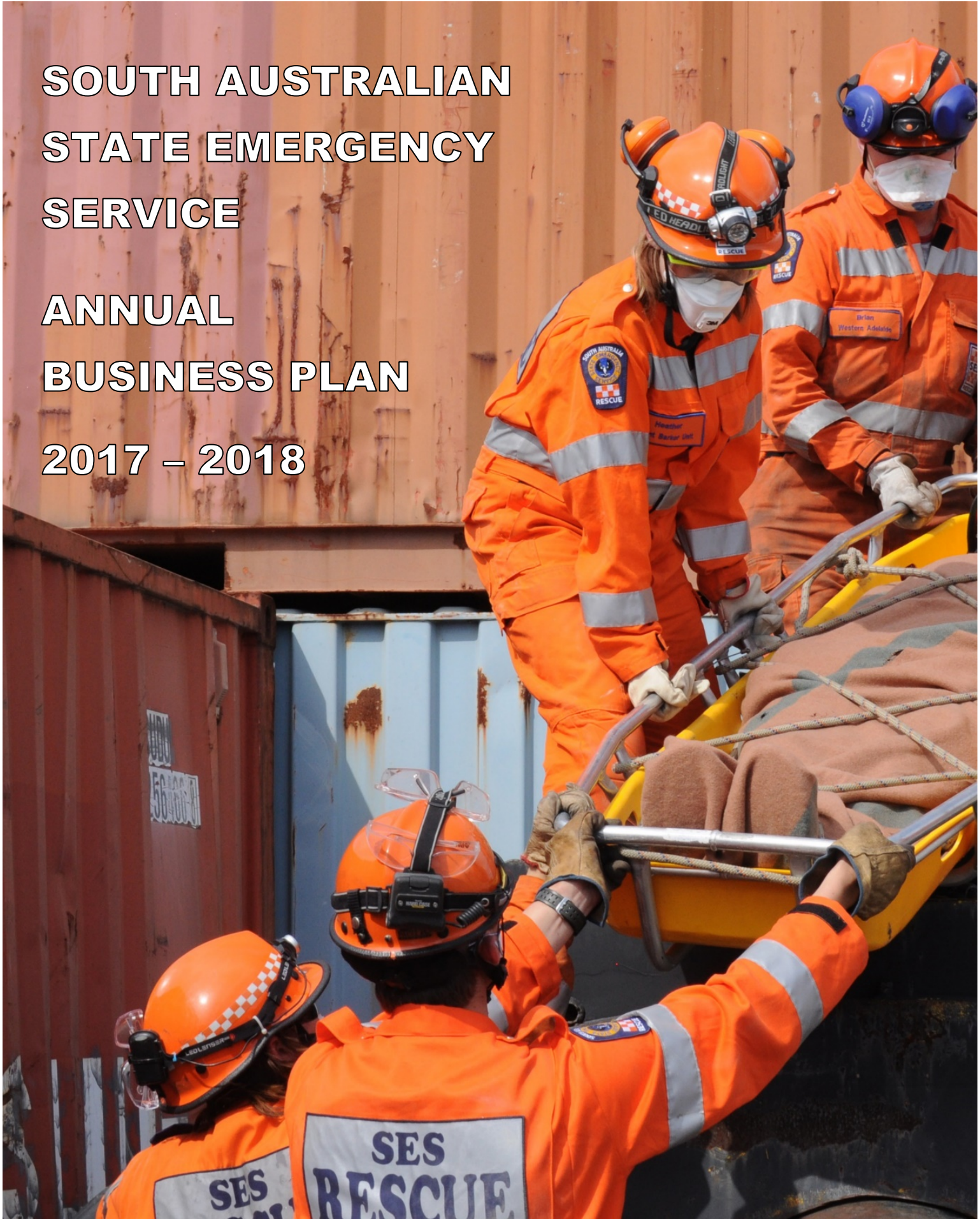


**SOUTH AUSTRALIAN
STATE EMERGENCY
SERVICE
ANNUAL
BUSINESS PLAN
2017 – 2018**



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SOUTH AUSTRALIAN STATE EMERGENCY SERVICE
Annual Business Plan 2017-2018

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PLANNING FRAMEWORK

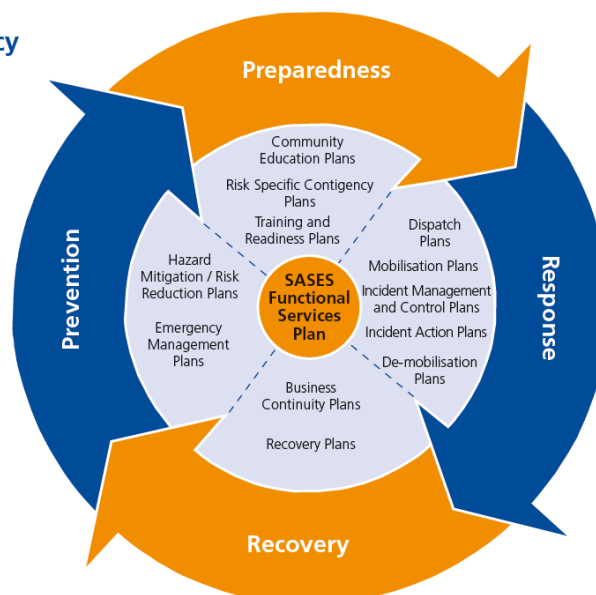
The SASES plans are driven by community expectations and needs while delivering on legislated requirements, supporting SASP targets, the State’s Strategic Priority – safe communities, healthy neighbourhoods, and the government’s policy directions for good governance.

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



BUSINESS ACTIONS 2017 - 2018

Goal: Disaster resilient communities			
<i>Objectives</i>	<i>Priority Strategies 2017 - 2020</i>	<i>Business Actions 2017 - 2018</i>	<i>Sponsor</i>
1. Risks identified, understood and managed	<ul style="list-style-type: none"> Support Zone Emergency Management Committees and Local Government to undertake long-term emergency management planning 	<ul style="list-style-type: none"> Review Zone Emergency Management Plans and Local Government Emergency Management planning templates Publish SASES Land Use Planning and Building Design Policy Develop Local Government Risk Management Guide 	L Connell
2. Communities educated and prepared	<ul style="list-style-type: none"> Implement a Community Engagement and Resilience Program 	<ul style="list-style-type: none"> Develop strategic plan for community engagement Resubmit a business case for emergency management resources Update the SASES website to improve user interface and relevance 	L Connell
3. Hazard plans in place	<ul style="list-style-type: none"> Update the hazard plan for extreme weather 	<ul style="list-style-type: none"> Update state level extreme weather risk assessments Update Extreme Heat Hazard Plan 	L Connell
Goal: Coordinated, well-managed emergency response			
<i>Objectives</i>	<i>Priority Strategies 2017 - 2020</i>	<i>Business Actions 2017 - 2018</i>	<i>Sponsor</i>
4. Emergency events/incidents responded to and managed effectively	<ul style="list-style-type: none"> Build incident management capacity 	<ul style="list-style-type: none"> Develop/update Incident Management doctrine Deliver training for State Control Centre roles Build intelligence capability 	L Adams
	<ul style="list-style-type: none"> Develop SASES response plans 	<ul style="list-style-type: none"> Finalise State Flood Response Plan and develop Gawler River Flood Response Plan Develop and/or update extreme heat, storm response and swiftwater response plans 	L Adams
	<ul style="list-style-type: none"> Enhance daytime response capacity 	<ul style="list-style-type: none"> Recruit for daytime crews Develop a district model for daytime members 	D MacMullin/ D Halleday
5. Timely and effective public information and warnings	<ul style="list-style-type: none"> Build public information capability and resources 	<ul style="list-style-type: none"> Develop training for public information roles Update the public information manual Build public information capability 	L Connell
6. Required systems and resources provided for effective response	<ul style="list-style-type: none"> Review/upgrade flood response capability 	<ul style="list-style-type: none"> Procure flood barriers for proof of concept testing 	G Wynwood
	<ul style="list-style-type: none"> Further develop operational management systems 	<ul style="list-style-type: none"> Enhance SESIIMS and FloodMon 	G Wynwood
	<ul style="list-style-type: none"> Enhance community interface for service requests 	<ul style="list-style-type: none"> Upgrade 132 500 service Establish extreme weather/flood hotline 	G Wynwood
7. Emerging service possibilities pursued	<ul style="list-style-type: none"> Support VMR services 	<ul style="list-style-type: none"> Establish business framework for VMR support services 	D Wright
	<ul style="list-style-type: none"> Extend SES footprint to meet service gaps 	<ul style="list-style-type: none"> Establish an operational presence at Gawler 	G Wynwood
Goal: Sustainable, well-trained volunteer workforce			
<i>Objectives</i>	<i>Priority Strategies 2017 - 2020</i>	<i>Business Actions 2017 - 2018</i>	<i>Sponsor</i>
8. Volunteer workforce supported and sustained	<ul style="list-style-type: none"> Develop and implement a flexible volunteering model 	<ul style="list-style-type: none"> Develop a model to support flexible volunteering 	D MacMullin
	<ul style="list-style-type: none"> Develop and implement volunteer retention strategies 	<ul style="list-style-type: none"> Develop a suite of strategies to improve volunteer retention 	
	<ul style="list-style-type: none"> Develop and implement volunteer recruitment strategies 	<ul style="list-style-type: none"> Review & update recruitment site and process for agency response to enquiries; Conduct targeted recruitment for priority units 	
9. Volunteers prepared with skills required	<ul style="list-style-type: none"> Provide training to improve skills in managing volunteers 	<ul style="list-style-type: none"> Finalise development of Cert IV in Public Safety (SES Leadership) and deliver pilot program Finalise development and deliver Crew Leader training Implement revised Unit Manager Forum arrangements 	B Clarke
	<ul style="list-style-type: none"> Review/update training content and materials 	<ul style="list-style-type: none"> Develop and deliver flood response training programs: Conduct evacuations, and Swiftwater rescue Increase flexible learning opportunities 	B Clarke
	<ul style="list-style-type: none"> Implement programs to prevent loss of existing volunteer skills 	<ul style="list-style-type: none"> Establish a directed skills maintenance program Expand number of trainers, assessors and instructors 	B Clarke
	<ul style="list-style-type: none"> Expand the range of competencies held by individual SASES volunteers 	<ul style="list-style-type: none"> Establish a development program for new Training Resource Kits Finalise development and deliver basic safety training (5 units of competency) Establish mid-week daytime training program 	B Clarke B Clarke/ D Wright B Clarke
Goal: Ethical, well-managed agency			
<i>Objectives</i>	<i>Priority Strategies 2017 - 2020</i>	<i>Business Actions 2017 - 2018</i>	<i>Sponsor</i>
10. Effective governance systems in place	<ul style="list-style-type: none"> Update the agency's governance framework 	<ul style="list-style-type: none"> Establish plans for key functional activities 	D Carman
11. Continuous improvement and innovative solutions pursued	<ul style="list-style-type: none"> Improve customer service 	<ul style="list-style-type: none"> Establish customer service standards & implement CRM 	D Carman
	<ul style="list-style-type: none"> Increase evidence-based decision making 	<ul style="list-style-type: none"> Implement a lessons management framework Implement Investment Logic methodology 	L Adams G Wynwood
12. Values-based work culture embedded	<ul style="list-style-type: none"> Develop and implement strategies to capture citizen and stakeholder feedback 	<ul style="list-style-type: none"> Investigate and implement strategies to capture citizen feedback 	D MacMullin /L Connell
	<ul style="list-style-type: none"> Promote diversity and inclusion in SASES 	<ul style="list-style-type: none"> Adopt Male Champions of Change program Publish a strategy for diversity and gender equality Disseminate info on unconscious bias to staff and volunteers 	C Beattie
13. Safe working environment maintained	<ul style="list-style-type: none"> Enhance mental health and wellbeing 	<ul style="list-style-type: none"> Implement resilience and well being training program Support Mental Health First Aid program 	D Barry
14. Physical and human resources are well-managed	<ul style="list-style-type: none"> Implement the Capability Management and Resource Allocation frameworks 	<ul style="list-style-type: none"> Finalise, publish and implement frameworks 	L Adams
	<ul style="list-style-type: none"> Establish a strategic assets and infrastructure plan 	<ul style="list-style-type: none"> Develop a 30 year facilities plan Establish asset reference groups 	G Wynwood

BUDGET ALLOCATIONS

Budget allocations for 2017-18 provide for a mix of centralised, functional and unit budget accountabilities. Funding for units has been quarantined from budget savings again this year. Additional funding to SES has been provided through the budget process for training support for marine rescue operations, improvements to 132500 support arrangements, and phase 2 of the Flood Resilient SA that commenced in 2016-17.

Functional funding allocations for the 2017-18 budget are as follows:

SASES Operating budget

Budget Allocation	\$'000
Wages, Salaries and Entitlements	5,904
Health, Safety & Welfare and Critical Incident Stress Management (CISM)	100
Volunteer Unit Budgets and Regional Operations	1,725
Government Radio Network	2,172
Operational Expenditure	3,547
Depreciation	2,316
Training (including State Rescue Challenge)	1,496
Volunteer Marine Rescue Administration and Support	101
Corporate Communications, Printing & Media	31
Administration and SASESVA support	553
Total Budget	17,945

SASES Capital (assets & infrastructure) budget

Budget Allocation	\$'000
Land, Buildings, Equipment	2,745
Communications and IT	250
Fleet (vehicles)	1,130
Offshore marine and inland waters rescue vessels	200
Total Capital Budget	4,325

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
- **ACSES Performance Indicators** - national report on highlight performance measures for SES agencies from each state and territory
- **South Australia Strategic Plan** - a central planning document that sets targets for whole of government priorities
- **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.

A new schedule of SASES performance indicators and measures will be developed during 2017-18 to assist in monitoring the outputs and outcomes associated with this plan.

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

