

SOUTH AUSTRALIAN STATE EMERGENCY SERVICE

Annual Business Plan 2022 - 2023



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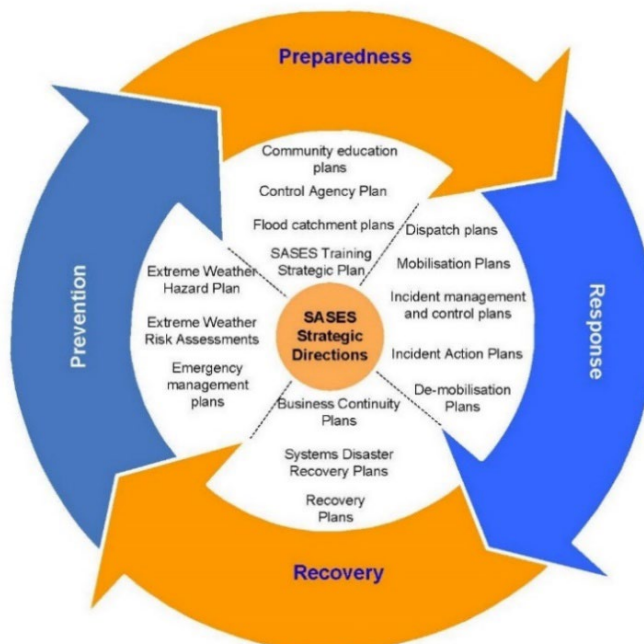
PLANNING FRAMEWORK

The South Australian State Emergency Service's (SASES) plans are driven by community safety needs, legislated requirements, State and sector strategic priorities, and the South Australian Government's policy directions.

SASES' planning framework is layered and provides line of sight to guidance provided through state and national policies, strategies and direction.



Within its planning framework, maintains a number of operational plans that comprehensively address emergency management outcomes across the domains of prevention/mitigation, preparedness, response, and recovery.



BUDGET ALLOCATIONS

Budget allocations for 2022-23 provide for a mix of centralised, functional and unit budget accountabilities.

The 2022-23 budget was handed down in June 2022 with Agency Statements. A number of cost pressures from 2021-22 were provided funding and a new initiative for the development of a satellite SASES unit at Willaston was provided for with \$2 million in capital funding provided over 2022/23 and 2023/24. Additionally, \$1 million capital expenditure was brought forward from 2025-26 due to the timing of the development of both the Strathalbyn and Noarlunga SES units while maintaining the regular capital program.

Indicative functional funding allocations for the 2022-23 budget are as follows:

SASES operating budget

Budget Allocation	\$'000
Volunteer Unit Budgets and Regional Operations	3,841
Volunteer Marine Rescue administration and support	556
Volunteer recruiting and retention support	1,029
Operational support expenditure	4,194
Government Radio Network	3,304
Depreciation	3,094
Training (including State Rescue Challenge)	2,160
Health, Safety & Welfare and Critical Incident Stress Management (CISM)	58
Community resilience and awareness	1,122
Flood resilience and warnings	312
Administration and SASESVA support	2,873
Total Operating Budget 2022-23	22,543

SASES capital budget

Budget Allocation	\$'000
Land, Buildings, Equipment	4,562
Communications and IT	230
Fleet (vehicles)	920
Offshore marine and inland waters rescue vessels	150
Total Capital Budget 2022-23	5,862

BUSINESS ACTIONS 2022 – 2023

Business actions for 2022-23 are aligned with priority strategies from SASES' Strategic Directions 2022-25 and SASES' four strategic goals:

1. Disaster Resilient Communities
2. Coordinated, well-managed emergency response
3. Sustainable, well-trained volunteer workforce; and
4. Ethical, well-managed agency.

Goal: Disaster resilient communities		
<i>Objectives</i>	<i>Priority Strategies 2022- 2025</i>	<i>Business Actions 2022 – 2023</i>
1. Risks identified, understood and managed	<ul style="list-style-type: none"> Support Zone Emergency Management Committees (ZEMC) to undertake long-term emergency management planning, risk assessments and mitigation strategies 	<ul style="list-style-type: none"> Review and update Zone risk management reports with progress on mitigation Review and update priority Zone risk assessments Review and update State Extreme Weather risk management reports Review and develop new ZEMC guidelines, Terms of Reference and members to align with changing environment (e.g. integrating climate change, cascading and catastrophic events) Explore opportunities to increase partnerships with non-traditional ZEMC members
	<ul style="list-style-type: none"> Support Local Government emergency management planning 	<ul style="list-style-type: none"> Review and embed iResponda program delivery strategy for local government Incorporate FloodMon training with iResponda program
	<ul style="list-style-type: none"> Align strategic location of facilities to changing community risk profiles Extend SASES footprint to meet service level gaps 	<ul style="list-style-type: none"> Investigate options and conduct feasibility study for establishment for capability at Port Adelaide/Lefevre Peninsula Progress feasibility study for new marine rescue capability at Port MacDonnell Investigate and progress strategic land purchasing at Port Augusta, Copper Coast Finalise and settle strategic land acquisition at Aldinga
	<ul style="list-style-type: none"> Contribute to the review of the State Emergency Management Arrangements 	<ul style="list-style-type: none"> Participate in the review of the State Emergency Management Plan Progress regulatory amendments to the <i>Emergency Management Act 2004</i> to empower authorised officers to permit movement of oversize/overweight vehicles on non-gazetted routes
2. Communities educated and prepared	<ul style="list-style-type: none"> Implement the Community Engagement and Resilience Program 	<ul style="list-style-type: none"> Implement partnership with NRMA Insurance Group Implement Community Engagement (CE) Strategy Support CE volunteers with processes and systems
3. Hazard plans in place	<ul style="list-style-type: none"> Maintain the hazard plan for extreme weather 	<ul style="list-style-type: none"> Implement cyclic review to maintain hazard plan
4. Leverage and influence the national research agenda	<ul style="list-style-type: none"> Identify, leverage and contribute to the national research agenda 	<ul style="list-style-type: none"> Identify key research of relevance to the emergency services sector Nominate staff to contribute to research working groups
5. Create and sustain strategic partnerships that support community resilience	<ul style="list-style-type: none"> Identify, build and sustain key partnerships 	<ul style="list-style-type: none"> Develop operating guideline for identifying and fostering partnerships with internal and external stakeholders

Goal: Coordinated, well-managed emergency response		
Objectives	Priority Strategies 2022 – 2025	Business Actions 2022 – 2023
6. Emergency events/incidents responded to and managed effectively, efficiently and in a timely manner	<ul style="list-style-type: none"> Build incident management capacity 	<ul style="list-style-type: none"> Maintain MOU with DEW and establish new MOU with PIRSA for across agency incident management support Establish a community of practice for incident management personnel Establish an incident management skills maintenance program and exercises
	<ul style="list-style-type: none"> Develop online portal of resources for each SASES capability 	<ul style="list-style-type: none"> Establish platform with easy accessibility hosting relevant information, training resources, plans, SOPs and policies pertaining to each capability Undertake preseason storm and flood and heatwave briefings at the ES Headquarters with partner agencies
	<ul style="list-style-type: none"> Implement new ways of working together to enhance coordination, collaboration, and interoperability 	<ul style="list-style-type: none"> Develop professional development program for operational staff (RDO, SDO, and CoS) Identify opportunities to improve collaboration and coordination during significant events within the new SCC and between RCC, SCC and SEC
	<ul style="list-style-type: none"> Develop catchment flood plans 	<ul style="list-style-type: none"> Finalise Torrens, Patawalonga and Onkaparinga catchment flood plans Exercise completed plans with relevant stakeholders Coordinate multi-agency annual exercises focussed on large dam infrastructure management during floods Increase engagement and collaboration with Flood Hazard Leader (DEW)
	<ul style="list-style-type: none"> Maintain SASES response plans 	<ul style="list-style-type: none"> Establish Regional Operations Plans, District Operations Plans and Local Response Plans
	<ul style="list-style-type: none"> Review deployment protocols 	<ul style="list-style-type: none"> Develop and deliver training on deployment processes and protocols
	<ul style="list-style-type: none"> Publish contemporary doctrine 	<ul style="list-style-type: none"> Capability Reference Groups to identify, prioritise and develop SOPs as part of capability development cycle
	<ul style="list-style-type: none"> Establish and test contingency sites 	<ul style="list-style-type: none"> Review appropriate contingency locations for SCC, RCC and ICC to ensure they adequately equipped and activation is tested
	<ul style="list-style-type: none"> Address capability gaps identified through lessons learned processes 	<ul style="list-style-type: none"> Publish Control Agency Report and recommendations from Alpha 22 –Flooding Event January 2022 Develop business case(s) to address identified risks and/or capability gaps
7. Timely and effective public information and warnings	<ul style="list-style-type: none"> Embed customer centric approach and build public information capability, resources and systems 	<ul style="list-style-type: none"> Increase public information capacity for activations and 24/7 Implement the Digital Media Strategy
	<ul style="list-style-type: none"> Ensure consistency with new National Warnings Framework 	<ul style="list-style-type: none"> Update public information and warnings Commission system upgrades to SAM Implement automated BOM warnings to SAM Train RDOs/SDOs/CoS in responsibilities, processes and information requirements for issuing warnings
	<ul style="list-style-type: none"> Finalise and champion national adoption of new National Heatwave Warnings Framework (NHWF) 	<ul style="list-style-type: none"> Conclude inter-jurisdictional negotiations, agreement and progress adoption of NHWF Update South Australia's Heatwave response plan following publication of the NHWF Commence internal and external stakeholder education/training on new NHWF

Goal: Coordinated, well-managed emergency response

8. Resilient information systems and resources	<ul style="list-style-type: none"> Enhance digitally enabled capability with operational management systems 	<ul style="list-style-type: none"> Further enhance geo spatial capability Update and implement the Multi-Incident Board within SESIIMS Integration of FloodMon™ trigger warnings for Road closures into SESIIMS Alerts Module (SAM) Investigate automated warnings from BoM into SAM Continuous development of Respond 52 Transition to new asset management system
	<ul style="list-style-type: none"> Implement AVL capability 	<ul style="list-style-type: none"> Participate in sector implementation program with AVL installed in all SASES vehicles and vessels
	<ul style="list-style-type: none"> Enhance ICT resilience and governance 	<ul style="list-style-type: none"> Identify key risks and participate in the sector transition of the ESO tenancy

Goal: Sustainable, well-trained volunteer workforce		
Objectives	Priority Strategies 2022 – 2025	Business Actions 2022 - 2023
9. Volunteer workforce supported and sustained	<ul style="list-style-type: none"> Implement <i>New Pathways</i> – Volunteer Recruitment and Retention Program 	<ul style="list-style-type: none"> Develop and implement the Volunteer Capacity Strategic Plan Define and embed a volunteering model which provides flexibility for volunteers while enabling unit positions / roles to respond effectively and efficiently Contextualise and support unit and / or district recruitment for regional areas Explore partnership opportunities with youth agencies for youth development program Implement a “buddy” system to support new recruits Mature and embed SASES logistics volunteer program
	<ul style="list-style-type: none"> Provide training and development to improve skills in managing volunteers 	<ul style="list-style-type: none"> Further develop unit management and leadership training package Develop and introduce training for Unit leadership roles Provide opportunities to achieve national leadership units of competency Mature and embed above the line and below the line values and training for improved unit culture
	<ul style="list-style-type: none"> Support Volunteer Marine Rescue (VMR) services 	<ul style="list-style-type: none"> Implement harmonised dispatch and data collection system for VMR/SES through SACAD/SESIIMS/R52 Coordinate and deliver marine crew and skipper training for VMR and SES volunteers Participate in annual pre-season exercise program Deliver capital program including new vessels and truck replacement
	<ul style="list-style-type: none"> Improve volunteer recognition 	<ul style="list-style-type: none"> Develop and implement volunteer recognition program Investigate the streamlining and automation of awards nomination processes
10. Volunteers trained and prepared with skills to respond	<ul style="list-style-type: none"> Implementation and management of the New Training Pathways 	<ul style="list-style-type: none"> Commence implementation of the New Training Pathways Pilot new Induction and Safety “Whitecard” Implement training system administration enhancements and process digitisation (e.g. online nominations, paperless assessment, and skills maintenance)
	<ul style="list-style-type: none"> Review/update training content, materials and delivery models 	<ul style="list-style-type: none"> Increase flexible and innovative training delivery models Explore expanding the pool of trainers and/or assessors through innovative pathways
	<ul style="list-style-type: none"> Implement programs to increase new skills and prevent loss of existing volunteer skills 	<ul style="list-style-type: none"> Evaluate trial of directed skills maintenance program and implement Increase pool of trainer assessors Sustain and further develop Remotely Piloted Aircraft capability – explore options to secure resources to address CASA compliance risk and increase Deputy Chief Pilot capability Increase capacity of Level 2 incident management training Increase technical rescue, swift water rescue and USAR capacity
	<ul style="list-style-type: none"> Improve and enhance training facilities and equipment 	<ul style="list-style-type: none"> Develop Masterplan for Lonsdale state training facility

Goal: Sustainable, well-trained volunteer workforce		
		<ul style="list-style-type: none"> Engage with stakeholders on future capabilities
	<ul style="list-style-type: none"> Support implementation of EMERALD program 	<ul style="list-style-type: none"> Contribute to the ongoing development and maturing of the EMERALD platform Deliver training and sessions management capability Enhance the monitoring and completion of training courses to support staff development framework
	<ul style="list-style-type: none"> Develop Risk and Capability module within EMERALD 	<ul style="list-style-type: none"> Deliver Risk and Capability module within EMERALD

Goal: Ethical, well-managed agency		
Objectives	Priority Strategies 2022 - 2025	Business Actions 2021 - 2022
11. Effective governance systems in place	<ul style="list-style-type: none"> Monitor and evaluate the agency's governance framework 	<ul style="list-style-type: none"> Review and publish SASES internal governance framework Evaluate performance of staff and volunteer stakeholder engagement / consultative committees Re-invigorate Uniform and Fleet consultative committees Establish a digital improvement and innovation consultative committee
	<ul style="list-style-type: none"> Finalise and implement the revised Risk Management Framework 	<ul style="list-style-type: none"> Publish and conduct training on the SASES risk management framework
	<ul style="list-style-type: none"> Improve accuracy of timesheets 	<ul style="list-style-type: none"> Maintain centralised approval of timesheets incurring on-call, penalties and overtime. Complete actions arising from previous timesheet audit Implement new regular timesheet audit and build relationships with Shared Services SA payment team
	<ul style="list-style-type: none"> Bona fide reports reviewed regularly by managers and discrepancies flagged 	<ul style="list-style-type: none"> Liaise with SAFECOM on the development of a procedure and training Seek regular reporting from SAFECOM on contracts expiring
	<ul style="list-style-type: none"> Develop and implement a fatigue management strategy 	<ul style="list-style-type: none"> Develop fatigue management strategy and implement forward "roster to pay" software solution Update operational doctrine and provide awareness training to better manage fatigue Update deployment processes to include minimum personnel requirements
	<ul style="list-style-type: none"> Maintain compliance with <i>National Marine Safety (Domestic Commercial Vessel) National Law Act 2012</i> Review policy and procedures in response to revised national maritime safety regulations 	<ul style="list-style-type: none"> Work with National Marine Search and Rescue Committee and support consultation to provide South Australia's input and position on the review of Exemption 24 (Ex24) Review compliance the revised Ex24 – National Maritime Safety Law (once gazetted) Amend relevant policy, procedure and doctrine to adopt new national regulatory requirements under revised Ex24
12. Continuous improvement and innovative solutions pursued	<ul style="list-style-type: none"> Sustain customer centric service 	<ul style="list-style-type: none"> Engage service end users (including staff and volunteers) to evaluate satisfaction levels Implement user experience testing for Volunteer portal
	<ul style="list-style-type: none"> Further improve lessons management processes 	<ul style="list-style-type: none"> Improve current process and ensure any lessons learned actions are incorporated into regular governance reporting Explore the potential to utilise IT software solutions Release Control Agency Report into Alpha 22 Flooding Event of January/February 2022 and develop action plan for Implementation of recommendations
	<ul style="list-style-type: none"> Explore opportunities for digital improvement and innovation 	<ul style="list-style-type: none"> Develop a program to capture, consider and implement innovative ideas particularly focusing on digital technologies Initiative staff and volunteer ICT/digital consultative committee
	<ul style="list-style-type: none"> Implement and monitor diversity and inclusion plan 	<ul style="list-style-type: none"> Review and update strategy for diversity and gender equality

Goal: Ethical, well-managed agency		
13. Values-based work culture embedded	<ul style="list-style-type: none"> Implement Preventing and Responding to Sexual Harassment Policy 	<ul style="list-style-type: none"> Tailor and launch respectful behaviours training package to SASES staff and volunteers
	<ul style="list-style-type: none"> Implement Reconciliation Action Plan 	<ul style="list-style-type: none"> Develop awareness sessions for staff and volunteers Promote and participate in NAIDOC week activities Implement the SASES custom aboriginal digital artwork
	<ul style="list-style-type: none"> Maintain contemporary values-based culture and standards of behaviour 	<ul style="list-style-type: none"> Review and update the SASES Code of Conduct
	<ul style="list-style-type: none"> Review and update disciplinary doctrine 	<ul style="list-style-type: none"> Review and update the Discipline Procedures and Investigation Guideline Increase the number of qualified investigators within the SASES
14. Safe working environment maintained	<ul style="list-style-type: none"> Enhance mental health and wellbeing 	<ul style="list-style-type: none"> Implement a domestic violence awareness program for volunteers Implementation of National Fit for Role program Develop and implement Wellbeing Action Plan Deliver mental health first aid program to increase number of SASES Peer Support officers Implement new staff and volunteer welfare strategies from ESS sector wellbeing strategy Pilot therapy dog visits to ESS HQ and SES units Participate in Head for Work pilot and subsequent implementation
	<ul style="list-style-type: none"> Implement action plan to address SAFEWORK SA audit findings 	<ul style="list-style-type: none"> Develop Injury management performance measures Establish regular claim files review process
	<ul style="list-style-type: none"> Improve workforce health, safety and compliance 	<ul style="list-style-type: none"> Participate in the AVS (Audit and Verification System) audit Develop action plan for corrective actions from AVS audit Promote membership of the WHS Committee and identify new Health and Safety Representatives (HSRs) Implement due diligence training for HSRs Develop a Strategic WHS Plan Implement GovSAfety application for safety, injury and near miss reporting
15. Physical and human resources are well-managed	<ul style="list-style-type: none"> Monitor the revised Capability Management Framework 	<ul style="list-style-type: none"> Establish and monitor capability budgets for 2021 financial year
	<ul style="list-style-type: none"> Embed the revised Capability Management Framework and Resource Allocation Framework (RAF) 	<ul style="list-style-type: none"> Establish roles, resources and capabilities on Emerald and develop the risk capability module year and review allocations for capabilities within Unit budgets
	<ul style="list-style-type: none"> Implement Learning and organisational Development key strategies (stage 1) 	<ul style="list-style-type: none"> Continue to enhance PD process to ensure staff have the skills for future organisational requirements Develop a staff management framework to identify career development pathways and training for staff
	<ul style="list-style-type: none"> Develop contemporary organisational development strategies 	<ul style="list-style-type: none"> Develop a succession plan to identify and develop future leaders Implement follow-up actions from the 2022 Pulse Survey

Goal: Ethical, well-managed agency

	<ul style="list-style-type: none"> Enhance strategic assets and infrastructure planning 	<ul style="list-style-type: none"> Complete construction of new Strathalbyn SASES facility Commence construction of Noarlunga SASES facility Complete planning of Gawler / Willaston and Prospect SASES facilities, including establishment of governance arrangements Implement plan for cyclic replacement of small equipment and unit IT equipment Enhance the strategic vehicle and vessel replacement plan and publish asset replacement schedule to SharePoint
	<ul style="list-style-type: none"> Implement Procurement framework including forward planning 	<ul style="list-style-type: none"> Schedule forward planning for procurement Finalise and distribute equipment purchase guide
	<ul style="list-style-type: none"> Enhance facility maintenance program 	<ul style="list-style-type: none"> Develop and communicate facilities maintenance schedule
	<ul style="list-style-type: none"> Transition to Across Government Facilities Management Agreement (AGFMA) 	<ul style="list-style-type: none"> Develop working arrangements for a collaborative approach with AGFMA
	<ul style="list-style-type: none"> Incorporate climate change considerations into agency plans 	<ul style="list-style-type: none"> Launch and promote the updated SASES Environmental Sustainability Action Plan including establishment of local champions and a SASES Environmental Sustainability community of practice
	<ul style="list-style-type: none"> Develop and promote a Graduate program 	<ul style="list-style-type: none"> Implement and monitor the graduate program trial Liaise with cross jurisdictions to share program information and learnings
	<ul style="list-style-type: none"> Prepare new terms and conditions proposed within the Enterprise Agreement (EA) for the Public Sector for SASES employees as a Flexible Workplace Agreement (FWA) 	<ul style="list-style-type: none"> Finalise draft FWA with DTF Industrial Relations and Policy Branch Progress costings of FWA with DTF Commence consultation with PSA on FWA and schedule timeline for vote Develop procedural documentation to support implementation of the new FWA (if accepted by vote) Develop comms plan for staff & stakeholders (IRAP, OCSPE, SAFECOM Board, SSSA & PSA).
	<ul style="list-style-type: none"> Mechanisms to prevent the unauthorised use of purchase orders and credit cards etc. exist and are maintained 	<ul style="list-style-type: none"> Develop EMS Unit reports for Unit Management Committee (FMCP action #55) Cheque control procedures exist and are maintained (FMCP action #56)
	<ul style="list-style-type: none"> Bank and deposit accounts are maintained in accordance with applicable legislation, regulations, Treasurer's Instructions and WOG (whole of government) contracts 	<ul style="list-style-type: none"> Local Funds Reporting System in place for volunteer units (FMCP action #78)
	<ul style="list-style-type: none"> Personnel's leave balances are monitored and actively managed to ensure the employee benefit liability is kept to a minimum 	<ul style="list-style-type: none"> Leave balances to be monitored monthly (FMCP action #93)
	<ul style="list-style-type: none"> Strengthen governance arrangements to deliver minor construction works internally 	<ul style="list-style-type: none"> Seek accreditation from the Department of Infrastructure and Transport to self-manage low value and low risk construction projects

MONITORING, REVIEW AND EVALUATION

The SASES has a performance reporting framework and involves data collection and analysis for its outputs and outcomes. Data is collated to monitor activity and progress and to provide inputs for a number of Government publications and agency reports:

- **Report on Government Services**
- **Budget Paper No. 4 Agency Statements**
- **Organisational performance reporting**
- **SAFECOM Board Monthly Report**
- **Sector Finance Committee**
- **Sector Risk and Performance Committee**
- **SASES Annual Report**

SASES performance data is aligned to the annual business plan goals, strategies and business actions. Data is collected and consolidated on a routine monthly or quarterly basis in line with the performance reporting framework. The SASES activity and performance data framework is contained in Appendix A.

All data is reviewed on a monthly basis by agency executive and the SASES Governance Review and Reporting Group (GRRG). In addition to standing and ad hoc agenda items, the GRRG has a focussed monitoring and review cycle as outlined in the table below.

Month	SASES GRRG Focus Items
July	<ul style="list-style-type: none"> • Review SES budget allocations • Review Business Plan actions due • Update Disaster Recovery Plans for each IT system
August	<ul style="list-style-type: none"> • Review register systems domain and local administrative privileges • Review FMCP actions due • Review SAFECOM Internal Audit Plan
September	<ul style="list-style-type: none"> • SES Annual Report • Review Risk Register • Review SES Policy Register
October	<ul style="list-style-type: none"> • Review Business Plan actions due • Review SES Information Security Risk Assessment • Review of SES Committee Representational model
November	<ul style="list-style-type: none"> • Review of SES outside employment approvals • Review FMCP actions due • Report findings from internal audit program • Review Risk Register • Review of fatigue management policies & guidelines • Disaster Recovery Plan testing exercise
December	<ul style="list-style-type: none"> • Review SES Policy Register • Review status of WIP
January	<ul style="list-style-type: none"> • Review Business Plan actions due • Review of SES vehicle allocation/ home garaging arrangements

Month	SASES GRRG Focus Items
February	<ul style="list-style-type: none"> • Update SES Capital Plans • Review FMCP actions due • Review adequacy of BCP exercising • Review SAFECOM Internal Audit Plan • Self-evaluation of GRRG in meeting its ToR
March	<ul style="list-style-type: none"> • Review GRRG Terms of Reference • Review Risk Register • Review SES Policy Register • SAFA annual risk assessment return
April	<ul style="list-style-type: none"> • Update SES Training Plan • Review SES delegations • Review Business Plan actions due
May	<ul style="list-style-type: none"> • Review SES Strategic Directions • Review SES compliance with legislative requirements • Review SASESVA 'top-up' insurance policy • Review FMCP actions due • Report findings from internal audit program • Disaster Recovery Plan testing exercise
June	<ul style="list-style-type: none"> • Update SES Business Plan • Update SES Workforce Plan • FMCP Review • Review Risk Register • Review SES Policy Register • Review status of WIP • Review volunteer numbers • Disaster Recovery Plan testing exercise – Website

Appendix A

SASES Activity and Performance Indicators	Frequency
1. Disaster resilient communities	
% identified agency EM plans prepared and current	Monthly
Number of EM newsletters issued (incl community newsletters)	Quarterly
% ZEMC holding meetings in last quarter	Quarterly
Level of community risk awareness /preparedness	Annual
Effectiveness of targeted risk awareness campaigns	Annual
Level of community engagement	
Web - # hits on community safety pages	Monthly
Social Media - (Facebook, Twitter etc)	Monthly
2. Coordinated, well-managed response	
Number of requests for assistance via SACAD	Monthly
Annual average time to turnout to RCR incidents	Annual
Unable to respond	Monthly
Number of SACAD grievances	Monthly
Number of people receiving IM training	Monthly
External customer satisfaction	Quarterly
Public satisfaction with SASES services (Annual DPC survey)	Annual
Number of staff and vols with course in AIIMS qualifications (staff & vols)	Quarterly
Number of SES endorsed level 2 IM personnel (staff & vols)	Quarterly
3. Sustainable, well-trained volunteer workforce	
Number of accredited trainers, assessors, and local instructors	Monthly
Number of state and regional training courses delivered	Monthly
Number of multi-agency exercises participated in month	Monthly
% capability reference groups that have met	Monthly
Number of volunteers	Monthly
% of units with membership >= RAF requirement	Annual
% of units with number of trained/accredited RCR volunteers >= RAF target	Annual
Volunteer satisfaction (Pulse survey – median response)	Biennial
Average length of service (volunteers)	Quarterly
Attrition rate (volunteers)	Quarterly
4. Ethical, well-managed agency	
Organisational Capacity	
Operating Expenditure – \$ variance to budget	Monthly
Operating Expenditure – % variance to budget	Monthly
Capital Expenditure – \$ variance to budget	Monthly
Capital Expenditure – % variance to budget	Monthly
Average FTEs – variance to budget	Monthly
Number of HIRM injuries recorded	Monthly
Number of outstanding corrective AVS actions	Monthly
Cost of injury management	Monthly

4. Ethical, well-managed agency (continued)	
% women in workforce - volunteers	Monthly
% women in workforce - staff	Monthly
% women in senior management roles – volunteers	Quarterly
% women in senior management roles – staff	Quarterly
Number staff completed online ethics training	Quarterly
YTD number of investigations involving code of ethics breaches	Quarterly
Amount of unused recreation leave, TOIL and Flexi (hours)	Quarterly
Stakeholders	
Number of agency wide communications issued	Monthly
Average response time to completion seshq@ses and feedback@ses (days)	Monthly
Workforce satisfaction (Pulse survey) - Volunteers with unit	Biennial
Workforce satisfaction (Pulse survey) - staff	Biennial
Assessment of SES being “well-managed” (Pulse survey) - volunteers	Biennial
Assessment of SES being “well-managed” (Pulse survey) - staff	Biennial
Internal Business Processes	
Number of executive review meetings (GRRG)	Half Yearly
% policy and procedural documentation current	Monthly
% of defined core agency plans current	Monthly
% payments within 20 days	Monthly
% payments within 30 days	Monthly
# Credit card statements not processed within 3 months of transaction	Monthly
Unqualified audit report (Audit management letters)	Monthly
\$ Net investment by major asset category (investment - depreciation) (Prev Ytr)	Annual
PRD - % staff participating in 6 monthly meetings	Annual