SES

NSW STATE EMERGENCY SERVICE

ANNUAL REPORT 2012 - 2013

The Hon Stuart Ayres MP
Minister for Police and Emergency Services
Governor Macquarie Tower
Level 36
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, 2013 for tabling before both Houses of Parliament.

Yours sincerely

Jim Smith
Acting Commissioner

Encl.

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6,514
Volunteers

228
Local Units

17
Regions

1
Goal

NSW State Emergency Service Region Headquarters

Central West

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

Clarence-Nambucca

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

Far West

PO Box 244, Cobar 2835
5 Bradley Street, Cobar 2835
Phone 02 6879 7100
Fax 02 6879 7110

Hunter

72 Turton Street, Metford 2323
Phone 02 4931 3222
Fax 02 4931 3200

Illawarra-South Coast

PO Box 1460, Wollongong 2500
22–32 Masters Road, Coniston 2500
Phone 02 4251 1200
Fax 02 4251 1202

Lachlan

55 Matthews Street, Parkes 2870
Phone 02 6863 8100
Fax 02 6863 8139

Macquarie

160 Bultje Street, Dubbo 2830
Phone 02 6882 2222
Fax 02 6884 2858

Murray

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

Murrumbidgee

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

Namoi

PO Box 465, Gunnedah 2380
28 Borthistle Road, Gunnedah 2380
Phone 02 6740 2300
Fax 02 6740 2333

North West

418 Frome Street, Moree 2400
Phone 02 6757 2950
Fax 02 6757 2970

Mid North Coast (formally known as Oxley)

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

Richmond-Tweed

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

Southern Highlands

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

Sydney Northern

PO Box 91, Hornsby 1630
Cnr Leonard and Hornsby Streets, Hornsby 2077
Phone 02 9987 3000
Fax 02 9987 3030

Sydney Southern

PO Box M54, Manahan 2200
Unit 4, 150 Canterbury Road, Bankstown 2200
Phone 02 9766 9000
Fax 02 9766 9060

Sydney Western

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

Office Hours

8:30am - 4:30pm

Monday - Friday

State Emergency Service State Headquarters

New South Wales State Emergency Service Headquarters

Level 6, 6-8 Regent Street
Wollongong NSW 2500

Phone 02 4251 6111
Fax 02 4251 6500
Website www.ses.nsw.gov.au
Facebook /NSWSES
Twitter #NSWSES

Office hours: 8:30am - 4:30pm Monday - Friday

For emergency help in floods and storms call 132 500

The Commissioner's Review

The 2012-13 financial year proved to be another busy period for the New South Wales State Emergency Service (NSW SES). Volunteers spent 397,438 hours helping the communities of NSW in times of floods, storms and other emergencies like road crash rescue, land searches and bushfire support.

Once again, NSW SES members' skills were put to the test with an early introduction to the storm season bringing fierce winds to Sydney, the Illawarra, South Coast and Hunter areas in August 2012. When unseasonal cold conditions in October brought heavy snow to the Blue Mountains, trapping 300 motorists NSW SES volunteers were quick to respond to aid the stranded drivers.

Storms featured heavily throughout the season, particularly in November and December with several storms impacting the state, bringing heavy rain, strong winds and hail which caused damage to several communities.

For the fourth year in a row, NSW SES members spent the first part of the year away from family and friends responding to flood emergencies in the State's north east and central and south coasts. In late January and February, several river catchments from the NSW/QLD border down to the South Coast were under a Flood Warning from the Bureau of Meteorology. We saw record flood levels on the Clarence River at Grafton in the state's north when ex-tropical cyclone Oswald brought torrential rain to the area. Further south in Sydney and Kiama, several intense localised tornadoes ripped through the area destroying homes and damaging infrastructure. Mother Nature showed us that severe weather can happen at any time and in June, more flooding was experienced in an area stretching from the Mid North Coast to the South Coast. All the while NSW SES volunteers provided vital assistance to the affected communities, sacrificing their time from employment and family to carry out much needed storm and flood assistance.

Flood rescue was again at the forefront of NSW SES operations with warnings to stay out of floods going unheeded. Sadly, two people lost their lives after drowning in floodwater. NSW SES Flood Rescue Operators carried out 139 flood rescues during the 2012-13 financial year, showing their diverse skills by rescuing everything from adults and children to livestock and domestic animals.

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

NSW SES proved once again it is a leader in public safety by implementing the recommendations handed down from the 2012 Queensland Flood Inquiry which recommended rescue vehicles be equipped with suitably sized Personal Flotation Devices (PFDs) or lifejackets. As a result of this recommendation, the NSW SES equipped all of its operational vehicles with 690 child sized PFD kits. Throughout the year, the focus on developing a culture of safety underpinned every development in capability and I introduced the mantra of 'safety is the unbreakable law'.

The Service has also improved its response capability to emergencies with the addition of 74 new vehicles offering greater safety and reliability for our members working in the field. New decals were designed and applied to several fleet vehicles which have also improved safety through greater visibility.

The NSW SES social media presence has continued to grow with the Service's Facebook page reaching 30,000 'likes' and 9,000 Twitter followers in June 2013. Our members across the state also provided critical safety information to the public via traditional media with around 7,000 media mentions during the 2012-13 financial year.

The partnership with Principal Partner, NRMA Insurance, continued to grow with highly successful sponsored StormSafe and National SES Week campaigns. The StormSafe campaign featured several community engagement activities across the state and attracted significant media attention onprime time network news as well as a lift out in The Sunday Telegraph. National SES Week further strengthened ties between the NSW SES, NRMA Insurance and local communities through a dedicated tour of the state aptly named, "Truck Load of Thanks." Three NSW SES vehicles were specially laminated to allow people to write messages of thanks on the trucks to show support for our volunteers. The trucks covered 3,500 kilometres, stopped in 28 towns and cities and proved to be one of the most successful National SES Week campaigns ever.

The NSW SES social media presence has continued to grow with the Service's Facebook page reaching 30,000 'likes' and 9,000 Twitter followers in June 2013.

NRMA Insurance also provided $60,000 to 33 NSW SES Units for community engagement initiatives through its Community Connect program which will ensure our communities are better prepared for storms and floods and are more resilient when these natural disasters happen.

As ever with all our business, safety has remained the unbreakable law and our commitment to the safety of not only our members but the public has been the NSW SES number one priority. We will continue to ensure the health and safety of workers, contractors and visitors to ensure this duty extends to all NSW SES activities, at all workplaces, regardless of the operational context. The jobs we do can be dangerous so it's vital we all look out for each other and share information regardless of the colour uniform we wear or whether we are a paid or volunteer member.

We are a service of thousands of faces representing diversity, versatility, commitment and excellence and together we will continue to strive to keep the communities of NSW safe throughout 2013-14 and beyond.

Jim Smith AFSM
Acting Commissioner

NSW SES Charter

Who we are

Often called the most versatile volunteer rescue agency in NSW, the New South Wales State Emergency Service (NSW SES) is made up of almost 6,514 volunteer members, including reserves and 268 staff members.

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

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

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

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

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

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

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

What we do

The NSW SES is the lead agency for floods, storms and tsunami as specified by the *State Emergency and Rescue Management Act 1989.* However, it frequently assists NSW Police Force with searches for evidence and missing people, supports the Ambulance Service of NSW with Community First Responder

volunteers in rural locations around the state and performs a myriad of other roles such as Road-crash Rescue, Driver Reviver and the Urban Search and Rescue (USAR) Canine Team.

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

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

Legislation

The NSW SES operates under the *State Emergency Service Act 1989*. There have been no changes to any relevant Acts and subordinate legislation during the reporting year. The have also been no significant judicial decisions which have affected agency and users of its services.

Under the *State Emergency Service Act 1989*, 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 tsunami
- 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 tsunami and to coordinate the evacuation and welfare of affected communities

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

The future

The Independent Commission Against Corruption (ICAC) finalised and reported on its public enquiry (Operation Dewar) into various allegations concerning senior management in the NSW SES prior to final production and distribution of this report. The former SES Commissioner, Murray Kear, proceeded on leave during the inquiry and resigned in June 2014. Deputy Commissioner Steven Pearce was placed on suspension.

The former Minister for Police and Emergency Services appointed Deputy Commissioner Jim Smith from Fire and Rescue NSW as temporary Acting Commissioner. This acting arrangement and an interim organisational structure are in place while action is taken to permanently fill the role of Commissioner and other executive roles.

The Public Service Commissioner, Graeme Head, has also authorised the conduct of an enquiry into certain allegations relating to the NSW SES referred to him by ICAC. The purpose of the enquiry has been authorised under section 3K of the PSEM Act.

The NSW SES has put in place a Governance and Business Improvement section and fast tracked 21 policies for review and implementation. This continues to be a priority area of work.

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

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

Underlying Principles of our Plan:

Accountability

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

Impact on volunteers

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

Transparency

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

Improving NSW SES

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

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.

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

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

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

People

Key components:

- Safe culture
- Supported
- Skilled

Goals:

1. **Active Membership**
    Attract, train, support and retain members to the organisation.

2. **Culture of Improvement**
    Every member may actively contribute to a culture of improvement.

3. **Safe Environment**
    A workplace where the safety, health and wellbeing of all members is achieved.

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

5. **Supportive Technology**
    All members have access to technology that adds value to their roles.

6. **Volunteer Impact**
    The impact on volunteers is reviewed before introducing new services, assets or practices.

Governance

Key Components:

- High-performing
- Accountable
- Enabling
- Consistent
- Ethical

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

Goals:

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

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

3. **Management Systems**
    All information and knowledge-management systems enable members to fulfill their roles.

4. **Organisation Structure**
    The organisation's structures are focused on performance.

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

6. **Sustainable**
    Assets are planned and managed in a sustainable manner.

7. **User-friendly Systems**
    Business processes are easy to follow, consistent and enabling.

Service Delivery

Key Components:

- Planned
- Diversified
- Tailored
- Effective

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

Goals:

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

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

3. **Informed and Understanding**
   Engage with communities to understand their needs and tailor our services.

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

5. **Learning Organisation**
   Learn lessons from corporate and operational activities that result in obvious improvement.

6. **Well-planned**
   Plan in a consultative manner within our organisation and with all relevant agencies.

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

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

Quality of Service

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

NSW SES members are available to provide emergency management advice at a state, region and local level.

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

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

Contact

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

For general information about NSW SES, storm, flood and tsunami safety or how to volunteer, ring 1800 201 000 or contact us online via our website at www.ses.nsw.gov.au. For ongoing updates, safety messages and news about NSW SES activities, like the NSW SES Facebook page (www.facebook. com/NSW.SES).

Suggestions and Complaints

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

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

Organisational Chart 1: Corporate Services & Planning

Commissioner

Deputy Commissioner Corporate Services & Planning

Senior Executive Assistant
Executive Assistant

Administrative Officer
Administrative Assistant
Administrative Assistant

Director Information & Communications Technology

Manager IT Infrastructure
- Server Engineer
- Server Program Officer
- Network Engineer
- Network Program Officer
- Senior Communications Officer
- Communications Officer Telephony
- Communications
- Officer Telephony Technical Support
- Communications Officer Telephony Services Support

- Workstation Program Co-ordinator
- Support Program Coordinator
- Support Program Officer
- Assets & Data Management Officer
- Workstation Program Officer x 2
- Administrative Officer

Manager IT Systems
- IT Training Supervisor
- Systems Project Manager
- Systems Project Officer
- Sharepoint Architect
- Sharepoint Analyst Programmer

- Solutions Architect
- Assistant Analyst/ Programmer
- Analyst/Programmer
- Systems Analyst
- Programmer

Manager Communications
- Communications Officer Radio & Paging
- Communications Officer Administration Support

Records Officer

Director Community Safety

Manager Geographical Information Systems
- GIS Officer x 2

Manager Emergency Risk Management
- Planning & Research Officer x 3
- Planning Support Officer
- Landuse Risk Management 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 Work Health & Safety
- Work Health & Safety Officer
- Injury Management & Wellbeing Officer

Manager Critical Incident & Counselling
- Senior Chaplain
- Program Support Officer Critical Incident & Counselling Services
- Administrative Officer

Manager Learning & Development
- Coordinator Youth Engagement
- Program Support Officer Cadets
- Learning & Development Consultant – Quality Assurance & Continuous Improvement
- Quality Assurance Coordinator
- Learning & Development Consultant – Delivery & Assessment
- Instructional Designer
- Learning & Development Consultant – Professional Development Consultant
- Program Support Officer Learning & Development
- Learning & Development Consultant – Curriculum
- Curriculum Developer
- Desktop Publisher

Information Systems Officer

Director Finance & Logistics

Manager Finance
- Assistant Manager Finance
- Finance Officer
- Finance Clerk
- Finance Clerk
- Finance Clerk
- Finance Clerk

Fleet Manager
- Corporate Fleet Officer

Manager Logistics
- Assistant Manager Logistics
- Procurement Coordinator
- Asset Coordinator
- Procurement Officer
- Warehouse Coordinator
- Equipment Officer
- Warehouse Officer
- Warehouse Officer

Facilities Manager

Manager Marketing & Sponsorship

Manager Corporate Communications
- Senior Public Affairs Officer
- Ministerial Liaison Officer
- Media and Public Affairs Officer
- Website and Social Media Coordinator
- Website and Corporate Profiling Officer

Manager Organisational Performance

Manager Project Management Office
- Project Officer
- Business Analyst
- Business Intelligence Officer
- CPM Officer

Organisational Chart 2: Operations

Commissioner

Deputy Commissioner Operations

Senior Executive Assistant
Executive Assistant
Administrative Officer
Administrative Assistant
Administrative Assistant

Director — Operations West

Region Controller x 9

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

Deputy Region Controller x 9

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

Learning & Development Officer x 10

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

Business Manager x 9

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

Business Service Officer x 9

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

Volunteer Support Officer x 2

| Murrumbidgee Region | Murray Region |

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 Controller x 8

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

Deputy Region Controller x 8

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

Community Engagement Coordinator x 4

| Clarence-Nambucca Region | Oxley Region |
| Hunter Region | Richmond-Tweed Region |

Learning & Development Officer x 11

Clarence-Nambucca Region	Richmond-Tweed Region x 2
Hunter Region	Sydney Northern Region
Illawarra-South Coast Region	Sydney Southern Region x 2
Mid North Coast Region	Sydney Western Region

Business Manager x 8

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

Business Service Officer x 8

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

Business Service Officer x 8

| Clarence-Nambucca Region | Illawarra-South Coast Region |

Executive

Senior Executive Group (as at 30 June 2013)

Position	Name
Commissioner	Murray Kear AFSM
Deputy Commissioner Operations	Steven Pearce AFSM
Deputy Commissioner Corporate Services and Planning *(May 2013 - June 2013 position vacant)*	Tara McCarthy Grad.Cert (Mgt) *(September 2012 - May 2013)*
Director Finance, Assets and Knowledge	Andrew Edwards MPAdmin. AdvDip AccDirector
Director Human Services	David Rae BSc (Psych), MBA (Strat Mgt)
Director Operations West	Greg Newton BA, DipEd
Director Operations East	Keith FitzGerald BA, MBA, MPAdmin, Adv Dip Proj Mgt
Director Special Operations	Mark Morrow Grad Cert Police Mgt, Adv Dip Proj Mgt, JP
Director Community Safety	Stephen (Steve) Opper ESM

Region Controllers (as at 30 June 2013)

Region	Name	Location	No of Units
Central West	Craig Ronan	Bathurst	11
Clarence-Nambucca	Caroline Ortel	South Grafton	15
Far West	Graeme Craig	Cobar	11
Hunter	Greg Perry	Metford	15
Illawarra-South Coast	Greg Murphy	Coniston	11
Lachlan	Robert Evans	Parkes	10
Macquarie	David Monk	Dubbo	16
Mid North Coast	Stephen Hart	Taree	14
Murray	Bernard Kates	Lavington	16
Murrumbidgee	James McTavish	Wagga Wagga	15
Namoi	Andrew Galvin	Gunnedah	16
North West	Colin Malone	Moree	12
Richmond-Tweed	Kaylene Jones	Goonellabah	12
Southern Highlands	Tony Casey	Goulburn	15
Sydney Northern	Tony Pinelli	Hornsby	11
Sydney Southern	Kerith Cameron	Bankstown	15
Sydney Western	Peter Cinque	Seven Hills	13
Total			**228**

Registered Local NSW 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
Wooli- Yuraygir
Yamba

Far West

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

Hunter

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

Illawarra-South Coast

Batemans Bay
Bega
Bermagui
Eden
Kiama
Moruya
Nowra
Shellharbour City
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

Mid North Coast (former Oxley)

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

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

Richmond-Tweed

Ballina
Broadwater
Casino
Coraki
Kyogle
Lismore City
Mullumbimby
Murwillumbah
Tabulam
Tweeds 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
StrathfieldThe Hills

Office of the Commissioner

03

Office of the Commissioner

Overview

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

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

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

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

In support of the enhanced focus on governance, the Commissioner continued the Service's investment in and commitment to its Corporate Performance Management (CPM) system, which has allowed NSW SES to better measure effectiveness of its services against community needs and expectations. The NSW SES CPM continues to lead all emergency services in the ability to measure and review the agency KPIs, goals and strategies and more importantly, better inform decision-making on priority-based resourcing.

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

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

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

Corporate Communications

Overview

Throughout the 2012-13 financial year, the Corporate Communications Branch has continued to provide vital services to the community of NSW through media management, public relations, ministerial liaison, administration of the G*overnment Information* (Public Access) *Act 2009* (GIPA Act) as well as online and digital communications.

Being the conduit for the public dissemination of warnings, safety and preparedness information and updates on the progress of the agency's operational response, the Corporate Communications Branch provides a critical service to communities before, during and after severe weather. This aims to build on the public's capability of preparing for severe weather to limit the amount of injury and damage caused during these types of events.

The Branch has worked closely with the Service's Senior Executive Group, Operations Directorate, Marketing and Sponsorship and Community Engagement Branches to support their strategic aims and objectives to seek ways for them to effectively communicate with key stakeholders and the wider community.

What we have done

The 2012-13 financial year was punctuated with significant flooding and storms throughout parts of New South Wales which gained extensive media coverage. The Corporate Communications Branch supported the response to these weather events by way of providing the Service's trained media officers to engage with the media to provide up to date information through traditional media like radio, television and print as well as social media. The NSW SES gained significant media exposure during this time with approximately 7,000 media mentions.

The demand on the Service's social media pages grew exponentially during the 2012-13 financial year with the NSW SES Facebook page reaching 30,000 'likes' in June. The NSW SES Twitter page increased its audience share with more than 9,300 followers. The Service's website also attracted significant traffic during this period with 517,775 visits.

Corporate Communications has strengthened the Service's capability to deliver critical safety information to the public with a refurbishment of the NSW SES operational media room. This room has been fitted out with state of the art equipment to help the Service's media officers get timely and accurate information out to the public during severe weather.

A revised media training package was developed by the Corporate Communications Branch in conjunction with Learning and Development and was rolled out in August 2012 with 70 members trained in the Media Liaison role. This has strengthened the Service's capability to deliver critical information to the media during operational periods and has also enabled greater exposure of NSW SES events and activities across the state.

> **Corporate Communications delivers critical information to the media during operational periods.**

The Branch has worked with the Special Operations and Community Safety Directorates in developing duty statements for Public Information functions for Incident Management Teams to ensure a consistent approach to delivery of critical public safety information before, during and after severe weather.

The relationships fostered by Corporate Communications with media outlets such as PRIME7, ABC, Radio 2UE and 2GB have resulted in support of NSW SES public safety campaigns by these networks running Community Service Announcements (CSAs) to raise awareness of the NSW SES role and promote community preparedness for the storm season.

Corporate Communications promoted the Service's key publicity campaigns with notable events including StormSafe Week in September 2012, National SES Week in November 2012 and FloodSafe month in June 2013. These high profile campaigns saw significant positive exposure for the Service across major national, state and local media outlets.

With the help of Principal Partner, NRMA Insurance, the StormSafe media launch in September 2012 showcased the Service's highly trained Flood Rescue Operators in action to

demonstrate to the public the dangers of flash flooding. This public launch was broadcast across the state's prime time television news networks in the aim of promoting public safety during storm season which officially runs from October to March.

Similarly, the FloodSafe campaign in June 2013 demonstrated the dangers of driving through floodwater with a simulated rescue of a person from a car. NSW SES also demonstrated the use of newly acquired Child Personal Flotation Devices (PFDs) which will be rolled out to all operational emergency vehicles.

National SES Week in November 2012 featured a special tour of the state, branded as the 'Truck Load of Thanks' tour. With the help of NRMA Insurance, three NSW SES trucks were covered in special laminate to allow members of the public to write messages of thanks to NSW SES volunteers. The trucks travelled more than 3,500 kilometres, stopping in 28 towns and cities across the state and finished up at Martin Place for the official launch of National SES Week. The former Police and Emergency Services Minister was joined by former SES Commissioner, National Basketball League's Sydney Kings players, SES volunteers from across the country and members of the public to pay tribute to the contribution of State Emergency Service volunteers.

The Ministerial Unit within the Corporate Communications Branch has seen increased activity with GIPAA requests rising from 14 in 2011-12 to 26 in 2012-13.

The Ministerial Unit facilitated 31 Ministerial events, where the Minister or a nominated representative attended. These events included Unit openings, refurbishments and extensions, award presentations as well as vehicle and boat handovers. Of particular note was the enhancement of the NSW SES Alpine Search Capability with the handing over of seven new snowmobiles and three double snowmobile trailers in August 2012. These handover events were in addition to NSW SES' major signature events such as the StormSafe Week and National SES Week launches.

The future

The Corporate Communications Branch is looking forward to developing and introducing a range of new initiatives in the 2013-14 financial year.

The Branch will continue to train suitable members in the role

of Media Liaison to further enhance the Service's capability to provide timely and accurate safety information to the public and raise the profile of NSW SES.

Corporate Communications will work with the Community Engagement and Marketing and Sponsorship Branches with the delivery of the Service's key public safety campaigns; StormSafe, FloodSafe and TsunamiSafe with the aim of enhancing community resilience. StormSafe Week from 2-8 September 2013, will showcase an action-packed simulated wind storm, highlighting the dangers of storms and what people can do to prepare.

New campaigns will also be investigated with a view to building community resilience and raising the profile of NSW SES.

There will be a major national public relations initiative that Corporate Communications will drive for the 2013-14 financial year: Wear Orange Wednesday (WOW Day). This initiative will be held on 13 November 2013 and will encourage members of the public to wear something orange to recognise the contribution of the 40,000 SES volunteers across the country.

Social media will remain a key communication tool for Corporate Communications to deliver vital safety and preparedness information to the public. Social media training resources will be developed and a policy introduced to enable NSW SES members to assist with social media operations on behalf of the Service.

The Ministerial Unit will continue its critical service to the organisation by providing key briefing products to Ministerial stakeholders, liaising with several departments within the Service. With numerous Ministerial events already planned for 2013-14, the team will coordinate these events to ensure recognition of the NSW Government's commitment to providing vital funds and resources to NSW SES.

The Corporate Communications Branch will also continue its work with the Australian Council of State Emergency Services (ACSES) Communicators Group, Public Information Functional Area Committee (PIFAC) and Emergency Media and Public Affairs (EMPA) to develop a stronger range of media partnerships and to identify areas of best practice in public communication for the Service.

Marketing and Sponsorship

Overview

The Marketing and Sponsorship Unit enjoyed a busy 12 months with successful StormSafe and National SES Week campaigns. The 'Truck Load of Thanks' 2012 campaign was a large part of National SES Week, achieving new levels of exposure and more recognition for the great work of all volunteers. Principal Partner NRMA Insurance continued to support these campaigns which delivered important public safety information and generous support to NSW SES volunteers. Having a Principal Partnership with NRMA Insurance allows the NSW SES to continue to deliver additional benefits and greater support initiatives to all members.

The partnership with NRMA Insurance delivered many benefits for NSW SES volunteers including continued support of volunteer development courses, Wellington cave rescue training and the supply of additional funds towards upgrading community engagement trailers in regional areas. Once again the Marketing and Sponsorship Branch invested partnership resources into community engagement giveaways and promotional collateral in order to assist volunteers with delivering the Service's safety messages into their local communities and continuing to establish the NSW SES brand and profile. The partnership will continue to prosper as the Service looks to grow its relationship into other areas of business, share ideas and work together towards making NSW communities better prepared for storms and floods.

What we have done

Community Partnerships

The community partnership with NRMA Insurance has completed its second year in the 2012-13 financial year and there are many initiatives that require acknowledgement. The NRMA Insurance Community Connect Program is just one of those initiatives whereby the agency celebrated 33 NSW SES Units sharing in over $60,000 worth of additional funding for community engagement initiatives. NSW SES saw the introduction of StormSafe.com.au and FloodSafe.com.au websites and corresponding iPhone applications. These URLs now belong to NSW SES for use in all marketing and advertising resources.

The 2012 StormSafe campaign saw public safety messages promoted across multiple channels and events to target audiences. These initiatives included over 80 local NSW community events, electronic mail pieces to NSW teachers, a major display at the Better Homes and Gardens expo in Sydney, advertising features across 20 local newspapers combined with a 16 page lift-out in the Daily Telegraph newspaper which reached a circulation of 620,000 readers across NSW. The 2012 StormSafe campaign attracted a large network of media and smaller radio station coverage along with local newspaper advertising. The campaign included radio announcements on 2UE and 2GB along with advertisements on Triple M, WSFM, i98 FM, KOFM radio stations as well as PRIME TV and the Weather Channel showing footage and promotional support of NSW SES safety messaging.

PRIME7 continued its media partnership with the Service, promoting community safety messages and NSW SES events to television audiences across regional NSW. NSW SES and PRIME7 are looking forward to more exciting community activities and promotions in the future in order to highlight the importance of community safety and preparedness. Paddy Platypus and Prime Possum will continue to be friends on PRIME TV delivering public safety information specifically targeted at children.

> **The Partnership with NRMA Insurance allows the NSW SES to continue to deliver benefits and greater initiatives to all members.**

Marketing and Branding

The 2012-13 financial year has seen NSW SES introduce new designs across various resources such as pull up banners and brochures. Newly branded marquees and a range of resource items have continued to be produced which all contributed to the promotion of the NSW SES emergency phone number 132 500 and greater community awareness campaigns. The rollout and use of new Service Awards and Certificates has also continued, showing the professional recognition of the great work and commitment of NSW SES volunteers.

On the marketing front there was continued involvement with Yellow Pages, White Pages and various UBD directories across the State in order to maintain the presence of the 132 500 number and the promotion of community safety messages. NSW SES continues to feature as part of the "Do Something Near You" website and community directory. The online portal provides vital links between charities, councils and local communities.

NSW SES continues to support the Driver Reviver Program in over 40 sites across NSW where NSW SES volunteers provide a friendly atmosphere for refreshments and nourishment to fight driver fatigue. This initiative is worked in partnership with Roads and Maritime Service, Lions Club, the Volunteer Rescue Association and various other smaller community groups.

Internally the Marketing and Sponsorship Branch will continue to work closely with the Senior Executive Group, the Sponsorship Working Group and the Corporate Communications and Community Engagement Branches to develop and implement NSW SES marketing and promotional activities.

Grants and Funding

In the 2012-13 financial year, NSW SES had eight successful applications totalling $102,353 in Emergency Volunteer Support Scheme (EVSS) Grants. In the same period, the Service had successful grant applicants in the Bluescope Steel Help a Mate Program, Clubs NSW Grants Scheme and volunteer grants via the Department of Families, Housing, Community Services and Indigenous Affairs.

The future

The Marketing and Sponsorship Branch will continue working with NRMA Insurance and PRIME7 on promoting preparedness messages to residents. The 2013 StormSafe campaign will involve some creative online and outdoor executions as well as Wear Orange Wednesday (WOW Day) 2013 celebrations raising awareness of the commitment and dedication that SES volunteers across Australia give to their local communities.

Learning and Development

Overview

The focus of Learning and Development at NSW SES continues to be delivering training and assessment to national standards allowing its members to operate safely and efficiently when responding to incidents and emergencies.

What we have done

In August 2012, a new version of the Public Safety Training Package (PUA12) was released. In order to maintain the Service's Registered Training Organisation (RTO) status, the majority of Learning and Development's competency based Training Resource Kits (TRKs) needed to be reviewed and transitioned. By 30 June, a good proportion of the project had been completed with a completion date of the first quarter of the 2013-14 financial year. This will mean that the training being delivered to NSW SES members is up to date.

As part of the TRK review, a number of new TRKs were written. These included Induction, NSW SES Fundamentals and Drive Operational Vehicles. In addition, the Storm Water Damage TRK was split into two courses: Storm Water Damage Ground and Storm Water Damage Heights. The original TRK was not meeting operational capability needs. Now members have flexibility to elect how they can best support the community. In addition to splitting the TRK, the work developed by the Heights Equipment Working Group was incorporated into the new TRK.

The General Rescue Course has been replaced and will be phased out by August 2013.

The unit of competency, Participate in a Rescue Operation, has been developed as a stand-alone TRK and Prepare, Maintain and Test Equipment has been incorporated into the Storm and Water Damage TRK. These changes will allow for members to become accredited operators more quickly.

Keeping NSW SES members safe is paramount. The Service continued with its program of flood rescue awareness and swift water training. A new Drive Operational Vehicles TRK was developed to reflect new training requirements.

Developing leadership skills in members is also crucial and a program of Team Leader and Looking After People courses continued. The program to convert trainers, assessors and evidence gatherers to the new Training and Assessment (TAE) units of competency was completed and an updated TAE Skills Trainer TRK was also implemented.

The future

The NSW SES Learning and Development Unit will continue working to complete the transition to PUA12 and to roll out the 16 TRKs throughout the organisation. A program of ongoing review of existing training resources and developing new products as required by the organisation will be continued, therefore ensuring the Service's RTO compliance is also maintained.

The review and update of all Learning and Development policies and procedures including the Learning and Development Manual will be carried out. The Branch will continue to investigate and develop blended learning methods with a concentration on e-learning alternatives to provide members with the most efficient and effective methods of training.

Collaboration with the rest of the organisation will be an ongoing priority. Maintaining strong relationships with other Branches and the Region Learning and Development Officers will ensure that the products delivered will be fit for purpose and well informed. Learning and Development will also continue to collaborate with other agencies so that efficiencies can be realised and consistency of training can be encouraged.

Learning and Development at the NSW SES continues to be delivering training and assessment to national standards allowing its members to operate safely and efficiently when responding to incidents and emergencies.

Youth Engagement and Cadets

Overview

Youth Engagement covers the broader issues relating to the attraction, engagement, encouragement, development, support and retention of young members in the 14 to 25 year old age range. The main initiative that Youth Engagement is responsible for is the NSW SES Secondary Schools Cadet Program, however this department also champions other initiatives that relate to encouraging young members to become actively engaged in the NSW SES.

What we have done

NSW SES has had a significant rise in the number of young active members in the Service with data showing an increase in the 16 to 25 year old age range from 901 in 2009 to 2,178 in June 2013. This age range had one of the lowest numbers of active members to now having the highest number over all.

Strategies influencing this result include the Secondary Schools Cadet Program, the change of policy to allow overnight stays for 16 and 17 year old members and promotion of NSW SES membership through School Career Advisors.

A notable increase in membership has occurred in the 16 and 17 year old age range since 2009. Attraction of young members will continue with a major focus on retention strategies.

Active members (16 to 25 Age Range)

Total
2013 = 2178
2009 = 901
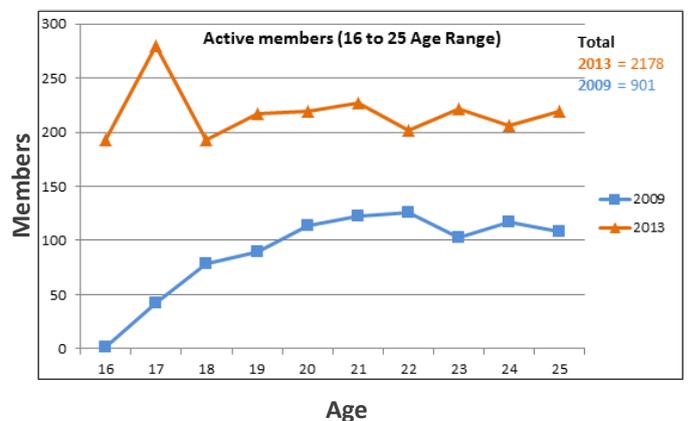
Secondary Schools Cadet Program

The NSW SES Secondary Schools Cadet program is a school-based short course that is open to students in year 9 and above. The program is facilitated by NSW SES volunteers 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 five full day format with either a camp or an activity day at the conclusion.

Cadets who achieve competency graduate with a Statement of Attainment that provides four nationally recognised competencies from the Public Safety Training Package. This qualification can be used to demonstrate partial completion of the NSW SES induction course if the holder chooses to join a NSW SES Unit in the future.

The NSW SES Cadet program helps to attract young people to NSW SES and builds resilience in younger generations by educating them on how to respond in emergencies. It helps to further integrate NSW SES into the local community and provides greater public awareness and respect for the role of the Service.

The Cadet program is now in its 6th year of operation and a total of 1,669 cadets have completed the program. Since commencement with a pilot testing phase in 2008, 899 females and 770 males have participated.

The NSW SES now has 167 endorsed cadet trainers. A total of three training endorsement workshops were held in the 2012-13 financial year.

There is a Region Cadet Coordinator in each of the 17 NSW SES Regions. This role is mostly filled by a volunteer member.

During the 2012-13 financial year, a total of 26 cadet programs were conducted, the highest number in a year since the program began in 2008. During this time, 449 cadets participated in the Cadet program, with 253 females and 196 males participating.

Cadet program participation by gender

- Male: 44%
- Female: 56%
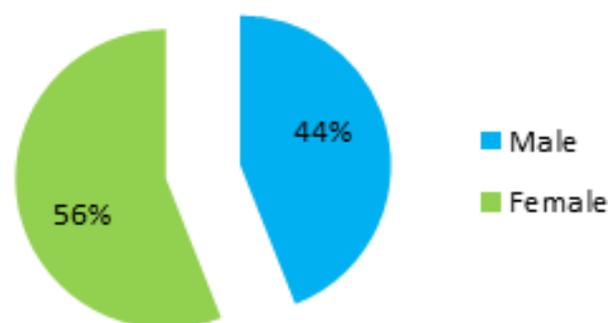
Cadet programs conducted each financial year

Year	Programs
2009	8
2010	16
2011	16
2012	20
2013	26
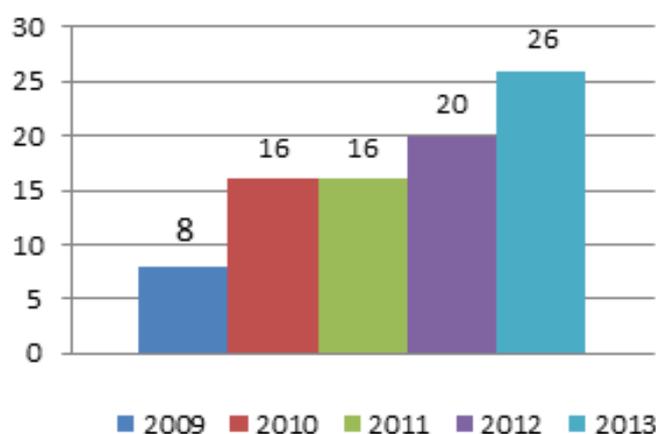
Cadet participation by Region during the 2012-13 financial year

Regions East	Programs	Female	Male	Total
Clarence Nambucca	3	34	21	55
Hunter	8	67	59	126
Illawarra South Coast	2	21	16	37
Mid North Coast	2	17	20	37
Richmond Tweed	1	5	10	15
Sydney Northern	1	8	13	21
Sydney Southern	3	40	21	61
Sub total	**20**	**192**	**160**	**352**

Regions West	Programs	Female	Male	Total
Central West	1	15	8	23
Lachlan	1	1	5	6
Macquarie	1	13	5	18
Murrumbidgee	2	26	16	42
North West	1	6	2	8
Sub total	**6**	**61**	**36**	**97**

Grand Total	**26**	**253**	**196**	**449**

Participating schools during the 2012 – 13 financial year

Term 3, 2012	Term 1, 2013
Caringbah High School	Albion Park High School
Georges River Grammar School (Bankstown)	**Term 2, 2013**
Hunter River High School	Whitebridge High School
Scone High School	Kadina High School
Maitland Grossman High School	Callaghan College
The Rock High School	Lambton High School
Hay War Memorial High School	Margaret Jurd College
Canobolas High School	Trundle Central School
Maclean High School	Chatham High School
Term 4, 2012	Gilgandra High School
Port Macquarie High School	MacIntyre High School
Orara High School	Brisbane Waters Secondary College
Coffs Harbour High School	Jannali High School
Belmont High School	
Ulladulla High School	

Cadet of the Year Award

The winner of the Cadet of the Year Award 2012 was Ruby Barnes from Hay.

Ruby was presented the award by the former Minsiter for Police and Emergency Services and the former Commissioner NSW SES at a ceremony held at Parliament House on 16 May 2013. As part of her award, Ruby received a trophy, certificate and a $500 cash sponsorship from the NSW SES Volunteer Association.

Her journey started back in 2012, when Ruby joined a group of fellow students from Hay War Memorial High School in the Murrumbidgee Region to undertake the NSW SES Secondary Schools Cadet program.

Ruby was nominated as an outstanding contributor and role model, demonstrating great personal growth throughout the program. Her strong community spirit was also evident as Ruby helped with sandbagging efforts during the devastating Hay floods in 2012.

Andy Roberts Memorial Award For Outstanding Achievement 2012

The winner of this award was Dut Garang, a student of Orara High School in the Clarence Nambucca Region. Dut was presented with the Award at Sportz Central, Bray St, Coffs Harbour. In front of all his fellow students, by NSW SES Commissioner on 3 June 2013. As part of his award, Dut received a trophy, certificate and a $500 cash sponsorship from the NSW SES Volunteer Association.

The school had its first program last year in term 4 which was attended by Dut and 16 other cadets. The program received tremendous support from Orara High School Principal, Frank Stanton and Careers Advisor, Kim Harland.

Dut arrived in Australia in 2007 as a Sudanese refugee and joined Orara High School in 2009. Prior to taking part in the Cadet Program Dut was shy and lacked direction and confidence. By the second day of the program his confidence and motivation had grown so much that he was speaking up and sharing his ideas with his cadet team. He often led group discussions and motivated other cadets to achieve their goals and complete their activities.

With Dut's newfound confidence and motivation and the leadership and communication skills he had developed in the program, he secured a part time job and joined NSW SES' Coffs Harbour Unit.

The future

The steadily increasing demand from schools for the Cadet program means that NSW SES will continue to build capability to deliver more Cadet programs in the 2013-14 financial year. Trainer endorsement workshops will continue and further development of trainers is planned with 'Effective Facilitation' workshops to be scheduled.

An award for a 'Young Volunteer of the Year' has been established and it is hoped that this will become an annual event that recognises and encourages young NSW SES volunteers.

The NSW SES Volunteer Association intends to sponsor two young volunteers to participate in the Kokoda Track expedition, led by former NSW SES Director General, Philip McNamara.

Efforts will continue with regards to creating an organisational environment that attracts, encourages, supports, trains, develops and retains more young people. The Youth Engagement Capability Development Group that was formed last year has added two young NSW SES volunteer representatives to its ranks who will contribute to the ongoing work of the group.

> The NSW SES Cadet program helps to attract young people to the NSW SES and builds resilience in younger generations by educating them on how to respond in emergencies.

Human Services

Overview

During the 2012-13 financial year, the Directorate continued to deliver outcomes identified in the NSW SES Plan in the key areas of People, Governance and Service Delivery. During the period, a review of goals and strategies provided a sharp focus on the attraction and retention of members from diverse communities and provided them with high quality support services. In December 2012, the Learning and Development function was separated from the Human Services portfolio and was established as its own entity, reporting through an Assistant Director to the Deputy Commissioner. This structural re-alignment demonstrates the importance of Learning and Development in building capability within the NSW SES.

Keeping people safe is the highest lore of NSW SES and the Work Health and Safety team has the responsibility of developing and promoting the Safety Management System to give all members the tools to be safe at work. In January 2013 the new Work Health and Safety Act came into effect and for the first time this legislation included volunteers in the definition of 'workers'. This has had a huge impact on the Service and in response, the WHS team has developed a range of policies, procedures and guidelines to assist members to understand their responsibilities under the new legislation. Policy documents have been developed and communicated in the areas of consultation arrangements and WHS accountabilities. The team has also provided guidance and documentation for hazard specific issues such as fatigue management, hazardous substances and electrical hazards. A safety leadership program also commenced during the period with the Senior Executive Group. This is a top-down approach to promoting safety behaviour and has introduced the concept of 'Safety Observations' as a proactive way of recognising good safety processes and identifying improvements in safety behaviour in the workplace.

The introduction of SAP-HR functionality continued to be the focus of the HR section during the 2012-13 financial year. New modules for time and attendance and travel and expenses were introduced through the self-service portal with briefing sessions provided for Managers and staff on the new functionality. The payroll execution function was also outsourced during the year and this was to increase the quality of pre-payroll reporting, efficiency of payroll execution and the post payroll reconciliation processes. This has also enabled resources to

be redirected to bolster the management of the organisation structure within SAP and to create more capacity to deliver workforce planning outcomes and membership services. New policies and procedures were introduced during the period for Recruitment and Selection with the introduction of 'Calls for Assistance' for short term temporary positions up to four months duration, with the intention of broadening the opportunities for staff to act in different roles. The HR team also introduced the Travel Conditions and Allowances policy and procedure in conjunction with the Finance Branch, which introduced a move away from daily travel allowances to reimbursement of the actual costs, associated with official travel.

The Critical Incident and Counselling Services Branch continued to provide support to members through the Critical Incident Support Program, the Chaplaincy program and the Employee Assistance Program.

In the year ahead, the Human Services Directorate will continue to provide high quality human resources, critical incident and safety support services to NSW SES members. Key initiatives will include workforce planning to assist the attraction and retention of a diverse range of members and participation in a joint research project with the University of Wollongong as part of the volunteering research cluster in the Bushfire and Natural Hazards Cooperative Research Centre. Access to information via the SAP self service portal will increase with the introduction of overtime and higher duties claims, licence and qualifications information for members. Implementation of the Safety Management System will continue and further rolling out of the Safety Leadership Program and increasing the reach of pre-incident education for members to increase their resislience in the face of emergency situations.

Critical Incident and Counselling Services

Overview

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

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

Critical Incident Support Program (CISP)

Because all people react differently to incidents, the model of crisis intervention in NSW SES focuses on building emotional and psychological resilience and provides this via both pre-incident education and awareness and post-event interventions along with crisis intervention during events where necessary. The Critical Incident Support Program is available to all NSW SES members on a 24 hour, seven days per week basis. Every aspect of the work involved is strictly confidential and assistance is provided through the Peer Support Team and trauma specialists.

Employee Assistance Program

An integrated Employee Assistance Program (EAP) provides services to alleviate psychosocial, psychological and work-related behavioural issues which impact on work and personal wellbeing and productivity. The NSW SES Employee Assistance Program engages Employee Assistance Services Australia Pty Ltd (EASA) as its EAP provider for early intervention and short term counselling, with referral and case management services to the NSW SES. Improvements in absenteeism, productivity and positive impact in workers compensation costs are the aims of the NSW SES EAP and return-on-investment data from EAP indicated a five to ten per cent return-on-investment which comprised of an organisational value component cost saving in regard to safety risks, employee grievances and disciplinary and legal costs. The positive benefits of providing the NSW SES EAP also demonstrates a reduction in employee concern, provides immediate support, reduces absenteeism, turnover and improves productivity and engagement.

Chaplaincy

Chaplaincy exists under the leadership of the Senior Chaplain with 15 volunteer Region Chaplains across NSW. In addition to acting as an advisor in leadership in both State Headquarters and Regions, NSW SES Chaplains are extensively involved in pastoral care, recognising the need to support NSW SES members who may be affected by a life event that is not a direct result of their operational involvement in NSW SES and are active during operations in support to NSW SES members.

What have we done

During the 2012-13 financial year, pre-incident education and awareness of the Critical Incident Support Program was provided to 47 NSW SES Units and 1,165 members.

One-on-one support was provided on 70 occasions, with three critical incident stress debriefings, six defusings, four crisis management briefings and 96 hours of on-scene Peer Support hours, including follow-up and referral services.

Throughout the 2012-13 financial year, counselling services included 164 hours of pro-active onsite support and 324 hours of offsite counselling to NSW SES staff and their family members.

Management assistance advisory services were provided on 128 occasions.

Additional services provided through the NSW SES EAP are professional development training workshops and coaching services. These accounted for 657 hours for NSW SES members state-wide.

Chaplaincy services during the 2012-13 financial year were provided on 90 occasions in the form of pastoral care and 14 hours of ceremonial duties.

Achievements

The core business of the Critical Incident and Counselling Services is to provide a preventative, pro-active support service and respond to the needs of NSW SES members before, during and after incidents and this was achieved in the 2012-13 financial year.

During the year the Critical Incident Support Program (CISP) conducted training and professional development for members of the Peer Support team in annual team training activities and this involved a joint training weekend with NSW Rural Fire Service and their Peer Support Team with Dr John Durkin PhD on traumatic incident reduction.

World Congress On Stress, Trauma and Coping

The Manager CICS presented at the International Critical Incident Stress Foundation World Congress (ICISF) in Baltimore, Maryland, USA with the Clinical Director, Victoria SES (VICSES) Peer Support on "Disasters without Borders". Excellent feedback was received from course participants on the role of Peer Support in large scale and interstate disasters for the work done during the Victorian Bushfires in 2009, Brisbane Floods and Cyclone Yasi in 2011 working across agencies and across borders.

The future

The Critical Incident Support Program will have eight members attend the Crisis Intervention Management Australasia (CIMA) Conference in Melbourne in October 2013 on "Building synergies between responders, recovery agencies and communities" with two of these sponsored by the NSW SES Volunteer Association. Peers and chaplains will attend workshops on "The biology of calm, the value of wellness programs, resilience, growth and synergy, suicide and self harm in the workplace" along with the keynote sessions and paper sessions. The Manager CICS will present on the role of resilience in pre-incident education at the CIMA conference.

> **During the 2012-13 financial year, pre-incident education and awareness of the Critical Incident Support Program was provided to 47 NSW SES Units and 1,165 members.**

The Human Services Directorate comprises Human Resources (HR), Work Health and Safety (WHS) and Critical Incident and Counselling Services.

Human Resources

Overview

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

The Human Resources Branch continued to contribute significantly to the business achievements of NSW SES in the 2012-13 financial year. The main areas for concentration of effort were:

- Consolidation of the Service's restructure and completion of associated recruitment and consequential vacancies
- Adjustments required to Branch structures
- Implementation of SAP Time and Attendance module
- Review and adjustments to organisation charts
- Outsourcing of the payroll function to a third party
- Travel Conditions and Allowances Policy
- E-Membership project with NSW Rural Fire Service and Department of Premier and Cabinet
- Recruitment and Selection Policy
- Joint Research with the University of Wollongong – Recruitment and Retention of Volunteers
- SAP – Human Resources Help Desk role
- Conduct Controller Development through the Looking after People Program

What we have done

The Human Resources Branch implemented the SAP Time and Attendance module through the SAP portal. The SAP portal allows members to manage their own information and perform specific tasks such as requesting leave and completing online timesheets.

The 'Looking after People' training forms a major part of

leadership development for volunteer Controllers across the Service. The Branch conducted one training course over the reporting year with a total of 16 participants.

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

Recruitment

Over the reporting year the Human Resources Branch completed 83 recruitment actions involving 1,896 applicants.

Type of Recruitment	No. of Positions	No. of Candidates
Newly created positions on establishment	29	851
Replacement permanent recruitment	30	878
Temporary positions	7	104
Expression of Interest Jan-June 2013	17	63
Total	**83**	**1,896**

The above information does not take into account the Calls for Assistance or Expressions of Interest July 2012 – December 2012.

Risk Reduction in Human Services

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

The NSW SES Code of Conduct and annual business plans set out the organisation's direction in relation to human resource management. NSW SES induction training material and Workplan Achievement and Capability Review (WACR) programs give clear directions to staff and volunteers on individual expectations that are aligned to corporate goals. The WACR process also embeds the State Government's Capability Framework to ensure that staff are receiving feedback on their performance and identifying development actions in the areas of organisational culture, leadership and management and capacity to deliver.

Applicants for positions by level compared with the two previous years

Level	2012-13			2011-12			2010-11		
	Total Applicants	Women	Racial/Ethnic/ Ethno-Religious Minority	Total Applicants	Women	Racial/Ethnic/ Ethno-Religious Minority	Total Applicants	Women	Racial/Ethnic/ Ethno-Religious Minority
Below Clerk Gd 1				52	25		1	1	
A&C Gds 1-2	450	274	Not available	6	5		28	15	1
A&C Gds 3-4	565	372	Not available	170	115		2	1	
A&C Gds 5-6	543	231	Not available	194	88	12	2	1	1
A&C Gds 7-8	276	132	Not available	99	33	2	100	76	14
A&C Gds 9-12	62	8	Not available	64	10		157	44	11
Above A&C Gd 12	0	0	Not available	23	4		10	17	4
Total	**1896**	**1017**		**608**	**280**	**14**	**300**	**155**	**31**

The Critical Incident Support Program is a harm-minimisation strategy aimed at reducing the impact of exposure to critical and traumatic incidents for NSW SES members. This program can also provide links to Chaplaincy services and Employee Assistance Services that provide pastoral care, one on one support, counselling, manager assistance and a range of other proactive harm minimisation services.

Workforce Diversity and Equal Employment Opportunity

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

During the reporting year, equity and diversity training was incorporated into two main programs; firstly, the Team Leader Course for members to ensure training was reaching supervisors and members in positions of authority and secondly, Volunteer Member Induction covering the generic induction of all new volunteer members. Team Leader courses were especially targeted to capture emerging leaders and redress the gender imbalance in leadership positions. The NSW SES Induction program was reviewed during the 2012-13 financial year to create a core program relevant to all volunteer and paid members. In Topic 2 – Working in the NSW SES, participants learn about equal employment opportunity, culturally diverse work practices and can go on to participate in the Cultural Points of View program (CPOV). The CPOV program is a joint initiative between NSW SES and the Adult and Community Education team and provides learners with the opportunity find out more about people with a disability, Aboriginal and culturally diverse communities.

State Headquarters staff and volunteer members participated in the Women in Management annual conference. NSW SES provides opportunities to staff and volunteers alike to acquire skills relevant to individuals' career development and the needs of the Service. NSW SES also takes a proactive approach to the development and application of non-discriminatory practices especially in its curriculum and training resource kit development.

Disability Action Plan

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

During the 2012-13 financial year, NSW SES formed a Diversity Working Group with a range of stakeholders including volunteer and paid members. This working group will oversee a review of the Disability Action Plan in the next period to ensure it remains relevant to the needs of people with a disability and caters to the growing membership of the organisation.

Special Needs Groups

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

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

NSW SES embraces the Government's policy on programs and services for people with a disability in the following ways:

- Including facilities and access for people with disabilities in the specifications for custom-built

- Region Headquarters which include toilets and showers for people with disabilities, 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 a disability are catered for in recruitment, development and promotional aspects of employment and in volunteer membership;

- Explicitly encouraging all NSW SES volunteers to support

fellow volunteers in their Units who have special needs; and

- Implementing Equal Employment Opportunity strategies to achieve the above objectives.

Privacy and Personal Information Protection Act 1998

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

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

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

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

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. The NSW SES does not have a specific agreement with the Community Relations Commission; however specific initiatives and services are planned on an annual basis. In the reporting period, the NSW SES continued to engage with CALD communities to encourage and identify membership opportunities.

In December 2012, the NSW SES established a Diversity and Organisational Culture Working Group with the purpose of creating a culture that is fair and inclusive and that promotes a staff and volunteer membership which better reflects the

diversity of our community. The group has met four times during the period and has established a site on the intranet (EOS) where information can be found on cultural diversity and also provides links to relevant legislation, policy, procedures and to the latest news and information on diversity in the workplace.

The Diversity and Organisational Culture Working Group will act to:

- Monitor diversity and organisational culture and report identified issues to the Senior Executive Group;
- Make suggestions on how to attract, recruit, develop and retain a diverse workforce;
- Make suggestions on how to build an organisational culture free of discrimination and harassment;
- Make suggestions on building the capacity of leaders within the NSW SES to support and champion diversity and organisational culture programs and initiatives.

The working group targeted key events throughout the year to promote the areas above, including the Sydney Mardi Gras in March 2013 and International Women's Day in April 2013.

The NSW SES Community Engagement team has also implemented a range of strategies focused on Culturally and Linguistically Diverse Communities, including:

- Developing a vulnerable community liaison officer program that aims to create a culturally appropriate conduit between the NSW SES and ethnically diverse groups and piloting this program with the Muslim community in Southern Sydney.
- Improved accessibility of community safety resources through use of electronic and hard copy mediums and provision of resources in a range of key community languages and formats including AusLan and visual guides to assist with literacy. The number of FloodSafe Guides distributed by the Service has almost doubled to 43,000.
- Launched a community profiling tool that explores the demographic composition of communities across NSW to inform program development and application.
- Undertaken community focus groups and workshops to better understand community needs and wants in relation to the provision of safety information and warnings during emergency situations.
- Hosted over 20 workshops with at-risk community members

to understand and address their concerns in relation to management of flooding in their local area.

In 2013-14, the NSW SES will continue to develop initiatives that are relevant to the diverse communities we serve and that align with the One SES Plan, 2011-15. Strategies will include:

- Broadening representation on the Diversity and Organisational Culture Working Group
- Identifying a range of annual events to promote workforce diversity
- The development and implementation of regional community engagement capability plans.
- The launch of the Recovery Guide: a resource to assist community members to take the next steps towards their recovery following impact from a natural disaster.
- Research on the effectiveness of community engagement programs and delivery models.

Women in NSW SES

NSW SES recognises that women are proportionally under-represented in its workforce, especially at the higher levels, and remains committed to removing any barriers that might hinder women from gaining employment or career development in NSW SES. During the year, female staff attended targeted professional development as specified in their work plans, which provided them with career and personal development strategies to help them improve their competitiveness for emerging vacancies. Some positions that have traditionally been filled by males became vacant during the year and successful appointments of women were made, a positive step in removing barriers to promotional opportunities.

During the past year the Human Resources branch has organised representatives to attend the Australian Women in Leadership Forum and 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 NSW SES whose contributions have made a difference to the Service and raised the profile and celebrated International Women's Day.

Action Plan for Women

The Action Plan for Women is a component of the NSW Government's social justice strategy. As such, it becomes an integrated focus for assuring cooperation across portfolios,

community consultation, expert guidance from the Premier's Council for Women and the recognition and adoption of women's needs as being central to Government policy, planning and programs. *(Details of the Action Plan for Women can be found at www.women.nsw.gov.au)*. NSW SES strategies and achievements under this plan are outlined in the following table.

Strategy	Action
Develop and promote equity and diversity training to the widest possible audience.	▪ Equity and diversity training module included in all Team Leader training courses reaching for volunteers and staff
	▪ Training of staff included on each operational shift during operations
	▪ Annual Work Plan Achievement and Capability Review includes career development plan
	▪ All absences on recreation used as a relieving opportunity for officers
	▪ Nine job-share arrangements continued
Promote flexible working policies to maximise women's participation in work and family lives.	▪ Working-from-home policy and other flexible arrangements in place to assist with carer commitments
	▪ Three women attended the Women in Management Conference

Staff Profile

The staff profile of NSW SES as at 30 June 2013 is indicated below:

Level	Total	Men	Women
<$51,104	1	1	
$53,407 - $59,512	34	13	21
$61,198 - $67,010	43	11	32
$72,242 - $79,711	73	35	38
$82,098 - $90,877	73	35	38
$95,586 - $125,181	35	22	13
>$125,181 (non NSW SES)	6	6	0
>$125,181 (Senior Executive Service)	2	2	0
Total	267	125	142

Number of Chief Executive Service/Senior Executive Service Positions 2012-13

Level	2012/13		2011/12	
	Male	Female	Male	Female
3	1	0	1	1
6	1	0	1	0
CEO	0	0	0	0
Under S.11A*	0	0	0	0
Total	2	0	2	1

Liability for Accrued Leave to 30 June 2013

Year	Recreational Leave ($)
At 30 June 2011	2,369,000
At 30 June 2012	2,736,000
At 30 June 2013	2,706,000

The future

Human Resources Branch will concentrate on establishing a Grievance and Discipline Management program in the coming year with the establishment of a working group of State Headquarters, Region and Unit representatives from staff and volunteer ranks.

The Branch will be progressing the volunteer application for membership online project where potential members can complete the initial application process and information gathering online, reaching a wider and more diverse audience.

Working closely with various professional associations and institutions in their research into retention and recruitment matters remains a priority for our workforce planning and recruitment team.

Work Health and Safety (WHS)

Overview

During 2012-13 the WHS Branch progressed the implementation of the Safety Management System and implemented phase two of the incident reporting system (SafeHold), commencing implementation of phase three reporting module in SafeHold.

The NSW SES SafeHold system was launched in July 2011 to capture and record all hazards, near hits and incidents. Flowing on from the success of the launch, the WHS Branch has made a number of enhancements that provides the Service with enhanced data and productivity improvements. In April 2013 the WHS Branch launched Online Injury Management.

The new Injury Management (IM) module has allowed for the electronic management of all volunteer member and staff member workers' compensation claims. This means that the previous lengthy compensation claim form is no longer required. The automation of the IM system has provided efficiency savings for the Service.

What we have done

The ongoing development and implementation of the Safety Management System is progressing well. The WHS Branch coordinated a number of training opportunities for staff and volunteers. This training included an Executive Safety Leadership workshop which provided an opportunity for the Executive members of NSW SES to enhance their knowledge and skills in the provision of safety leadership within NSW SES. Training opportunities for members also included First Aid, a Mock Court featuring the simulation of a WHS prosecution, Return to Work Coordinator and ICAM Safety Investigation.

The WHS Branch released the revised consultation arrangements for NSW SES that provide an extensive network of Health and Safety Representatives to raise and resolve safety issues based on effective communication.

Implementation of phase two of SafeHold enabled electronic reporting of an injury to the Service's insurer, creating a paperless case management system, and providing the Service with a number of efficiencies.

Volunteer workers' compensation claims totalled 70 for the

2012-13 financial year. This is a 24 per cent reduction on the 2011-12 financial year.

Staff workers' compensation claims for the 2012-13 financial year totalled seven. This is a 30 per cent reduction of the 2011-12 financial year total and a 72 per cent reduction compared to the 2010-11 financial year total. The reductions achieved can be attributed in part to the introduction of the SafeHold system, which requires each report to be reviewed and corrective actions taken as required.

As part of NSW SES legislative obligations for Workers Compensation, a number of Region Headquarters staff took up the opportunity to obtain WorkCover NSW accreditation for return-to-work coordination. This ensures NSW SES staff are better equipped to support volunteers when injured whilst undertaking NSW SES activities.

During the 2012-13 financial year the Living Well intranet site was completed. This site provides all members with information and links on a range of topics for living a healthy lifestyle. This is supported by an immunisation program, which continues to provide a level of protection for members when operating in storms or floods.

The immunisation program had another successful year in the provision of vaccinations. The WHS Branch supported the transition of member immunisation records into SAP. This enables NSW SES to accurately capture and report on all vaccinations the Service has provided through the program and includes the ability for members who are already vaccinated to capture their information. This year saw an expansion of the immunisation program to include Hepatitis A and dTpa (Tetanus, Diphtheria and Pertussis) vaccinations for members.

The WHS Branch is actively involved in a number of Working Groups within NSW SES. These include Flood Rescue and Authorised Equipment. The Branch is also an advisory to the Aviation and At Heights Working Groups. A member of the WHS Branch represents NSW SES in external forums including the Australasian Fire and Emergency Services Authorities Council, Emergency Services Consultation Group, MIDAS (WHS and injury management small to medium sized Treasury Management Fund Agencies forum) and MIDAS representative on the Public Sector Risk Management Association Committee.

The management of workers compensation within NSW SES has continued to improve. The strategies implemented to provide

early and systematic injury management have had a positive effect on reducing future liabilities. The ongoing focus on old claims has resulted in the progression of a number of towards towards finalisation.

The future

During 2013-14 the WHS Branch will continue the development of the Safety Management System to support the valued work of NSW SES. Activities for 2013-14 include ongoing development of the Safety Management System, the completion of phase three (reporting) of the SafeHold Database and the plan for phase two of the Safety Leadership Program.

During the 2012-13 financial year the Living Well intranet site was completed. This site provides all members with information and links on a range of topics for living a healthy lifestyle.

The WHS Branch also made a significant achievement with the implementation of phase two of SafeHold. This achievement enabled the electronic reporting of an injury to the Service's insurer and created a paperless case management system.

Community Safety

05

Overview

The Community Safety Directorate comprises three teams of multi-disciplinary specialists entirely focussed on service delivery aimed at enhancing community-safety outcomes. The professional skills in the team represent expertise across emergency management, engineering, science, geography, education, public communication and spatial information. The creative potential of this rich mix of knowledge skills and experience is harnessed through a commitment to the NSW SES Plan 2011-2015.

The Director of Community Safety has accountability to implement the following Corporate Strategies and through the implementation of accompanying actions by the three managers and their team member work plans.

The lead strategies assigned to the Director of Community Safety are:

▪ Enhance the NSW SES public safety role to directly influence floodplain and coastal development outcomes. The risk from flood, storm and tsunami is a direct consequence of urban development. Although NSW SES is not a land use consent authority, the agency works hard to positively influence land use outcomes to minimise their associated risk.

▪ Coordinate the effectiveness, coverage and quality of warning systems. A key aspect of community resilience and capability for self-help is early notification of impending flood, storm or tsunami. Warning systems and information provisions are therefore a significant aspect of the work of the Community Safety Directorate.

▪ Enhance emergency risk assessment and planning for flood, storm and tsunami. The ability to undertake sound emergency management planning and effective community education and to conduct emergency response operations is underpinned by a detailed understanding of the risk of flood, storm and tsunami. Research into these hazards and their risk factors and the development of a comprehensive database of risk information is a major focus for the Community Safety Directorate.

▪ Provide active contribution to working groups and committees and their projects. NSW SES is a learning organisation and this requires a dedication to communication with external partners within NSW, nationally and internationally. The Community Safety Directorate actively participates in and supports many key groups in this context.

What we have done

Associated with the four lead strategies are 33 supporting strategies; not all are active in any given year, but together they cover the five year life span of the plan. Some notable achievements are:

▪ Forty Local Flood Emergency Sub Plans were endorsed by their respective Local Emergency Management Committees this financial year.

▪ Hazard modelling of tsunami for five sites was completed this year helping inform known gaps in NSW SES evacuation areas and continued support for the NSW Flood Database project.

▪ All intelligence, sub-plans, warning and public information is informed by high quality post event data capture and analysis. Post flood data collection and analysis is being carried out in 45 Local Government Areas.

Throughout the 2012-13 financial year, the Director of Community Safety actively represented NSW SES at a number of high profile and nationally influential forums, including:

Guideline on Emergency Planning and Response to protect life in flash flood events

During the 2012-13 financial year, the NSW SES Director Community Safety chaired the Australasian Fire and Emergency Service Authorities Council (AFAC) SES Community Safety Group. From this position, NSW SES successfully led the production and national endorsement of a guideline on life safety in flash flood environments. The guideline is underpinned by significant research conducted by NSW SES into risk to life in flash floods. Victoria SES was also a significant contributor to the production of the guideline.

National Climate Change Adaptation Research Facility national policy briefs

NSW SES Director Community Safety was a member of a small expert panel drawn together by the National Climate Change Adaptation Research Facility (NCCARF) to write a national policy guidance document covering issues in emergency management. The guides are available on the NCCARF website.

World Weather Research Program

The Director of Community Safety was invited to present to an international workshop on communicating risk and uncertainty conducted by the Societal and Economic Research Applications

Working Group of the World Weather Research Program and hosted by the Bureau of Meteorology National Office in Melbourne. The NSW SES presentation was around the theme of dealing with forecast uncertainty when making flood evacuation decisions.

National Community Engagement Framework

NSW SES Director Community Safety contributed to the development of the National Community Engagement Framework which has been endorsed by the Australia-New Zealand Emergency Management Committee (ANZEMC). The framework was developed at a national workshop facilitated by the Australian Emergency Management Institute (AEMI).

2012 Australasian Natural Hazards Management Conference

Director Community Safety was an invited speaker to the Australasian Natural Hazards Management Conference held by Massey University in Christchurch NZ in August 2012. The presentation focussed on the work NSW SES has done in the area of flood evacuation planning, in particular the evacuation timeline modelling process developed by NSW SES.

National Disaster Resilience Strategy

NSW SES was a contributor and presenter at a series of workshops conducted around the theme of Shared Responsibility which is a core principle of the National Strategy for Disaster Resilience (NSDR). The workshops were facilitated by researchers from the RMIT University.

Planning Institute of Australia land use seminars

NSW SES Director Community Safety presented to members of the Planning Institute of Australia (PIA) about flood emergency management and the need to link this with land use planning. The presentation was subsequently video recorded and is now published on the PIA website as part of an online professional development resource.

National Workshop on risk based land use planning

Both the NSW SES Director Community Safety and the Manager Emergency Risk Management were invited to participate in a national workshop exploring ways to better connect emergency management and land use planning. The workshop was facilitated by Australian Emergency Management Institute (AEMI).

First National Floodplain Management Association pre-conference Workshop

The NSW SES Director Community Safety facilitated a pre-conference workshop on flood emergency management at the first National Floodplain Management Association Conference in Tweed Heads. The workshop explored some of the complexities and practicalities of effective emergency management of floods.

> **The Community Safety Directorate comprises three teams of multi-disciplinary specialists entirely focussed on service delivery aimed at enhancing community-safety outcomes.**

Community Engagement

Overview

Our community depends upon NSW SES for tailored preparedness and awareness advice, to build their capacity and resilience. The NSW SES Community Engagement Branch is a key conduit between communities, organisations and individuals across NSW and the Service, contributing to enhancing shared responsibility for natural disasters.

The key ways the Community Engagement team aims to build organisational and community resilience is through our investments in:

- **People:** Active membership and Skilled Organisation.
- **Governance:** Performance Culture, Accountable and Organisation Structure.
- **Service Delivery:** Resilient Community, Collaborative, Informed and Understanding, Effective State Wide and Well Planned.

These organisational goals are reflected in the Community Engagement Branch Strategic Plan 2011-15 which offers our members a strategic framework for delivering community engagement programs for the NSW SES.

What we have done

The Community Engagement team has sought to attract, train, support and retain members to the organisation by undertaking the following initiatives:

- Training over 96 members across the State in the 2012-13 financial year, enhancing skills in planning community activities and undertaking presentations.
- Developing a vulnerable community liaison officer program that aims to create a culturally appropriate conduit between NSW SES and ethnically diverse groups and piloting this program with the Muslim community in Southern Sydney.

The team has sought to improve community engagement based on community and government expectations and what members believe needs to be done, fostering a culture where members are open to feedback and creation of champions of change by:

- Actively seeking, listening to and implementing feedback from NSW SES members gleaned from workshops, focus groups, pilots, forums, Facebook and interactions to better align programs with community and member needs.
- Communicating back to NSW SES members, the community and government expectations to assist the rationale behind key decisions by the Community Engagement Branch.

In the 2012-13 financial year the Community Engagement Branch created and implemented an improved communication strategy including a range of tools to facilitate two-way dialogue with interested members.

The Branch has aimed to foster enthusiastic, innovative and creative teams to support an environment of continuous learning that develops skilled members to deliver safe and efficient services to help communities by:

- Developing a non-competency based modular Community Engagement training package that helps to rapidly improve the capacity of members and the Service to better understand community engagement, to plan and evaluate community engagement activities and to help them create meaningful conversations with their community members.

The Community Engagement Branch has enhanced frameworks and systems that showcase NSW SES as a high performing and prominent Emergency Service to the NSW Government and the community. This includes:

- Refinement of the Branch Strategic Plan, Business Plan, and individual Workplace, Achievement Capability Reviews (WACRs) to align with emerging internal goals and external trends.
- The implementation of a new Community Engagement Calendar that helps NSW SES members order resources, promote engagement events to the community and also capture key reportable data for Community Engagement activities across the state. This data has helped to shape organisational performance and enhance the delivery of community programs. It has provided an unprecedented snapshot of the 715 community engagement activities that have taken place across the State in the 2012-13 financial year, plus their associated resources and return on investment.
- Driving community engagement performance across the organisation utilising the tools of the Corporate Performance Management System and associated capability plans.

The Community Engagement team has aimed to change the way people and their belongings are kept safe by increasing their access to prevention and preparedness services. In the 2012-13 financial year the team has:

- Explored ways of improving current NSW SES warning systems by facilitating more than eight targeted sessions with internal stakeholder groups and community focus groups.

- Improved the accessibility of community safety resources through the use of electronic and hard copy mediums and provision of resources in a range of key community languages and formats including AusLan and visual guides to assist with literacy. The number of FloodSafe Guides distributed by the Service has almost doubled to 43,000.

- Ensured communities are kept informed and responsive before, during and after disasters through Community Service Announcements including StormSafe radio campaigns, new TV campaigns that target entering floodwater and isolation of rural communities and web campaigns driven through the NSW SES YouTube channel and social media platforms.

- Implementing initiatives to enhance the community engagement unit capacity including recruitment of four new Community Engagement Coordinators in Western Sydney, Southern Sydney, South Coast and South Western NSW and inspiring the collective capacity within our membership through training and identification of Community Engagement Officers.

- Launching new FloodSafe and StormSafe websites, apps and mobile sites that align with best practice in Emergency Management by tailoring preparedness and awareness advice to the user and their wider community.

The Community Engagement branch has collaborated with all relevant agencies to improve community safety and add value to the Branch's roles. Members of the Community Engagement team have provided proactive contributions to the following councils, working groups and committees:

- The Australasian Fire and Emergency Service Authorities Council (AFAC) as an active participant within other national agencies as part of the Community Engagement Technical Group.

- Presenting and contributing to papers and projects at the 2012 AFAC Conference, National Floodplain Management Association Conference, IAP2 and NSW RFS Community Engagement Conference.

It is an integral part of Community Engagement business to engage with communities to understand their needs and tailor services to meet those needs. In the 2012-13 financial year the Branch has:

- Launched a community profiling tool that explores the demographic composition of communities across NSW to inform program development and application.

- Undertaken community focus groups and workshops to better understand community needs and wants in relation to the provision of safety information and warnings during emergency situations.

- Hosted over 20 workshops with at-risk community members to understand and address their concerns in relation to the management of flooding in their local area.

The Community Engagement Branch seeks to enhance its state-wide capability based on research and need by:

- Supporting Incident Management Teams with specialists in Public Information. The Community Engagement Branch has contributed over 200 hours in the 2012-13 financial year and participated in exercises including the Ausnami simulation.

- Enhancing the Public Information Section by developing position descriptions and role statements to assist our members to understand the key responsibilities and interactions

The Branch will strive to plan in a consultative manner with communities, the Service and with all relevant agencies by:

- Developing new online tools such as the Home Emergency Plan and promoting the use of Home and Business FloodSafe Toolkits that help to assist households and businesses plan for severe weather events thereby protecting life and property. In the 2012-13 financial year over 1,700 Business FloodSafe Toolkits were distributed to local businesses and over 10,000 Home FloodSafe Toolkits were distributed to families across NSW.

- Working with Unit and Region based members to help facilitate continual improvement in the delivery of community engagement programs to communities; Geographical Information Systems Branch to apply and plot demographic and hazard data to better understand

our communities understand their risk; Corporate Communications and Marketing and Sponsorship on campaigns such as FloodSafe Month, StormSafe Week, Wear Orange Wednesday (WOW Day) campaigns and managing associated community events and activities.

▪ Working with other NSW emergency services, agencies and non-government organisations as part of the Ministry for Police and Emergency Services Community Engagement Stakeholder Group and the Deaf Community Project.

The future

The 2013-14 financial year will see the application of strategies outlined in NSW SES plan including:

▪ The review and implementation of information and warning products.

▪ The development and implementation of regional community engagement capability plans.

▪ The launch of the Recovery Guide: a resource to assist community members to take the next steps towards their recovery following impact from a natural disaster.

▪ Research on the effectiveness of community engagement programs and delivery models.

▪ Initiating partnerships with key organisations at a State, Region and Unit level and activating these during operations.

▪ Enhancements to the capacity of the Public Information Section in Incident Management Teams.

▪ Establishing a consultation process for hazard sub-plan development and revision.

> **An integral part of Community Engagement business to engage with communities to understand their needs and tailor services to meet those needs.**

Emergency Risk Management

Overview

The primary function of the Emergency Risk Management (ERM) Branch is to develop emergency management risk treatment options for floods, storms, and tsunami. The ERM Branch also provides input to land use planning processes to try and influence future risk so that it is not beyond the capability of emergency management resources. The NSW SES preparation for the impact of floods, storms and tsunami covers both emergency planning and community engagement. The planning is aimed at providing a whole of government coordination of 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.

Over the 2012-13 financial year, the ERM Planning and Research staff undertook a range of work across the Prevention, Preparedness, Response and Recovery spectrum (PPRR). Local Flood Sub-Plans were reviewed, Flood Intelligence cards were revised, presentations and academic papers were delivered to flood and emergency management forums and emergency management personnel participated in NSW SES-led scenario based flood exercises. Critical advice on warning, intelligence and planning support was provided to flood and storm response operations. The demand continues from local councils, developers and other state agencies for NSW SES advice and assessment of floodplain development proposals. Similar to previous years, the 2012-13 financial year was a relatively busy operational period for flooding.

The ERM Branch provided state level specialist intelligence, warning and evacuation advice to the State Operations Controller in the State Operations Centre during the flood operations over the 2012-2013 financial year. Similarly, ERM staff participated in the national tsunami exercise, Ausnami in Sept 2012, providing specialist advice to the State Operations Controller. Exercise Ausnami is a national and state agency level exercise conducted biennially with the aim of evaluating the effectiveness of the Australian Tsunami Warning System. The scenario in 2012 was based on a 9.0 Richter scale earthquake on the Kermadec Trench, north of New Zealand, which resulted in warnings for Marine and Immediate Foreshore and Land Inundation Tsunami threats being issued to all NSW east coast jurisdictions.

This year the Commissioner announced the commencement of five new staff within the Emergency Risk Management Branch. The new positions, funded as part of the NSW Government's Strategic Disaster Readiness Package, directly support State, Region and Local level emergency planning. The staff members have been recruited to provide a much needed boost in planning capacity to deal with risks identified in the NSW Government response to the Queensland and Victorian flood inquiries.

What we have done

The Emergency Risk Management Branch attracted 220 applications during the recruitment for the five new positions within the team. A branch priority has been on the training and supporting the new members to become confident in their roles by:

- Mentoring
- Formal course attendance
- Exercises
- Shadowing of experienced staff in the State Operation Centre

The Branch changed the way people and their belongings are kept safe by increasing their access to prevention and preparedness services, this included:

- Introducing a new approach to ensure Emergency Sub Plans are contemporary and current. The new approach enables Local Emergency Management Committees to endorse the body of the plan (emergency management arrangements) in a more timely fashion, allowing subsequent sections (Hazard and Risk, and NSW SES response arrangements) to be prepared incrementally and using a risk based approach. To date approximately 40 Local Sub-Plans have been endorsed under this streamlined process.
- Reviewing the State Storm Emergency Sub Plan and Hawkesbury Nepean State Flood Emergency Sub Plan.
- Reviewing Dam Safety Emergency Plans prepared by dam owners and developing specific arrangements for inclusion into NSW SES Local Flood Plans, prioritising the highest risk dams as identified by the NSW Dam Safety Committee.
- Contributing to the development of FloodSafe and StormSafe Brochures and Guides in consultation with the NSW SES Community Engagement Branch, including the Lord Howe Tsunami Guide, Flash Flood Brochure and a Coastal Erosion Guide.
- Ensuring NSW SES intelligence, sub-plans, warnings and public information is informed by high quality post event data capture and analysis. Between September 2010 and March 2012, areas in South Western NSW experienced record rainfall, associated with a strong La Niña episode which resulted in extensive and frequent flooding through to May 2012. Many areas experienced major if not record flooding, in some cases significant enough to affect communities behind flood mitigation systems such as levees, triggering evacuations. As a result of the extensive flooding across the state in the period, the NSW SES initiated 15 flood data collection and intelligence review research projects covering 45 Local Government Areas.
- Influencing land use planning decisions through responding to requests to comment on a range of matters including Local Environmental Plans, Development Control Plans, Precinct Plans, State Significant Sites, Development Applications and Flood Studies, Floodplain Risk Management Studies and Plans and Coastal Zone Management Plans including Emergency Action Plans. NSW SES was asked to comment on 64 such documents during the 2012-13 financial year.
- Influencing land use planning decisions through making a submission to the NSW Department of Planning and Infrastructure on the White Paper for the new planning system, suggesting the need for the planning reforms to acknowledge risk to life and the principles within the National Strategy for Disaster Resilience and Emergency Risk Management frameworks, as strategic drivers for better land use planning.

Over the 2012-13 financial year, the Emergency Risk Management Planning and Research staff undertook a range of work across the Prevention, Preparedness, Response and Recovery spectrum (PPRR).

The ERM Branch participated in working groups and committees and collaborated with all agencies that have a role to play in helping communities prepare for, respond to and recover from disasters including:

- The Australian Tsunami Advisory Group and the National Flood Risk Advisory Group - national advisory groups to the Australia New Zealand Emergency Management Committee (ANZEMC)

- Australasian Fire and Emergency Service Authorities Council (AFAC) Bushfire Community Safety Group and AFAC SES Community Safety Group.

- NSW Flood Warning Consultative Committee

- NSW Floodplain Management Association

- State Emergency Management Committee (SEMC) Climate Change Sub-Group

- National Reference Group for the Sydney Coastal Councils Climate Change project

- Through participation in the State Assessment Committee, State Mitigation Assessment Committee, and the State Mitigation Sub-Committee, ERM contributed to the prioritisation and allocation of funds for flood mitigation works and other local projects such as community education and warning systems development

- NSW Dam Safety Committee - Emergency Management Sub Committee

- Welfare Services Functional Area Committee

- NSW Public Works and other agencies on the NSW Urban Levees Review project to produce a comprehensive and accurate database on urban levees in NSW

- Office of Environment and Heritage on the NSW Flood Database project. Workshops have been held with NSW Government stakeholders to overview database limitations, usage and access requirements and an update of strategic flood mapping layers for release to Local and State Government users. Design has commenced on information products to allow summary access to the database.

ERM has engaged with communities to understand their needs and tailor services by:

- Conducting Tsunami awareness for marine risk groups on the northern coast of NSW in February 2013, in collaboration with the Community Engagement Branch, NSW Surf

Live Saving, Office of Environment and Heritage and the Bureau of Meteorology. The project, funded by the Natural Disaster Resilience Grants Scheme, consisted of a series of workshops, involving experts in the area of community engagement, tsunami research, warning and emergency planning. The workshops were evaluated to measure how well the information provided met the participant's needs. Attendees indicated that they were much more aware of warning and evacuation arrangements after the workshops. The report also showed generally that more community engagement is needed in NSW coastal communities to understand their risk to tsunami and what to expect in the event of a tsunami.

The Branch continued to build its knowledge to be recognised as the authoritative source of risk management information regarding floods, storms and tsunami through:

- Refining tsunami inundation modelling and risk assessment for NSW in conjunction with the Office of Environment and Heritage. The modelling of five sites (funded through the National Disaster Mitigation Program) in the Lake Macquarie, North Sydney, South Sydney, Wollongong and Bega Valley areas was completed this year and the results of the work has been used to refine NSW SES tsunami evacuation areas. The results of this important work have also been used by the Bureau of Meteorology to validate and enhance tsunami warnings in the Australian region.

- Presentation of conference papers at the first National Floodplain Management Association conference in Tweed Heads, covering the subjects of levees, post flood planning and intelligence reviews, evacuation planning and the NSW Flood Database.

- The development of a technical guideline to enable councils, developers and their consulting designers and engineers to undertake a flood evacuation capacity assessment for proposed development using Flood Evacuation Timeline Modelling. This project was funded through the Natural Disaster Resilience Program administered by the Ministry for Police and Emergency Services. The completed Guidelines, including Technical Appendices and a web based tool for calculating evacuation capacity for simple scenarios will be available via the NSW SES website. These guidelines will provide clearer guidance to developers and local councils on the reasonableness and validity of proposals by using realistic emergency evacuation planning for floods.

- Being a major supporter of a tertiary education program for professional floodplain managers. The course is delivered by the University of Technology Sydney (UTS) and was developed by the UTS, NSW Floodplan management Authorities (FMA), NSW SES and the Office of Environment and Heritage (OEH). The course is highly sought after by students and floodplain practitioners alike. The ERM Branch provides subject matter experts to lecture for each of the three modules of the course each year.

- Maintaining a close productive working relationship with the Australian Emergency Management Institute (AEMI) at Mt Macedon Victoria, a Centre of Excellence of Education and Collaboration in the National Emergency Management Sector. The ERM Branch representatives conducted visiting lectures and attended training courses and workshops on a regular basis throughout the 2012-13 financial year.

The future

In the year ahead there will be a specific focus on changing the way people and their belongings are kept safe by increasing their access to prevention and preparedness activities, focusing on bringing all NSW SES sub-plans into currency, developing plans that reflect the input from the communities at risk, ensuring pre-incident emergency planning and operational action planning is integrated and writing and conducting exercises to practice critical elements of the ERM Branch plans.

Geographical Information Systems

Overview

The function of the Geographical Information Systems (GIS) Branch is to provide location-based information required to support frontline decision-making, planning and responding to flood, storm and tsunami emergencies in NSW.

Public Information mapping products were the focus of work this year, both in development and application. This direction aligns with wider sector strategies to engage with and inform communities to improve public safety.

NSW SES took a leading role in spatial governance with the Deputy Commissioner representing emergency services on the NSW Location Leadership Group within the Department of Finance and Services, and the Manager GIS chairing the NSW Emergency Services Spatial Information Group (ESSIG).

What we have done

The GIS Branch has collaborated with relevant agencies to improve community safety and add value to roles by:

- Progressing work on the NSW Flood Database project in partnership with the Office of Environment and Heritage. The State project is identified as a priority action in the NSW Government 2021 Plan. Digitisation of flood extent maps from approximately 1500 Government flood studies continued and a delivery platform was tested with NSW State Government users.

- Supporting the Hawkesbury-Nepean Valley Flood Review Steering Group. GIS analysis and mapping visualisations will be used to develop and communicate flood management plans in the final report to State Government.

The Branch has contributed to changing the way people and their belongings are kept safe by increasing their access to prevention and preparedness services by:

- Developing a framework for the release of NSW SES Public Information mapping products in conjunction with technology and media partners. Due for launch next year, Public Information mapping products will initially be used to communicate flood evacuation areas to the public.

GIS has helped to ensure all members have access to technology that adds value to their roles by:

▪ Releasing a new mapping product to display Requests For Assistance (RFAs) received by the NSW SES for use in internal briefing material and for Public Information purposes. The dynamic maps are in a convenient format and optimised for social media at State, Regional and Local levels. The automatically generated maps provide consistent, high quality content to increase community engagement and inform the public about the tasks NSW SES members undertake on a daily basis.

The GIS team has strived to be identified by the community, Government and members as being a high performing branch through presentations at national and several sector forums promoting best practice GIS in emergency management. These include:

▪ Mapping Flood Risk: A Strategic Picture from Local Detail. Brisbane International Geospatial Forum, 2012, Brisbane.

▪ From Population to Production: NSW Flood Database Release 1.0. Floodplain Management Association National Conference, 2013 Tweed Heads.

▪ Operational Mapping in the NSW State Emergency Service. Illawarra Geospatial Users Group, 2012, Wollongong.

▪ Developing Mapping Visuals for Emergency Public Information. ESRI Australia Directions 2013 seminar series, Sydney.

▪ SES Flood Impact Assessment Mapping. Professional Development Program, AFAC and Bushfire CRC 2012 Conference, Perth.

The team strived for operational excellence by providing operational mapping support including:

▪ Completing 363 operational and 99 administrative mapping tasks for volunteers and staff during the year averaging approximately nine per week.

▪ 1284 hours of standby and availability to the State Operations Centre.

▪ Filling 27 Operational Mapping shifts in the State Operations Centre.

▪ Deploying the Mapping Support Team four times during the year to support storm and flood operations in Richmond Tweed, Clarence Nambucca and Sydney Western Regions.

The GIS Branch fostered an environment of ongoing learning and development where members acquired the skills to fulfill their roles by participating in exercises. The Branch and volunteer members of the Mapping Support Team participated in three exercises throughout the year to maintain internal capabilities for incident management and impact assessment functions. The exercises were: Ausnami 2012 (National tsunami exercise), Exercise First Cut, Woodburn NSW and Exercise Amaroo, Moree.

The future

Next year will have a focus on ensuring all members have access to technology that adds value to their roles and promoting an environment of ongoing learning and development where members acquire the skills to fulfill their roles by:

▪ Upgrading the internal situational awareness mapping tool used to display near to real time incident locations at NSW SES Headquarters.

▪ Evaluating a trial for the implementation of an online mapping platform, providing volunteer members access to detailed geographical data beyond their NSW SES Headquarters from work, home and mobile devices.

▪ Commencing the development of a training course, tailored to NSW SES flood, storm and tsunami response for the mapping function in Incident Management Teams aligned to nationally-endorsed standards and qualifications.

GIS has helped to ensure all members have access to technology that adds value to their roles

Information and Communication Technology

06

Information and Communication Technology

Overview

The Information and Communication Technology Directorate has a fundamental role in assisting in operational response through improving communication, collaboration and access to key information for decision makers, whilst responding to emergencies. Information Technology plays a key role in the delivery of critical information and the recording of operational response for the Service. This is achieved through a variety of systems and the delivery of fixed, mobile and satellite telephony services, providing and maintaining radio and paging services and ensuring members have access to fixed and mobile broadband. The Directorate is responsible for all computers and supporting infrastructure, information services and software systems for all areas of NSW SES. The Directorate comprises two main branches: Systems and Infrastructure.

The Information Technology Systems Branch is responsible for the Service's major systems including the Operations Management System, SAP (shared platform with other agencies within the Justice Cluster) and Everyone's Online System (EOS), which is built on the Microsoft SharePoint platform. The Branch also provides assistance and expertise to other business units.

The Infrastructure Branch is responsible for the management, implementation and enhancement of enterprise infrastructure and related servers, networks, workstations, communications (Radio, Paging and Telephony) as well as end user support to facilitate the delivery of NSW SES core business processes in continual environment.

What we have done

The 2012-13 financial year has seen a significant level of operational activities and many ICT staff were deployed across the state to support these activities. The Directorate has had many major achievements during the 2012-13 financial year.

The Communications Team has re-established the Radio Advisory Working Group. This group will serve to identify new opportunities for utilising and sharing radio communication services and provide subject matter expertise, in the development of the governance within NSW SES.

Significant savings and radio capacity enhancements have been achieved through partnering with other emergency services. A Shared IP Backbone has been used to link four of the NSW SES Private Mobile Radio Networks to the State Headquarters Operations Centre. This has been achieved by utilising Radio over Internet Protocol Technology.

The radio network capacity has also increased in remote areas by establishing a Private Mobile Radio Network Site in the NSW SES Murrumbidgee Region.

The Service Desk has continued to support the Service across multiple systems during operational and non-operational responses ensuring the operational capability is maintained and deployed in a timely manner.

The Communications and Network teams have increased the speed of the Unit and Region Headquarters network connections throughout the State. This has increased not only the capacity but has achieved better value for money.

During the 2012-13 financial year the Desktop Team has rolled out 565 computers to Regions and Units which is a significant increase from the previous reporting period.

The Server Support team has deployed and maintained the Service's multi-site distributed server infrastructure, with enhanced backup and disaster recovery capabilities. The team has also rolled out new Multi-Functional Devices across 228 Units across the state to enable Units to have the capacity for multi-media functionality to fulfill their roles during emergency responses.

The EOS Team has implemented the Disaster Recovery and Business Continuity Plan which has successfully increased the operational capability of the Service.

The contact directory has migrated from legacy systems into EOS utilising SAP HR (Human Resources). This has proven to reduce the administrative burden and has streamlined business processes. The System Project Team continues to support SAP HR and SAP Finance Administrators throughout the Service and has started to develop and plan the SAP design requirement for Enterprise Assets Management Module. This is the next module rollout for the SAP system across the Justice Cluster.

The SAP EAM (Enterprise Assets Management System) rollout was initiated in the 2012-13 financial year. As part of this process NSW SES will be blueprinting, in collaboration with

other agencies within the Justice Cluster, on the business requirements. This system will introduce best practice asset management standards for NSW SES. This will in turn enable the Service to achieve better value for money and standardised equipment and business practices that comply to work health and safety requirements for members.

A virtual library has been established for the NSW SES Lessons Learned Branch that enables a higher level of communication and information sharing across the Service to improve the way the Organisation does business.

The Operational System Team has developed an operational web application that increases the capacity in recording data in the operational system.

All teams have been involved in cross-agency projects that have achieved synergy in the areas of ICT procurement.

The future

The ICT Help Desk is being redeveloped into a Service Desk to achieve better value for money, more responsive and better integrated services. This goes beyond the Directorate and will include other critical business units to ensure the volunteer experience is streamlined. This will improve the efficiencies of business processes across the Service, enable better value for money in resource deployment and achieve targeted training and resources due to high level business analytics through a new Service Desk System.

The Network Team is rolling out improved broadband services at every NSW SES Region Headquarters in NSW. This will increase the operational capability through higher speeds and more consistent connectivity. A corporate wireless solution has been developed for all Region Headquarters. Migration to the new data centres, which is a cross-government project, is starting in the next 12 months and will continue beyond the next reporting period.

The Desktop Team is providing all NSW SES Unit Controllers in the state with new laptops and decommissioning the previous out-of-date hardware. This will increase their ability to respond during operational periods and increase the knowledge sharing capacity throughout the Service. This will mean the Regions and Units throughout the state are all utilising desktops and laptops that are less than three years old.

The Communications Team will perform a statewide mobile telephony hardware refresh. This refresh will increase the

current smartphone fleet providing around the clock mission critical technology services to frontline members.

The NSW SES Operational and Communications Business Case has been approved. This project involves the upgrade and update of essential communication equipment and services. This program will take five years to complete with the next twelve months focused on scoping and blueprinting the business requirement.

The EOS Team is migrating flood intelligence information into EOS from a legacy system. This project will increase the utilisation of flood intelligence business analytics, further increasing the capacity of decision makers. The NSW SES on-line system will be decommissioned at the end of this project. This system has been identified in independent audit reports as being beyond its useful life. Further work will be undertaken on developing the operational capability within the Service by streamlining the business process and ensuring continuity across the agency's emergency response doctrine utilising the SharePoint platform. The SharePoint platform will be upgraded to the latest offering from Microsoft, further increasing the functionality of the system.

The Operational Management System Team is developing and researching a replacement for the NSW SES Request for Assistance (RFA) Online System to increase resiliency and capacity.

Finance and Logistics

07

Finance

Overview

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

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

The Branch manages the administration of corporate credit cards and ensures that compliance with the use of the cards aligns with Treasury best practice and statutory legislation including the *Public Authorities (Financial Arrangements) Act 1987*.

What we have done

During the 2012-13 financial year, the Finance Branch oversaw the payment of more than 22,500 transactions with a total expenditure of $89.290 million. This included expenses of $12.796 million from the Natural Disaster Relief and Recovery Account (NDRRA). NDRRA relates to all expenditure incurred by NSW SES in responding to flood and storm operational events. Over 90 per cent of these payments to vendors were by Electronic Funds Transfer (EFT). The NSW SES Finance Branch will continue to liaise with NSW SES vendors currently paid by cheque to switch to EFT.

A significant percentage of these payments related to payment to vendors who supplied goods and services to NSW SES during major flood and storm operations during the 2012-13 financial year.

The Finance Branch continued to play a significant role in the provision of NSW SES operational assistance to the community of New South Wales. In addition to ensuring the core responsibilities of the Branch were met, members of the Finance Branch undertook operational roles in the NSW SES State Operations Centre (SOC) and were deployed to the NSW SES Clarence Nambucca Region Headquarters. These roles included support for the provision of logistics, aviation and transport.

The Finance Branch continues to provide support to all 17 NSW SES Region Headquarters and their volunteer Units. This support includes subject matter advice in insurance, taxation, grant applications, volunteer Unit bank accounts, and all finance related matters. The Finance Branch creates and maintains all new vendor and customer data for the whole of the agency in the SAP financial system.

The Finance Branch will continue to face challenges over the next 12 months. The Branch will continue to review policy and controls. It will also play a lead role in the implementation of Purchasing Cards within NSW SES. Finance Branch members will continue to be active participants in many working groups within NSW SES including the Fleet and Unit Support Projects.

NSW SES Funding

On 11th November 2008 the NSW Government announced changes to the funding of the NSW State Emergency Service (NSW SES). Prior to 2009-10 financial year, NSW SES was funded entirely from Treasury consolidated revenue. From this time, NSW SES funding of total recurrent and capital expenditure was as follows

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

This funding model is the same 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 for the Emergency Services Levy (ESL). These are issued on a quarterly basis to the insurance industry and Local councils on behalf of NSW SES.

The calculation of the NSW SES ESL contributions for the 2009-10 financial year was based on contributions for NSW Fire and Rescue and NSW Rural Fire Service. It was determined that from the 2010-11 financial year and beyond that the funding model needed to be transparent, equitable and simple to maintain and administer. The new funding model was based on population numbers in each local government area as reported in the Australian Bureau of Statistics 2011 census of population and housing.

This model is aligned to NSW SES core responsibilities and the data is a stable and transparent source of information.

SAP

The Finance Branch provides subject matter advice to all members of NSW SES in regards to SAP Finance, in particular, accounts payable, accounts receivable, banking and journal transfers. The Finance Branch oversaw the successful implementation of the SAP travel and expenditure module in November 2012 and provides subject matter expertise to all NSW SES members. The Finance Branch continues to liaise with colleagues from Fire and Rescue NSW and NSW Rural Fire Service in sharing SAP learning and knowledge.

Insurance

NSW SES insurance is provided by the Treasury Managed Fund Insurance Scheme. The Director Finance and Logistics is the appointed Risk Manager under the scheme.

The Contract of Coverage encompasses:

- Workers' Compensation Insurance
- Public Liability Insurance
- Motor Vehicle Comprehensive Insurance
- Property Insurance
- Personal Property Insurance
- Miscellaneous Insurance

Consultancy Services

Engagements greater than $50,000 include:

- *Price Waterhouse Coopers*
  Review of Request for Assistance online (RFA) $99,279
- *Syscom Consulting*
  Produce communications management reports $78,478

Engagements less than or equal to $50,000 include:

- *Nature of Consultancy – Organisational review*
  Total number of engagements 1
  Total Cost $22,050
- *Nature of Consultancy – Preparation of business case*
  Total number of engagements 1
  Total Cost $31,910
- *Nature of Consultancy – Taxation Information*
  Total number of engagements 1
  Total Cost $7,875

Overseas Travel Expenditure

NSW SES incurred expenditure of $3,987.09 on overseas travel in the 2012-13 financial year. The majority of overseas travel expenses for NSW SES members were assumed by external agencies based on invitations to present at their events.

The overseas incurred expenditure was spread over the following NSW SES members presenting at overseas events during the 2012-13 financial year:

- Steven Pearce, Deputy Commissioner – Australasian Fire and Emergency Service Authorities Councils Absolute Project, Gennevilliers, France
- Gina Mammone, Manager Critical Incident and Counselling Services – International Critical incident Stress Foundation 12th world congress on Stress, Trauma and Coping, Baltimore USA
- Greg Newton, Director Operations West – Commonwealth Department of Defence, Operation "Boss Lift", Solomon Islands
- Stephen Opper, Director Community Safety – Australasian Natural Hazards Management Conference, Christchurch, New Zealand.

Research and Development

The following research projects were undertaken during the 2012-13 financial year:

- Hawkesbury Nepean Flood Prone Infrastructure Study
- Coastal Hazards Emergency Planning
- Tsunami Awareness for Marine Risk Groups
- Flash Flood Stage 2 – Pilot Methodology
- NSW Guidelines for Defining Dam Failure Warning and Evacuation Area
- Spatial Data Components on the NSW Flood Database

Waste Management

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

E-commerce

NSW SES advertises upcoming tenders and advises successful tenders online. Position vacancies with the Service are shown on the Jobs NSW website and the NSW SES intranet website.

Payments are made to suppliers online by way of Electronic Funds Transfer (EFT). Currently in excess of 90 per cent of all payments to vendors are by EFT. NSW SES continues to negotiate with vendors to change from cheque to this method of payment. NSW SES always uses electronic purchase orders to the Service's suppliers for the procurement of goods and services online where appropriate.

Time for Payment of Accounts

The Service has a strict policy that all accounts are paid within the specified trading terms of the vendor as per Treasury Circular 11/21 and ensures that advantage is taken of available discounts. The Service maintains a Payment Performance Profile.

NSW SES can incur expenditure against the Natural Disaster Relief and Recovery Arrangements (NDRRA) when responding to flood, storm and tsunami operations. Emergency Orders are prepared for the purchase of goods and services that are required specifically to assist in providing operational assistance during a natural disaster. Every effort is made to ensure compliance with vendor's payment terms to ensure they are willing to make available their goods and services at any hour of the day or night. This assists in ensuring there are no unnecessary delays in provision of emergency response by NSW SES volunteers.

Any delays experienced in paying accounts on time are due in the main to outside influences beyond the control of the Service and are usually due to non-receipt of tax-invoices. Large scale operational events can also impact on the time taken for the payment of accounts due to their size and scale.

The accompanying table below shows payments by quarter for the reporting year.

Aged analysis at the end of each quarter

Payment Performance Indicator	Sept 2012	Dec 2012	Mar 2013	June 2013
Accounts payable All suppliers				
Current (within due date)	$842,669	$579,419	$1,771,664	$5,356,333
Less than 30 days overdue	($5,605)	$13,097	$48,514	$41,713
Between 30 and 60 days overdue	0	$990	$8,863	$5,336
Between 60 and 90 days overdue	$5,687	0	0	0
Accounts paid All suppliers				
Number of accounts due for payment	4,499	4,229	6,318	7,552
Number of accounts paid on time	3,852	3,716	5,134	6,457
Actual percentage of accounts paid on time (based on number of accounts)	85.62%	87.87%	81.25%	85.50%
Dollar amount of accounts due for payment	$9,802,479	$9,734,239	$13,904,575	$19,876,579
Dollar amounts of accounts paid on time	$8,207,937	$5,031,826	$11,061,789	$16,034,723
Actual percentage of accounts paid on time (based on $)	83.73%	51.69%	79.55%	80.67%
Number of payments for interest on overdue accounts	0	0	0	0
Interest paid on overdue accounts	0	0	0	0

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

Significant matters reported by Auditor-General - 2013 Audit

The Auditor General identified significant matters relating to internal controls over business processes, insufficient information to form an opinion regarding the existence and valuation of inventory, insufficient information to form an opinion regarding the completeness of recording of donation revenue and segregation of duties. Management is currently reviewing the matters raised and will be implementing corrective actions to address the deficiencies.

Audit Risk Committee

During the 2012-13 financial year the NSW SES internal audit and risk committee conducted several meetings in accordance with Treasury Circular TC 09/08. The committee meets regularly and assists the Commissioner and management in understanding, managing, controlling risk exposures.

Members of the Audit and Risk Committee as at 30 June 2013 include:

- David Roden – Chair
- Todd Davies – Independent Member
- Steve Pearce – Non-independent Member

Credit Card Policy

Issue of credit cards to NSW SES members and policies developed for their usage is done so in accordance with Treasury Policy Paper 05-01, Credit Card Use – Best Practice Guide. No late fees or interest payments were incurred in the 2012-13 financial year.

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.

Annual Report Costs

In accordance with the Premier's Memorandum 2013-09 Production Costs of Annual Reports, no external cost was incurred in the preparation and production of the NSW SES's Annual Report 2012/13.

Three hard copies of the annual report were photocopied in-house for submission to Parliament (2) and the former Minister for Emergency Services (1). The report is available on the NSW SES website www.ses.nsw.gov.au

The future

The Finance Branch will continue to face many challenges over the next 12 months. The Branch will continue to review policy, procedures and controls particularly with regard to credit card usage, Emergency Orders, finance legislation and reporting requirements. The Branch will also play a lead role for NSW SES with the refinement of budgeting and forecasting programs as well as the introduction of a Purchasing Card that will produce efficiencies in procurement and accounts payable. The Branch will also play an important role with the introduction of a SAP Enterprise Asset Management module that will provide a more robust governance structure and more detailed accountability in asset management.

Logistics

Overview

The Logistics Branch works to support operational responses in NSW SES and to ensure that all members of the Service are able to conduct their activities with quality equipment provided in a timely manner that is fit for purpose, durable, safe, economical and environmentally friendly.

The Logistics Branch consists of nine staff members working at NSW SES State Headquarters in Wollongong and the State Warehouse in nearby Coniston.

What we have done

The Logistics Branch has continued to support the Service's operational responses by providing personnel to support the State Operations Centre in line with accepted incident management practices (Australasian Inter-service Incident Management System) as well as facilitating the procurement and movement of essential resources to those areas affected by floods and storms.

In the 2012-13 financial year the Service has acted to build warehouse stock levels that better reflect operational requirements. The warehouse is working to establish minimum and maximum stock levels, enabling greater reliability and efficiency in the Service's response in times of disaster.

The rollout of the new NSW SES official uniform has been substantially completed, with all Regions undergoing fitments for footwear and jumpers as part of the final phase. The new

uniform has provided a consistent and professional look to incident management teams and staff members in line with other emergency services.

Following a review of the Personal Protective Equipment (PPE) worn by operational members, a new inherently flame resistant and breathable fabric has been approved for all new PPE clothing. This will be progressively rolled out to all members as PPE is replaced.

The Logistics Branch, in consultation with Special Operations, Work Health Safety and Learning and Development, continues to develop operational equipment procurement by identifying, testing and assessing new items for formal acceptance on to the Approved Equipment List (AEL). This process assists in defining capability, prioritised budgeting and efficient procurement.

The annual stocktake process has been refined, with wider engagement with the Service's Regional warehouses having made for greater efficiencies and reduced wastage.

The future

The Logistics Branch will continue to work with other emergency services in NSW and nationally to provide members with high-standard fit-for-purpose uniforms and equipment.

The Logistics Branch will be focusing on achieving Procurement Accreditation which will enable the Service to have greater autonomy and flexibility in the procurement of goods and services.

The introduction of the SAP Enterprise Asset Management Project will facilitate more efficient warehousing practices and enable members to view and order equipment in a user-friendly system. Aligned to this will be the barcoding of inventory that will result in greater efficiency in ordering, dispatch, tracking and accountability.

Logistics will continue to work with fellow cluster agencies to find procurement efficiencies and a focus on best-practice logistics activities, particularly in the area of uniforms, with the selection of a new uniform provider expected later in 2013.

The identification of the Service's logistics requirements was recognised in the 2013-14 State Budget with the approval of a business case for funding totalling $1.5 million for capital and operational expenditure.

Fleet

Overview

The Fleet Branch is responsible for the procurement, disposal and ongoing management of the Service's fleet of vehicles, trailers and boats. In addition, the Fleet Branch is responsible for the implementation of the Centrally Managed Operational Fleet Project which provides effective command and control of the vehicle fleet through the transitioning of vehicles from Local Government control to State Fleet. This project is enhancing volunteer safety, permitting cost and operational efficiencies from vehicle standardisation and improving asset management.

The NSW SES fleet is located across the state according to the size of the NSW SES Unit and operational need, with 533 (241 currently NSW SES transitioned/owned) vehicles and 406 boats as well as a wide variety of specialist trailers for snowmobiles, community engagement activities, boats and storm damage response.

The Fleet Branch is located at NSW SES State Headquarters and was established in the 2012-13 financial year. Recruitment of positions is ongoing and the team is currently working on fleet management and project tasks.

What we have done

The work of the Fleet Branch is divided between the marine fleet, trailers, corporate fleet, operational fleet and the business as usual that supports the ongoing capability of the NSW SES to meet its legislative requirements to the community. This year also saw the initiation of the centrally managed operational fleet project.

The marine fleet program purchased 21 boats for 21 Units in 15 Regions leading to an enhancement in operational capability. Funding was received for the purchase and distribution of 690 child Personal Flotation Device (PFD) kits, each with three different sized PFDs, improving the safety of children and infants transported by NSW SES flood boats during floods. The Service also employed a dedicated Marine Fleet Officer to provide improved governance of the marine fleet.

Servicing of vehicles, the scoping of a new trailer for the transport of the Service's Urban Search and Rescue dogs, the

leasing of eight mini-buses for volunteer transport, as well as the management of Fringe Benefit Tax vehicle liabilities are other important activities that the Fleet Branch has undertaken.

In addition, the Fleet Branch has been dedicated to the Centrally Managed Operational Fleet Project. Eleven Community First Responder vehicles designed to a common standard were launched by the former Minister for Police and Emergency Services at the NSW SES Bankstown Unit in March 2013.

The task of transitioning the running costs of council owned vehicles to NSW SES is well underway, with 126 vehicles from 60 Units now under the operation of NSW SES managed through State Fleet.

A Vehicle Technical Working Group has been established and through regular meetings has begun the task of developing the next generation of NSW SES operational vehicles that are of consistent standard and design, are fit for task and best able to meet the needs of the Service into the future.

74 vehicles were purchased, comprising 61 four-wheel drive vehicles and 13 medium rescue vehicles. These vehicles will be progressively rolled out in the new financial year to replace older vehicles with ones of a higher standard that offer greater safety and reliability.

The design of the decals for the NSW SES vehicle fleet was finalised for corporate fleet. The operational fleet is currently undergoing development. The new decals improve public and volunteer safety through improved visibility as well as enabling better recognition of the NSW SES brand and contact details.

The future

The Fleet Branch will continue to work with other emergency services to provide NSW SES members with well-maintained, fit-for-purpose vehicles, boats and trailers.

The new financial year will see the employment of a dedicated Project Manager and supporting Project Team for the Centrally Managed Operational Fleet Project and the clear delineation between business as usual tasks and the project. This will enable the Fleet Branch to provide a higher standard of service in delivering business as usual functions whilst permitting a clear focus on the delivery of the Operational Fleet Project.

The process of transitioning vehicles across from Local

Government ownership to being the responsibility of NSW SES through State Fleet will continue, as will the development of new, consistent vehicle specifications. A focus will be the development of state-wide servicing contracts for the marine fleet.

Facilities

Overview

The Facilities Branch was created in the 2012-13 financial year to centrally manage the Service's facilities which are spread over more than 250 disparate sites across the state and to coordinate the Unit Funding Project. The Unit Funding Project was established as part of the Strategic Disaster Readiness Package and provides up to $6 million per year over five years to support the Service's 228 Units with their daily operating expenses. These running costs are being transitioned from Local Government to a central agency budget allocation through negotiated, non-binding Partnership Agreements.

The Facilities Branch consists of three staff, with a further staff member to come on board in the 2013-14 financial year to bring the Branch up to full strength.

What we have done

The Unit Funding Project supports NSW SES Units in their day to day running costs by transferring liability for the expenses from Local Government to the NSW SES. In the 2012-13 financial year $4 million was allocated to this purpose. To June 30 2013, Partnership Agreements were received from 37 Local Government Areas representing 63 Units within 11 of the 17 NSW SES Regions.

Hazardous Materials Management Plans (HMMP) and Unit Condition Reports were conducted in Units within six Regions with inspections to occur in the remaining 11 Regions during the 2013-14 financial year. The HMMP Plans will ensure the NSW SES continues to commit to the safety and wellbeing of its members, while the inspections provide a baseline for the condition and safety of NSW SES facilities and for future asset planning and maintenance action.

The Facilities Branch has worked closely with Government Property NSW to develop an integrated and detailed Facility Plan to address the long term facility needs of NSW SES State

Headquarters. A call for Expressions of Interest was released in February 2013 to select a site and provider for the construction of the new NSW SES State Headquarters, with the NSW Government providing an undertaking that the Headquarters would remain in the Illawarra. A budget was allocated for the 2015-16 financial year towards the fit out of a new State Headquarters facility. The Service continues to work with Government Property NSW and Treasury in the assessment of tenderers and their ability to deliver a new State Headquarters against Service capability requirements and financial capacity.

The Facilities Branch continues to support the Service through the provision of general facilities assistance. During the past financial year, continued growth in the Service required additional power capacity to be integrated into the State Headquarters facility to ensure ongoing ability to respond to operational requirements. The Service required additional capacity for staffing enhancements as a result of the State Disaster Readiness Package, with the Facilities Branch securing and fitting out overflow accommodation in an additional State Headquarters site at Crown Street, Wollongong. In addition, upgrades occurred to the Service's Media studio, Special Operations, State Operations Centre and Operations Centre.

Support has also been provided to Regions and Units to ensure facilities needs were met. Grants totalling $896,613 were provided for the upgrade of ten Units across seven Regions, and over $1 million allocated for Unit maintenance purposes to 92 Units, providing volunteers with better facilities and enabling them to train and respond more effectively. (reffer to table on the right)

All portable generators older than 16 years and without a residual current device fitted have been replaced in a $196,000 program, removing older, less safe generators and enhancing volunteer safety and reliability of electrical supply at the scene of operational responses. A total of $486,000 was allocated to the replacement of printers with new multi-function devices, with this project to be finalised in the 2013-14 financial year.

Grant allocations

Region	Unit	Expenditure
Central West	Bathurst Lithgow Portland Sofala	113,443
Clarence Nambucca	Coffs Harbour	50,000
Hunter	Maitland	200,000
Illawarra South Coast	Bega	100,000
Illawarra South Coast	Ulladulla	100,000
Illawarra South Coast	Wollongong City	9,138
Illawarra South Coast	Shellharbour Wingecarribee	35,492
Mid North Coast	Gladstone	100,000
Richmond Tweed	Richmond Tweed	63,540
Sydney Northern	Ku-ring-gai	125,000
Total		**896,613**

The future

The Facilities Branch will continue to transition costs from Local Government to the NSW SES under the Unit Funding Project during the coming financial year and will work with NSW SES Regions and Local Councils in the signing of Partnership Agreements.

A total of $930,000 for seven Unit Building Grants from six Regions has been allocated in the 2013 - 14 financial year, providing for the enhancement of volunteer facilities across the state. Hazardous Materials Management Plans and Unit Condition inspections will continue in the eleven remaining Regions. Facilities will continue to work with Government Property NSW and Treasury in the progression of the new NSW SES State Headquarters, with the selection of the site and successful tenderer and negotiations with them, combined with defining the infrastructure criteria being the main activities in the 2013-14 financial year.

Operations

08

Operations Centre

Overview

The Operations Centre (OC) within the Special Operations Directorate has four areas of focus:

- Situational Awareness and Information Flow
- Rescue Operations
- Corporate Services and Operations Support
- Flood and Storm Assistance

The Operations Centre operates 24 hours a day, 365 days a year. The objectives of the Operations Centre are to focus on emergency response, information management and to support corporate services.

The Operations Centre continues to expand its capability in numerous communications mediums and processes. This year saw the expansion of the Centralised Radio Network Project (formally known as the GRN Project) where it incorporated radio communications support for NSW SES Units from the Mid North Region (MNR), Southern Highlands Region (SHR) and Murrumbidgee Region (MER) Community First Responder and Road Crash Rescue.

What we have done

As part of its continual improvement within the internal structure, the Senior Management Team has incorporated the Duty Operations Officers for strategic planning and day to day management and development of the Communications Officers. Five temporary staff members have been established as permanent to bolster the OC's capability to provide Operational and Corporate Support to the Service.

The Operations Centre has established key themes and values for the Centre to provide focus and direction towards servicing the community of New South Wales. These themes and values are:

- Customer Service
- Leadership
- Teamwork

The Operations Centre experienced another busy operational period during the 2012-13 financial year. Call volumes this year were slightly higher than last year with a total of 146,413

incoming and internal calls, of which 63,342 were to the 132 500 line.

Yearly comparison call volume
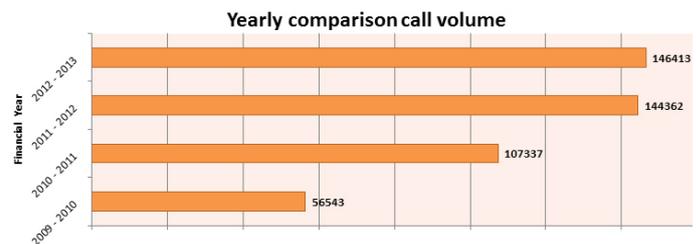
Percentage of total calls financial year 2012-13

Legend: Rescue / RCR, CFR, Operations, Media, Information Line, Switch, VKG/ASNSW, Flood/Storm Assistance, IT Help Desk
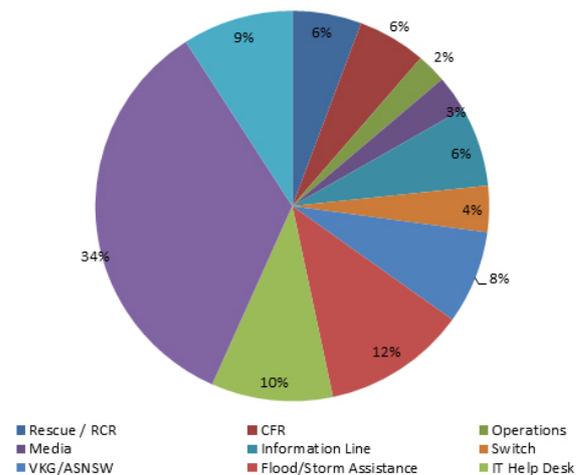
The future

The focus for the next 12 months for the Operations Centre will be to imbed best practice through successful management of information and resources to the communities of NSW in line with the operational capability of NSW SES. This will be achieved through continuing to review and refine the following:

- Call routing and notification protocols
- The structure of the Centre on a daily basis and during a heightened operational response
- Infrastructure and the supporting systems to enhance the current performance of the centre

Special Operations

Overview

The 2012-13 financial year once again provided significant operational activity for NSW SES. The first significant operational response occurred in early August and saw damaging winds across the Hunter, Sydney Metropolitan and Illawarra South Coast Regions. This was repeated twice in the Sydney Metropolitan areas in the same month and again in September with winds causing damage mainly across Sydney and the Illawarra South Coast.

October saw severe weather again bringing damaging winds, heavy rainfall and damaging surf to the South Coast, Southern Highlands, Sydney Metropolitan and Hunter Regions. The cold conditions and snowfall across the Ranges and Tablelands contributed to significant disruptions to transport with power outages occurring in the Southern Tablelands and Blue Mountains areas. In the Blue Mountains, heavy snow caused the closure of the Great Western Highway between Bullaburra and Mt Victoria resulting in approximately 300 vehicles and their occupants being stranded. Welfare refuges were established at Medlow Bath, Katoomba and Blackheath to cater for the stranded motorists. The NSW SES and the NSW RFS provided transport for motorists to the refuge with the aid of 4WD vehicles and snow chains.

On 8 and 9 November 2012, detailed Severe Thunderstorm Warnings were issued for parts of the Sydney Metropolitan area with winds of approximately 100 km/h recorded in Penrith. The thunderstorm cell tracked south-east over Penrith, Liverpool and Campbelltown; a squall caused some intense damage in the Cambridge Park area where trees and downed power lines trapped an occupant in a vehicle.

Later that same month, severe weather including large hailstones, heavy rainfall, flash flooding and damaging winds in the north east of the State caused considerable damage in the Woodburn area on the NSW North Coast. Thirty one properties in Woodburn suffered varying degrees of damage. At least one property was completely destroyed and between 12 and 14 others were ultimately determined to be uninhabitable. Approximately 20 people were displaced as a result of damage caused by this severe weather. The agricultural industry in the area was also impacted, with broad areas of cane fields flattened by the intense wind with large areas of fencing destroyed.

Severe weather, including heavy rainfall and damaging winds continued to result in periods of operational activity through November, December and January. In late January, ex-Tropical Cyclone Oswald moved slowly from the far north of the State, tracking steadily southward and producing widespread heavy rain over much of eastern NSW. The severe weather conditions extended as far south as the Sydney Metropolitan and Illawarra areas, before the system moved offshore and weather conditions eased.

During this time the Clarence River reached a record height of 8.065m, the largest height ever recorded since 1890. Evacuation Orders were issued to nine communities in northern NSW, affecting approximately 5,000 residents. The Emergency Alert system was utilised for six campaigns in the Maclean and Grafton areas. A further 23,985 residents were isolated by floodwater, the majority in Clarence Nambucca Region where resupply operations continued for approximately two weeks.

Approximately 1,200 NSW SES volunteers responded to operations during this period, including more than 40 NSW SES Flood Rescue Operators. NSW SES operations were supported by ten rotary wing aircraft and additional specialist resources including 10 NSW Police Force flood rescue technicians and 10 Ambulance Service NSW flood rescue technicians.

The NSW Premier enacted the Volunteer Employment Protection Provisions under Section 60D of the State Emergency and Rescue Management Act 1989. Ten Local Government Areas in north-eastern NSW were declared natural disasters.

Concurrent activity in the ACT and Queanbeyan areas saw a severe weather cell release 70mm of rainfall in a two hour period, which resulted in two flood rescues in rapidly rising floodwater.

Between 19 and 28 February, an East Coast Low developed within a trough off the southern Queensland coast resulting in heavy rainfall into the river catchments in the north east of NSW. The weather system resulted in Flood Warnings being issued for all NSW coastal river valleys from the Richmond Wilson (Lismore) to the Macleay (Kempsey) areas, as well as Paterson/Williams, Myall, Nepean-Hawkesbury, Colo, Wollombi and Hunter Rivers.

At the height of operations, 54 communities were isolated, affecting approximately 22,650 residents in the north-east of the State. Over the course of the event seven Evacuation Orders were issued for the following communities: Belmore River, Smithtown, Jerseyville, Kinchela, Gladstone, Settlement Point and low-lying areas of Port Macquarie CBD and Kempsey CBD. Twelve rotary-wing aircraft were used to support flood rescue, reconnaissance and resupply operations.

Two drowning fatalities also occurred during this period and 86 flood rescues were undertaken.

On 24 February a tornado impacted Ireton Street in Malabar in Sydney and just over an hour later, four tornadoes hit Kiama on the NSW South Coast. In the Kiama and Jamberoo areas, the property damage was significant, including infrastructure damage and power outages. The discovery of asbestos within the impacted area resulted in the requirement for an exclusion zone in Minnamurra St, Hothersal St and Colley Dr, Kiama.

Twenty seven Local Government Areas were declared natural disasters as a result of severe weather and flooding in February, including Kiama.

Further heavy rainfall in late February fell into already swollen rivers and saturated catchments, which again saw many of the same communities around the Mid North Coast isolated for the second time that month.

Forty two flood rescues were undertaken during late February and seven rotary-wing aircraft were deployed in support of operational response. Resupply, particularly to the Mid North Coast town of Caparra continued for a number of weeks until 20 March due to infrastructure damage to a number of bridges.

In late June, a broad trough of low pressure off the NSW coast deepened bringing widespread rainfall, localised heavy falls, gale force winds, king tides and damaging surf to the east of the State from the South Coast to the Mid North Coast. As a result, a number of river systems experienced minor to moderate flooding.

On the South Coast, the Shoalhaven River at Nowra peaked at a moderate level on 26 June causing isolations of properties upstream of Nowra. Also along the Shoalhaven River at Shoalhaven Heads, the high water levels coupled with the higher than average tides resulted in the inundation of some low lying residential areas. Jerrara Dam west of Kiama on

the South Coast reached Amber Alert Level which resulted in an Evacuation Warning being issued for a small number of residents downstream. Significant inundations and closures of many roads, both major and minor occurred throughout the Illawarra and South Coast.

Flooding also occurred in the Southern Tablelands at Goulburn along the un-gauged Wollondilly and Mulwaree River systems which led to inundations of low lying areas. Approximately 200 people at Towrang near Goulburn suffered short term isolation due to flooding of the Wollondilly River. On 25 June, a Flood Evacuation Warning was issued to residents through the media and door knocking in low lying areas of Goulburn for a possible evacuation. An All Clear was issued the following day.

Warragamba Dam spilled and Minor to Moderate flooding on the Hawkesbury River resulted in a Flood Evacuation Warning issued for low lying areas in Richmond Lowlands, Pitt Town and Gronos Point on 26 June. The warning was issued by door knocking and the media. Emergency Alert was not able to be utilised due to technical issues. The Evacuation Warning was cancelled the following day. The Yarramundi Bridge was closed due to flooding for an extended time and the Sackville Ferry was not operating. The Windsor and North Richmond Bridges remained open for the duration of the event.

What we have done

Over the past 12 months a range of working groups, coordinated by Special Operations, have met regularly to continue improving and developing the Service's operational capability.

Flood Rescue

The Flood Rescue Working Group over the 2012-13 financial year progressed the operational capability of the NSW SES to combat flood rescue in NSW. The level of training has been maintained with the Service currently having 1,524 Level 1, 1,427 Level 2 and 343 Level 3 Flood Rescue Operators.

The Service also extended the number of light weight Inflated Rubber Boats and Rigid Inflated Boat which were deployed to identify flash flood environments where shallow draft highly manoeuvrable vessels are required. The changeover of older vessels also continued.

Of particular interest in the past year was where the Service implemented a Child Personal Flotation Device (PFD) Kit into

every operational vehicle. These kits are able to be used as a multi-purpose flotation device as well as a suitably sized PFD for children if required in flood rescue boats.

Working from Heights / Height Equipment Working Group

NSW SES established the Height Equipment Working Group (HEWG) to examine the methodology, equipment and Workplace Health and Safety (WHS) requirements of all NSW SES members whilst working at heights and providing service in these capabilities to our communities during storm operations. A recent outcome from the HEWG is the introduction of a 'Preventing falls at Work' policy to ensure the Service's ongoing compliance with WHS legislation.

Over the last 12 months the working group has continued to review all working at height capabilities and through extensive research, proof of concepts and practical adaption, the height systems were re-developed utilising a more holistic 'systems approach' which has now been implemented throughout NSW SES.

During 2013, the introduction of the new Height Safety Systems (HSS) and many enhancements within the Rescue from Heights and Depths Capabilities, including the introduction and use of equipment such as 'Arachnipods', has seen NSW SES embark on a major shift in height safety, continuing to enhance the safety of all its members whilst working at heights.

The implementation of the new HSS has aligned NSW SES with all NSW Emergency Services, including the NSW Rural Fire Service and Fire and Rescue NSW (FRNSW), all of which are now working together with a consistent height safety approach, providing common capability platforms during operations.

Alpine Search and Rescue

NSW SES has developed 50 trained alpine operators to support NSW Police Force for alpine search and rescue. Additionally, the Service has 18 alpine support personnel to assist at land search headquarters and with logistics in the alpine environment. NSW SES has assisted NSW Police Force in a number of demanding searches in difficult terrain and in extreme weather conditions. On many other occasions, NSW SES teams have been placed on standby to assist for a number of searches but were called off.   The program continues to conduct training to maintain capability and undertake further equipment acquisition to develop this critical capability to operate in extreme conditions

of alpine areas of NSW effectively. Last year, the program took delivery of a number of new snowmobiles to complement their capability. This increased their number of machines to ten.

Aviation Working Group

Aviation resources and members of the NSW SES Aviation Operations Team have been extensively deployed throughout the State to support flood operations during the year. Aviation resources have assisted with resupply to affected communities, transporting of NSW SES volunteers to isolated communities, flood intelligence gathering and visits to affected communities by the Premier, the former Minister for Police and Emergency Services, Local Government officials and NSW SES Senior Executive members. NSW SES has also provided Aviation Operations Team members in support of NSW Rural Fire Service during the fire season.

A project management methodology underpins the Aviation Working Group ensuring greater accountability and governance. Further research and policy development has been undertaken to ensure best practice in aviation management in order to increase the aviation capability of NSW SES. Working closely with NSW RFS in providing aviation training has been a priority and will continue over the next year with the exploration of further partnership opportunities.

Incident Management Working Group

The Incident Management Working Group was established and tasked with the development of position descriptions, training and professional development pathways to support the adoption of the Australasian Inter-Service Incident Management System (AIIMS) as the Service's Incident Management System and will cover all functional positions within an Incident Management Team as per AIIMS 4. Training packages have been developed for 'Control a Level 1 and 2 Incident' and 'Manage Planning for a Level 2 Incident'. The Level 1 and 2 Incident Control resources are ready to roll out in the coming financial year. The training packages have been reviewed externally to NSW SES for compliance with the Public Safety Training Package requirements.

Urban Search and Rescue (USAR) NSW SES Service Canine Unit

NSW SES, in conjunction with FRNSW, successfully completed the training and assessment of six Urban Search and Rescue (USAR) Canine teams. The teams will support International

Search and Rescue Advisory Group (INSERAG) International External Classification (IEC) for FRNSW Task Force 1 Australia in urban search and rescue operations.

In September, NSW Taskforce 1 Australia, including four NSW SES Canine teams were deployed, with a further two teams placed on standby, to participate in a 'mock Disaster Zone'. The intent was to test aspects of USAR operations in a simulated 72 hour assessment conducted through an INSERAG Secretariat of International External Classifiers (IEC). This event was held on White Island, Brisbane.

The NSW SES USAR teams were commended through the United Nations (UN) Classifier for achieving effective canine search, location and identification of victims during these simulated assessments. The Classifier acknowledged that the NSW SES Canine component of this taskforce, although a relatively new component, performed well. This international recognition of the NSW SES USAR Canine Unit allows the team to be operationally ready and available for deployment both nationally and internationally for FRNSW USAR Taskforce 1.

Approved Equipment Coordination Group

The Approved Equipment Coordination Group (AECG) focuses on a review of the current Approved Equipment List (AEL) or 'in service', with a view to identifying, reviewing and establishing a consistent approach to equipment inclusion on the AEL, purchases and the equipment audit process. The four cornerstone principles of the review are that 'in service' equipment is operationally fit for task, safe, meets logistic governance and is supported by appropriate training.

The AECG has agreed to prioritise the migration of equipment currently in operational use across the Service in accordance with the four cornerstones, identifying shortfalls and addressing those to ensure the AEL is most reflective of the Service's requirements.

A simple and efficient process to capture members' equipment suggestions (whether originating from internal or external sources) was developed which allows for a timely yet comprehensive review by all stakeholders and a robust trial process. This ensures members have state of the art equipment that is tied to proper training, skills development and an operationally realistic logistical supply and support mechanism. This will assist the budget forecasting and allocation to meet the Service's defined capabilities as they continue to be developed.

The future

Special Operations is continuing to progress the Service in the areas of Operational Policy, Management and Capability Assurance, as well as continuing to commit support to working groups in the progression of capability development projects and initiatives into the future.

In the first half of the 2013-14 financial year, the Incident Management Working Group will pilot the Planning Officer Level 2 material and roll out the program during the second half of the financial year. The focus for development of new resources in 2013-14 will be for the Public Information and Logistic Officers. The projected date for delivery of these products is the fourth quarter of the period.

The Heights Equipment Working Group, via the a State Rescue Board (SRB) Multi–agency Vertical Rescue Working Group has facilitated the delivery of a number of Vertical Rescue multi–agency professional development workshops throughout the 2012-13 financial year, and plans to continue into the future.

The Aviation Working Group will continue research and capability development to improve the use of aviation resources within NSW SES, as well as continuing to work closely with NSW RFS and other emergency service organisations over the next year and continue the exploration of further capability and partnership opportunities.

The Flood Rescue Working Group is continuing to develop the Service's capability in the areas of Level 1, 2 and 3 Flood Rescue. The next 12 months will see the initial stages of development of Level 4 Flood Rescue capability by Special Operations and the Flood Rescue and Aviation Working Groups as well as other NSW Emergency Service organisations and agencies.

The Operational Year

Figure 1 illustrates volunteer hours by activity type over the 2012-13 financial year. Storm response remained the most significant of operational responses with 260,454 hours being recorded for the period.

Flood response was lower than last year with 15,021 hours being recorded specifically to flooding; this is consistent with a decrease in flood tasks from 6,737 last year to 1,231 this year. It is also notable that flood rescue hours were significantly less than the previous year at 1,443 hours. NSW SES continued to provide critical supporting roles to other emergency service agencies such as land searches, general land rescue and Community First Responder throughout the year.
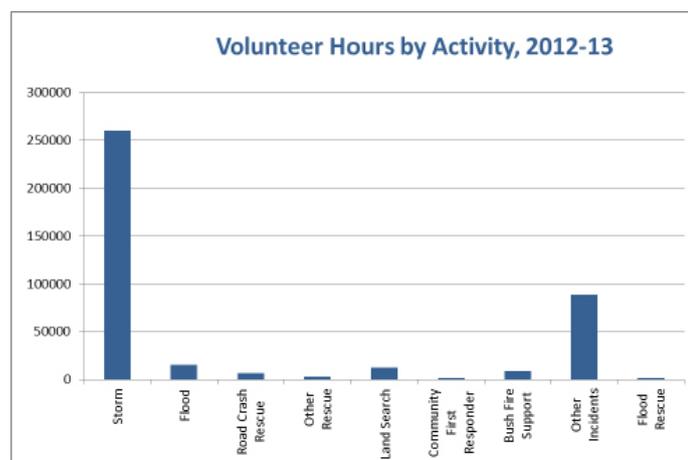

Figure 1: Volunteer hours by activity type

Figure 2 represents the number of volunteer hours on a month by month basis. The total volunteer hours provided (397,438 hours) represents a decrease from the previous year. Figure 3 shows total volunteer hours for the last decade with the 2012-13 financial year proving to be a busy operational year, following on from two of the busiest years in NSW SES' history.
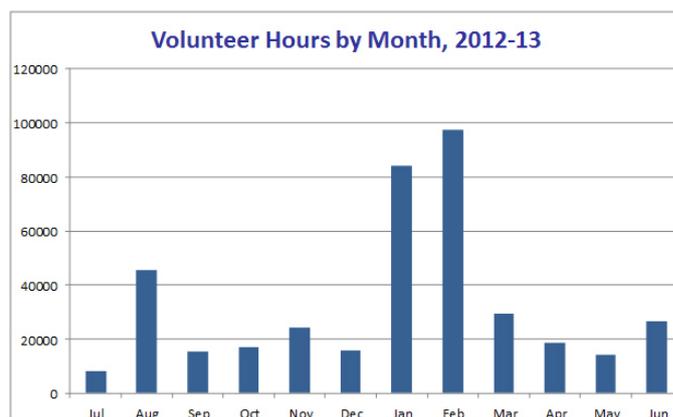
Figure 2: Volunteer hours by month
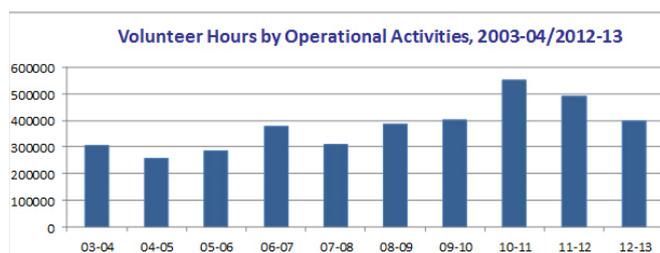
Figure 3: Volunteer hours by operational activities 2003-04 to 2012-13

Storms

During the 2012-13 financial year, NSW SES received 22,069 storm related requests for assistance compared to 21,030 in 2011-12 financial year. During storm responses the majority of requests for assistance were for fallen trees and roof related jobs. NSW SES plays a critical role in coordinating the emergency response for safety and well-being of local communities throughout the state. Figure 4 represents a comparison of storm response tasks over the last decade.

Storm - Response Tasks, 2003-04/2012-13
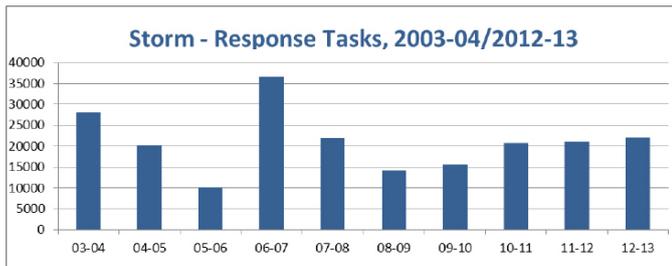
Figure 4: Ten year comparison of storm response tasks

The total volunteer hours spent on storm response over the last ten years is represented in Figure 5. The number of hours in the last year has slightly increased from the previous year with a total of 260,454 hours spent on storm response by the Service in the 2012-13 financial year.

Storm - Volunteer Hours, 2003-04/2012-13
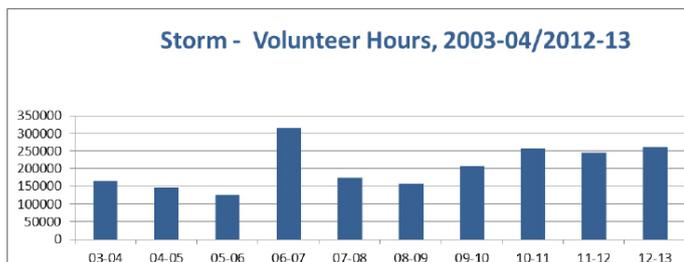
Figure 5: Storm response volunteer hours over the last ten years

A monthly comparison is shown in Figure 6 which indicates that the peak period for storm response tasks occurred in February 2013. A total of 6,480 requests for assistance were received in that month. The monthly breakdown of volunteer hours for storm response is shown at Figure 7.

Storm Response Tasks, 2012-13
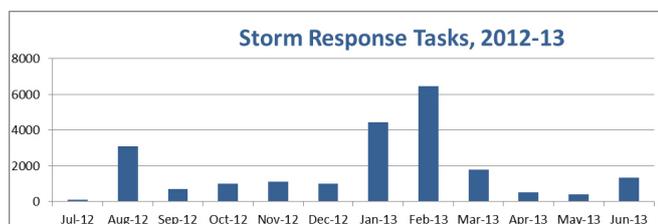
Figure 6: Storm response tasks by month

Storm - Volunteer Hours, 2012-13
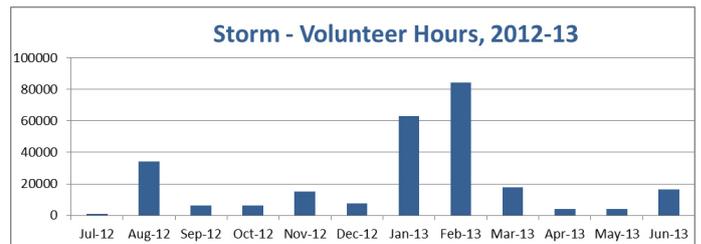
Figure 7: Storm response volunteer hours per month

Floods

Figure 8 illustrates the number of volunteer hours spent working in flood events over the past decade.

Flood - Volunteer Hours, 2003-04/2012-13
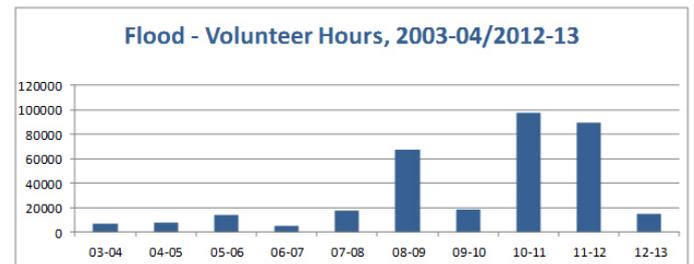
Figure 8: Flood response volunteer hours from July 2003-June 2013

Figure 9 represents the total number of flood response tasks undertaken over the past ten year period. The decrease from the previous two reporting periods is attributable to the significant flood events that have occurred in the 2010-11 and 2011-12 financial years.

Flood - Response Tasks, 2003-04 / 2012-13
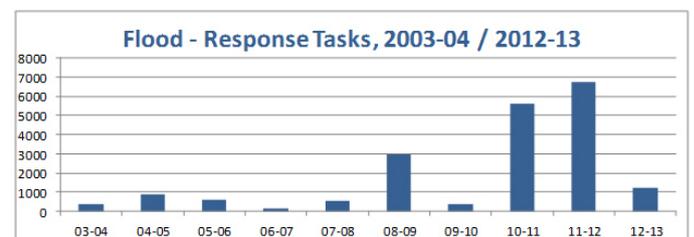
Figure 9: Flood response tasks from July 2003-June 2013

Similarly, the number of volunteer hours spent on flood related responses during the last 12 months is significantly less than the previous two reporting periods. Flood related responses in this period peaked in January and decreased steadily until March. An isolated flood event in June attributed to 2,506 additional volunteer hours outside of the traditional storm season.

Figure 10 is a monthly breakdown of volunteer hours over the past 12 months. The peaks are attributable to the significant flood events in those months across much of NSW. Numerous evacuation orders were issued during these events as a measure to protect the flood affected communities. These flood events also saw 139 flood rescue responses taking 1,443 volunteer hours to complete. Figure 11 shows flood rescue response numbers post 2008-09 financial year.


Figure 10: Flood response volunteer hours from July 2012-June 2013
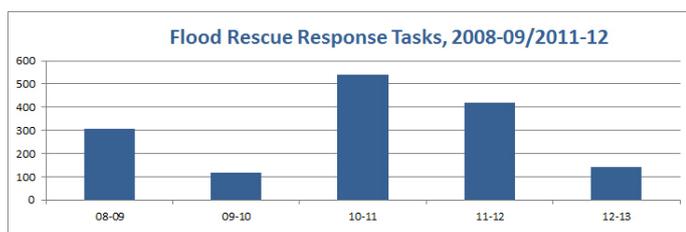
Figure 11: Flood rescue response tasks July 2008-June 2013

General Land Rescue

There are 82 General Land Rescue (GLR) accredited NSW SES Units in the State. In the past year Lord Howe Island and Scone Units were de-registered as GLR units.

Road Crash Rescue

The 82 Road Crash Rescue Units responded to a total of 717 road-crash incidents which is an increase from 661 in the previous year. Figure 12 is the total number of Road Crash Rescue tasks responded to each month in 2012-13.

Figure 12: Road Crash Rescue tasks July 2012-June 2013

There has been an upward trend in the number of Road Crash Rescue tasks responded to by NSW SES over the past reporting periods. The Service has continued to undertake annual audits of the 82 Road Crash Rescue Units to ensure a professional and effective operational response, in accordance with State Rescue Board Policy. Figure 13 shows the number of Road Crash Rescue tasks responded to by year since July 2003.
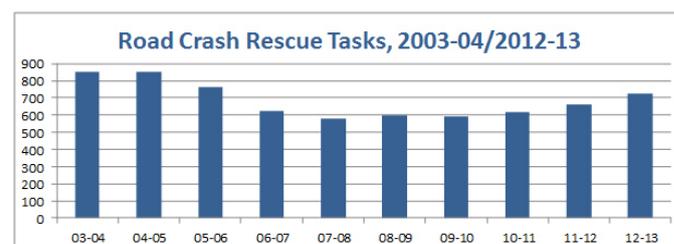
Figure 13: Road Crash Rescue tasks July 2003-June 2013

NSW SES currently has 860 accredited Road-Crash Rescue operators, which is an increase of 25 operators since the 2011-12 financial year. These operators are responsible for the total of 6,386 volunteer hours in the 2012-13 financial year (see Figure 14). The Coffs Harbour Unit has the highest number of qualified members at 29.

The most active Unit over the last 12 months was the NSW SES Hawkesbury Unit, which was activated for 76 Road Crash Rescues, followed by Wingecarribee with 52 activations and Coffs Harbour with 34.
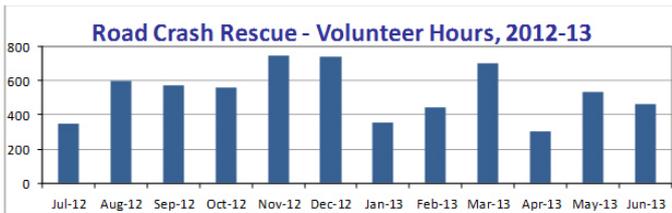
Figure 14: Road Crash Rescue volunteer hours July 2012-June 2013

Other Rescue

Other rescue encompasses animal, general, vertical and urban search and rescue activities. A total of 3,097 volunteer hours were undertaken responding to 406 tasks. Overall volunteer hours is slightly less than the previous period which reflects the significant variance in the length of time responses take to complete. Figure 15 represents the total number of 'Other Rescues' undertaken in the last seven years.
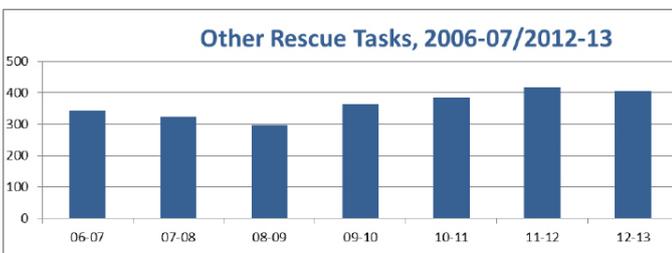
Figure 15: Other rescue tasks July 2006-June 2013

Figure 16 illustrates the total number of volunteer hours spent on 'Other Rescues' by month over the reporting period. The number of hours spent on Other Rescues peaked in April with 416 hours spent on 37 tasks. The number of tasks remained relatively cyclic over each quarter during the 12 month period however the length of time to complete each task varied significantly.
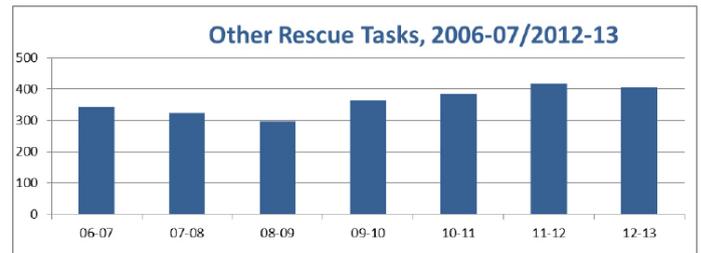

Figure 16: Other rescue volunteer hours by month July 2012-June 13

Land Search

Land search is undertaken in support of the NSW Police Force and includes searches for missing persons and evidence searches. The number of volunteer hours spent throughout the year assisting police in searches totalled 12,597 hours. This peaked in August 2012 with a total of 2,230 hours. Figure 17 illustrates the total number of hours spent per month assisting police with land searches.
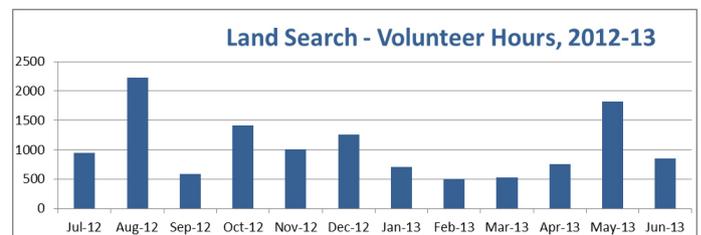
Figure 17: Land search volunteer hours from July 2012-June 13

Figure 18 shows the total number of tasks undertaken assisting police with land searches. The number of tasks this year was 338.
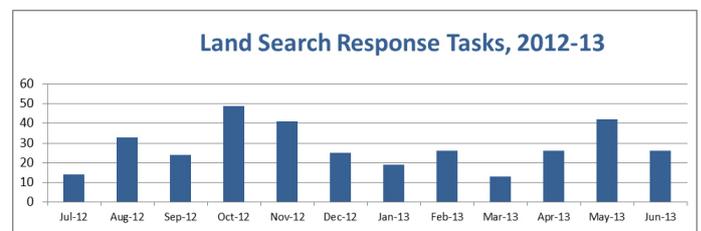
Figure 18: Land search tasks from July 2012-June 2013

Community First Responder

The Service continues to be committed to working with Ambulance Service NSW to coordinate the Community First Responder (CFR) program, ensuring both the training and operational needs of CFR qualified members are met. The CFR program plays a critical role in providing remote and rural communities with an improved initial medical response. There are 91 CFR qualified operators belonging to the 11 accredited NSW SES Units. The NSW SES has invested significant resources into the CFR program, including new equipment and additional personnel. The NSW SES Fleet Management Project, recently rolled out 11 new purpose-built vehicles to the CFR Units. These vehicles are fully equipped and designed specifically to support NSW SES remote CFR operations.

Figure 19 illustrates the total number of tasks that CFR volunteers have completed over the past reporting period. A total of 423 tasks were responded to by CFR Operators in the 2012-13 financial year, equating to a total of 1,203 volunteer hours. The peak period of response was December 2012; this is validated by the greatest number of volunteer hours committed to responses also being December 2012. This data is represented in Figure 20.

Community First Responder - Volunteer Hours, 2006-07/2012-13
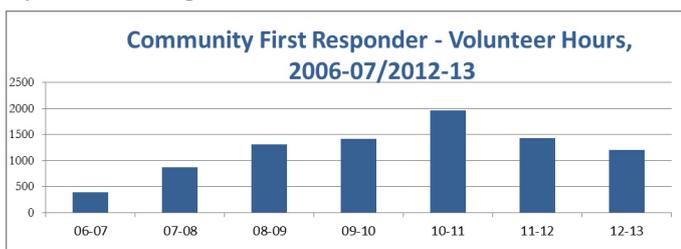
Figure 19: Community First Responder tasks July 2006-June2012

Community First Responder - Response Tasks, 2012-13
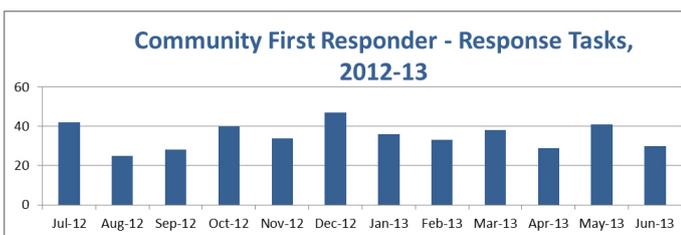
Figure 20: Community First Responder response tasks from July 2012-June 2013

Bushfire Support

The bushfire season peaked in January 2013 with the support provided being predominantly to the NSW Rural Fire Service. The monthly breakdown of volunteer hours to bushfire support is shown in Figure 21.

Bushfire Support - Volunteer Hours, 2012-13
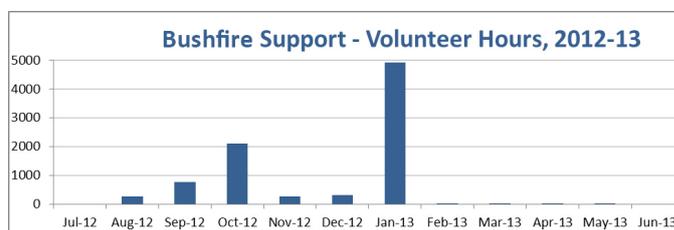
Figure 21: Bushfire support volunteer hours from July 2012-June 2013

The number of volunteer hours attributed to Bushfire Support over the last ten year period is illustrated in Figure 22. The last year has seen a massive increase from the previous year. The Service spent 8,675 hours providing bushfire support in the 2012-13 financial year.

Bushfire Support Activities - Volunteer Hours, 2001-02/2012-13
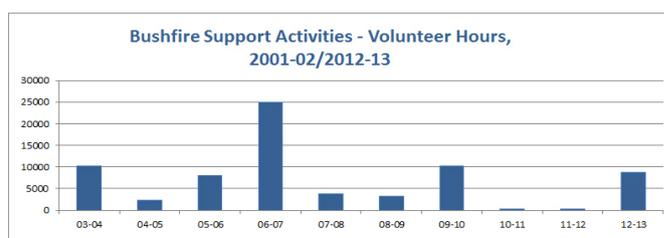
Figure 22: Bushfire support volunteer hours from July 2003-June 2013

This equates to 306 tasks over the year. The monthly breakdown of these tasks is shown in Figure 23. The peak period in terms of tasking was in January 2013 with a total of 209 tasks that month.

Bushfire Support - Response Tasks, 2012-13
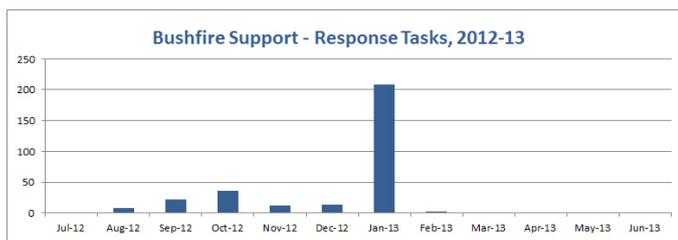
Figure 23: Bushfire support tasks from July 2012-June 2013

Other Incidents

A number of other activities are undertaken by the Service including support to other agencies. 'Other Incidents' include the Service's involvement in interstate deployments as referenced previously in this document. A total of 4,865 tasks were undertaken as a part of Other Incidents totalling 88,562 hours.

The Service continues to be committed to working with Ambulance Service NSW to coordinate the Community First Responder (CFR) program, ensuring both the training and operational needs of CFR qualified members are met.

Operations East

Overview

This financial year represents for the eastern Region a continuation of the high level of operational tempo, building on the three previous years of intense sustained large scale operations. Notwithstanding this remarkable operational response, the eastern Regions have also achieved major milestones in many other areas.

The continued emphasis on community resilience has seen the number of Community Engagement Coordinators increase in the eastern Regions, with all Regions now having a dedicated staff member performing the community engagement role. This increased staff resource has seen a continued growth in the public profile of NSW SES and an increasing emphasis on working with communities to better prepare them for floods, storms and tsunami. The move of the Community Safety Directorate into the Operations area has also contributed to the better integration of community engagement and emergency risk planning with the operational arm of the Service.

The re-emergence of the Region Capability Plans has been instrumental in better defining the level of capability required to meet the needs of the communities NSW SES serves. The development of these plans is, for the first time, allowing the Service to better articulate its needs both internally and to government. These plans and the move to priority based budgeting are ensuring that the Service's budget is being spent on those programs that deliver the best outcome.

The Fleet and Unit Funding projects have commenced. While these projects have timelines well outside the framework of this financial year, important first steps have been achieved. The fleet project sees the transition of the fleet away from local councils to NSW SES, which will see a cost reduction for Local Government. Similarly, the Unit Funding Project is sponsoring the effective transition of Unit operating costs from councils to the Service. The success of these projects to date is testament to the close and well developed working relationships that NSW SES shares with councils across the state.

The move of the Community Safety Directorate into the Operations area has also contributed to the better integration of community engagement and emergency risk planning with the operational arm of the Service.

NSW SES Clarence Nambucca Region

NSW SES Clarence Nambucca Region stretches along coastal parts of the north coast of New South Wales, comprising the area between Macksville, Yamba/Iluka and Dorrigo. The Region covers 14,690 km² and has a population of 161,000 people. The Region has approximately 400 dedicated volunteers across 16 NSW SES Units and seven full time staff.

A series of weather events in early 2013 resulted in major flooding across the region and intense, consistent operational activity for more than five weeks. Ex-tropical cyclone Oswald brought heavy rainfall to the region in January resulting in flooding of all catchments and a record flood level on the Clarence River at Copmanhurst, Grafton and Ulmarra. During these weather events approximately 24,000 people were isolated and some areas were repeatedly isolated for several days at a time for many months.

Community engagement continues to be a focus for the Region. The 2011 Coffs Harbour Migrant and Refugee Forum, hosted by NSW SES in partnership with Coffs Coast Community was Highly Commended in the 2012 Ministry for Police and Emergency Services, Resilient Australia Awards. In June 2013 the NSW SES Coffs Harbour Migrant and Refugee Program was adopted by Anglicare NSW with the vision of building long-term sustainability and a greater sense of ownership within the migrant community.

The Clarence Nambucca Region was one of two regions to conduct a 'StormSafe coffee cup' promotion during StormSafe Week in September 2012. With support from NSW SES Principal Partner NRMA Insurance, 8,500 disposable coffee cups were distributed via 30 cafes throughout the Region. The cups were printed with key messages and a call to action to visit the NSW SES StormSafe website for more information on how to prepare for the storm season. Feedback highlighted the promotion was easy for volunteers to implement, provided high quality free cups for cafes and delivered key messages to the community in an appealing and innovative manner.

The NSW SES Cadet Program continues to grow in the Region with three schools completing the program during the 2012-13 financial year. In a major achievement for the Region, former SES Commissioner awarded local student, Dut Garang with the Andy Roberts Memorial Award for Outstanding Achievement "Most Improved" from the NSW SES Cadet Program Class of 2012. Another student, Dylan Domoney was awarded Runner

Up for "Cadet of the Year" for 2012. Both students are now active members of the NSW SES in the Region.

Several multi-agency training exercises took place in the Region during the 2012-13 financial year. A Road Crash Rescue exercise organised by NSW SES Grafton City Unit and held at Grafton was attended by NSW Rural Fire Service, Ambulance Service NSW and Fire and Rescue NSW. NSW SES Maclean Unit held a Road Crash Rescue training exercise with NSW Rural Fire Service. NSW SES members along with members from NSW Rural Fire Service and Volunteer Rescue Association attended a trauma care workshop hosted by Careflight. NSW SES members from the Region also attended a training exercise organised by Ambulance Service NSW at Coffs Harbour. This training exercise had several focuses including Road Crash Rescue, fire protection, four wheel drive skills and working in marine environments. The agencies involved were NSW Police Marine Area Command, NSW SES and Fire and Rescue NSW.

NSW SES Hunter Region

The NSW SES Hunter Region covers an area of approximately 23,000 km² which combines diverse land use from highly urbanised through to rural and wilderness. The Region has a population of 617,165 people situated in nine Local Government Areas that stretch from the Dungog Shire in the North to Lake Macquarie City in the South, Port Stephens in the East and the Upper Hunter Shire in the North West.

The Region has an overall membership of 580 volunteers and 16 local NSW SES Units. The NSW SES Hunter Region Headquarters is located in Metford near Maitland and has six full time staff members. These staff members service and assist the NSW SES Unit members with training, planning, operations and other functions necessary to carry out their core roles in floods and storms. The NSW SES Port Stephens Unit is accredited to carry out General Land Rescue.

During the 2012-13 financial year, the main focus at all Units was to recruit, train and retain volunteers to ensure that the needs of the residents of the Hunter Valley could be adequately serviced by its NSW SES volunteers.

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

Technology was also a focus at all Units and in the Region Headquarters as the Service rolled out new programs involving a greater use of Information Communication Technology.

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

NSW SES Illawarra South Coast Region

The NSW SES Illawarra South Coast Region covers the seven Local Government Areas (LGAs) of Wingecarribee, Wollongong, Shellharbour, Kiama, Shoalhaven, Eurobodalla and Bega Valley. Within these seven LGAs there are 11 Units, located at Mittagong, Wollongong, Shellharbour, Kiama, Nowra, Ulladulla, Batemans Bay, Moruya, Bermagui, Bega and Eden.

All Units are responsible for storm and flood response, with coastal units also having responsibility for tsunami. In addition to the legislated responsibilities, Units located at Wingecarribee, Kiama, Moruya, Batemans Bay and Eden are accredited for general land rescue within their communities. The Wingecarribee Unit also provides a Community First Response (CFR) team to Canyonleigh in support of Ambulance Service of NSW.

The Region has 650 members and is supported by eight staff positions. This year saw the last of the Region positions filled with the appointment of a Community Engagement Coordinator.

The wellbeing of Units and their members has continued to be a focus of the past year with improvements to a number of Unit Headquarters including a new building at Bermagui and extensions and modifications to Eden, Shellharbour City, Ulladulla and Wingecarribee.

The introduction of Unit running cost funding from the Strategic Disaster Readiness Program has been a major focus for the past year with all payments previously administered and funded by Local Council transferred to the NSW SES. This has been a major undertaking for the Region for the 2012-13 financial year.

A number of significant events affected the Illawarra South Coast Region in the past year with two of the most notable being the destructive tornados affecting Kiama and surrounding areas on Sunday 24 February and the largest flooding to occur on the Shoalhaven River for more than 20 years in late June 2013.

Summaries of activations for the Region show a total number of 2,840. Of these activations, there were 128 general and road crash rescue activations, eight vertical rescue activations, 15 flood rescue activations and 28 Community First Responder activations.

The Region also received two new and two re-furbished flood rescue vessels bolstering the capability of Units in flood operations.

NSW SES Mid North Coast Region

The NSW SES Mid North Coast Region covers some 14,000 km², from Hawks Nest in the south to South West Rocks in the north, including the management of Lord Howe Island. The Region serves a population of just over 200,000 people and includes Gloucester Shire (6,000), Kempsey Shire (28,000), Port Macquarie – Hastings (78,000), Greater Taree Council (36,000), Great Lakes (52,000) and Lord Howe Island (450).

The NSW SES Mid North Coast Region underwent significant change this year. Firstly, the Region gained three new Units in the Great Lakes Shire Council; Karuah Valley, Nabiac and Pacific Palms. The most significant change is that the Region received a new name. The new name reflects not only what the Region is commonly known as, but also aligns more with Emergency Management District naming conventions and the Bureau of Meteorology's public warnings. The new name "NSW SES Mid North Coast Region" came into effect in September 2012. The Region has 14 Units with approximately 540 volunteers supported by six permanent staff. A total of 309,154 volunteer hours in the past 12 months have been dedicated to serving the community. The Region experienced a 58 per cent increase in operational activity this year. This was the result of a number of significant flood and storm events as well as a cyclone over a three month period from January to March 2013. Major flooding was experienced on all of the Region's river systems and for the first time since 2001, the levee in Kempsey was overtopped on the 23rd February 2013 causing inundation to parts of the CBD.

A focus for 2012-13 financial year was ensuring the effective and efficient deployment of physical resources, coordination

of public warnings, rescue operations, management of evacuations, immediate welfare of people affected, resupply of isolated communities and a smooth transition to recovery. Another focus was the revision of operational support plans. The significant operational activity during the first three months of 2013 allowed the Region to test, evaluate and enhance existing plans. External consultants, WMA Water and Worley Parsons were engaged to conduct post-flood studies for the Kempsey and Greater Taree Local Government Areas. In line with a full review and validation of Flood Intelligence after the 2013 flood events for catchments within the Region, operational Flood Intelligence Guides linking actions to consequences off key river gauges were created.

A new partnership between NSW SES Mid North Coast Region and North Coast TAFE was developed during the 2012-13 financial year. This partnership has resulted in the provision of exciting opportunities for HSC students in achieving the Statement of Attainment towards Certificate III in Public Safety (NSW SES Rescue). The partnership requires students to join a local NSW SES Unit within the Mid North Coast Region for a minimum period of two years whilst undertaking their studies at North Coast TAFE. Students then gain the skills, knowledge and attitude required to achieve an understanding of the NSW SES, its role in the community and how to be an active community member in their local Unit.

The Region continued to engage with local communities during the 2012-13 financial year. After recent flood events, the Community Reference Groups were expanded from groups in Lower Macleay (east of Kempsey NSW) and Manning Point (east of Taree NSW) areas to now include a Community Reference Group in North Port Macquarie. The aim of the Community Reference Groups is to develop and implement community driven engagement activities to provide a "sounding board" for the NSW SES regarding planning and act as a community network that can be relied upon before, during and after a flood event.

NSW SES Richmond Tweed Region

At approximately 10,500 km^2 in size and with a population of some 228,000 people, the NSW SES Richmond Tweed Region is located in the Northern Rivers area of NSW. The Region is bounded by the Pacific Ocean to the east, the Northern Tablelands to the west, the Queensland border to the north and includes the valleys of the Richmond River and Tweed River. The Region supports six

Local Government Areas and includes coastal and hinterland environments.

The Region currently has 14 NSW SES Units with an overall membership of 530 volunteers. During the 2012-13 financial year, volunteers contributed in excess of 23,000 hours serving their communities during the year.

In July 2012, the NSW SES Tweed Coast Unit headquarters was officially opened by Geoff Provest, Parliamentary Secretary for Police and Emergency Services and Member for Tweed. The Unit now has 24 members who have been working hard to achieve a high level of operational capability.

The focus during the year was on Unit capability development, building community resilience and operational response. To achieve this, volunteers spent over 3,500 hours in training and over 20,000 hours in operational response activities and community engagement programs.

There were four significant operational events in the Region during the 2012-13 financial year. The first event was a severe thunderstorm that caused extensive damage to properties in Woodburn during November 2012. Then in early in 2013 the Region experienced three consecutive storms; ex-tropical cyclone Oswald which caused extensive flooding throughout the Region in January and two subsequent east coast lows in February and March, each of which resulted in widespread storm damage and flooding.

Region training has been heavily focused on the Service's combat roles with a region wide flood-boat exercise held in November and member participation in a multi-agency flood exercise in April. Each Unit has carried out extensive in-house training and is well placed for the upcoming storm season and potential flooding.

At a more strategic level, Local and Unit Controllers and their Deputies participated in a professional development weekend in Lismore in March 2013.

The Region has an active community engagement program which has seen a noticeable improvement in community preparedness and understanding of the impacts and necessary actions to minimise property damage and, more importantly, prevent loss of life.

Community partnerships developed with Local Councils, the Lismore and Tweed Shire Chambers of Commerce, the Department of Primary Industries and Red Cross, continue

to provide valuable information and shared resources for the purpose of informing local communities.

The Region focus for the next 12 months will be to continue its capability assessment and development to ensure that Units and members are safe and highly skilled. NSW SES Richmond Tweed Region staff and members are focused on sustaining existing relationships and developing new and effective networks within the wider emergency service network and key stakeholders. A priority for the Region is the development of flood action plans for both Region and Units and the revision of all Flood Emergency Sub-Plans and the Tsunami Plan.

NSW SES Sydney Northern Region

The NSW SES Sydney Northern Region covers approximately 2,820km² and extends from north of Sydney Harbour Bridge through to Wyong on the Central Coast. The Region covers 13 Local Government Areas with 11 Units. The Units are located at North Sydney, Hunters Hill, Mosman, Manly, Willoughby-Lane Cove, Ryde, Hornsby, Ku-ring-gai, Warringah-Pittwater, Gosford and Wyong. The NSW SES Sydney Northern Region Headquarters is located in Hornsby and has a group of volunteers who assist the six staff members with training, planning, operations and other functions.

The Region has an overall membership of 811 volunteers. During the 2012-13 financial year, NSW SES volunteers in this Region have been called to over 5,100 flood and storm related requests for assistance from the community and contributed over 40,000 hours responding to those calls. Of these requests for assistance, almost 3,500 were tree related jobs and over 1,000 were for roof related jobs.

Two significant operational events occurred in the 2012-13 financial year. The impact of ex-Tropical Cyclone Oswald was felt throughout this Region during early February 2013, resulting in heavy rainfall and damaging winds. Units across the Region were kept busy responding to over 500 calls for help from the community. In mid-February 2013, an east coast low impacted the region, resulting in very heavy rainfall throughout the northern areas. Over 1,000 calls for help were received and a number of flood rescues were carried out in the Gosford and Wyong areas.

Volunteers from the Region have also provided assistance to other emergency services through bushfire support and providing assistance during search operations. A further 2,000

volunteer hours were given in this support.

All NSW SES Sydney Northern Region Units have been involved in community engagement and public relations activities such as open days, presentations, participation in local fairs and festivals, and school and Scouts visits. Since July last year, more than 250 community engagement and public relations activities were undertaken, with volunteers contributing over 11,500 hours towards raising the profile of the NSW SES and providing valuable safety information regarding floods, storms and tsunami to the community.

Three cadet programs were conducted within the region during the 2012-13 financial year. The first program was conducted at Brisbane Waters High School, Woy Woy, with 24 cadets, assisted by the NSW SES Gosford Unit. The second program was held at Pennant Hills High School, with 22 cadets, assisted by the NSW SES Hornsby Unit. In a new initiative, eleven cadets also participated in work experience at the NSW SES Sydney Northern Region Headquarters. Within the Region, 6 volunteers are certified as cadet trainers and numerous other volunteers help during each program.

The Learning and Development section of the Region has been very busy during the 2012-13 financial year. Over 1,250 training activities have been undertaken across the Units, with almost 75,000 hours dedicated to enhancing knowledge and training. Two desktop exercises have been undertaken with Local and Deputy Unit Controllers to develop and enhance skills during flood and storm events, and five exercises in both storm damage and flood rescue response operations have been undertaken in Region training clusters. The NSW SES Sydney Northern Region Rescue Competition was held at Gosford TAFE in May 2013. This year, the competition included a flash-flooding scenario involving mass casualties. This exercise incorporated the use of NSW SES operations members for the first time in the rescue competition event and 190 people participated in a very successful day. Across the Region, there was also a focus on all trainers and assessors to upgrade their qualifications.

Over the next 12 months, the Region will continue to develop the capabilities of its Units and members, especially in the areas of flood rescue capability and operational readiness capability. Region staff and members will be continuing to maintain and build on relationships with emergency service partners and other key stakeholders. There will be investigation

of coordinating further training opportunities between community engagement and operations, as well as more professional development of members. The NSW SES Sydney Northern Region is also working towards further development of its flood response planning and community preparedness in identified high risk flooding areas within the Region.

NSW SES Sydney Southern Region

At 4,160 km^2 with a population of around 1.9 million people, NSW SES Sydney Southern Region is one of three NSW SES Regions covering the Sydney Metropolitan area. The Region encompasses everything south of the Sydney Harbour Bridge to the Sutherland Shire and stretches through to the Eastern Suburbs into Liverpool and Fairfield in the west and south-west to Camden, Campbelltown and Wollondilly.

The Region has 15 Units covering 17 Local Government Areas with an overall membership of 1,330 active volunteers contributing around 74,000 hours to serving their communities during the 2012-13 financial year. The focus during this period has continued to be on the professional development and enhancement of specialist skills for all members. This has included a program of regular meetings, workshops and exercises for Level 3 and Level 2 Flood Rescue Operators and a two-day Learning and Development Symposium for Trainers and Assessors. The introduction of skills maintenance cards for weekly training activities and exercises developed by all Units over the previous financial year has continued to be built upon and remains housed in the NSW SES Sydney Southern Region library. The intensive leadership program for Local Controllers and their Senior Management Team has continued with four single-day workshops and a two-day residential conference focusing on the challenges of managing and leading a modern workforce has been held.

A total of 1,668 statements of attainment and awards were issued, representing some 55,000 hours in training which included Cluster Training (groups of Units working together to share skills and network) and the bi-annual Rescue Competition. An innovative training strategy was introduced to midweek and evening training. This program, which has been embraced by the volunteers, allows the provision of training delivered to more members through flexible delivery methods. This midweek and evening training focuses on the Service's core training programs such as Induction, Storm & Water Damage and General Rescue.

Community Engagement has again been a focus for the NSW SES Sydney Southern Region with all Units actively engaging with their communities through open days, schools and scouts visits, presentations and participation in local fairs and festivals. A number of programs have been developed and run with support from other Emergency Services and community organisations to help the members engage with a broader range of culturally diverse populations across the Region.

NSW SES Sydney Western Region

Situated in the Greater Sydney area, the Sydney Western Region covers 13 Local Government Areas from the inner metropolitan area to the semi-rural outskirts of Western Sydney, with a population of over 1.3 million people. The Region has 814 active and 95 reserve volunteer members across 13 NSW SES Units. Our volunteer units are at Ashfield-Leichhardt, Auburn, Burwood, Canada Bay, Strathfield, Holroyd, Parramatta, Blacktown, Mount Druitt, Penrith, Blue Mountains, The Hills and Hawkesbury.

The Region has been active this year in coordinating several building projects for the NSW SES Blue Mountains Unit (over $70,000), Penrith Unit (over $105,000), Strathfield Unit (over $135,000), and Parramatta Unit (over $70,000). Funds for these projects were sourced from councils, the NSW SES and the local NSW SES Units themselves.

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

- A large NSW SES pavilion at the Hawkesbury Show (at over 100,000 visitors this agricultural show is second only to the Easter Show in size).
- Developed, coordinated and staffed the NSW SES static and stage show displays at the Better Homes & Gardens Show.
- An interactive display on the dangers of driving through flood water at B Street Smart, The Youth and Road Trauma Forum.
- FloodSafe / Child PFD launch media event.
- NSW SES Units in the Region conducted over 150 community engagements events during the year.
- Learning and Development has been very busy during the 2012-13 financial year, some of the programs achieved during this time include:
- Conducting a number of logistically challenging, multi-day,

multi-unit, and training and assessment events including overnight stays in remote areas.

- Establishing a strong relationship with Royal Lifesaving Society Australia whereby members have weekly pool access for lap swimming, weekly swim tests, weekly fit-for-task tests, and monthly stroke correction sessions. This partnership was established to provide members with no-cost swim tests, pool access for maintaining fitness, and access to coaches to improve swimming styles for both existing and forthcoming flood rescue operators. In addition we have held flood rescue professional development days in the pool including activities involving inflatable rescue boats and rescue rafts.

- Heavily involved in preparation of height safety training material and equipment, and driver training materials

- Further developed our existing relationship with the Stihl Technical Training Office in Qld, who have attended and presented at a number of chainsaw professional development days.

- Built a strong relationship with NSW Police Marine Area Command. They now attend many of our flood rescue professional development events. We assisted them in the redeveloping of their floodwater policing boat fleet and provided guidance on flood boat training.

The Units are very active operationally, often on a week-to-week basis. The Hawkesbury Unit is arguably the busiest NSW SES General Land Rescue Unit in the State, with over 110 callouts during 2012-13 financial year.

Some operations during the year include:

- Three separate flood events on the Hawkesbury-Nepean River system

- Multiple rain and wind storms across the Region

- Provided NSW SES volunteers to assist in the wide-ranging floods across NSW

- Provided NSW SES volunteers to assist the Rural Fire Service during bushfire support

- Assisted the NSW Police Force during numerous search operations

NSW SES Units in the Region conducted over 150 community engagements events during the year.

Operations West

Overview

The 2012-13 financial year presented a quieter year operationally to the members of the NSW SES Western Regions with respect to storm and flood response. Significant events still occurred with severe storms impacting on Jindabyne in September 2012, Tamworth in December 2012 and more broadly across Namoi Region in January 2013. Aside from Flood and Storm response the NSW SES Units in the west of the state continued to serve their communities through the provision of General Land Rescue, Community First Response and assistance to other Services particularly the NSW Police Force in searching for missing persons.

The quieter operational year and the impact of the NSW Government's Strategic Disaster Readiness Package (SDRP) have enabled the Regions and Units of Western NSW to focus on capacity building. Along with the transfer of costs from Local Government to the NSW SES, Units have been working to enhance the training of members and enhance existing Unit facilities to house them. This has seen work undertaken at a number of Unit locations which will serve the NSW community into the future. Of particular note is the establishment of a NSW SES presence in Goodooga with volunteers there being provided with a building by Brewarrina Shire Council. The implementation of the NSW SES Fleet Components of the SDRP has seen the transfer in ownership of the majority of the vehicles from Local Government to the NSW SES. As a component of this, 10 new Community First Response vehicles were delivered to Units across the west.

Training activities have played a big part in unit activity this year with the conduct of the 'Wellington Wombats' General Rescue Activity in Macquarie Region and the Bingara Height Safety weekend in North West Region being of particular note. The 'Wellington Wombats' activity saw over 100 members from across the state participate in 2 days of General Rescue training where they gained valuable exposure to the Service's new height safety systems.

The year proved a busy one for the members of the NSW SES Alpine Search and Survival Capability with the delivery of new over snow vehicles in August 2012, involvement in a number of search operations including an unsuccessful high profile search for a missing Canadian hiker and progress on the development of adequate storage facilities in Jindabyne.

Future developments in the west for NSW SES will see the continued transition to the arrangements under the SDRP. The development of Region Capability plans will drive this transition facilitating the planned development of NSW SES capability in the communities it serves.

NSW SES Central West Region

At 19,801km^2, Central West Region covers six Local Government Areas made up of Bathurst Regional Council, Blayney Shire Council, Cabonne Council, Lithgow City Council, Oberon Council and Orange City Council. These six Local Government Areas have a combined population of around 114,987 people.

The Region has 12 NSW SES Units with an overall membership of 311 Volunteers (212 Active, 38 Probation and 61 Reserve). Six of these Units are accredited by the State Rescue Board of NSW for General Land and Vertical Rescue and two Units are accredited with the Ambulance Service of NSW as Community First Responders.

Central West Region volunteers contributed around 23,021 hours serving their communities. This includes over 2,915 hours responding to flood rescues, road crash rescues, vertical rescues, Community First Responder and land and water searches. Around 4,950 hours were spent responding to storm damage related tasks throughout the Region. In addition, the Region has assisted other NSW SES Regions with Out Of Area Assistance during flood and storm events.

During the year the NSW SES Burraga and NSW SES Sofala Units took delivery of brand new vehicles designed specifically to assist volunteers undertaking the role of Community First Responder in assisting Ambulance Service NSW.

The focus during the year was building capability at Unit level. Volunteers spent over 19,408 hours in training, with 271 Statements of Attainment issued to members for a wide range of competencies including General Rescue, storm and water damage operations and chainsaw tasks. NSW SES Central West Region has an active Training Support Team that meets quarterly to deal with training matters.

With the introduction of new Workplace Health and Safety legislation, the Region focused on the importance of 'Take Five' and Safety Management Sheets.

In March, the Region hosted the pilot of the new Level 1 Incident Controller Course for the NSW SES.

To assist Controllers and Unit Administration Officers with the general day to day administrative requirements of NSW SES a very successful Administration Training Day was conducted aimed at giving Controllers and Unit Administration Officers skills and experience in managing Unit assets and accounts.

Work commenced in updating Local Flood Plans into the new format and having these endorsed by Local Emergency Management Committees.

The Region took an active part in StormSafe Week and National SES Week. Central West Region won the best Region Headquarters during 'Wear Orange Wednesday' held during National SES Week.

One successful NSW SES Cadet Program was conducted at the Canobolas Rural Technology High School at Orange. 25 cadets took part and graduated in this program which was well supported by the teachers and students involved.

NSW SES Far West Region

With only minor flooding and no resulting response recorded this year, the NSW SES Far West Region welcomed the 2012-13 financial year as a time to consolidate and regroup after three arduous years of major flooding. The Region has begun to catch up on many facets of business as usual which were impacted by the sustained operational response, despite the 20 per cent staff reduction over a protracted period while recruitment was undertaken.

The 11 NSW SES Units in the Far West Region have provided a quality level of response to their communities in the Service's combat roles in addition to the provision of road crash and general land rescue services. A high level of support has also been provided to other emergency services with land and air searches, fire and ambulance support.

The endorsement of the Brewarrina, Bourke and Central Darling Shire Local Flood Plans have placed us in a position where all of the Local Plans are current and have been updated with critical information and intelligence gathered from the recent years of major flooding.

In the area of recruitment, an 11 per cent increase in active volunteer membership has been achieved in a part of the state where population decline has been a dominant factor for the past decade.

This has been assisted by the establishment of a point of presence at Goodooga in Brewarrina Shire which is anticipated to become a standalone NSW SES Unit in the 2013-14 financial year.

Local Government relationships have been further developed and enhanced by the instigation of the state wide Local Government and NSW SES partnership agreements. These have been well received and set clear guidelines for Local Government as to expectations into the future.

The NSW SES has completed the purchase and assumed ownership of the entire Far West Region fleet representing 25 vehicles across a third of north western NSW. This was achieved by the capability facilitated by the State Government budget enhancement to take ownership of the whole NSW SES fleet.

The Far West Region will continue to work to improve the capability of the NSW SES in the remote areas of the state.

Community First Responder (CFR) is expected to be established at Goodooga to assist Ambulance Service NSW and an alignment to the NSW SES CFR model is occurring at Packsaddle.

In the 2013-14 financial year, funding has been granted to build a new Local Headquarters at Wilcannia in the Central Darling Shire and the upgrading for the Region's fleet will continue which is expected to generate several new and improved rescue vehicles to replace and enhance a number of out-dated vehicles.

NSW SES Lachlan Region

The Lachlan Region is located in the geographic centre of New South Wales covering an area of 40,440km^2 in the mid Lachlan River and upper Bogan River catchments and consists of six Local Government Areas (LGAs); Bland, Cowra, Forbes, Lachlan, Parkes and Weddin.

The region draws from a population base of 51,955 with only Parkes and Cowra LGAs having populations over 10,000. 180 volunteers from the 10 NSW SES Units across the Region respond to the needs of the community in the NSW SES core roles of floods and storms as well as providing support by way of accredited General Land Rescue, Vertical Rescue and Community First Responder services and contributed around

16,000 hours to their communities and others in NSW during the 2012-13 financial year.

Seven Units in the Region had upgrades to their facilities completed during this year and all have had their vehicle fleet transferred from local councils to NSW SES State Fleet.

Approximately 600 hours were spent responding to the core roles of floods and storms in the region and some 100 hours were spent on bushfire support activities. General Land Rescue Units spent 260 hours on related tasks and the Region's Community First Responder Unit spent 33 hours assisting Ambulance Service NSW. Across the Region all Units contributed 1,350 hours to community engagement and public relations tasks and 2,560 hours were spent by NSW SES members undertaking other tasks such as attending meetings, participating in driver reviver activities and Unit maintenance activities.

The Region implemented a new records management system for both electronic and paper-based systems using the NSW SES Keyword Thesaurus.

Walter Berry, NSW SES Lachlan Region Business Manager relinquished his position in September 2012 and was replaced by Clifford Green in May 2013.

Out of Area operations have provided valuable opportunities for the Region's members to enhance their operational capabilities with members contributing 400 hours assisting other NSW SES Units and Regions outside their response areas.

During the year the NSW SES Lachlan Region has focused on building the capability of Units and members. A professional development and leadership program is in place for the management teams of Units that have benefited by way of a triennial NSW SES State Headquarters visit, exercises and leadership consultant workshops.

12,500 volunteer hours have been spent training in skills ensuring members are job ready. Information, Communications and Technology upgrades have occurred at all Units during the 2012-13 financial year.

A continued focus for the next 12 months will be on Unit and Region capabilities both operationally and administratively.

The Region Volunteer Consultative Committee continues to meet quarterly with an emphasis on developing strategies to better engage with volunteers and to provide a strong conduit between Region, Units and all members. Members from the Region have participated in a number of working groups to provide input into service capability, systems and policies.

NSW SES Macquarie Region

NSW SES Macquarie Region is located within the Central West of New South Wales covering an area of approximately 96,730km^2. 16 Units are located throughout the Region and include the 10 Local Government Areas of Bogan, Coonamble, Dubbo, Gilgandra, Mid Western, Narromine, Walgett, Warren, Warrumbungles and Wellington.

During the 2012-13 financial year, 254 volunteers from the 16 Units have contributed 45,000 hours responding to floods, storms, Road Crash Rescue, providing support to other emergency services and participating in community events.

The majority of the volunteer hours were spent responding to separate major flood events on the Barwon, Castlereagh and Macquarie Rivers with the largest operational event occurring on the Barwon River in early March, 2013. This event saw the majority of Units responding to multiple Requests for Assistance, conducting evacuations and flood rescues over a three week period throughout the Region with many of the remote towns and villages becoming isolated and needing ongoing resupply assistance from the NSW SES.

During the 2012-13 financial year the Region has continued to focus on building the operational capacity and leadership of its Units and members through an annual professional development program and operational capability review process; this was supported by providing opportunities for Unit management teams to provide Out Of Area Assistance during operations to further enhance their capability.

The Region continues to focus on engaging with the community and seeking input from key stakeholders with several community meetings held prior to the significant flood events. This provided the ability to build a public profile with both local communities and Local Government agencies resulting in enhanced relationships during operational events and increased resilience within the community.

More than 4,992 volunteer hours have been spent in Unit training over the past 12 months to ensure members' core skills are maintained with 206 Statements Of Attainments issued,

three new Skills Trainers and five new Assessor Endorsements. Volunteers from within the Region have also participated in a number of working groups providing input into service policies, standards and delivery of skills.

NSW SES Murray Region

At over 90,000km^2, NSW SES Murray Region is the second largest NSW SES Region in New South Wales. Sandwiched between the Murray and Murrumbidgee Rivers, the Region's 12 Local Government Areas cover a diverse territory from the Snowy Mountains in the east to the South Australian border in the west.

The Region has 15 NSW SES Units with an overall membership of 240 Volunteers, a small increase (2.1 per cent) over the previous year. Volunteers contributed around 15,000 hours to serving their communities during the year, including 3,000 hours responding to flooding in March 2013.

The focus during the 2012-13 financial year was on Unit capability building. Volunteers spent over 7,000 hours in training, with more than 270 Statements of Attainment issued to members for a wide range of competencies including General Rescue, Storm and Water Damage and Chainsaw operations. Five new assessors and 12 new trainers were accredited to assist with the delivery of the Service's training programs across the Region. Three new Controllers were appointed to lead the volunteers at Unit level.

An innovative capability-based training needs assessment tool was introduced during the year, aimed at aligning Unit members' skill sets with the roles of their Units. Enthusiastically received by the volunteers, it promotes carefully targeted training and ensures the best return on investment both in trainer/assessor time and in funding. A bonus is that Units are being selective in recruiting new members for defined roles.

Work began on the development of a computerised Flood Intelligence System that will bring together many sources of information, allowing Incident Management Teams to quickly understand how a flood is impacting and to make timely decisions about appropriate response actions.

A Cadet Program Coordinator was appointed and three trainers accredited. Plans are in place to run the Region's first program early in the 2013-14 financial year.

NSW SES Murrumbidgee Region

NSW SES Murrumbidgee Region is a geographically, demographically and culturally diverse area of southern NSW, covering close to 65,000km^2 in 14 Local Government Areas from the Brindabella mountains on the ACT-NSW border to the Hay plain in the far west of NSW. While the Region is centred on the Murrumbidgee Valley, the lower Lachlan River flows into Carrathool and Hay Shires, and there are numerous smaller rivers and major creeks feeding the two major river systems.

The Region has 15 NSW SES Units with an overall membership of 320 Volunteers, a small increase (1.1 per cent) over the previous year. As well as the NSW SES core responsibilities of floods and storms, volunteers in the Region serve their communities in roles as diverse as Road Crash Rescue (nine Units), Alpine Search and Survival (three Units) and Community First Responder (one unit).

In contrast to the 2011-12 financial year which saw the most significant flooding in the Murrumbidgee River valley for close to 40 years, the 2012-13 financial year was one of consolidation, training, administration, and lower operational activity. Volunteers across the Region remained busy in smaller operations in local communities across the Region, as well as assisting other NSW SES Regions and Units in major floods and storms. Across the Region NSW SES volunteers have continued to actively pursue training and development opportunities across a diverse range of skills and qualifications.

Partial reviews of Local Flood Plans were undertaken throughout the year, however, more substantial reviews will occur as greater information is made available from reviews of flood intelligence from the March 2012 flood event, and a raft of flood studies being conducted by Local Governments across the Region.

The introduction of much improved arrangements for vehicle and marine fleets, Unit funding, and logistics and administrative management systems have seen members across the Region very busy.

Successful Cadet Programs were run at The Rock Central School and Hay War Memorial High School, providing a wonderful opportunity for over 40 young people in The Rock and Hay communities. In a wonderful achievement, Ruby Barnes, from Hay War Memorial High School was awarded the accolade of NSW SES Cadet of the Year and was presented with her award at Parliament House by the former Minister for Police and Emergency Services.

NSW SES Murrumbidgee Region volunteers and staff were also recognised for their commitment and professionalism over many years with the award of the Emergency Services Medal to NSW SES Tumut Local Controller Jon Gregory and NSW SES Murrumbidgee Region Controller James McTavish, the Medal of the Order of Australia to NSW SES Temora Deputy Local Controller Mervyn Brill, and NSW SES Life Memberships to NSW SES Gundagai Unit members Joe Bond and Bernard Smith. The year also saw the departure of one of the Region's stalwarts as NSW SES Murrumbidgee Deputy Region Controller Keith Favell retired.

The 2013-14 financial year holds great promise for the NSW SES Murrumbidgee Region, with plans to refurbish NSW SES Tumut Unit, ongoing renewal and boosting of the vehicle fleet, enhanced funding for Units, greater training opportunities for all members and greater Controller development opportunities being made available.

Reviews of Local Flood Plans will be enhanced with flood studies in many Local Government Areas and the development of detail in parts 2 and 3. Business processes developed in previous years will more efficiently deliver enhanced outcomes to Units and volunteers. Significant community engagement activities in the communities of Oura, Yenda, The Rock and Talbingo are due for commencement, with expansion of these programs to other communities planned for the near future.

All future activities for the NSW SES Murrumbidgee Region are designed to enhance the operational capability and readiness of the most important and vital asset: volunteers.

NSW SES Namoi Region

The NSW SES Namoi Region covers 50,000km² of inland northern NSW. There are eight Local Government Areas in the Region which has a population in excess of 130,000. Major centres within the Region include Armidale, Tamworth, Gunnedah and Narrabri.

The Region is serviced by 334 NSW SES volunteers who have been active during the 2012-13 financial year responding to 1,226 Requests for Assistance from the community.

This year the Region was largely spared from flooding with only one significant flood event occurring in July 2012 and a minor flood at Gunnedah in January 2013. There were also several instances of localised flooding with three flood rescues successfully conducted in the Region during the year.

While the Region was fortunate in largely avoiding flooding, the same could not be said of storms with this year being one of the busiest in the past decade for storm related activity. Some 964 Requests for Assistance related to storm damage were received from the community. This summer there was hardly a week where there was no storm damage in the Region.

The two most significant storm events that occurred were the Tamworth hailstorm of 3 December 2012 which resulted in some 234 Requests for Assistance and the Namoi storms of 13 January 2013 which resulted in 256 Requests for Assistance with significant impacts across the Region. Areas that were particularly hard hit were Tamworth, Wee Waa and Gunnedah.

In addition to storm and flood responses, volunteers in the Region also responded to 67 rescues including motor vehicle accidents. NSW SES volunteers also assisted the community by attending to 96 Community First Responder requests pending the arrival of an ambulance.

During the year the NSW SES Namoi Region took delivery of two new flood boats which will improve capability in responding to floods.

A focus in the region for the coming year will be on identifying and training Flood Rescue Technicians with a view to increasing numbers.

In September 2012 the NSW SES Tamworth Unit conducted a "Bring a Boss Night" for volunteers so that employers could see first hand the training undertaken and skills obtained by NSW SES volunteers. This activity was judged a success in terms of increasing the understanding of the NSW SES and building bonds with employers. It is intended in future to use this model in other locations within the Region.

NSW SES North West Region

The NSW SES North West Region covers over 48,600km² from areas in the east surrounding Tenterfield and Glen Innes in the Great Dividing Range to Moree and Mungindi in the west on the plains. The Region is located in two weather districts, the North West Slopes and Plains and the Northern Tablelands and has two major river systems; the Border Rivers System comprising the Dumaresq, Macintyre, Severn, and Weir Rivers; and the Gwydir Valley System that includes the Gwydir, Mehi, and Horton Rivers. Both form part of the Barwon/Darling Rivers System.

The Region has 12 NSW SES Units located throughout five

Local Government Areas in the Region with an overall membership of over 260 members. The size and distance between communities in the Region are a contributing factor to the diversity of roles performed by these Units. In addition to the combat roles performed in relation to flood and storm emergencies, six Units are rescue accredited and perform various roles in General Land Rescue, Road Crash Rescue and Vertical Rescue, and one Unit is the Community First Responder for their community.

During the 2012-13 financial year, NSW SES North West Region has seen the appointment of a new Region Controller and Learning and Development Officer who have replaced two long serving retiring Officers.

Whilst not as busy as the previous year, the 2012-13 financial year has again been another busy operational period for all members across Units and the Region Headquarters in the North West. Of significant note were the effects of ex-Tropical Cyclone Oswald on the Region starting on Australia Day weekend which caused flooding in all river systems in the NSW SES North West Region. In addition, members have been kept busy with day to day storm response and support to other agencies through activities such as large scale land searches, General Land Rescue (36 responses) and Community First Responder (56 responses) by the NSW SES Deepwater Unit.

The NSW SES North West Region has had a very productive year working with all Local Emergency Management Committees and community stakeholders to update the Flood Emergency Sub Plans for all five Local Government Areas. Ongoing work in this area will see enhancements to these plans with volumes two and three completed in the coming year.

Member capability development has continued to be a focus of all Units in the Region over the past year. In addition to a range of Unit and Region level courses in skills such as Flood Rescue and Storm Damage operations, the introduction of new Height Safety Systems has been a key focus throughout the year.

The focus for the 2013-14 financial year for the Region will be on continued operational capability development, with key areas of focus including the implementation of new Incident Management training and systems, the building of a new Local Headquarters for the NSW SES Ashford Unit and ongoing community engagement activities in all communities.

NSW SES Southern Highlands Region

NSW SES Southern Highlands Region (SHR) lies in southern NSW between the eastern escarpment and the Great Dividing Range to the west, with the NSW-Victorian border being the southern extremity. The Region has the headwaters of the Murrumbidgee, Shoalhaven, Lachlan, Wollondilly and Molonglo Rivers with other significant watercourses being the Queanbeyan, Numeralla, Mulwaree, Yass and Boorowa Rivers.

The Region covers an area of 42,000km^2 and comprises 11 Local Government Areas (LGAs) which are adjacent to the ACT, and supports a population of around 140,000. SHR has 15 NSW SES Units with an overall membership of 430 volunteers, supported by five staff members at the Region Headquarters located in Goulburn.

During the 2012-13 financial year, the volunteers have again excelled in providing support to their communities during significant storm event which impacted a number of towns and cities in the Region. The Snowy Mountains town of Jindabyne was hit by a severe wind storm event in early September 2012. Goulburn and Braidwood areas were the focus of another severe wind storm in late September. The eastern part of the Region was visited by a snow storm on 11-12 October 2012. Goulburn had its heaviest snow fall in 20 years. There was also wide spread damage in Queanbeyan and Yass caused by severe thunderstorms during the Australia Day long weekend. Flooding in the Region was much less of a problem in the 2012-13 financial year. Goulburn had a minor flood event in June 2013 associated with an east coast low. There were minor river rises along the Snowy River catchment mainly attributable to water releases from Snowy Hydro.

Whilst there was little flood activity in this part of NSW, floods were prevalent along the mid and north coasts of NSW. Region volunteers and staff participated in a number of Out Of Area Assistance deployments to flood affected towns such as Lismore, Grafton, Port Macquarie and Kempsey.

As well as their core combat roles of storm and flood response, both NSW SES Cooma and NSW SES Snowy River Units are accredited General Land Rescue (GLR) Units and provide dedicated Road Crash Rescue response on the busy Monaro Highway, Snowy Mountains Highway and other alpine roads. This service is particularly critical during the snow season with many thousands of additional vehicles using the roads at the

weekends. NSW SES Snowy River and NSW SES Queanbeyan Units are also accredited as Vertical Rescue Units.

NSW SES Snowy River and NSW SES Queanbeyan Unit members also assist NSW Police in Alpine Search and Survival (ASAS) activities and have been specially equipped with personal protective equipment, over snow vehicles and specialist training to safely fulfill this role. The NSW SES Alpine specialists were involved in a number of searches during the year.

Other NSW SES Southern Highlands Region volunteers provide support to Ambulance Service NSW as members of Community First Responder teams at Bigga, Captains Flat and Goulburn (Windellama).

Operational capability has been enhanced during the year with new equipment provided to the Region including replacement generators, chainsaws and flood rescue boats for NSW SES Cooma, NSW SES Goulburn and NSW SES Yass Units. The Service has allocated new dual cab response vehicles to NSW SES Units at Bungendore, Crookwell, Goulburn, Nimmitabel and Snowy River. Most Region Units were able to secure facility improvements for the volunteers utilising funding from the NSW Government's Strategic Disaster Recovery Package.

The Region continues to benefit from its close, cross-border relationship with ACT SES with the volunteers of both organisations gaining from the joint training and operational experiences.

The NSW SES Southern Highlands Region and its volunteers will continue to provide a high level of service delivery to make their communities safer in the years to come. The capability enhancements provided in 2012-13 will further improve operational response.

During the 2013-14 financial year, it is anticipated that two additional NSW SES Units will be established in the Region at Sutton in the Yass Valley LGA and at Windellama in the Goulburn Mulwaree LGA. The establishment of these two Units will affirm the volunteers' commitment to support their local communities.

..the volunteers have again excelled in providing support to their communities during significant storm event..

Lessons Learned

Overview

The NSW SES established the Lessons Learned Branch in 2011 as part of developing the Service's capacity to learn from operational and corporate activities and to improve organisational performance.

This is the first Lessons Learned capability for State Emergency Services nationally and represents a strategic focus on continuous improvement and collaboration as necessary parts of capturing and sustaining knowledge from the past and into the future.

What we have done

After Action Reviews, monitoring and tracking

The Lessons Learned Branch has implemented a revised After Action Review (AAR) process, conducting AARs for both corporate and operational activities across the State. The new AAR format was promoted to all Regions and Branches, with Lessons Learned providing coaching on the facilitation process.

A monitoring and tracking system was developed to collate outcomes from AARs, giving all members visibility on the progress of actions items. The Branch also contributed to active accountability through quarterly reports to the Senior Executive Group on the progress of high priority actions across the organisation.

Virtual Library

To assist in knowledge sharing across the organisation the Lessons Learned Branch designed and implemented the Virtual Library on the NSW SES Intranet. The Virtual Library is available to all members and represents a strategic step toward the NSW SES becoming a leader in knowledge management.

The Virtual Library seeks to capture the information that is constantly flowing into and out of the organisation, making it readily accessible to all and providing the opportunity for members to share their knowledge and expertise across the Service. The library also meets the challenge to provide consistent, easily accessible communication and information across a geographically dispersed organisation.

Safety Lessons

The Lessons Learned Branch, working with the Workplace Health and Safety Branch, developed a format and process for creating a feedback loop to the Service on the outcome of investigations into accidents and near hits. These Safety Lessons provide a broad-brush picture of incidents, focusing on causes and effects and highlights things that members need to do differently to ensure similar incidents do not happen in future. Safety Lessons are available on the Virtual Library and facilitation notes are also being provided to assist Units in discussing health and safety in day-to-day practice.

Promotion of Lessons Learned across emergency services

In August 2012, the Lessons Learned Branch presented a paper on the establishment of the Branch at the AFAC Annual Conference in Perth. This is the premier conference for emergency services in Australia and the opportunity promoted the NSW SES Lessons Learned capability to a wide audience of national and international emergency service organisations. The Branch also continued its work with the National Knowledge and Lessons Management Working Group, again promoting the Service's Lessons Learned Model and achievements to national security agencies around the country, as well as contributing to the development of a national Lessons Learned Handbook and an operational evaluation training course.

The future

In the coming year, the Lessons Learned Branch will continue to develop the Service's capacity to monitor and evaluate its activities and performance using the Lessons Learned Model. The systematic use of the new AAR process will become part of NSW SES doctrine and will be devolved to Unit level, ensuring the inclusion of all members in opportunities to both share in and contribute to future of the Service.

The Branch will continue to create and disseminate policy and procedures that formalise knowledge management and knowledge sharing principles across the organisation.

Along with this, the implementation of a formal database for the recording, analysing and tracking of action items from AAR outcomes will improve the way we learn lessons and improve understanding.

Appendices

09

TO WHOM IT MAY CONCERN

As Acting Commissioner of the NSW State Emergency Service, I hereby advise that tabling of the NSW State Emergency Service Annual Report 2012-2013 was late due to a delay in the finalisation of the Service's Financial Statements.

Yours sincerely

Jim Smith
Acting Commissioner

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NSW GOVERNMENT

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The Hon Stuart Ayres MP
Minister for Police and Emergency Services
Minister for Sport and Recreation
Minister Assisting the Premier on Western Sydney

Statement of Performance

NSW State Emergency Service volunteers have proven their versatility once again, responding to multiple floods and storms across the State. This year was no different with significant operational activity that has occupied almost 400,000 volunteer hours. 2012-2013 was unique in the type of weather events and their occurrences, proving that NSW SES volunteers are prepared for anything.

The NSW SES continues to deliver outstanding service to the community of NSW.

This service is not limited to flood and storm responses, but also community engagement and consultation, public information provision, Urban Search and Rescue (USAR) training and development, alpine search and rescue plus general rescue assistance to other emergency services.

Each and everyday members of the NSW SES are faced with unique and unpredictable tasks. The highly skilled volunteers always have community safety at the forefront of decision making.

The 2012-13 financial year was a period that required the NSW SES volunteers to deal not only with the challenges of storm damage and flooding, but also the devastating impacts of tornadoes. The volunteers that make up this organisation have time and again ensured community and member safety remained at the forefront of the decision-making process.

This year saw the implementation of recommendations arising from the 2012 Queensland Flood Inquiry which recommended every rescue vehicle should carry suitably sized Personal Flotation Devices. The NSW SES was one of the first emergency services to implement the devices to every operational vehicle.

As we go about our community, it is clear NSW SES volunteers are held in high esteem for their willingness to always go above and beyond. Members should be proud of their professionalism, conduct and selfless dedication and commitment to the state of NSW and indeed our interstate neighbours during times of crisis.

Stuart Ayres MP
Minister for Police and Emergency Services
Minister for Sport and Recreation
Minister Assisting the Premier on Western Sydney

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19 March 2014

Mr Narayan Mukkavilli
Principal Advisor
Financial Management & Accounting Policy Branch
NSW Treasury
Level 24, Governor Macquarie Tower
1 Farrer Place
SYDNEY NSW 2000

Dear Mr Mukkavilli

Internal Audit and Management Risk Policy Attestation for 2012/13

I, as Acting Commissioner for the NSW State Emergency Service (NSW SES), am of the opinion that as at 30 June 2013, the NSW SES has internal audit and risk management processes in operation that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 Internal Audit and Risk Management Policy. These processes provide a level of assurance that enables the senior management of NSW SES to understand, manage and satisfactorily control risk exposures.

I am of the opinion that the Audit and Risk Committee for NSW SES is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09/08. The current Chair and Members of the NSW SES Audit and Risk Committee are:

- Independent Chair - David Roden, September 2010 to September 2014
- Independent Member - Todd Davies, September 2010 to September 2015
- Non-independent Member - Mark Morrow, December 2013 to December 2016

The NSW SES does not have any controlled entities.

Yours sincerely

Jim Smith
Acting Commissioner

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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)	1	0	0	1	0	0	0	0
Members of the public (other)	16	0	0	6	0	1	0	1

* 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	2	0	0	0	1
Access applications (other than personal information applications)	16	0	0	6	0	1	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	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0

* 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	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	26
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	**26**

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	0

INDEPENDENT AUDITOR'S REPORT

State Emergency Service

To Members of the New South Wales Parliament

I have audited the accompanying financial statements of the State Emergency Service (the Service), which comprise the statement of financial position as at 30 June 2013, the statement of comprehensive income, statement of changes in equity and 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.

Basis for Qualified Opinion

The Service has recorded inventories at value of $ 4 million. This does not include the inventories held at the Service's 229 Units. I have been unable to obtain all the information I require to form an opinion on the existence and value of inventories at Units, and consequently whether inventories in the statement of financial position and related expenses in the statement of comprehensive income are free from material misstatement.

As is common for the entities that have donations and fundraising as sources of revenue, it is impracticable for the Service to maintain an effective system of internal control over donation and fundraising revenue it receives until its initial entry in the financial records. Accordingly, as the evidence available to me regarding revenue from these sources was limited, my audit procedures with respect to donation and fundraising revenue were restricted to the amounts recorded in the financial records. I am therefore unable to express an opinion on whether all donation and fundraising revenue received by the Service during the year ended 30 June 2013 were recorded in its financial records.

Qualified Opinion

In my opinion, except for the matters referred to in the Basis of Qualified Opinion paragraph, the financial statements:

- give a true and fair view of the financial position of the Service as at 30 June 2013, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- are in accordance with section 41B 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.

The Commissioner's Responsibility for the Financial Statements

The Commissioner is responsible for the preparation 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 financial statements that give a true and fair view and that are free from material misstatement, whether due to fraud or error.

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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 of the financial statements that give a true and fair view in order to design audit procedures 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 security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about other information which may have been hyperlinked to/from the financial statements
- about the assumptions used in formulating the budget figures disclosed in 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 roles by the possibility of losing clients or income.

A T Whitfield
Acting Auditor-General

10 April 2014
SYDNEY

NSW STATE EMERGENCY SERVICE
FINANCIAL STATEMENTS
For the Year Ended 30 June 2013

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 2013; and

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

Jim Smith AFSM
Acting Commissioner

31 March 2014

STATE HEADQUARTERS
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STATE EMERGENCY SERVICE
Statement of comprehensive income
for the year ended 30 June 2013

	Notes	Actual 2013 $'000	Budget 2013 $'000	Actual 2012 $'000
Expenses excluding losses				
Operating expenses				
Employee related	2(a)	29,248	30,657	29,299
Other operating expenses	2(b)	37,860	31,746	27,759
Depreciation	1(h)(v) & 2(c)	4,097	4,578	4,306
Grants and subsidies	2(d)	3,937	7,803	8,241
Other expenses (Disaster Relief)	2(e)	12,796	5,000	31,972
TOTAL EXPENSES EXCLUDING LOSSES		**87,938**	**79,784**	**101,577**
Revenue				
Sales of goods and services	3(a)	71	35	85
Investment revenue	3(b)	463	102	444
Grants and contributions	3(c)	94,061	81,644	93,505
Acceptance by the Crown Entity of employee benefits and other liabilities	1(i)(ii)(b) & 3(d)	(112)	130	1,030
Other revenue	3(e)	1,952	-	2,886
Total Revenue		**96,435**	**81,911**	**97,950**
Gain / (loss) on disposal	4	(171)	(149)	(283)
Other gains / (losses)	5	83	-	(158)
Net Result		**8,409**	**1,978**	**(4,068)**
Other comprehensive income				
Total other comprehensive income		**-**	**-**	**-**
TOTAL COMPREHENSIVE INCOME / (LOSS)		**8,409**	**1,978**	**(4,068)**

The accompanying notes form part of these financial statements.

STATE EMERGENCY SERVICE
Statement of financial position
as at 30 June 2013

ASSETS	Notes	Actual 2013 $'000	Budget 2013 $'000	Actual 2012 $'000
Current Assets				
Cash and cash equivalents	7	15,442	6,473	12,670
Receivables	8	4,563	1,889	2,436
Inventories	1(h)(xi) & 9	4,025	4,570	4,066
Other	10	3	-	-
Total Current Assets		**24,033**	**12,932**	**19,172**
Non - Current Assets				
Property, Plant and Equipment				
- Land and buildings	11	-	358	166
- Plant and equipment	11	18,819	16,113	14,724
Total Property, Plant and Equipment		18,819	16,471	14,890
Total Non-Current Assets		**18,819**	**16,471**	**14,890**
Total Assets		**42,852**	**29,403**	**34,062**
LIABILITIES				
Current Liabilities				
Payables	12	9,848	2,585	9,328
Provisions	13	3,315	2,277	3,449
Total Current Liabilities		**13,163**	**4,862**	**12,777**
Non - Current Liabilities				
Provisions	14	32	22	37
Total Non - Current Liabilities		**32**	**22**	**37**
Total Liabilities		**13,195**	**4,884**	**12,814**
Net Assets		**29,657**	**24,519**	**21,248**
EQUITY				
Accumulated funds		29,657	24,519	21,248
Total Equity		**29,657**	**24,519**	**21,248**

The accompanying notes form part of these financial statements.

STATE EMERGENCY SERVICE
Statement of changes in equity
for the year ended 30 June 2013

	Accumulated Funds $'000	Total $'000
Balance at 1 July 2012	21,248	21,248
Net result for the year	8,409	8,409
Total comprehensive income for the year	8,409	8,409
Balance at 30 June 2013	**29,657**	**29,657**
Balance at 1 July 2011	25,316	25,316
Net result for the year	(4,068)	(4,068)
Total comprehensive income for the year	(4,068)	(4,068)
Balance at 30 June 2012	**21,248**	**21,248**

The accompanying notes form part of these financial statements.

STATE EMERGENCY SERVICE
Statement of cash flows
for the year ended 30 June 2013

	Notes	Actual 2013 $'000	Budget 2013 $'000	Actual 2012 $'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Payments				
Employee related		(28,984)	(30,527)	(27,406)
Grants and subsidies		(16,733)	(12,803)	(40,213)
Other		(43,573)	(33,729)	(33,328)
Total Payments		**(89,290)**	**(77,059)**	**(100,947)**
Receipts				
Sale of goods and services		71	35	85
Interest received		442	102	416
Emergency Services Levy		60,612	60,823	52,826
Grants and contributions		30,248	11,275	40,679
Other		7,182	10,846	9,206
Total Receipts		**98,555**	**83,081**	**103,212**
NET CASH FLOWS FROM OPERATING ACTIVITIES	18	**9,265**	**6,022**	**2,265**
CASH FLOWS FROM INVESTING ACTIVITIES				
Proceeds from sale of land and buildings, plant & equipment		172	71	126
Purchases of land and buildings, plant and equipment		(6,665)	(6,710)	(2,586)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(6,493)**	**(6,639)**	**(2,460)**
CASH FLOWS FROM FINANCING ACTIVITIES				
NET CASH FLOWS FROM FINANCING ACTIVITIES		**-**	**-**	**-**
NET INCREASE/(DECREASE) IN CASH		**2,772**	**(617)**	**(195)**
Opening cash and cash equivalents		12,670	7,090	12,865
CLOSING CASH AND CASH EQUIVALENTS	7	**15,442**	**6,473**	**12,670**

The accompanying notes form part of these financial statements.

STATE EMERGENCY SERVICE
Service group statements for the year ended 30 June 2013

ENTITY'S EXPENSES & INCOME	Service Group 1* 2013 $'000	2012 $'000	Service Group 2* 2013 $'000	2012 $'000	Not Attributable 2013 $'000	2012 $'000	Total 2013 $'000	2012 $'000
Expenses excluding losses								
Operating expenses								
- Employee related	7,311	10,255	21,937	19,044	-	-	29,248	29,299
- Other operating expenses	8,603	9,534	29,257	18,225	-	-	37,860	27,759
Depreciation	410	431	3,687	3,875	-	-	4,097	4,306
Grants and subsidies	984	824	2,953	7,417	-	-	3,937	8,241
Other expenses (Disaster Relief)	-	-	12,796	31,972	-	-	12,796	31,972
Total expenses excluding losses	**17,308**	**21,044**	**70,630**	**80,533**	**-**	**-**	**87,938**	**101,577**
Revenue**								
Sale of goods and services	18	30	53	55	-	-	71	85
Investment revenue	87	155	376	289	-	-	463	444
Grants and contributions	18,347	21,562	64,185	65,632	11,529	6,311	94,061	93,505
Acceptance by the Crown Entity of employee benefits and other liabilities	(28)	361	(84)	669	-	-	(112)	1,030
Other revenue	429	934	1,523	1,952	-	-	1,952	2,886
Total revenue	**18,853**	**23,042**	**66,053**	**68,597**	**11,529**	**6,311**	**96,435**	**97,950**
Gain / (loss) on disposal	-	-	(171)	(283)	-	-	(171)	(283)
Other gains / (losses)	-	-	83	(158)	-	-	83	(158)
Net Result: surplus / (deficit)	**1,545**	**1,998**	**(4,665)**	**(12,377)**	**11,529**	**6,311**	**8,409**	**(4,068)**
Other Comprehensive Income								
Increase / (decrease) in revaluation surplus	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COMPREHENSIVE INCOME / (LOSS)	**1,545**	**1,998**	**(4,665)**	**(12,377)**	**11,529**	**6,311**	**8,409**	**(4,068)**

* The names and purposes of each service group are summarised in Note 6.

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

Cluster grant funding is also unlikely to be attributable to individual service groups.

STATE EMERGENCY SERVICE

Service group statements for the year ended 30 June 2013

ENTITY'S ASSETS & LIABILITIES	Service Group 1* 2013 $'000	2012 $'000	Service Group 2* 2013 $'000	2012 $'000	Not Attributable 2013 $'000	2012 $'000	Total 2013 $'000	2012 $'000
Current assets								
Cash and cash equivalents	2,330	4,435	13,112	8,235	-	-	15,442	12,670
Receivables	751	853	3,812	1,583	-	-	4,563	2,436
Inventories	1,006	407	3,019	3,659	-	-	4,025	4,066
Other	1	-	2	-	-	-	3	-
Total current assets	**4,088**	**5,695**	**19,945**	**13,477**	**-**	**-**	**24,033**	**19,172**
Non-current assets								
Land & Buildings	-	41	-	125	-	-	-	166
Plant and equipment	-	1,447	18,819	13,277	-	-	18,819	14,724
Total non-current assets	**-**	**1,488**	**18,819**	**13,402**	**-**	**-**	**18,819**	**14,890**
TOTAL ASSETS	**4,088**	**7,183**	**38,764**	**26,879**	**-**	**-**	**42,852**	**34,062**
Current liabilities								
Payables	2,462	3,265	7,386	6,063	-	-	9,848	9,328
Provisions	829	1,207	2,486	2,242	-	-	3,315	3,449
Total current liabilities	**3,291**	**4,472**	**9,872**	**8,305**	**-**	**-**	**13,163**	**12,777**
Non-current liabilities								
Provisions	8	13	24	24	-	-	32	37
Total non-current liabilities	**8**	**13**	**24**	**24**	**-**	**-**	**32**	**37**
TOTAL LIABILITIES	**3,299**	**4,485**	**9,896**	**8,329**	**-**	**-**	**13,195**	**12,814**
NET ASSETS	**789**	**2,698**	**28,868**	**18,550**	**-**	**-**	**29,657**	**21,248**

* The names and purposes of each service group are summarised in Note 6.

STATE EMERGENCY SERVICE
Notes to the financial statements

Contents

Note

STATE EMERGENCY SERVICE
Notes to the financial statements

1.   SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a)   Reporting entity

The State Emergency Service is a NSW government entity. 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 2013 have been authorised for issue by the Commissioner on 31 March 2014.

(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 Financial Reporting Code for NSW General Government Sector Entities 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 other organisations. 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 entity's own objectives.

Transactions and balances relating to the trust assets are not recognised as the entity'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 entity's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government entities. 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 entity 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 expense and
- 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)   Grants and contributions

Grants and contributions from other bodies are recognised as income when the SES obtains control over the assets comprising the grant/contributions. Control over grants and contributions is normally obtained upon the receipt of cash.

(g) **Income recognition (continued)**

(i) **Grants and contributions (continued)**

From 1 July 2009, the State Emergency Service received contributions from local government councils (11.7%) and insurance companies (73.7%). NSW Treasury (14.6%) provided the state government contribution by way of grants through the Department of Attorney General and Justice (DAGJ).

During June 2011, the Appropriation (Supply and Budget Variations) Bill 2011 was released. The Bill identifies the DAGJ as a principal agency under which grants are to be managed for all agencies in the Justice cluster, of which, the State Emergency Service is a part. Commencing 1 July 2011, the State Emergency Service receives its annual grants from DAGJ.

For the purposes of income recognition, annual grants from DAGJ are now reported as grants and contributions revenue.

(ii) **Sale of goods**

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

(iii) **Rendering of services**

Revenue is recognised when the service is provided.

(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 entity. 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 comprise Rescue Equipment, Communication Equipment and Computer Equipment. All vehicles are capitalised.

(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)(as amended by NSWTC 12/05 and NSWTC 10/07). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment.*

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.

The entity revalues each class of property, plant and equipment at least 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 revaluation was completed during the year ended 30 June 2009 and were based on an independent assessment.

(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 to revaluation surplus, 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 net result, the increment is recognised immediately as revenue in the net result.

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

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 surplus 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, AASB 136 *Impairment of Assets* effectively is not applicable. 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 for the entity are regarded as immaterial.

STATE EMERGENCY SERVICE
Notes to the financial statements

(h)   Assets (continued)

(v) Depreciation of property, plant and equipment (continued)

Depreciation is provided for on a straight-line basis against all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the entity.

All material separately identifiable components of assets are depreciated over their shorter useful lives.

Land is not a depreciable asset.

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	8 to 10 years
Operational Equipment	5 to 8 years
Communication Equipment	5 years

(vi) Major inspection costs

When each major inspection is performed, 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 does not transfer substantially all such risks and benefits.

STATE EMERGENCY SERVICE
Notes to the financial statements

(h)   Assets (continued)

(ix) Leased assets (continued)

Where a non-current asset is acquired by means of a finance lease at the commencement of the lease term, the asset is recognised at its fair value, or if lower, the present value of the minimum lease payments, at the inception of the lease. The corresponding liability is established at the same amount. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are charged to the statement of comprehensive income in the periods in which they are incurred.

(x) Receivables

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets 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, less an allowance for any impairment of receivables. Any changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process.

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 entity 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.

STATE EMERGENCY SERVICE
Notes to the financial statements

(h)   Assets (continued)

(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 net result for the year.

(xiii) Derecognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if they entity transfers the financial asset:
- where substantially all the risks and rewards have been transferred or
- where the entity has not transferred substantially all the risks and rewards, if the entity has not retained control.

Where the entity has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the entity's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged or cancelled or expires.

(xiv) Other Assets

Other assets are recognised on a cost basis.

(i)   Liabilities

(i) Payables

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

(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 are due to be settled within 12 months after the end of the period in which the employees render the service 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 entity's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. The entity accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as 'Acceptance by the Crown Entity of employee benefits and other liabilities'.

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based in the application of certain factors (specified in NSWTC 12/06) to employees with five or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

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 employee's salary. For other superannuation schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expenses is calculated as a multiple of the employees' superannuation contributions.

STATE EMERGENCY SERVICE
Notes to the financial statements

(j)   Equity

Accumulated Funds

The category 'Accumulated Funds' includes all current and prior period retained funds.

(k)   Budgeted amounts

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period, as adjusted for section 24 of the PFAA where there has been a transfer of functions between departments. Other amendments made to the budget are not reflected in the budgeted amounts.

(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

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards, unless Treasury determines otherwise.

There are new Accounting Standards that have been issued but not applied as they are not yet effective. These include:

- AASB 9, AASB 2010-7 and AASB 2012-6 regarding financial instruments
- AASB 10 Consolidated Financial Statements
- AASB 11 Joint Arrangements
- AASB 12 Disclosure of Interests in Other Entities
- AASB 13, AASB 2011-8 and AASB 2012-1 regarding fair value measurement
- AASB 119 , AASB 2011-10 and AASB 2011-11 regarding employee benefits
- AASB 127 Separate Financial Statements
- AASB 128 Investments in Associates and Joint Ventures
- AASB 1053 and AASB 2010-2 regarding differential reporting
- AASB 2010-10 regarding removal of fixed dates for first time adopters
- AASB 2011-2 regarding Trans-Tasman Convergence – RDR
- AASB 2011-4 removing individual KMP disclosure requirements
- AASB 2011-6 regarding RDR and relief from consolidation

(m)   New Australian Accounting Standards issued but not yet effective (continued)

- AASB 2011-7 regarding consolidation and joint arrangements
- AASB 2011-12 regarding Interpretation 20
- AASB 2012-1 regarding fair value measurement – RDR requirements
- AASB 2012-2 regarding disclosures – offsetting financial assets and financial liabilities
- AASB 2012-3 regarding offsetting financial assets and financial liabilities
- AASB 2012-4 regarding government loans – first time adoption
- AASB 2012-5 regarding annual improvements 2009-2-11 cycle
- AASB 2012-7 regarding RDR
- AASB 2012-9 regarding withdrawal of Interpretation 1039
- AASB 2012-10 regarding transition guidance and other amendments
- AASB 2012-11 regarding RDR requirements and other amendments

It is not anticipated that the initial application of these standards will have any material impact on the financial performance or position of the State Emergency Service.

STATE EMERGENCY SERVICE
Notes to the financial statements

	2013 $'000	2012 $'000
2. **Expenses Excluding Losses**		
(a) Employee related expenses		
Salaries and wages (including recreation leave)	25,010	23,958
Superannuation - defined benefit plans	380	515
Superannuation - defined contribution plans	1,788	1,708
Long service leave	358	1,337
Workers' compensation insurance	302	411
Payroll tax and fringe benefit tax	1,410	1,370
	29,248	**29,299**
(b) Other operating expenses include the following:		
Auditor's remuneration		
- Audit of financial statements	116	97
Operating lease rental expense		
- Minimum lease payments	1,944	2,150
Insurance	481	387
Cleaning	284	182
Utilities	710	298
Motor vehicle expenditure	2,069	1,354
Travel	872	1,055
Freight, cartage and packing	94	86
Advertising and publicity	346	117
Communication	11,233	11,025
Printing	305	319
Fees for services rendered	1,748	997
Consultants	274	219
Training	1,986	1,675
Maintenance*	2,427	1,240
Computer Services	1,403	717
Stores	8,513	3,601
General Expenses	3,055	2,240
	37,860	**27,759**
***Reconciliation - Total maintenance**		
Maintenance expense - contracted labour		
and other (non-employee related), as above	2,427	1,240
Employee related maintenance expense included in 2(a)	-	-
Total maintenance expenses included in Note 2(a) + 2(b)	**2,427**	**1,240**
(c) Depreciation expense:		
Plant & equipment	4,097	4,306
	4,097	**4,306**
(d) Grants and subsidies		
Grants - Emergency workers compensation insurance contribution *	3,000	6,000
Grants - Unit accommodation **	937	1,516
Grants - Unit support ***	-	725
	3,937	**8,241**

* Grants to Emergency workers compensation represents payments required under the
 Emergency and Rescue Workers Compensation Fund.

** Grants for 2013 were for unit accommodation only, the funding of rescue vehicles now form part of
 'Motor vehicle expenditure' under 'Other operating expenses' in note 2(b) above.

*** For 2013, 'Unit support' is no longer funded by grants and are included against their respective
 classification under 'Other operating expenses' in note 2(b) above.

STATE EMERGENCY SERVICE
Notes to the financial statements

	2013 $'000	2012 $'000
2. Expenses Excluding Losses continued		
(e) Other expenses		
Disaster Relief - Goods and services	9,704	24,975
Disaster Relief - Staff	3,092	6,997
	12,796	**31,972**

Flood, storm, tsunami and bushfire relief payments are made during emergencies for expenses
directly attributable to Natural Disaster events. These payments are reimbursable through
the Natural Disaster Relief Arrangements between the Commonwealth and NSW Governments.

3. Revenue

	2013 $'000	2012 $'000
(a) Sale of goods and rendering of services		
Sale of goods and rendering of services	71	85
	71	85
(b) Investment revenue		
Interest revenue from financial assets not at fair value through profit or loss	463	444
	463	444
(c) Grants and contributions		
Disaster relief	9,146	25,589
Donations	1,559	1,298
Vesting of vehicles by Local Government	1,704	-
Insurance company contributions	60,612	52,826
Local Government contributions	9,511	7,481
Department of Attorney General and Justice Grants:		
Recurrent appropriation grant	10,558	5,970
Capital appropriation grant	971	341
	94,061	93,505
(d) Acceptance by the Crown Entity of employee benefits and other liabilities		
The following expenses have been assumed by the Crown Entity:		
Superannuation - defined benefit	380	515
Payroll tax	21	28
Long service leave	(513)	487
	(112)	1,030
(e) Other revenue		
Other revenue received by SES units	1,049	1,821
Miscellaneous	248	523
NRMA Sponsorship	367	325
Natural Disaster Mitigation Program	288	217
	1,952	2,886

STATE EMERGENCY SERVICE
Notes to the financial statements

		2013 $'000	2012 $'000
4.	**Gain / (Loss) on Disposal**		
	Proceeds from sale	172	126
	Less: written down value of assets disposed	(343)	(409)
		(171)	**(283)**
5.	**Other Gains / (Losses)**		
	Impairment of receivables	-	(158)
	Impairment written back	83	-
		83	**(158)**

6. Service Groups of the Entity

(a) Service Group 1 - Community and Organisational Preparedness

This service group covers the preparedness and resilience of both communities and Volunteers when preparing for and dealing with the impact of storms, floods and tsunamis to ensure their safety and well being during emergency situations.

(b) Service Group 2 - Emergency Management

This service group covers the capacity to deliver emergency management services to reduce or mitigate property damage, injury and loss of life among the community and Volunteers.

In 2011/12 The NSW SES reduced the number of service groups from 3 to 2.
The former service groups of Recruitment and Training, Operational Readiness and Community Education have been consolidated into the 2 Service Groups above.

7. Current Assets - Cash and Cash Equivalents

	2013	2012
Cash at bank and on hand	15,442	12,670
	15,442	**12,670**

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:

	2013	2012
Cash and cash equivalents (per statement of financial position)	15,442	12,670
Closing cash and cash equivalents (per statement of cash flows)	**15,442**	**12,670**

Refer Note 21 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.

Refer Note 22 for details regarding restricted assets.

8. Current Assets - Receivables

	2013	2012
Sale of goods and services	439	1,002
Less: Allowance for impairment	-	(158)
Accrued interest receivable	198	177
Emergency Services Levy Receivable	586	-
Natural Disaster Relief and Recovery Receivable	1,497	-
GST Receivable	1,508	1,035
FBT Receivable	8	26
Prepayments	324	354
Other	3	-
	4,563	**2,436**

STATE EMERGENCY SERVICE
Notes to the financial statements

		2013 $'000	2012 $'000
8.	**Current Assets - Receivables continued**		

Movement in the allowance for impairment

	2013 $'000	2012 $'000
Balance at 1 July	(158)	-
Amounts written off during the year	75	-
Amounts recovered during the year	83	-
(Increase)/decrease in allowance recognised in profit or loss	-	(158)
Balance at 30 June	**-**	**(158)**

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 21.

9. Current Assets - Inventories

Held for distribution

	2013 $'000	2012 $'000
Clothing, equipment and other items - at cost	4,025	4,066
	4,025	**4,066**

10. Current Assets - Other

	2013 $'000	2012 $'000
Travel advances	3	-
	3	**-**

11. Non-Current Assets - Property, Plant and Equipment

	Land and Buildings $'000	Plant and Equipment $'000	Total $'000
At 1 July 2012 - fair value			
Gross carrying amount	166	41,571	41,737
Accumulated depreciation	-	(26,847)	(26,847)
Net carrying amount	**166**	**14,724**	**14,890**
At 30 June 2013- fair value			
Gross carrying amount	-	48,554	48,554
Accumulated depreciation		(29,735)	(29,735)
Net carrying amount	**-**	**18,819**	**18,819**

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 is set out below:

	Land and Buildings $'000	Plant and Equipment $'000	Total $'000
Year Ended 30 June 2013			
Net carrying amount at start of year	166	14,724	14,890
Purchases	-	6,665	6,665
Vesting of vehicles		1,704	1,704
Disposals	(166)	(1,386)	(1,552)
Depreciation expense	-	(4,097)	(4,097)
Accumulated depreciation written back on disposal	-	1,209	1,209
Net carrying amount at end of year	**-**	**18,819**	**18,819**

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
At 1 July 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**
At 30 June 2012- fair value			
Gross carrying amount	166	41,571	41,737
Accumulated depreciation	-	(26,847)	(26,847)
Net carrying amount	**166**	**14,724**	**14,890**

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 is set out below:

	Land and Buildings $'000	Plant and Equipment $'000	Total $'000
Year Ended 30 June 2012			
Net carrying amount at start of year	166	16,853	17,019
Additions	-	2,586	2,586
Disposals	-	(15,411)	(15,411)
Depreciation expense	-	(4,306)	(4,306)
Accumulated depreciation written back on disposal	-	15,002	15,002
Net carrying amount at end of year	**166**	**14,724**	**14,890**

	2013 $'000	2012 $'000
12. **Current Liabilities - Payables**		
Accrued salaries, wages and on-costs	1,128	611
Creditors	8,401	8,421
Unearned revenue	319	296
	9,848	**9,328**

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables, are disclosed in Note 21.

13. **Current Liabilities - Provisions**

Employee benefits and related on-costs		
Recreation leave	2,706	2,736
Long service leave on-costs	609	713
Total Provisions	**3,315**	**3,449**

14. **Non-Current Liabilities - Provisions**

Employee benefits and related on-costs		
Long service leave on-costs	32	37
Total Provisions	**32**	**37**
Aggregate employee benefits and related on-costs		
Provisions - current (note 13)	3,315	3,449
Provisions - non-current (note 14)	32	37
Accrued salaries, wages and on-costs (note 12)	1,128	611
	4,475	**4,097**

	2013 $'000	2012 $'000
15. Commitments for expenditure		

(a) Operating Lease Commitments
Future non cancellable operating lease rentals not provided for
and payable:

	2013 $'000	2012 $'000
Not later than one year	3,697	2,746
Later than one year but not later than five years	8,188	5,250
Later than five years	5,545	6,849
Total (including GST)	**17,430**	**14,845**
GST on commercial leases included above which		
is expected to be paid to the Australian Taxation Office	1,585	1,350

Lease commitments include rent on premises previously owned or leased by the entity
that were vested to State Property Authority during 2008/09. Also included are motor
vehicle lease commitments with State Fleet and leases on Government Radio Network sites.

(b) Capital Commitments
Aggregate capital expenditure for the acquisition of non-current
assets contracted for at balance date and not provided for:

	2013 $'000	2012 $'000
Not later than one year		
Communications	45	-
Computer Hardware	12	-
Motor Vehicles	521	-
Total (including GST)	**578**	**-**
GST included above	52	-

16.   Contingent Liabilities and Contingent Assets

The SES had no contingent liabilities or contingent assets as at 30 June 2013. (2012: nil)

17.   Budget Review

Net Result
The Net Result of $8.4m surplus compared favourably with the budget of $2.0m surplus. This is due to the increase in total revenue $14.5m and the increase in total expenses excluding losses by $8.1m.

The increase in revenue is attributable to cash donations (totalling $1.6m), the vesting of vehicles by Local Government (totalling $1.7m) and the recoup of Disaster Relief expenditure from NSW Treasury (totalling $9.1m). Disaster relief expenditure was $7.8m higher than budget.

Assets and liabilities
Actual net assets was $5.1m higher than budget. This is mainly attributable to a higher cash balance ($1.7m taking in to account payables), Disaster Relief expenditure to be recouped of $1.5m and a $2.7m increase in plant and equipment.

Cash flows
Cash flows from operating activities were $3.2m higher than budget. The main causes of this variation are cash donations (totalling $1.6m) and revenue received by SES Units (totalling $1.0m).

STATE EMERGENCY SERVICE
Notes to the financial statements

	2013 $'000	2012 $'000
18. Reconciliation of Cash Flows from Operating Activities to Net Result		
Net cash used on operating activities	9,265	2,265
Depreciation	(4,097)	(4,306)
Vesting of vehicles by Local Government	1,704	-
Net gain/(loss) on disposal of non-current assets	(171)	(283)
Decrease/(increase) in provisions	139	(654)
Increase/(decrease) in receivables	1,972	(491)
Increase/(decrease) in inventories	(41)	(1,203)
Decrease/(increase) in payables	(520)	762
Allowance for impairment	158	(158)
Net result	**8,409**	**(4,068)**

19. Material Assistance Provided by Other Bodies or Persons to the Entity

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

(a) The provision by NRMA of 'in kind' support consisting of printing, program delivery and resources associated with enhanced community preparedness and education delivery

(b) Training of Volunteers and permanent staff at the Emergency Management Australia Institute, Mount Macedon (Victoria)

(c) Consultancy and advice from the Office of Environment and Heritage, Bureau of Meteorology and various Catchment Management Authorities

(d) State Emergency Service Community Service Announcements broadcast by PRiME television across rural and regional New South Wales

(e) Provision of email accounts to all SES Volunteers by Microsoft through their Global Citizenship Program

(f) Provision of travel assistance by the Commonwealth Attorney General's Department to attend working groups

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

	2013 $'000	2012 $'000
20. Trust Funds		
Cash at bank	56	210

The trust funds represent funds held by the Australian Council of State and Territory Emergency Services (ACSES) (2012 only) and BHP Billiton. The funds will be utilised to meet expenses incurred by each of the State Emergency Service Headquarters in Australia During 2012/13, the administration and reporting of funds held on behalf of ACSES was transferred to the South Australian State Emergency Service.

21.   Financial Instruments

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

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

The Commissioner with advice from the Audit and Risk Committee has overall responsibility for the establishment and oversight of risk management and reviews and agrees policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the 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	Carrying Amount
			2013	**2012**
Class:			**$'000**	**$'000**
Cash and cash equivalents	7	N/A	15,442	12,670
Receivables[1]	8	Loans and receivables (at amortised cost)	2,723	1,021

Financial Liabilities	Note	Category	Carrying Amount	Carrying Amount
			2013	**2012**
Class:			**$'000**	**$'000**
Payables[2]	12	Financial liabilities measured at amortised cost	9,452	9,032

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 entity's debtors defaulting on their contractual obligations, resulting in a financial loss to the entity. 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 entity, including cash and receivables. No collateral is held by the entity. The entity has not granted any financial guarantees.

Credit risk associated with the entity's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum rating standards. Authority deposits held with NSW TCorp are guaranteed by the State.

Cash
Cash comprises cash on hand and bank balances within the NSW Treasury Banking System as well as unit account balances held with external financial institutions. Interest on balances within the NSW Treasury Banking System 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. Interest on unit account balances is earned at the prevailing interest rate offered by the financial institution.

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. Collectability 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 entity 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 (2013: $433,000; 2012: $43,000) and less than 12 months past due (2013: $6,000; 2012: $125,000) are not considered impaired. Debtors that are more than 12 months past due (2013: $0; 2012: $834,000) of which $158,000 was considered to be impaired in 2012. Together, these amounts represent 100% of the total trade debtors.

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]
2013			
< 3 months overdue	5	5	-
3 months - 6 months overdue	1	1	-
> 6 months overdue	-	-	-
2012			
< 3 months overdue	75	75	-
3 months - 6 months overdue	25	25	-
> 6 months overdue	199	41	158

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 entity will be unable to meet its payment obligations when they fall due. The entity 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 entity'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 NSW TC 11/12. For small business suppliers, where terms are not specified, payment is made not later than 30 days from date of receipt of a correctly rendered invoice. For other suppliers, if trade terms are not specified, payment is made no later than the end of the month in which an invoice or a statement is received. For small business suppliers, where payment is not made within the specified time period, simple interest must be paid automatically unless an existing contract specifies otherwise. For payments to other suppliers, the Commissioner (or a person appointed by the Commissioner) may automatically pay the supplier simple interest. No interest payments were made by the entity in the last 12 months.

STATE EMERGENCY SERVICE

Notes to the financial statements

21. Financial Instruments continued

The table below summarises the maturity profile of the entity'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**
2013								
Payables	N/A	9,452			9,452	9,452		
2012								
Payables	N/A	9,032			9,032	9,032		
Notes: 1. The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities based on the earliest date on which the entity can be required to pay. The tables include both interest and principal cash flows 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 entity does not have any material exposure to market risk. The entity 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 entity 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 statement of financial position date. The analysis is performed on the same basis as for 2012. The analysis assumes that all other variables remain constant.

Interest rate risk

The entity has a minimal exposure to interest rate risk from its holdings in interest bearing financial assets. The entity 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 profit or loss or equity. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The entity's exposure to interest rate risk is set out overleaf.

STATE EMERGENCY SERVICE
Notes to the financial statements

21. Financial Instruments continued

		$'000			
	Carrying Amount	(1%) Profit	(1%) Equity	1% Profit	1% Equity
2013					
Financial assets					
Cash and cash equivalents	15,442	(154)	(154)	154	154
2012					
Financial assets					
Cash and cash equivalents	12,670	(127)	(127)	127	127

(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. Restricted Assets

Items that are restricted assets are listed below:

	2013 $'000	2012 $'000
Cash and Cash Equivalents		
ICT Savings Account	1,419	811

The funds held in the ICT Savings Account at Westpac, are protected pursuant to the direction and advice from NSW Treasury. Funds within the account comprise of ICT savings made by NSW State Emergency Service, and withdrawal and usage of these funds is restricted to costs associated with the development of the Enterprise Asset Management system by Fire and Rescue NSW.

23. Events after the Reporting Period

There are no events after the reporting period requiring disclosure.

END OF AUDITED FINANCIAL STATEMENTS

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