

# **SOUTH AUSTRALIAN STATE EMERGENCY SERVICE**

## **ANNUAL BUSINESS PLAN 2019 – 2020**

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Annual Business Plan 2019-2020

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## PLANNING FRAMEWORK

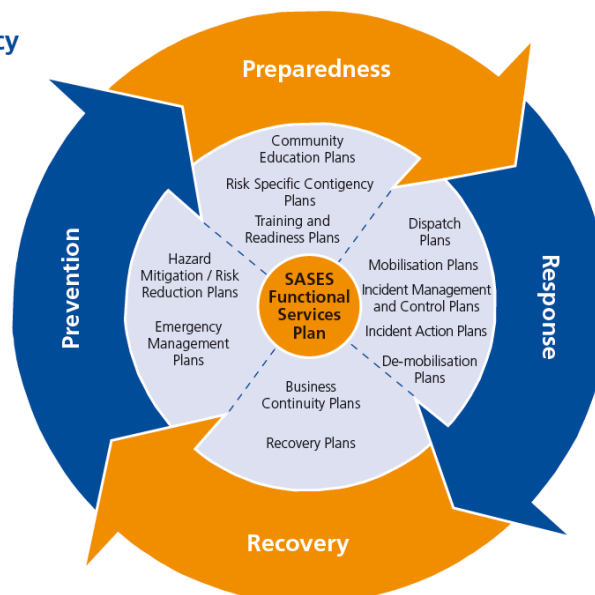
The SASES plans are driven by community expectations and needs while delivering on legislated requirements, the State’s strategic priorities, and the government’s policy directions for good governance.

The current planning framework for the SASES is nested and subordinate to directions provided by both state and national policies, strategies and direction.



Within its planning framework, SASES is also responsible for a number of operational plans that comprehensively address emergency management outcomes across the domains of leadership, community prevention and preparedness, operational preparedness, response, recovery and business excellence.

### SASES emergency planning and the emergency management framework



## BUDGET ALLOCATIONS

Budget allocations for 2019-20 provide for a mix of centralised, functional and unit budget accountabilities. Funding for units has been quarantined from budget savings again this year. The 2019-20 State Budget was handed down in June 2019, SES was allocated additional funding for facility upgrade of \$1 million over 4 years across 67 units.

Indicative functional funding allocations for the 2019-20 budget are as follows:

### SASES Operating budget

<b>Budget Allocation</b>	<b>\$'000</b>
Volunteer Unit Budgets and Regional Operations	3,380
Volunteer Marine Rescue administration and support	540
Volunteer recruiting and retention support	210
Operational support expenditure	3,720
Government Radio Network	3,050
Depreciation	2,316
Training (including State Rescue Challenge)	1,610
Health, Safety & Welfare and Critical Incident Stress Management (CISM)	90
Community resilience and awareness	990
Flood resilience and warnings	970
Administration and SASESVA support	2,055
<b>Total Operating Budget 2019-20</b>	<b>18,931</b>

### SASES Capital (assets & infrastructure) budget

<b>Budget Allocation</b>	<b>\$'000</b>
Land, Buildings, Equipment	2,663
Communications and IT	295
Fleet (vehicles)	1,140
Offshore marine and inland waters rescue vessels	420
<b>Capital Budget</b>	<b>4,518</b>
<b>New Initiative</b>	
SES Facilities refurbishment	250
<b>Total Capital Budget 2019-20</b>	<b>4,768</b>

## BUSINESS ACTIONS 2019 - 2020

<b>Goal: Disaster resilient communities</b>		
<i>Objectives</i>	<i>Priority Strategies 2017 - 2020</i>	<i>Business Actions 2019 - 2020</i>
1. Risks identified, understood and managed	<ul style="list-style-type: none"> <li>Support Zone Emergency Management Committees to undertake long-term emergency management planning</li> <li>Support Local Government emergency management planning</li> </ul>	<ul style="list-style-type: none"> <li>Implement a review of risk assessments.</li> <li>Incorporate catastrophic and emerging risks into risk assessments</li> <li>Review and update 11 ZEMPS</li> </ul>
2. Communities educated and prepared	<ul style="list-style-type: none"> <li>Implement a Community Engagement and Resilience Program</li> </ul>	<ul style="list-style-type: none"> <li>Use online platform to determine best practise elements of behaviour change program for building community resilience</li> <li>Examine opportunities to sustain community engagement program</li> </ul>
3. Hazard plans in place	<ul style="list-style-type: none"> <li>Maintain the hazard plan for extreme weather</li> </ul>	<ul style="list-style-type: none"> <li>Update Hazard plan to include new scaled Heatwave warning</li> <li>Initiate a project with key stakeholders on Code Blue criteria</li> </ul>
4. Climate Change embedded into planning	<ul style="list-style-type: none"> <li>Incorporate Climate Change into agency plans</li> </ul>	<ul style="list-style-type: none"> <li>Support and promote for cross agency strategy for climate change</li> <li>Prepare business plan for cross agency strategy</li> </ul>
<b>Goal: Coordinated, well-managed emergency response</b>		
<i>Objectives</i>	<i>Priority Strategies 2017 - 2020</i>	<i>Business Actions 2019 - 2020</i>
5. Emergency events/incidents responded to and managed effectively	<ul style="list-style-type: none"> <li>Build incident management capacity</li> </ul>	<ul style="list-style-type: none"> <li>Implement Incident Management development plan</li> <li>Build operational intelligence capability</li> <li>Humanihut ready for deployment during the 2019-20 fire season</li> <li>Finalise outstanding Burns and Lawson recommendations</li> </ul>
	<ul style="list-style-type: none"> <li>Develop catchment flood response plans</li> </ul>	<ul style="list-style-type: none"> <li>Gawler River Brownhill/ Keswick Creek and Numbered Creeks plan completed</li> <li>Exercise plans with relevant stakeholders</li> <li>Develop flood response plans for high risk locations</li> </ul>
	<ul style="list-style-type: none"> <li>Develop SASES response plans</li> </ul>	<ul style="list-style-type: none"> <li>Develop heatwave response plan</li> <li>Develop swiftwater response plan</li> </ul>
	<ul style="list-style-type: none"> <li>Publish contemporary operational doctrine</li> </ul>	<ul style="list-style-type: none"> <li>Review and update operational doctrine</li> </ul>
6. Timely and effective public information and warnings	<ul style="list-style-type: none"> <li>Build public information capability and resources</li> </ul>	<ul style="list-style-type: none"> <li>Increase public information capacity</li> <li>Improve the SASES website and further develop social media capability and capacity</li> <li>Support delivery of community Alerts program capability</li> <li>Finalise enhancement of Public Information warning system (SAM)</li> <li>Implement scaled heatwave warning system</li> </ul>
	<ul style="list-style-type: none"> <li>Further develop operational management systems</li> </ul>	<ul style="list-style-type: none"> <li>Develop a strategic ICT Plan</li> <li>Further enhance geo spatial capability</li> <li>Monitor and respond to changes in CAD</li> <li>Review and upgrade SESIIMS to new version</li> </ul>

		<ul style="list-style-type: none"> <li>• Update and implement the Multi-Incident Board</li> <li>• Monitor and evaluate effectiveness of 'Respond 52' rostering tool and mobile devices</li> <li>• Integration of FloodMon™ trigger warnings for Road closures into SAM</li> <li>• Investigate automated warnings into Alert SA</li> <li>• Deliver Floodmon™ training to Local Government and vols</li> </ul>
	<ul style="list-style-type: none"> <li>• Enhance community interface for service requests</li> </ul>	<ul style="list-style-type: none"> <li>• Implement systems and processes supporting the 132 500 request for emergency support services phone number</li> </ul>
	<ul style="list-style-type: none"> <li>• Extend SES footprint to meet service gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Examine opportunities to establish an operational presence at Willaston</li> </ul>

**Goal: Sustainable, well-trained volunteer workforce**

<i>Objectives</i>	<i>Priority Strategies 2017 - 2020</i>	<i>Business Actions 2019- 2020</i>
7. Volunteer workforce supported and sustained	<ul style="list-style-type: none"> <li>• Develop and implement a flexible volunteering model</li> <li>• Develop and implement volunteer retention strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an integrated model to support flexible volunteering</li> <li>• Implement a suite of strategies to improve volunteer retention</li> <li>• Sustain district recruitment models for North and South Adel</li> <li>• Develop regional district recruitment models</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop and implement volunteer recruitment strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Examine opportunities to sustain recruiting and retention efforts and develop flexible volunteering models</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide training to improve skills in managing volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Further develop and deliver unit management training package</li> <li>• Develop a program to provide guidance in working with volunteers (Judy Esmond)</li> </ul>
	<ul style="list-style-type: none"> <li>• Support VMR services</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the training framework</li> <li>• Execute capital plan</li> <li>• Implement Harmonised dispatch system for VMR/SES</li> <li>• Support marine and water safety committees</li> </ul>
8. Volunteers prepared with skills required	<ul style="list-style-type: none"> <li>• Review/update training content and materials</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver flood response training programs, incl Conducting evacuations.</li> <li>• Increase flexible learning opportunities</li> </ul>
	<ul style="list-style-type: none"> <li>• Implement programs to prevent loss of existing volunteer skills</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a directed skills maintenance program</li> <li>• Develop a trainer and assessor strategy focussing on volunteer trainers</li> <li>• Establish Volunteer Leadership Program</li> <li>• Training support program to integrate of new volunteers into units</li> </ul>
	<ul style="list-style-type: none"> <li>• Maintain the competencies held by individual SASES and VMR volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain Remotely Piloted Aircraft capability</li> <li>• Complete training resources units of Competency for 'Restricted Skipper' and 'Skipper' qualifications</li> <li>• Increase capacity of Level 2 Incident management Deliver Incident Management Training</li> </ul>
	<ul style="list-style-type: none"> <li>• Support delivery of new Training administration program</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Emerald and Accelerate</li> </ul>

**Goal: Ethical, well-managed agency**

<i>Objectives</i>	<i>Priority Strategies 2017 - 2020</i>	<i>Business Actions 2019- 2020</i>
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9. Effective governance systems in place	<ul style="list-style-type: none"> <li>Update the agency's governance framework</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade and review SES strategic directions</li> <li>Publish risk management framework</li> <li>Develop SharePoint as the site for sharing information across SES</li> <li>Develop terms and conditions doc for EB Agreement</li> <li>Identify priority policies and procedures for review and update.</li> <li>Develop a 3 year policy and procedure maintenance program</li> <li>Develop framework for project and program management</li> </ul>
10. Continuous improvement and innovative solutions pursued	<ul style="list-style-type: none"> <li>Improve customer service</li> </ul>	<ul style="list-style-type: none"> <li>Establish customer service standards &amp; implement CRM</li> <li>Review tools and approaches for communications</li> </ul>
	<ul style="list-style-type: none"> <li>Increase evidence-based decision making</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate SES interaction with CRCs and other research resources</li> <li>Program developed to measure service delivery effectiveness at units and districts</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and implement strategies to capture citizen and stakeholder feedback</li> </ul>	<ul style="list-style-type: none"> <li>Investigate and implement strategies to capture citizen feedback</li> </ul>
11. Values-based work culture embedded	<ul style="list-style-type: none"> <li>Promote diversity and inclusion in SASES</li> </ul>	<ul style="list-style-type: none"> <li>Implement strategy for diversity and gender equality</li> <li>Develop a positive culture program for delivery to staff and vols</li> </ul>
12. Safe working environment maintained	<ul style="list-style-type: none"> <li>Enhance mental health and wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Implement White Ribbon Program- Training to vols</li> <li>Implementation of National Fit for Task program</li> <li>Deliver Wellbeing and Resilience programs to SES volunteers</li> </ul>
	<ul style="list-style-type: none"> <li>Implement Health and Safety Wellbeing Plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement Health and Safety Wellbeing action plan</li> <li>Increase the number of SES Peer Support officers</li> </ul>
13. Physical and human resources are well-managed	<ul style="list-style-type: none"> <li>Implement the revised Capability Management Framework</li> <li>Review and update the Resource Allocation frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Review, finalise, publish and implement frameworks</li> <li>Implement the new Volunteer Finance Project</li> <li>Implement Local Funds reporting system</li> </ul>
	<ul style="list-style-type: none"> <li>Establish strategic assets and infrastructure plans</li> </ul>	<ul style="list-style-type: none"> <li>Develop a 30 year facilities plan, incl identifying potential future impacts of termination of existing peppercorn leases</li> <li>Contribute to transition project for new state headquarters building for SES, CFS and SAFECOM</li> <li>Audit the adequacy of facilities and current condition of SES Units</li> <li>Complete build of Burra unit</li> <li>Commence construction of Lonsdale administration facility</li> <li>Implement SES facilities upgrade program</li> <li>Deliver 15 flood response trailers</li> <li>Develop plan for cyclic replacement of small equipment</li> <li>Investigate options to re-establish Onkaparinga unit at Birdwood site</li> <li>Commence planning for redevelopment of Strathalbyn unit</li> </ul>

# KEY PERFORMANCE INDICATORS

## MONITORING AND EVALUATION

Better information improves agency accountability and contributes to improved community safety outcomes by driving better service delivery within SASES.

The SASES is committed to continuous improvement of its performance reporting by improving the quality and scope of data collection and data definitions and investigating and resolving data comparability issues in performance indicators. The agency's current reporting framework includes data collection and analysis for:

- **Report on Government Services** - a national report which informs improvements to the effectiveness and efficiency of government services
- **Budget Paper No. 4 Agency Statements** - which presents the State Government's current and estimated revenue, expenses and performance measures by agency
- **Organisational performance reporting** - which provides monthly performance and activity data to the SASES Governance Reporting and Review Group
- **SAFECOM Board Monthly Report** – which provides monthly performance and activity data to the SAFECOM Board
- **Annual Report** – which reports on business priorities and performance against budget.

SASES performance indicators and measures are reported monthly to monitor the outputs and outcomes associated with this plan. These include measures of:

**OUTPUTS** *Technical efficiency indicators will measure the efficiency with which annual business actions are delivered*

**OUTCOMES** *Performance effectiveness indicators will measure the effectiveness of the three-year priority strategies to achieve SASES' objectives*

