SOUTH AUSTRALIAN STATE EMERGENCY SERVICE

ANNUAL BUSINESS PLAN

2020 – 2023

Government of South Australia

SES RESCUE

PLANNING FRAMEWORK

The SASES plans are driven by community expectations and needs while delivering on legislated requirements, the State and sector 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.
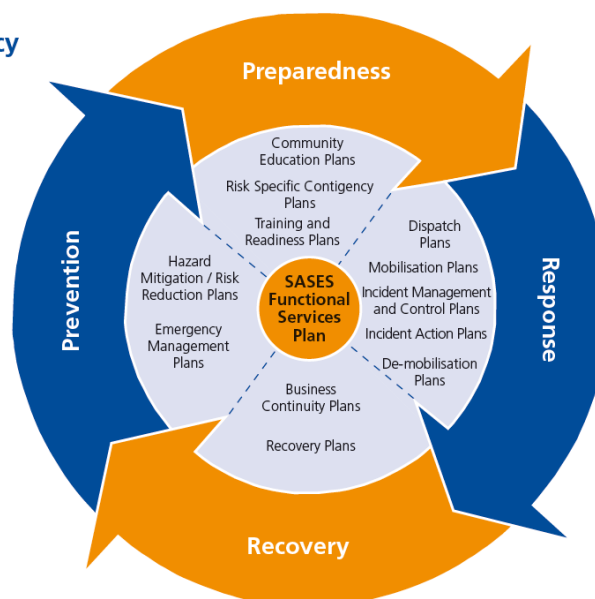
BUDGET ALLOCATIONS

Budget allocations for 2020-21 have not been finalised as the Government will not hand down its budget until November 2020. The expectation based on information from the forward estimates and anticipated variations is that the overall budget will be slightly greater than that of 2019-20. At this point in time there is no indication of any required budget savings this year. The additional funding of $250k per annum for facility upgrades announced last year continues this year

Indicative functional funding allocations for the 2020-21 budget are as follows:

SASES Operating budget

Budget Allocation	$'000
Volunteer Unit Budgets and Regional Operations	3,710
Volunteer Marine Rescue administration and support	590
Volunteer recruiting and retention support	350
Operational support expenditure	4,250
Government Radio Network	3,144
Depreciation	2,316
Training (including State Rescue Challenge)	1,970
Health, Safety & Welfare and Critical Incident Stress Management (CISM)	60
Community resilience and awareness	940
Flood resilience and warnings	690
Administration and SASESVA support	1,681
Total Operating Budget 2020-21	**19,701**

SASES Capital (assets & infrastructure) budget

Budget Allocation	$'000
Land, Buildings, Equipment	3,311
Communications and IT	225
Fleet (vehicles)	685
Offshore marine and inland waters rescue vessels	480
Program Management	180
Total Capital Budget 2020-21	**4,881**

BUSINESS ACTIONS 2020 - 2021

Goal: Disaster resilient communities		
Objectives	Priority Strategies 2020 - 2023	Business Actions 2020 - 2021
1. Risks identified, understood and managed	• Support Zone Emergency Management Committees to undertake long-term emergency management planning and risk assessments	• Implement a review of ZEMC and ZERM program • Review and update zone and state risk assessments for extreme weather
	• Support Local Government emergency management planning	• Review and embed iResponder program delivery strategy
2. Communities educated and prepared	• Implement a Community Engagement and Resilience Program	• Implement Community Engagement Strategy • Publish land use planning and development policy statement
3. Hazard plans in place	• Maintain the hazard plan for extreme weather	• Update Hazard plan to include new scaled Heatwave warning • Progress development of Code Blue forecast and warning criteria • Ensure hazard plans reflect likely increase in frequency and severity of extreme weather events

Goal: Coordinated, well-managed emergency response		
Objectives	Priority Strategies 2020 - 2023	Business Actions 2020 - 2021
4. Emergency events/incidents responded to and managed effectively, efficiently and in a timely manner	• Build incident management capacity	• Implement incident management development plan • Incorporate appropriately trained volunteers into senior incident/emergency management roles • Establish MOUs for across agency incident management support
	• Implement new ways of working to enhance emergency management coordination, collaboration and interoperability	• Identify opportunities to improve collaboration and coordination during significant events
	• Develop catchment flood response plans	• Finalise Gawler River Brownhill/ Keswick Creek and Numbered Creeks plans • Exercise plans with relevant stakeholders • Coordinate exercises focussed on dam infrastructure management during floods • Increase engagement and collaboration with Hazard Leader
	• Develop SASES response plans	• Update heatwave response plan • Exercise swiftwater response plan
	• Publish contemporary operational doctrine	• Review and update operational doctrine
5. Timely and effective public information and warnings	• Build public information capability, resources and systems	• Increase public information capacity • Develop a Digital Media Strategy
6. Required systems and resources provided for effective response	• Further develop operational management systems	• Further enhance geo spatial capability • Ongoing development of SACAD for effective deployment of resources • Update and implement the Multi-Incident Board • Develop and deploy SESIIMS mobile app • Integration of FloodMon™ trigger warnings for Road closures into SAM

		• Investigate automated warnings into Alert SA • Deliver Floodmon™ training to Local Government and volunteers
	• Enhance community interface for service requests	• Investigate systems and processes supporting the 132 500 request for emergency support services phone number
7. Emerging service possibilities pursued	• Extend SASES footprint to meet service gaps	• Examine opportunities to establish an operational presence at Willaston • Investigate options to re-establish Onkaparinga unit at Birdwood site • SES (with SAFECOM) to consult more widely on marine capability gaps • Investigate options for establishment of an SES Unit in the Copper Triangle

Goal: **Sustainable, well-trained volunteer workforce**		
Objectives	*Priority Strategies 2020 - 2023*	*Business Actions 2020 - 2021*
8. Volunteer workforce supported and sustained	• Implement the Volunteer Workforce Generation Capability Development Action Plan	• Establish governance groups to oversee implementation of action plan • Undertake three district intakes per year • Establish a unit recruitment and retention network • Develop standard program for first six training nights to improve on-boarding • Develop a "buddy" system to support new recruits • Further explore flexible volunteering models • Develop recruitment programs to build capacity focussing on the North Region
	• Provide training to improve skills in managing volunteers	• Further develop and deliver unit management and leadership training package
	• Support VMR services	• Finalise and deliver units of competency for "Skipper" qualification • Implement harmonised dispatch and data collection system for VMR/SES
	• Improve recognition of volunteer efforts and achievements	• Identify ways to recognise volunteer service outside of the traditional medal and certificate recognition • Develop guidance for new volunteers on SES expectations regarding their involvement
9. Volunteers prepared with skills required	• Review/update training content, materials and delivery models	• Increase flexible learning opportunities • Increase use of virtual platforms (MS Teams/ Zoom) for Unit training • Review of the Canine Capability and development of the canine program • Establish Community of Practice workshops
	• Implement programs to prevent loss of existing volunteer skills	• Evaluate trial of directed skills maintenance program and implement • Increase pool of trainer assessors • Develop flexible and innovative training delivery models • Further develop Remotely Piloted Aircraft capability • Increase capacity of Level 2 incident management training • Increase technical rescue capacity • Increase SES USAR capability
	• Support delivery of new Training administration program	• Enhance functionality of Emerald, aXcelerate and Moodle

Goal: Ethical, well-managed agency		
Objectives	*Priority Strategies 2020 - 2023*	*Business Actions 2020 - 2021*
10. Effective governance systems in place	• Improve the agency's governance framework	• Develop SharePoint as the site for sharing information across SES • Develop a 3 year policy and procedure maintenance program
	• Implement the revised Risk Management Framework	• Publish the risk management framework
11. Continuous improvement and innovative solutions pursued	• Sustain customer service	• Enhance CRM use • Review tools and approaches for communications
	• Further improve lessons management processes	• Implement lessons from 2019/20 bushfires identified through internal review processes • Develop an action plan in response to the findings from the national Royal Commission and the Keelty Review
	• Explore opportunities for digital improvement and innovation	• Develop a program to capture, consider and implement innovative ideas particularly focusing on digital technologies
12. Values-based work culture embedded	• Promote diversity and inclusion in SASES	• Implement strategy for diversity and gender equality
13. Safe working environment maintained	• Enhance mental health and wellbeing	• Implement a domestic violence awareness program for volunteers • Implementation of National Fit for Task program
	• Improve workforce health, safety and compliance	• Implement the SES action plan for compliance with National Heavy Vehicle Laws • Increase the number of SES Peer Support officers
14. Physical and human resources are well-managed	• Implement the revised Capability Management Framework	• Establish capability budgets for 2021 financial year
	• Review and update the Resource Allocation Framework	• Review, finalise, publish and implement Resource Allocation Framework • Increase adoption of the Local Funds reporting system
	• Enhance coordination of education and training strategies	• Continue to enhance PRD process to ensure staff have the skills for future organisational requirements
	• Develop contemporary organisational development strategies	• Develop a succession plan to identify and develop future leaders • Implement follow-up actions from the 2020 Pulse Survey
	• Enhance strategic assets and infrastructure planning	• Finalise transition arrangements for new state headquarters building for SES, CFS, MFS and SAFECOM • Purchase land and commence construction of new Noarlunga SES facility • Develop plan for cyclic replacement of small equipment and unit IT • Enhance the strategic vehicle and vessel replacement plan • Purchase land and commence construction of new Strathalbyn SES facility • Develop a program for scheduled replacement of Unit ICT equipment
	• Incorporate climate change considerations into agency plans	• Update the SASES Environmental Sustainability Action Plan
	• Transition to the new Emergency Services Sector Control Centre	• Proactively contribute to committees and working groups

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 prepared by the Productivity Commission 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
- **Sector Finance Meeting** – which reviews agency financial performance against budget on a monthly basis
- **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