

Working Draft - Version 2
Dated 26 October 2015

South Australian Fire and Emergency Services

Strategic Plan 2015-2025

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Vision, Mission and Values

VISION

"A trusted fire and emergency services sector building safer and more resilient communities"

MISSION

"Delivering first class, cost effective emergency management services for South Australia to minimise loss of life and property damage"

VALUES

We achieve outcomes through our people

We do what we do because we believe in our communities

Our achievements are the result of working together

We will be judged by what we do rather than what we say

OUR VALUES IN ACTION ...Good People Doing Good Things for Good Reasons

OUR PEOPLE

- Dedicated staff and volunteers serving our communities
- Respected and respectful
- Courageous, caring and careful
- Proud of what we do.

OUR COMMUNITY VALUE

- Responsive to our communities needs
- Contributing to safer and more resilient communities
- Skilled, committed and accountable for our actions
- Efficient, effective, agile and innovative.

OUR WAY OF WORKING

- Putting our communities first
- Treating people with respect and understanding
- Strong leaders with well trained staff and volunteers.

OUR BEHAVIOURS

- Trustworthy and ethical
- Fair and honest
- Courage to do the right thing
- Supportive and compassionate.

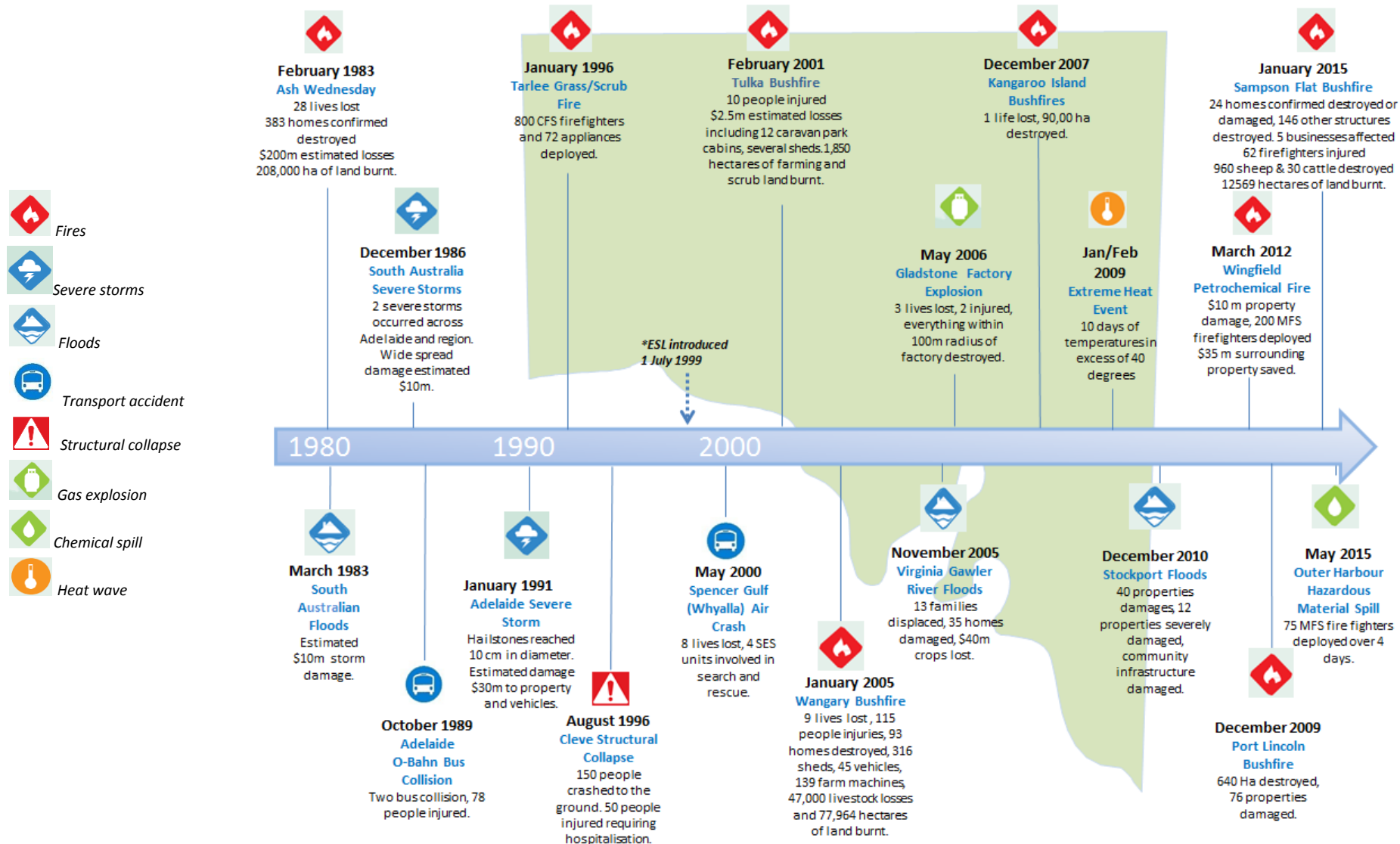
Our Operating Principles

Supporting our values are the sector's operating principles which guide the application of emergency management systems and shape the delivery of efficient and effective response services to the communities of South Australia:

- **Flexibility** – The sector adopts an all hazards approach to building its capabilities. Our incident management and response systems must be able to support the community across the full spectrum of emergency incidents. Our people take a risk based approach to the application of our procedures and remain focussed on achieving the mission during all operational decision making.
- **Management by Objectives** – We deal with emergencies by focussing on the desired outcomes and communicating clear and unambiguous objectives to ensure that all incident personnel and partner agencies are working towards the same objective.
- **Functional Management** – Effective response to an emergency requires all personnel responding to understand what role they play, whom they need to communicate with and what level of decision making is expected of them.
- **Collaboration and Alignment** – We work together and draw on the expertise and capacity of strategic partners at the local, state and national level to create a well-informed, integrated and coordinated approach that expands our capability and builds community resilience.
- **Unity of Command** - It is imperative that there is a single recognised management authority at all times. This ensures clarity and unity of effort, promotes timely and effective decision-making and avoids potential conflict in strategy or direction. This applies to the day-to-day management structure and during operations where separate incident management structures are implemented.
- **Span of Control** – During emergencies a rapidly changing environment can become dangerous if not managed effectively. We optimise our span of control to reflect the scale and complexity of an emergency and maintain the ability of our supervisors to effectively set tasks and monitor and evaluate performance.

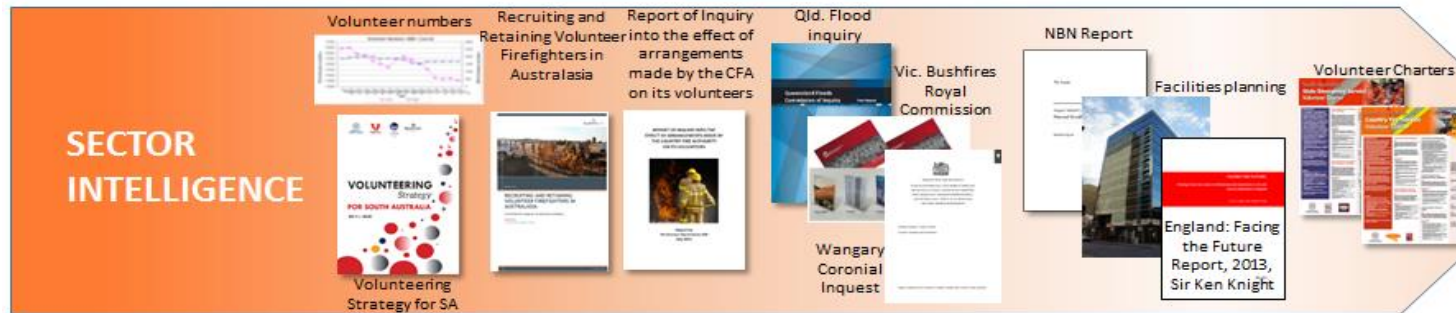
The South Australian emergency services sector's operating principles are underpinned by concepts of adaptability and scalability, uniform terminology, defined incident management structures, a common operating picture and clearly defined roles, responsibilities and information flows.

A Summary of South Australian Key Events and Consequences since early the 1980s



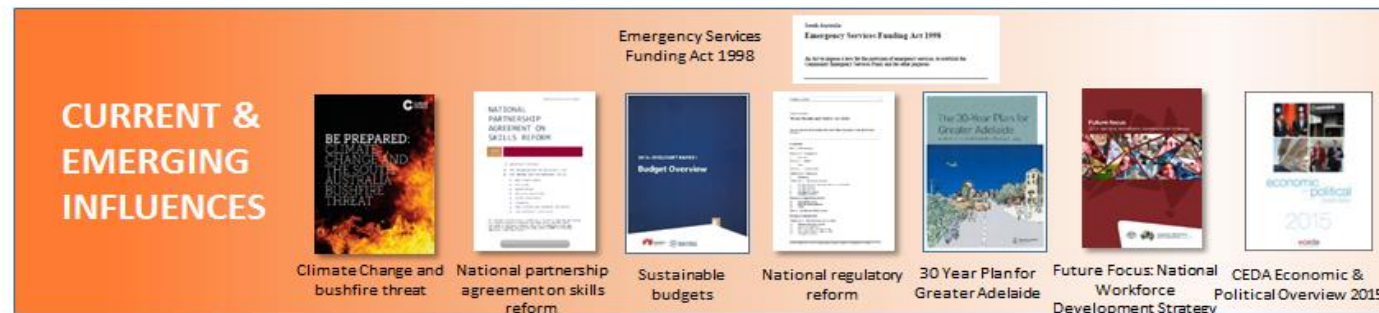
All economic costs are estimates at the time of the event and have not been normalised. Data has been compiled from a range of sources in consultation with CFS, MFS, SAFECOM and SES.

Environmental Scan



Key Themes

- Economic and demographic changes
- Increased media, community and political scrutiny on incident mgmt.
- Growing demand for public information
- Continuous cycle of reviews
- Increased use of new technology
- Ageing workforce
- Volunteer charters
- Adoption and integration of AIIMS



- Climate change impacts (more extreme weather, hot spells, rain events, wind) leading to more intense bushfires, droughts, storms, floods and heatwaves
- Increased training requirements
- Sustainable budgets – do more with less \$
- Increasing objection to ESL increases
- Changes in demographics and geographic distribution of risk
- Potential for increased focus on natural disaster mitigation
- Regulatory reform
- Urban planning considerations
- Increasing community expectations
- Higher skill levels and diverse skills needs



- Informed & resilient communities
- Integration
- Building resilient Communities
- Support for economic growth
- Emergency management leadership
- Triple bottom line consideration
- Risk reduction and mitigation
- Effective response
- Legislative reform
- Budget management and sustainability
- Organisational structure changes
- Improved efficiency and effectiveness
- Improved service delivery
- Community and shareholder value for money /ROI

Swot Analysis

STRENGTHS

1. Our people (staff and volunteers) and their commitment, dedication and passion
2. High level of community respect for the services provide by the sector
3. Clear well-known brand recognition of CFS, MFS and SES frontline services
4. Successful operational outcomes involving CFS, MFS, SES and VMR during 2013-14 and 2014-15 fire seasons where SA experienced extreme weather conditions (fires, heatwaves, storms, floods)
5. Professional and integrated response model combining volunteer and staff response capabilities from across the sector, government and other partner agencies
6. Volunteers and staff represented on the SAFECOM Board
7. Extensive volunteer involvement resulting in cost effective services
8. Risk based emergency service delivery model
9. Level of cooperation between agencies (SAFECOM, DEWNR, Forestry, SA Water, BOM, SAPOL)

OPPORTUNITIES

1. New sector Strategic Plan 2015-2025 based on alignment, harmonisation and modernisation
2. Align and harmonise the sector's approach e.g. to values, people, leadership, training/development, ICT, incident management, lessons learnt, knowledge management, assets and financial planning and reporting, procurement, communications
3. ICT strategy and roadmap planning and leveraging of technology to deliver improvements
4. An integrated services structure that optimises functional support for the sector
5. Build and develop capability and capacity for the future i.e. align values, strong shared culture, united, collaborative, partnering people leaders and subject matter experts
6. Influence state bi-partisan support and national policy, strategy and agenda e.g. EM policy
7. Review service delivery model, resourcing and funding
8. Communications strategy and plan e.g. ESL value for money messaging, understanding by stakeholders including SA community
9. Other opportunities include: transition VMR into the sector; volunteer charter(s) into regulation; sector involvement in planning process; community education and public information (preparedness and resilience awareness raising)

WEAKNESSES

1. Our governance model – no single identified principles for decision making for the sector
2. SAFECOM and VMR – limited and unsustainable support levels (resourcing, budget)
3. Agencies pursuing their own interests e.g. technology, asset management, procurement
4. Inconsistencies and inefficiencies across the sector e.g. capital and asset planning and management, ICT, HR practices, management reporting, business intelligence
5. Inability to effect changes to response plans and boundaries in a timely manner
6. Integrated command and management structures established for each hazard
7. Inconsistencies i.e. regional boundaries , hazard preparedness programs
8. Disconnect e.g. between emergency management and programs delivered by agencies
9. Gaps in bipartisan support for sector alignment, harmonisation and modernisation
10. Economic outlook remaining below average, SA unemployment highest in Australia, GDP growth and productivity subdued

THREATS

1. Cultural (cultures, values, frameworks, plans, processes) differences between agencies
2. Sector funding: Inability of the sector to maintain/increase funding base; community perception of ESL 'value for money' (ROI), constant pool, leakage, transparency of expenditure, collection cost, communications and messaging
3. Increasing community expectation of the scope and timelines of ESO services
4. Urban planning – failure to have ESS requirements considered in early planning stages
5. Increased scrutiny (political, community, digital/social media of the management of events the ESS involved in
6. Increase in community expectations of services provided by agencies
7. Distractions (e.g. budget, machinery of government processes and cycles, select committees, associations /unions activities)
8. Challenges and impact of operating within the existing governing legislation
9. Pressure on and loss of staff through alignment / modernisation
10. Business as usual priorities and existing inertia within agencies
11. Ability to build change management knowledge, capability and capacity
12. Loss of focus on sector priorities by government (e.g. government focus on economy, IR, taxation terrorism, war and social issues)

The Future 'To Be' State

The emergency service sector (ESS) in South Australia comprises of the Country Fire Service, Metropolitan Fire Service, South Australian Fire and Emergency Services Commission, State Emergency Service and the Volunteer Marine Rescue. The sector is entering a new era, with its Strategic Plan 2015-2025 providing the high level directions and outlining the priority strategies over the coming decade to align, harmonise and modernise the sector's organisational arrangements. The ultimate aim is to deliver operational and business excellence and achieve budget sustainability.

The strategies focus on supporting our frontline people and the communities that they serve. They will ensure that they are supported with consistent doctrine and contemporary integrated support services (e.g. finance, information technology, systems, people, training and development, public information, capability). This will be driven by a consistent, aligned planning and performance reporting framework and new sector-wide plans for:

- Strategic capability development,
- Leaders and people,
- Information and technology, and
- Public information and communications.

Common training packages, harmonised systems and procedures will also be developed to enhance interoperability and integration of incident and emergency management and response capabilities.

This will require a collaborative and focussed effort to deliver the Strategic Plan's priorities and strategies enabling the sector to support communities to build resilience through risk management and reduction, provide a trusted response during times of emergency and crisis, and be widely accepted as a source of credible and timely information.

This will rely on our ability to leverage research, knowledge and data to inform decisions, strong governance, budget and resource management strategies. Importantly, these directions and strategies will be enduring and will align and focus

efforts of our leaders, staff and volunteers over the coming years.

Central to achieving this 'future state' is recognition that the priority strategies will not be delivered in isolation of a continuous improvement approach to everything that we do. This means that we will take action to improve operational and business systems and processes where there is opportunity to achieve harmonisation, alignment and modernisation of the sector.

The Emergency Management policies and frameworks enable joined-up government initiatives across the three levels of government. The ESS delivers programs under the National Partnership Agreement on Natural Disaster Resilience and Alert SA and SEICCC programs on behalf of government. The ESS understands that the potential escalation in the frequency and magnitude of hazards, and our increasing vulnerability to disasters is creating unrealistic expectations on the emergency services. Whilst the ESS works on being well-prepared to respond to emergencies and disasters, it also focuses on risk prevention.

The ESS shares risk information widely amongst at-risk communities, stakeholders and decision-makers to promote shared responsibility for all phases of disaster prevention, preparedness, response and recovery.

The ESS is blessed with hardworking, committed and highly trained people within the sector (volunteers and staff). Working together our people are the basis upon which a trusted sector is moving forward to modernise, align and integrate efforts focussed on building safer and resilient communities.

South Australians are rightly proud of our volunteers and staff and can feel confident that the men and women of the sector are up to the challenge and will continue to deliver high quality, cost effective emergency management services that minimise loss of life, property damage and environmental impacts from emergencies and disasters.

Project Darwin

Project Darwin is a suite of priority strategies and approaches designed to lead and guide the sector from the 'current state' to the 'future state'. Coexisting alongside continuous improvement of operational and business as usual activities, **Project Darwin** is a process that involves:

- Alignment, harmonisation and modernisation
- Chief Officers leading and championing
- Chief Officers retaining operational control and reporting to the Minister
- Chief Executive SAFECOM providing sector leadership and assuming a coordination role
- SAFECOM championing the 'integrated service' model for functional support
- Communicate effectively and accessibly
- Realising ESL funding will only get tighter in the future
- Reinforcing the message of our people being well trained and resourced.

"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change."



Charles Robert Darwin

English naturalist and scientist
best known for his contribution to evolutionary theory

A set of principles will provide guidance and be taken into account by each of the priority strategies. Our approach to implementing **Project Darwin** is shaped by the following fundamental principles:

1. **Strategy before structure** – we will align structure with strategy (i.e. structure supports strategy) in order for the sector to achieve its strategic direction.
2. **Strengthen accountability and governance** – we will ensure clarity around roles, expectations and service levels between the functional areas of the sector. Strengthening governance and accountability is essential for improving service quality.
3. **Continuous improvement** – we will apply a continuous improvement approach to complement and support Project Darwin and business as usual by proactively addressing and driving improvements in everything we do.
4. **Design within constraints** – we will design and implement strategies that align with and realise the 'future state' vision; that reflect and balance our vision and constraints; that allow for changes and improvements in such a way that operations of the agencies are not adversely affected; and that optimises sustainable and cost-effective services and service delivery.
5. **Span of Control** – we will determine the most effective span of control, acknowledging that this will depend on a range of factors and may vary according to functional areas and business units.
6. **Optimise hierarchy** – we will ensure alignment, harmonisation and flexibility are built into the 'future state' providing an environment that is agile and quick to respond to emerging opportunities (e.g. in technology, collaboration).

These principles are relevant to creating the 'future state' as much as they are to contemporary business as usual, operational incident management and emergency management arrangements.

Strategic Program of Actions

Direction 1: Supporting resilient communities through risk reduction

Priority 1.A

Sustained investment in emergency services and risk reduction through effective management of the ESL

The objective is to assure the people of South Australia believe that the funds collected from the ESL are: managed with full transparency and accountability; deliver value for money; and are expended on emergency services in accordance with the Emergency Services Funding Act 1998 (ESL Act).

The actions to achieve this objective are:

1. Review the existing allocation of ESL funding.
2. Collate a schedule of recipients of ESL funding, the amount of funding received, what the funding was expended on and how it meets the ESL legislative requirements / criteria.
3. Confirm that expenditure is in accordance with the ESL Act identifying any opportunities for improvements.
4. Implement agreed opportunities for improvement to ensure full transparency and accountability of ESL funding.
5. Promote the work and efforts of the sector and its ESOs as part of the communications strategy.
6. Promote how the ESL is spent with a particular focus on portraying the percentage that is used for equipment and services.

The outcome will be assurance to stakeholders that ESL funding and associated expenditure is transparent and accounted for in accordance with the intent of the ESL legislation; that any opportunities for improvement are implemented; that the ESL is seen as “value for money”; and resources for emergency services and risk reduction through the ESL are sustainable.

Priority 1.B

Promote broad engagement with the South Australian business community

The objective is to have strong and deep relationships with those business sectors most impacted by Emergency Management and Emergency Services.

The actions to achieve this objective are:

1. Establish forums to discuss common issues and opportunities with the following sectors:
 - Insurance
 - Local Government Association
 - Transport
 - Property
 - Manufacturing
 - Agriculture
 - Forestry
 - Viticulture
 - Utilities
 - Telecommunications.

The outcome will be a strong engagement between relevant business sectors and emergency service organisations.

Priority 1.C

Community risks are identified, analysed and communicated

The objective is to build awareness and understanding of local disaster risks and increase the community's knowledge of the hazards and the physical, social, economic and environmental vulnerabilities to disasters that most South Australian communities face.

The actions to realise this objective are:

1. Update sector websites to ensure information on lessons learned from local, national, and international sources is accessible and available for use by governments, organisations and communities undertaking risk management planning and mitigation works
2. Undertake and maintain risk assessments for priority hazards with stakeholders
3. Revise community education materials to include information on disaster risks and the ways in which hazards and vulnerabilities are changing in the short and long term
4. Maintain strong networks across sectors and regions to fill information gaps, share information and build understanding at all levels
5. Widely communicate evidence based risk information to communities, stakeholders and decision makers.

The outcome is reduced disaster risk and the development of a culture of disaster resilience within communities throughout the state.

Priority 1.D

Communities are better prepared through education and engagement programs

The objective is to increase mitigation and preparedness measures at the community level through enhanced community education and engagement.

The actions to realise this objective are:

1. Develop whole-of-sector program to deliver targeted training and awareness activities, including those that highlight the role of volunteers to enhance local capacity to mitigate and cope with disasters
2. Review and align information that is available on agency websites and in other forms, about disaster risk and mitigation including relevant local knowledge tailored, where appropriate, to different target audiences
3. Ensure business continuity management is promoted to Small and Medium Enterprises as part of all agencies community engagement and education programs
4. Implement an engagement program to promote and encourage the publication of hazard and risk information by agencies and governments at all levels
5. Implement a tailored community engagement program focussed on vulnerable individuals to ensure that they have equitable access to appropriate information, training and opportunities
6. Identify a mechanism to monitor and publish levels of community preparedness for hazards of relevance to the sector.

The outcome is that information on disaster risk is communicated in a manner appropriate to its audiences and that considers the different needs, interests and technologies used within communities. Knowledge, innovation and education enhance a culture of resilience at all levels of the community and contribute to a continual cycle of learning.

Direction 2: Providing a trusted response

Priority 2.A

Align and harmonise Incident Management doctrine and accreditation across the sector

The objective is to develop common doctrine including policies, procedures, work practices, training materials and accreditation processes relating to Incident Management in order to maximise the use of limited resources, strengthen interoperability and underpin integrated incident management capabilities.

The actions to realise this objective are:

1. Review and comparatively analyse existing agency doctrine and benchmark it against other emergency service organisations throughout Australia.
2. Develop overarching capstone doctrine for the sector that articulates the systems and approach at a strategic level.
3. Review and comparatively analyse existing policies, procedures, work practices and training materials.
4. Develop and implement a two-year program to draft, pilot and implement common incident management doctrine for all agencies.
5. Develop and deploy common incident management training resources including gap training modules.
6. Develop performance standards to provide assurance and enable the sector to measure its incident management performance.
7. Implement a common accreditation process for incident management personnel.
8. Establish an incident management capability evaluation program.

The outcome is a common and integrated approach to managing incidents across the sector thereby enhancing interoperability between agencies and across all hazards and improved community safety outcomes through the first rate management of emergencies.

Priority 2.B

Harmonise and align training resources and activities for common capability areas and leadership development

The objective is to increase the capacity of the sector agencies to respond effectively to multi-agency incidents, through harmonised doctrine, aligned and consistent training and increased training and development opportunities. This will optimise the use of training resources and increase interoperability and opportunities for integration of agency personnel.

The actions to realise this objective are:

1. Identify and agree common capability areas (e.g. Road Crash Rescue, Vertical Rescue, and Driving). Review and analyse existing training resources to determine potential for harmonisation. Review emergency management leadership programs in use by agencies across the sector (including those outsourced to third parties) and analyse opportunities for alignment.
2. Review existing training and assessment strategies, curriculum and resources and benchmark against interstate practice.
3. Establish a five year curriculum development program to draft, pilot and implement common training resources for priority capability areas and leadership programs.
4. Develop and implement a communication strategy to communicate changes to training and associated doctrine and promote confidence in, and encourage take-up of, multi-agency training.
5. Develop and implement a rolling program of cross-agency trainer/assessor workshops to build training capacity in new/revised curriculum.

The outcome will be agency responders will have common skills and education fostering trust and confidence in being able to work together effectively when responding to multi-agency incidents.

Priority 2.C

Develop a sector-wide People Plan and a long-term employee and volunteer workforce development strategy

The objective is to have an agreed plan that ensures each ESS organisation has a practical and effective approach to recruiting, training, retaining, empowering and engaging staff and volunteers; and that there is an integrated and coherent plan to guide training activities and initiatives across the ESS that delivers a harmonised approach to learning and development and meets national standards and incorporates good practice.

The actions to realise this objective are:

1. Establish principles to guide both a sector and emergency service organisation driven approach to workforce planning and management.
2. Develop sector and ESO plans for:
 - Recruiting
 - Training
 - Retention
 - Engagement.
3. Develop plans that recognise the uniqueness of volunteering.
4. Establish training, development and assessment principles to guide the sector's approach to training and developing its workforce including the integration of online learning opportunities.
5. Identify key partnerships across governments, agencies, public and private training sectors to scope innovative approaches for training/development.
6. Develop and implement a ten-year training and development strategy for the sector that delivers an interoperable, technically competent workforce and builds emergency management capability and capacity in the Sector's key partner agencies.
7. Transition to a single Registered Training Organisation to minimise duplication of regulatory and compliance costs and ensure common standards are applied sector-wide.

The outcome will be a sector and ESO workforce that reflects our community with the skills and commitment to affectively and safely undertake their roles; and a unified and consistent approach to the management and growth of training and education capabilities and resources within the sector.

Priority 2.D

Develop a comprehensive Capability Plan for the sector including the effective and efficient whole of life management and sustainment of property, plant and equipment

The objective is to have a single Capability Plan for the sector that feeds into a sector-wide whole of life cycle approach to the acquisition, management and sustainment of property, plant and equipment, maximises availability to the front line, value and economic benefit to South Australia and minimises cost and the acquisition cycle timeframe.

The actions to achieve this objective are:

1. Prepare agency Capability Plans for the ESO's that rolls up into a sector wide Capability Plan covering property, plant and equipment.
2. Ensure that the Capability Plan is cross referenced to the availability of staff and volunteers (the People Plan).
3. Institute a process whereby the capability plan is reviewed annually and re-set every four years.
4. Ensure that the Capability Plan is set to look at the required capability and availability for 5, 10 and 25 year timeframes.
5. Drive efficient and effective whole-of-life cycle acquisition, management and sustainment as an output of the sector Capability Plan.
6. Review and implement acquisition and sustainment on a rolling 1, 2 and 5 year basis.
7. Follow South Australian Government procurement principles and industry participation guidelines.

The outcome will be a robust, single version of the sector's capability requirements for the next 5, 10 and 25 years and a sector-wide acquisition, management and sustainment approach and process that has the right property, plant and equipment in place at the right time, in the right location, at the right cost to deliver the Capability Plan.

Direction 3: The source of credible and timely information

Priority 3.A

Develop a Sector wide Communications Plan

The objective is to have an agreed Communications Plan that ensures the sector and each ESO has a practical, timely and effective approach to communication to cover multiple scenarios using multiple channels.

The actions to achieve this objective are:

1. Develop principles to guide both a sector and ESO driven approach to communications
2. Develop communication plans for:
 - Emergency warnings and alerts
 - Emergency Management
 - Hazard mitigation
 - Risk prevention
 - Community engagement
 - Staff engagement
 - Volunteer engagement
 - Media.
3. Develop plans to optimise the various communication channels covering:
 - Internet
 - Digital and social
 - Print
 - Radio
 - Television.

The outcome will be communities that are fully informed in terms of emergencies, in preparing for periods of potential threat and with respect to the role of sector and the services they provide.

Priority 3.B

Build public information and warning skills and expertise

The objective is to build expertise, depth and redundancy in public information and warning roles, functions, and systems.

The actions to achieve this objective are:

1. Conduct a baseline training needs audit of skills and knowledge in public information functions and systems
2. Review and determine those tools and methodologies the sector will adopt to advise and warn individuals, communities and regions
3. Develop and publish training packages and skills maintenance resources for public information and warnings roles
4. Develop sector-wide, integrated, public information capability that can support all agencies with emergency response and recovery activities
5. Implement a program to assess and publish the effectiveness and efficiency of warnings and messaging to the community.

The outcome Communities, households and individuals will receive and take action on emergency information warnings.

Priority 3.C

Develop intelligence and information management capabilities to enable timely and targeted messaging and warnings to the community

The objective is to have a Common Operating Picture at tactical, regional and state levels and common public information and warning systems.

The actions to achieve this objective are:

1. Develop and implement a sector intelligence model/capability that draws on and analyses local trusted sources of information.
2. Implement an intelligence support system that integrates information and intelligence data for use by incident management teams and in state control centres.
3. Develop and implement common intelligence officer training and skills maintenance programs.

The outcome will be improved situational awareness based on improved quality and timeliness of messaging and warnings and enhanced decision making by incident controllers at all levels.

Priority 3.D

Engage media entities through partnering programs to maximise information flow and penetration

The objective is to align and integrate media engagement strategies across the sector.

The actions to achieve this objective are:

1. Review and analyse media engagement programs across the sector.
2. Develop and implement an integrated media engagement and education plan.

The outcome will be enhanced opportunity for the media to inform the community during emergency events.

Direction 4: Effective governance and resource management

Priority 4.A

Transition Volunteer Marine Rescue (VMR) capabilities into the emergency services sector

The objective is to transition VMR Associations into the emergency services sector to ensure that the service they provide is sustainable into the future, delivered in line with contemporary delivery standards and conducted under appropriate legislative powers and protections. The integration will complement existing services provided by the sector.

The actions to realise this objective are:

1. Undertake a capability and capacity assessment across VMR, including financial analysis, to determine current and future requirements, and to identify gaps, liability and risk to VMR Associations, volunteers and Government.
2. Drawing from the above, develop an integration model and transition plan and obtain agreement from VMR Associations.
3. Develop a funding model and, where required, prepare a business case to support the integration model and service delivery.
4. Secure resources to support integration.
5. Amend the *Fire and Emergency Services Act, 2005* to allow for integration and to accommodate the functions provided by VMR Associations and provide protection and powers for VMR volunteers.

The outcome will be sustainable provision of an appropriately equipped, trained and supported VMR service, affording volunteers appropriate powers and protections, in a manner consistent with contemporary emergency services delivery standards.

Priority 4.B

Promote and reinforce common values across the sector and develop leaders and managers that promote unity, cooperation, collaboration and an integrated and continuous improvement approach to performing our duties

The objective is to have all our people, staff and volunteers alike, performing their duties aligned to a common set of values; and our people assuming leadership and management roles within the sector demonstrating a common, consistent and continuous improvement approach.

The actions to achieve this objective are:

1. Promote a common set of values to guide our culture with a focus on our people, our community, our way of working, our behaviours and continuous improvement.
2. Develop programs that constantly re-enforce and demonstrate our values and continuous improvement at work.
3. Develop and promote a common and consistent approach to leadership, decision making and continuous improvement.
4. Develop and promote a common approach to management and continuous improvement.
5. Ensure the interchangeability of leaders and senior managers.

The outcome will be a sector-wide group of people who, regardless of their role, act, behave and perform to a common set of values; continuous improvement is embedded into our approach to everything we do; and a cadre (cohort, group) of leaders and managers who can and do work together effectively and encourage and support continuous improvement.

Priority 4.C

Develop and implement an “integrated services” structure across the sector to deliver functional support most effectively and efficiently

The objective is to adopt an integrated services model and approach to functional support that aligns policy and strategy with service delivery, placing resources where the best outcome can be delivered.

The actions to achieve this objective are:

1. Review the sector’s functional support structure and determine the service delivery elements to be embedded or centralised into the ESOs to deliver the best outcomes.
2. Ensure all elements of functional support operate under a common strategy and policy framework.
3. Ensure commonality across all elements of the integrated services structure.

The outcome will be a structure that optimises functional support to the ESOs.

Priority 4.D

Integrated Business Planning Framework

The objective is to develop and implement a sector-wide integrated business planning framework to ensure alignment of the strategic and business planning processes across the sector and management (including financial and operational) reporting system.

The action to achieve this objective is:

1. Develop an Integrated Business Planning Framework which integrates planning, budgeting and reporting processes; and outlines the principles and management cycle we follow to achieve our Strategic Priorities.

The outcome will be a sector-wide integrated planning framework that delivers sector alignment and collaboration efficiencies and reduced planning effort.

Direction 5: Informed by knowledge, research and data

Priority: 4.E

Sector wide ICT Strategy and Roadmap

The objective is to design a sector-wide strategically aligned ICT Strategy and Roadmap that will inform investment in ICT, guide and enable the future direction of the Sector's ICT environment, reduce ICT risk, build contemporary ICT capacity and capability to deliver improved connectedness and productivity outcomes.

The actions to realise this objective are:

1. Establish a clear understanding of the sector's current ICT environment.
2. Undertake a Health Check to verify the status and condition of the current ICT environment.
3. Develop an agreed ICT Strategy aligned to the Sector's ESS Strategic Plan.
4. Develop an ICT Roadmap to transition ICT infrastructure, systems and services in line with the agreed ICT Strategy.
5. Implement and monitor the ICT Strategy and Roadmap.
6. Institute a process whereby the ICT Strategy and Roadmap are reviewed annually and reset every four years.

The outcome will be a sector-wide ICT Strategy and Roadmap aligned to the sector's Strategic Plan that over its life provides: an aligned, harmonised and fit for purpose ICT environment, capable of leveraging up-to-date technology and platforms; improved risk profile; and enhanced capability and capacity commensurate with contemporary ICT enabled services to the Sector and the community it serves.

Priority 5.A

Preserve and exploit our operational knowledge through the sector adoption of the AFAC Fundamentals of Doctrine

The objective is to systematically manage our operational knowledge and the knowledge of other similar agencies through the design, implementation and review of activities and processes to improve our integrated services for the community by strengthening our interoperability. Our knowledge is to be layered from the strategic level to the technical level through four distinct layers: the Capstone Layer (strategic), the Fundamentals Layer, the Procedures Layer and the Technical Layer (technical details and tactical).

The actions to realise this objective are:

1. Develop and implement the Capstone Layer: the overarching sector level functional themes of doctrine for the emergency services sector.
2. Develop and implement the Capstone Layer: the overarching organisational level functional themes of doctrine for individual agencies within the sector.
3. Develop and implement the Fundamentals Layer for the sector and the individual agencies. This requires the detailing of the major components of functionality expressed as principles.
4. Develop common operational procedures, guidelines and standing orders; and harmonise existing operational procedures, guidelines and standing orders across all fire and emergency service agencies resulting in an integrated emergency services sector.
5. Review and comparatively analyse existing agency training materials and harmonise those that have application across two or more sector agencies.

The outcome will be a logical framework of common and consistent operational hierarchy for documentation that is consistent across the sector.

Priority 5.B

Continuous operational improvement by implementing a Knowledge Management and Lessons Learnt framework

The objective is to capture and implement lessons learnt from our own operations and the operations of others to ensure continuous improvements for the services we deliver to the communities we serve.

The actions to realise this objective are:

1. Implement common protocols across all agencies for operational post-incident analysis, investigations and enquiries.
2. Operational post-incident analysis, investigations and enquiries are conducted using officers drawn from across the sector irrespective of agency or agencies involved.
3. Develop and implement a two year program to train agency staff on procedures and techniques to conduct effective investigations, audits, and enquiries ensuring good practices are achieved and maintained to realise the greatest potential for lessons to be learnt and implemented.
4. Development and maintenance of lessons learnt framework for continuous updating of operational doctrine.

The outcome will be a consistent and sustainable capability within the sector ensuring a Knowledge Management regime is established and maintained and lessons learnt are reflected in our operational doctrine. This will result in greater integration and interoperability to deliver value for money to our communities.

Priority 5.C

Sector Wide Management Reporting

The objective is to integrate and implement a sector-wide management (including financial and operational) reporting system.

The actions to achieve this objective are:

1. Establish a clear understanding of the sector's current management reporting environment.
2. Undertake a health check to verify the status and condition of the reporting environment.
3. Develop an agreed 'to be' state for a sector-wide management reporting environment that meets the needs of the sector's multiple stakeholder requirements for managing business (i.e. financial, people, assets, communications, information technology) and operational requirements; and defines and aligns performance measures / key performance indicators used to measure strategies, goals and outcomes.
4. Develop a management reporting framework that includes why, how and what is measured in order for the sector to improve performance measurement, business intelligence, governance, accountability and transparency.
5. Document user requirements for the 'to be' sector-wide management reporting (i.e. Business Intelligence and Business Performance) environment and framework ensuring strategic alignment of KPIs with the sector's Strategic Plan and agency business plans, objectives and outcomes.

The outcome will be a fit for purpose management reporting framework and system with flexibly, functionality and scalability to support contemporary and future information, planning and reporting requirements ensuring that strategically aligned information and reporting is available, improving the quality of decision making and value adding to the operations and business of the sector.

Priority 5.D

Influence national and state-level research efforts to ensure outcomes are focussed on sector requirements

The objective is to shape the national and state research agendas so that academic effort is applied to sector challenges and needs.

The actions to achieve this objective are:

1. Contribute to the Bushfire and Natural Hazards Cooperative Research Centres research agenda by identifying and sustaining end-user networks across the sector.
2. Implement a program that mainstreams the promotion of research outcomes and explores opportunities for trialling options and adopting improved practice.
3. Implement a cyclical program of review of community education programs and materials that ensures that research outcomes benefit communities through information, education and advice.

The outcome is that research reinforces current practice, and provides evidence and options to do things better and differently. Research informs fire and emergency practices and presents the opportunity to improve industry performance, and shape industry culture.

Structure

