6,560	1,682	1,007	257	-	-	10,090	2,585
Provisions	702	642	1,826	1,670	281	257	-	-	2,809	2,569
Total current liabilities	**3,225**	**1,288**	**8,386**	**3,352**	**1,288**	**514**	**-**	**-**	**12,899**	**5,154**
Non-current liabilities										
Provisions	5	5	15	14	3	3	-	-	23	22
Total non-current liabilities	**5**	**5**	**15**	**14**	**3**	**3**	**-**	**-**	**23**	**22**
TOTAL LIABILITES	**3,230**	**1,293**	**8,401**	**3,366**	**1,291**	**517**	**-**	**-**	**12,922**	**5,176**
NET ASSETS	**44**	**167**	**25,254**	**22,578**	**18**	**66**	**-**	**-**	**25,316**	**22,811**

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

STATE EMERGENCY SERVICE
Summary of compliance with financial directives

	2011				2010			
	RECURRENT APPROPRIATION $'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND $'000	CAPITAL APPROPRIATION $'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND $'000	RECURRENT APPROPRIATION $'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND $'000	CAPITAL APPROPRIATION $'000	EXPENDITURE / NET CLAIM ON CONSOLIDATED FUND $'000
ORIGINAL BUDGET APPROPRIATION/EXPENDITURE								
Appropriation Act	8,035	8,035	431	431	7,193	7,193	427	427
	8,035	**8,035**	**431**	**431**	**7,193**	**7,193**	**427**	**427**
OTHER APPROPRIATIONS/ EXPENDITURE								
Government Radio Network s.45	2,496	2,496	-	-	-	-	-	-
Flood boats recurrent portion s.22	250	250	-	-	-	-	-	-
Transfer capital funding to recurrent s.45	137	137	(137)	-	-	-	-	-
Election promises s.22	-	-	2,950	2,604	-	-	-	-
	2,883	**2,883**	**2,813**	**2,604**	**-**	**-**	**-**	**-**
Total Appropriation / Expenditure/ Net claim on Consolidated Fund	10,918	10,918	3,244	3,035	7,193	7,193	427	427
Amount drawn down against Appropriation		**10,918**		**3,035**		**7,193**		**427**
Liability to Consolidated Fund		**-**		**-**		**-**		**-**

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

STATE EMERGENCY SERVICE
Notes to the financial statements

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Note

STATE EMERGENCY SERVICE

Notes to the financial statements

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting entity

The State Emergency Service, as a reporting entity, comprises all the entities under its control, namely: State and Regional Headquarters and all volunteer based Units.

In the process of preparing the financial statements, all inter-entity transactions and balances have been eliminated.

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

These financial statements for the year ended 30 June 2011 have been authorised for issue by the Commissioner on 13/10/2011.

(b) Basis of preparation

The agency's financial statements are general purpose financial statements, which have been prepared in accordance with:

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

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

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

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

(c) Statement of compliance

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

STATE EMERGENCY SERVICE
Notes to the financial statements

(d)   **Trust funds**

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

Transactions and balances relating to the trust assets are not recognised as the agency's income, expenses, assets and liabilities, but are disclosed in the accompanying schedules as 'Trust Funds'.

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

(e)   **Insurance**

The agency's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past claims experience.

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

Income, expenses and assets are recognised net of the amount of GST, except where:
- the amount of GST incurred by the agency as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expenses.
- receivables and payables are stated with the amount of GST included.

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

(g)   **Income recognition**

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

(i)   **Parliamentary appropriations and contributions**

Parliamentary appropriations and contributions from other bodies are generally recognised as income when the SES obtains control over the assets comprising the appropriations/contributions. Control over appropriation and contributions is normally obtained upon the receipt of cash.

STATE EMERGENCY SERVICE
Notes to the financial statements

(g)   Income recognition (continued)

(i)   Parliamentary appropriations and contributions (continued)

In accordance with the State Emergency Service Act 1989 any money (recurrent appropriation) remaining to the credit of the SES at the end of a financial year is paid into the SES's operating account. All money appropriated by Parliament for capital works and services, depreciation (from recurrent allocation) and proceeds from the sale of the SES's assets are paid into the SES's Fund. Accordingly there is no liability to the Consolidated Fund. Because of the absence of transfer payments and any liability to the Consolidated Fund, all amounts drawn down (as per the Summary of Compliance with Financial Directives) are the SES's income and are reflected in the Statement of Comprehensive Income.

Effective 1 July 2009, the SES's funding mechanism changed. Prior to 1 July 2009, the SES was funded through a parliamentary appropriation. From 1 July 2009, contributions are received from local government councils (11.7%) and insurance companies (73.7%). The state government contribution (14.6%) is by way of parliamentary appropriation.

(ii) Sale of goods

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

(iii) Rendering of services

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

(iv) Investment revenue

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

(h)   Assets

(i) Acquisition of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the agency. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

STATE EMERGENCY SERVICE

Notes to the financial statements

(h)   Assets (continued)

(i) Acquisition of assets (continued)

Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

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

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

(ii) Capitalisation thresholds

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

(iii) Revaluation of property, plant and equipment

Physical non-current assets are valued in accordance with the "Valuation of Physical Non-Current Assets at Fair Value" Policy and Guidelines Paper (TPP 07-1). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment* and AASB 140 *Investment Property*.

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

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

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

STATE EMERGENCY SERVICE

Notes to the financial statements

(h)   Assets (continued)

(iii) Revaluation of property, plant and equipment (continued)

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

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

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

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

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

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

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

(iv) Impairment of property, plant and equipment

As a not-for-profit entity with no cash generating units, the agency is effectively exempted from AASB 136 *Impairment of Assets* and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

(v) Depreciation of property, plant and equipment

Depreciation is provided for on a straight-line basis against all depreciable assets to write off the depreciable amount of each asset as it is consumed over its useful life to the agency. Land is not a depreciable asset.

STATE EMERGENCY SERVICE
Notes to the financial statements

(h)   Assets (continued)

(v) Depreciation of property, plant and equipment (continued)

All material separately identifiable components of assets are depreciated over their shorter useful lives.

The useful lives of major categories of assets are:

Buildings	40 years
Plant and Equipment	5 to 10 years
Computers	5 years
Furniture and Fixtures	Term of Lease
Operational Equipment	5 to 8 years
Communication Equipment	5 years

(vi) Major inspection costs

The labour cost of performing major inspections for faults is recognised in the carrying amount of an asset as a replacement of a part, if the recognition criteria are satisfied.

(vii) Restoration costs

The estimated cost of dismantling and removing an asset and restoring the site is included in the cost of an asset, to the extent it is recognised as a liability.

(viii) Maintenance

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

(ix) Leased assets

A distinction is made between finance leases, which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

Where a non-current asset is acquired by means of a finance lease, the asset is recognised at its fair value at the commencement of the lease term. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are expensed in the periods in which they are incurred.

STATE EMERGENCY SERVICE

Notes to the financial statements

(h) Assets (continued)

(x) Receivables

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

(xi) Inventories

Inventories held for distribution are stated at cost, adjusted when applicable, for any loss of service potential. A loss of service potential is identified and measured based on the existence of a current replacement cost that is lower than the carrying amount. Inventories (other than those held for distribution) are stated at the lower of cost and net realisable value. Cost is calculated using the weighted average cost or "first in first out" method.

The cost of inventories acquired at no cost or for nominal consideration is the current replacement cost as at the date of acquisition. Current replacement cost is the cost the agency would incur to acquire the asset. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

(xii) Impairment of financial assets

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

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the surplus/deficit.

(i) Liabilities

(i) Payables

These amounts represent liabilities for goods and services provided to the agency and other amounts. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

STATE EMERGENCY SERVICE
Notes to the financial statements

(i)   Liabilities (continued)

(ii) Employee benefits and other provisions

(a)   Salaries and wages, annual leave, sick leave and on-costs

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

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

(b)   Long service leave and superannuation

The SES's liabilities for long service leave are assumed by the Crown Entity. The SES pays the Crown Entity an agreed annual amount for the growth in long service leave entitlements. These payments discharge the SES's liability and the Crown Entity has accepted responsibility for any annual or cumulative shortfall.

Although the liability for Long Service Leave is assumed by the Crown, some on-costs associated with Long Service Leave are the responsibility of the SES. In accordance with Treasury policy, the associated on costs whilst on LSL (i.e. payroll tax, recreation leave accrued, workers compensation insurance, superannuation) have been treated as a provision.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employees' salary. For other superannuation schemes (i.e. State Superannuation Scheme (SSS), State Authorities Superannuation Scheme (SASS) and State Authorities Non-Contributory Superannuation Scheme (SANCS)), the expense is calculated as a multiple of the employees' superannuation contributions.

STATE EMERGENCY SERVICE
Notes to the financial statements

(i)   Liabilities (continued)

(ii) Employee benefits and other provisions (continued)

(b)   Long service leave and superannuation (continued)

The SES makes these payments to Pillar Administration and in so doing, discharges its liability for superannuation and at this point the Crown assumes the liability for defined benefit superannuation plans.

(j)   Equity and reserves

(i) Asset Revaluation reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with the agency's policy on the revaluation of property, plant and equipment as discussed in note 1(h)(iii).

(ii) Accumulated funds

The category accumulated funds includes all current and prior period retained funds.

(k)   Budgeted amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, S 21A, S 24 and/or S 26 of the *Public Finance and Audit Act 1983*.

The budgeted amounts in the statement of comprehensive income and the statement of cash flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above).

However, in the statement of financial position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts i.e. per the audited financial statements (rather than carried forward estimates).

(l)   Comparative information

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

(m)   **New Australian Accounting Standards issued but not yet effective**

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

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

(n)   **SES Volunteer Unit accounts**

The cash balances of the SES volunteer units incorporated in the financial statements are as at the 30 April 2011. The income and expenditure transactions reflect the 12 month period 1 May 2010 to 30 April 2011.

STATE EMERGENCY SERVICE
Notes to the financial statements

	2011 $'000	2010 $'000
2. Expenses Excluding Losses		
(a) Employee related expenses		
Salaries and wages (including recreation leave)	20,198	17,224
Superannuation - defined benefit plans	486	601
Superannuation - defined contribution plans	1,464	1,072
Long service leave	832	911
Workers' compensation insurance	231	131
Payroll tax and fringe benefit tax	1,290	1,118
	24,501	**21,057**
(b) Other operating expenses include the following:		
Auditor's remuneration		
- Audit of financial statements	57	55
Operating lease rental expense		
- Minimum lease payments	1,869	1,697
Insurance	298	292
Cleaning	164	139
Gas and electricity	254	213
Motor vehicle expenditure	1,199	1,117
Travel	1,763	1,117
Freight, cartage and packing	193	99
Advertising and publicity	94	165
Books, periodicals and papers	5	1
Communication	6,876	3,729
Printing	228	73
Stores	6,305	6,782
Fees for services rendered	2,825	496
Training	2,020	1,534
Maintenance*	961	1,552
	25,111	**19,061**
***Reconciliation - Total maintenance**		
Maintenance expense - contracted labour and other (non-employee related), as above	961	1,552
Employee related maintenance expense included in 2(a)	-	-
Total maintenance expenses included in Note 2(a) + 2(b)	**961**	**1,552**
(c) Depreciation expense:		
Plant & equipment	4,286	6,094
	4,286	**6,094**
(d) Grants and subsidies		
Grants - VRA workers compensation insurance contribution	5,000	5,000
Grants - Rescue vehicles and unit accommodation	2,485	3,165
Grants - Unit support	1,033	693
Grants - Commonwealth buildings/Local Government buildings	-	452
	8,518	**9,310**

Grants to Volunteer Rescue Association represents payments for Worker's
Compensation provision under Emergency and Rescue Workers Compensation Fund.
Grants - Rescue Vehicles is usually on a dollar for dollar basis up to $60,000 ($60,000 - 09/10)

STATE EMERGENCY SERVICE
Notes to the financial statements

		2011 $'000	2010 $'000
2.	**Expenses Excluding Losses continued**		
	(e) Other expenses		
	Disaster/Relief - Goods and services	20,606	18,318
	Disaster/Relief - Staff	7,376	2,665
		27,982	**20,983**

Flood, bushfire, storm and tsunami relief payments are made during emergencies for stores directly attributable to Natural Disaster events which these payments are reimbursable through the Natural Disaster Relief Arrangements between the Commonwealth and NSW Governments.

		2011 $'000	2010 $'000
3.	**Revenue**		
	(a) Sale of goods and services		
	Rendering of services	1,066	90
		1,066	**90**
	(b) Investment revenue		
	Interest revenue from financial assets not at fair value through profit or loss	402	340
		402	**340**
	(c) Grants and contributions		
	Disaster relief	22,982	15,983
	Emergency Management of Australia	-	452
	Donations	1,210	1,098
	Insurance company contributions	43,872	36,203
	Local Government contributions	6,906	5,539
		74,970	**59,275**
	(d) Other Revenue		
	Certificate IV Project	15	28
	Other revenue received by SES units	1,562	1,508
	Miscellaneous	353	89
	Natural Disaster Mitigation Program	93	390
		2,023	**2,015**
4.	**Gain/(Loss) on Disposal**		
	Proceeds from sale	72	47
	Less: written down value of assets disposed	(203)	(216)
		(131)	**(169)**

STATE EMERGENCY SERVICE
Notes to the financial statements

		2011 $'000	2010 $'000
5.	**Appropriations**		
	Recurrent appropriations		
	Total recurrent draw-downs from NSW Treasury (per Summary of Compliance)	10,918	7,193
		10,918	**7,193**
	Comprising: Recurrent appropriations (per Statement of Comprehensive Income)	10,918	7,193
		10,918	**7,193**
	Capital appropriations		
	Total capital draw-downs from NSW Treasury (per Summary of Compliance)	3,035	427
		3,035	**427**
	Comprising: Capital appropriations (per Statement of Comprehensive Income)	3,035	427
		3,035	**427**
6.	**Acceptance by the Crown Entity of Employee Benefits and Other Liabilities**		
	The following expenses have been assumed by the Crown Entity:		
	Superannuation - defined benefit	486	601
	Payroll tax	26	34
	Long service leave	108	405
		620	**1,040**

STATE EMERGENCY SERVICE
Notes to the financial statements

7.   **Service Groups of the Agency**
    (a) **Service Group 1 - Recruitment and Training**
        Objectives: This service group covers recruitment and training of volunteers to provide them with best practice operational skills and ensure their safety and wellbeing when they deal with emergency situations. This service group contributes to equipped, trained and skilled volunteers whose response for requests for assistance is timely by working towards a range of intermediate results that include:
        - volunteers trained to nationally accredited standards
        - volunteer awareness in flood/storm preparation increased and
        - volunteers equipped with modern and properly maintained rescue equipment.

    (b) **Service Group 2 - Operational Readiness**
        Objectives: This service group covers the provision of immediate assistance to the community by means of rescue and property protection services in times of natural or man-made incidents or emergencies. This service group contributes to equipped, trained and skilled volunteers and a timely response to community requests for assistance and other emergency service agencies by working towards a range of intermediate
        - community requests for assistance being responded to expediently
        - requests for assistance from other emergency service agencies being responded to expediently and
        - ensuring efficient flood, storm and tsunami plans are in place.

    (c) **Service Group 3 - Community Education**
        Objectives: This service group covers educating the community about storm and flood safety and warning and informing them in order to strengthen their resilience to deal with emergency situations. This service group contributes to preparing the community to deal with emergency situations by working towards:
        - effective educational programs and literature for community awareness
        - effective advertising campaigns for community safety and
        - direct community training through schools and community events.

        Note: In financial year 2011/12, SES will reduce its Service Groups from three groups to two.

		2011 $'000	2010 $'000
8.	**Current Assets - Cash and Cash Equivalents**		
	Cash at bank and on hand	12,865	6,252
		12,865	**6,252**

For the purposes of the statement of cash flows, cash and cash equivalents includes cash on hand and cash at bank.

Cash and cash equivalent assets recognised in the statement of financial position are reconciled at the end of the financial year to the statement of cash flows as follows:

Cash and cash equivalents (per statement of financial position)	12,865	6,252
Closing cash and cash equivalents (per statement of cash flows)	**12,865**	**6,252**

Refer Note 21 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

9.   **Current Assets - Receivables**

Sale of goods and services	1,246	162
Disaster Relief Reimbursement receivable	152	500
Accrued interest receivable	149	115
GST Receivable	1,273	940
Prepayments	265	172
	3,085	**1,889**

Refer Note 21 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

STATE EMERGENCY SERVICE
Notes to the financial statements

	2011 $'000	2010 $'000
10. Current Assets - Inventories		
Held for distribution		
Finished goods - at cost	5,269	4,570
	5,269	**4,570**

11. Non-Current Assets - Property, Plant and Equipment

	Land and Buildings $'000	Plant and Equipment $'000	Total $'000
At 1 July 2010 - fair value			
Gross carrying amount	166	49,521	49,687
Accumulated depreciation	-	34,411	34,411
Net carrying amount	**166**	**15,110**	**15,276**
At 30 June 2011- fair value			
Gross carrying amount	166	54,396	54,562
Accumulated depreciation	-	37,543	37,543
Net carrying amount	**166**	**16,853**	**17,019**

Reconciliation

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

	Land and Buildings $'000	Plant and Equipment $'000	Total $'000
Year Ended 30 June 2011			
Net carrying amount at start of year	166	15,110	15,276
Additions	-	6,451	6,451
Disposals	-	(1,376)	(1,376)
Depreciation expense	-	(4,286)	(4,286)
Accumulated depreciation writtenback on disposal	-	954	954
Net carrying amount at end of year	166	16,853	17,019

	Land and Buildings $'000	Plant and Equipment $'000	Total $'000
At 1 July 2009 - fair value			
Gross carrying amount	166	49,598	49,764
Accumulated depreciation	-	32,628	32,628
Net carrying amount	**166**	**16,970**	**17,136**
At 30 June 2010- fair value			
Gross carrying amount	166	49,521	49,687
Accumulated depreciation	-	34,411	34,411
Net carrying amount	**166**	**15,110**	**15,276**

Reconciliation

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

STATE EMERGENCY SERVICE
Notes to the financial statements

11.   **Non-Current Assets - Property, Plant and Equipment continued**

	Land and Buildings $'000	Plant and Equipment $'000	Total $'000
Year Ended 30 June 2010			
Net carrying amount at start of year	166	16,970	17,136
Additions	-	4,449	4,449
Disposals	-	(4,525)	(4,525)
Depreciation expense	-	(6,094)	(6,094)
Accumulated depreciation writtenback on disposal	-	4,310	4,310
Net carrying amount at end of year	**166**	**15,110**	**15,276**

	2011 $'000	2010 $'000
12. **Current Liabilities - Payables**		
Accrued salaries, wages and on-costs	402	265
Creditors	9,688	2,320
	10,090	**2,585**

Refer Note 21 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

13.   **Current Liabilities - Employee Benefits and Related On-Costs**

	2011 $'000	2010 $'000
Recreation leave	2,369	2,151
Long service leave on-costs	440	418
Total Provisions	**2,809**	**2,569**

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

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

	Recreation $'000	LSL on-costs $'000
Within 1 year	2,369	22
Greater than 1 year	-	418
	2,369	**440**

14.   **Non-Current Liabilities - Employee Benefits and Related On-Costs**

	2011 $'000	2010 $'000
Long service leave on-costs	23	22
	23	**22**
Aggregate employee benefits and related on-costs		
Provisions - Current (note 13)	2,809	2,569
Provisions - Non-Current	23	22
Accrued salaries, wages and on-costs (note 12)	402	265
	3,234	**2,856**

STATE EMERGENCY SERVICE
Notes to the financial statements

15.	Commitments for expenditure	2011 $'000	2010 $'000
(a)	**Operating Lease Commitments**		
	Future non cancellable operating lease rentals not provided for and payable.		
	Not later than one year	4,481	2,913
	Later than one year but not later than five years	9,721	6,760
	Later than five years	9,798	8,408
	Total (including GST)	**24,000**	**18,081**

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

Operating Lease commitments include input tax credits of $2,181,806 ($1,643,720 - 09/10) that are expected to be recovered from the Australian Taxation Office.

(b) **Other Expenditure Commitments**

The SES has no finance or other expenditure commitments.

(c) **Capital Commitments**

The SES has no capital commitments.

16. **Contingent Liabilities and Contingent Assets**

The SES had no contingent liabilities or contingent assets.

17. **Budget Review**

Net cost of services
The net cost of services was $1.930 million higher than budget. The main cause of the variation was due to $2.496 million of Government Radio Network expenses that were introduced in the 2010/11 financial year. The SES was required to fund the additional radio rental expenses. The SES was then able to recoup that money through the appropriation arrangements which is outside of the Net Cost of Services.
A one-off increase in Fees for Services was incurred in relation to the refit of the SHQ premises in Wollongong which was not Budgeted. The variation was also due to Other Revenue received by SES units which is not budgeted for.

Assets and liabilities
Actual net assets was higher than budget by $4.054 million. The main cause of the variation is due to property, plant and equipment being higher than budget. Financial year 2010/11 was unusually busy with regard to flood and storm events around the state. As such, plant and equipment were purchased to replenish levels suitable for operational activity. Note, the higher Cash balance is offset by a corresponding increase in Payables due to a delay in receipt of confirmation of Treasury Cash recoup at end of year.

Cash flows
Cash flows from operating activities was $9.893 million more than budget. The main cause of the variation is due to additional recurrent and capital appropriations received in 2010/11. The SES was granted an additional $2.604 million to purchase flood boats, automatic external defibrillators and emergency position indicating radio beacons. The $2.496 million of GRN expenses were also recouped from Treasury. This equates to $5.100 million of additional cash received.
The variance in cash flows from investing activities of $3.279 million was due to additional capital assets purchased during the year that were not budgeted for.

STATE EMERGENCY SERVICE
Notes to the financial statements

		2011 $'000	2010 $'000
18.	**Reconciliation of Cash Flows from Operating Activities to Net Cost of Services**		
	Net cash flows from operating activities	12,773	1,182
	Recurrent appropriation	(10,918)	(7,193)
	Capital appropriation	(3,035)	(427)
	Depreciation	(4,286)	(6,094)
	Net gain/(loss) on disposal of non-current assets	(131)	(169)
	Decrease/(increase) in provisions	(241)	(310)
	Acceptance by Crown Entity of employee benefits	(620)	(1,040)
	Increase/(decrease) in receivables	1,196	(170)
	Increase/(decrease) in inventories	699	(399)
	Decrease/(increase) in payables	(7,505)	(334)
	Net cost of services	**(12,068)**	**(14,954)**

19. **Material Assistance Provided by Other Bodies or Persons to the Agency**

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

(a) Training of volunteers and permanent staff at the Emergency Management Australia Institute, Mount Macedon, Victoria - No costs available.

(b) Consultancy and advice by the Office of Environment and Heritage, Bureau of Meteorology and various Catchment Management Authorities.

(c) State Emergency Service Community Service Announcements broadcast by PRiME television across rural and regional New South Wales.

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

		2011 $'000	2010 $'000
20.	**Trust Funds**		
	Cash at bank	171	214

The trust funds represent funds held by the Australian Council of State Emergency Services and BHP Billiton. The funds will be utilised to meet expenses incurred by each of the State Emergency Service Headquarters in Australia. The SES will administer these funds until they are fully expended.

STATE EMERGENCY SERVICE
Notes to the financial statements

21.   **Financial Instruments**
The SES's principal financial instruments are outlined below. These financial instruments arise directly from the SES's operations or are required to finance the SES's operations.

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

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

(a) Financial instrument categories

Financial Assets	Note	Category	Carrying Amount 2011 $'000	Carrying Amount 2010 $'000
Class:				
Cash and cash equivalents	8	N/A	12,865	6,252
Receivables[1]	9	Loans and receivables (at amortised cost)	1,547	777

Financial Liabilities	Note	Category	Carrying Amount 2011 $'000	Carrying Amount 2010 $'000
Class:				
Payables[2]	12	Financial liabilities measured at amortised cost	9,688	2,320

Notes

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

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

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

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

Cash
Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate, adjusted for a management fee to NSW Treasury.

STATE EMERGENCY SERVICE
Notes to the financial statements

21. **Financial Instruments continued**
     Receivables - trade debtors
     All trade debtors are recognised as amounts receivable at balance date. Collectibility of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

     The SES is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2011: $1,229,000; 2010: $42,000) and not more than 12 months past due (2011: $17,500; 2010: $0) are not considered impaired and together these represent 100% of the total trade debtors. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

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

	$'000		
	Total[1,2]	Past due but not impaired[1,2]	Considered impaired[1,2]
2011			
< 3 months overdue	13	13	-
3 months - 6 months overdue	-	-	-
> 6 months overdue	4	4	-
2010			
< 3 months overdue	-	-	-
3 months - 6 months overdue	-	-	-
> 6 months overdue	-	-	-

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

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

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

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

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21. Financial Instruments continued
The table below summarises the maturity profile of the SES's financial liabilities, together with the interest rate exposure.

Maturity analysis and interest rate exposure of financial liabilities								
			\$'000					
			Interest Rate Exposure			Maturity Dates		
	Weighted Average Effective Int. Rate	Nominal Amount (1)	Fixed Interest Rate	Variable Interest Rate	Non - Interest Bearing	< 1 yr	1-5 yrs	> 5 yrs
2011								
Payables	N/A	9,688			9,688	9,688		
2010								
Payables	N/A	2,320			2,320	2,320		

Notes:
1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities and therefore will not reconcile to the statement of financial position.

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

The effect on the profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the SES operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the reporting date. The analysis is performed on the same basis as for 2010. The analysis assumes that all other variables remain constant.

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

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21. Financial Instruments continued

	$'000 Carrying Amount	(1%) Profit	(1%) Equity	1% Profit	1% Equity
2011					
Financial assets					
Cash and cash equivalents	12,865	(129)	(129)	129	129
2010					
Financial assets					
Cash and cash equivalents	6,252	(63)	(63)	63	63

(e) Fair Value

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

22. After Balance Date Events

There are no after balance date events.

END OF AUDITED FINANCIAL STATEMENTS

Internal Audit and Risk Management Statement for the 2010 - 11 Financial Year for the NSW SES

I, Murray Kear am of the opinion that the NSW State Emergency service has internal and risk management processes in place that are, in all material respects, compliant with the core requirements set in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy.

I, Murray Kear am of the opinion that the Audit and Risk committee for NSW State Emergency service is constituted and operates in accordance with the independence and governance requirements of Treasury Circular TC 09-08. The Chair and members of the Risk Committee are:

Mr David Roden – Independent Chair (3 year appointment)

Mr Todd Davies – Independent member (3 year appointment)

Deputy Commissioner Steve Pearce – non independent member

Deputy Commissioner Dieter Gescke – non independent member

These processes provide a level of assurance that enables the senior management of NSW SES to understand, manage and satisfactorily control risk exposures.

Murray Kear AFSM
Commissioner

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For emergency help in floods, storms and tsunamis phone 132 500