SOUTH AUSTRALIAN FIRE AND EMERGENCY SERVICES SECTOR

STRATEGIC DIRECTION

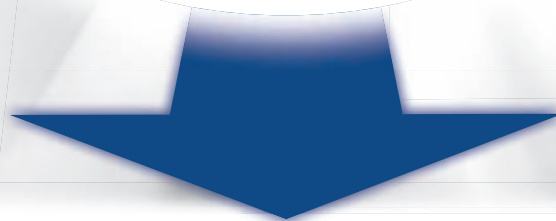### 2008-2014

Government of South Australia

South Australian Fire and Emergency Services Commission

METROPOLITAN FIRE SERVICE SOUTH AUSTRALIA

CFS

SES RESCUE

SOUTH AUSTRALIAN FIRE AND EMERGENCY SERVICES SECTOR

SA
FIRE AND
EMERGENCY
SERVICES
COMMISSION

SA
COUNTRY
FIRE
SERVICE

COMMUNITY

SA
METROPOLITAN
FIRE
SERVICE

SA
STATE
EMERGENCY
SERVICE

WORKING TOGETHER TO BUILD SAFER COMMUNITIES

THE SOUTH AUSTRALIAN FIRE AND EMERGENCY SERVICES SECTOR EXISTS TO >

Lead and strengthen communities so the things they value are better protected.

THE BOARD SUPPORTS THE WHOLE SECTOR TO >
Work together to build safer communities.

WE VALUE:

- Our people
- Community service
- Leadership and teamwork
- Integrity, honesty and ethical behaviour
- Continuous improvement
- Governance and accountability.

< ABOUT OUR PRIORITIES

OUR MAIN PRIORITIES FOR 2008-2014 ARE:

- Community engagement
- Seamless integration
- Communication
- Building partnerships
- Community resilience
- Being accountable.

< WE ENVISION A SECTOR WHERE ALL BOARD MEMBERS, STAFF AND VOLUNTEERS:

- Work together for the good of the whole sector, not just one part; make decisions based on factual evidence; are honest, open and accountable in all areas of activity and are known and applauded for their efficient use of resources, business efficiency and excellence

- Lead, encourage and educate communities to prevent as many emergency events as possible; prepare for those events which are inevitable and work with all other agencies and organisations to achieve the very best safety outcomes for the people of South Australia

- Acknowledge that South Australia consists of a multitude of diverse communities and respect, reflect and engage with this diversity

- Consider the environmental and social impact of all of the sector's work and strive to minimise the impact upon the planet.

THE SOUTH AUSTRALIAN FIRE AND EMERGENCY SERVICES SECTOR COMPRISES >

- SA Fire and Emergency Services Commission
- SA Country Fire Service
- SA Metropolitan Fire Service
- SA State Emergency Service.

The South Australian Fire and Emergency Services Commission (SAFECOM) is responsible for supporting the three emergency service organisations, undertaking strategic policy planning, governance and resource allocation for the overall fire and emergency services sector.

FOREWORD>

Hon Michael Wright MP

Minister for Emergency Services
August 2008

I am pleased to present the Statement of Strategic Direction for the South Australian fire and emergency services sector 2008-2014.

The priorities identified in this document reflect the South Australian Fire and Emergency Services Commission (SAFECOM) Board's objective to work together to build safer communities.

These priorities have been established to ensure that we improve the capacity and capability of the fire and emergency services sector, providing a high quality emergency service to meet the needs of all the communities of South Australia.

The priorities are based on today's risks and identified future risks. They reflect a fire and emergency services sector which exists to lead and strengthen our communities to enable them to be better protected in the event of an emergency.

This document provides clear direction to the sector and its agencies and informs our partners and the wider community of our aims and strategic priorities.

Business plans for each agency will be developed in line with this Strategic Direction, providing detailed implementation plans to achieve our priorities over the coming years. These plans will reflect both national and state priorities and will be revisited annually to ensure that the sector's operational objectives remain in step with national and locally defined emergency service needs.

The Government of South Australia welcomes this Statement as evidence of a sector striving to provide the most balanced and effective emergency service to the diverse communities of South Australia, supported by the most efficient organisational structures and shared strategic objectives.

This document demonstrates that the Government, the fire and emergency services sector and its individual agencies are united in their aim to achieve one common objective – *'Working together to build safer communities'.*

BOARD>

This Statement of Strategic Direction has been authorised by the SAFECOM Board. In endorsing this document we all agree to be bound by its intentions and to model its values. We expect all staff and volunteers in the fire and emergency services sector in South Australia to follow our lead in embracing the concept of working together to build safer communities.

David Place
Commissioner of Fire and Emergencies, SAFECOM

"As members of the Board, one of the key questions we ask ourselves in each decision is whether the program or activity will enhance community safety. Community engagement is one key area which is an important tool for educating the community and empowering people to change their behaviour."

Wayne Thorley
State Vice President, SA Country Fire Service Volunteers Association

"Irrespective of which agency we are a member of, one main priority across the sector is to deliver a high quality and valued service to the community. How we deliver that may vary across agencies but it is one shared desire."

Grant Lupton AFSM
Chief Officer, SA Metropolitan Fire Service

"This document is our Statement of Strategic Direction across the emergency services sector; however it is more than that, and will become a measure of how emergency services are delivering services to our communities. By setting performance indicators in line with the strategic direction, each agency can measure and communicate the excellent work that we are doing."

Debra Contala
Executive Director, Attorney-General's Department

"As members of the SAFECOM Board we are accountable for decisions made across the emergency services sector. This accountability should flow from the Board down and be embedded in each agency."

Euan Ferguson AFSM
Chief Officer, SA Country Fire Service

"Although each emergency service is an individual agency and has separate business plans, across the emergency services sector we all have shared objectives and a common direction. This document reflects the common intent of the Board and the sector. It will ensure that our directions, agency business plans and priorities are all aligned."

David Ward ESM
Treasurer, SA State Emergency Service Volunteers' Association

"Communication is a word used all too often in the modern world, however within the emergency services it is our communication both within the sector and to our communities that needs to be a continued priority. This will ensure that South Australian communities are aware and understand the role that emergency services play in their lives."

Stuart Macleod ESM
Chief Officer, SA State Emergency Service

"The majority of work in emergency services is a direct result of risks to our communities - flood, fire, road crash rescue or hazardous incidents. This Strategic Direction is based on identified risks and future risks and provides an excellent basis for each agency in determining our business plans to address or mitigate these risks."

Virginia Hickey
Director, @ The Board Table

"One key priority that is central to the success of the sector is building partnerships across the emergency service organisations, within the sector and outside of the sector with local communities and with local government. Partnerships will prove critical to increasing the capacity and capability of the sector."

OUR PRIORITIES>

COMMUNITY ENGAGEMENT>

We will empower and support communities to actively protect the things they value.

We will do this by:

- Actively listening to people and using feedback to improve the way we do things

- Respecting the diversity of communities and people

- Allocating available resources to areas of greatest need based on risk

- Recognising, encouraging and educating all people who play a part in making communities safer, be they staff, volunteers or employers.

SEAMLESS INTEGRATION>

We will minimise the harm caused by emergencies by providing a professional and integrated emergency service to all the people and communities of South Australia.

We will do this by:

- Working as one team, and with all other organisations, to support each other in an atmosphere of mutual trust and respect

- Acknowledging the welfare and safety of team members is of the highest priority so we all come home safely

- Focusing on the common good whilst respecting both specialisation and diversity

- Clearly identifying our priorities and working individually and collectively to improve service delivery in these areas

- Responding rapidly to changing circumstances to ensure we have the correct structures, equipment, people and policies in place to enable us to do the best possible job.

COMMUNICATION>

We will be open and transparent in all areas of activity, and we will actively work to improve our communication systems both internally and externally.

We will do this by:

- Applying the guiding principle that all information can be shared unless there is a legitimate reason why it needs to be kept confidential

- Acknowledging that good communication plays a vital part in building safer communities, and is important to all areas of our work

- Carefully planning all our means of communication so our messages are clear, consistent, and able to be understood by all people

- Accepting that honest communication involves acting on feedback in addition to listening and providing accurate information

- Identifying barriers that restrict the clear flow of information, and actively working to remove those barriers

- Encouraging our leaders to set an example by modelling open communication and by actively providing the information needed to do the best possible job.

BUILDING PARTNERSHIPS>

We will actively work to form partnerships and alliances that will make our job easier and benefit all South Australian communities.

We will do this by:

- Identifying key partners, such as local government authorities, and actively engaging them in dialogue to ensure mutual co-operation and respect
- Working more closely together in all possible areas of operation
- Identifying areas where there are duplications or inefficiencies in our sector and proactively working together to eliminate them
- Establishing and nurturing trusting relationships which benefit all parties and lead to safer communities
- Actively encouraging the sharing of resources across the state, and with our interstate colleagues, with the understanding that we all seek the same outcome – safer communities.

COMMUNITY RESILIENCE>

We will empower and support communities to rapidly and effectively recover from the effects of emergencies.

We will do this by:

- Educating communities about the possible risks they face so they are able to make informed decisions to protect themselves
- Assisting communities to gain the skills needed to prevent the avoidable, and to prepare for unavoidable emergencies
- Encouraging and supporting communities to recover rapidly as a result of good communication, preparedness and planning
- Responding quickly to emergencies to minimise damage, working collaboratively to provide the most effective response possible.

BEING ACCOUNTABLE>

All of our decision making will be based on evidence, and we will ensure our monitoring and reporting systems are consistent, effective and comparable.

We will do this by:

- Being accountable for our use of all resources, taking into account environmental and social considerations while ensuring we maximise the effectiveness of our work to make communities safer
- Benchmarking critical areas of our work so we are able to set realistic and measurable targets to honestly appraise our performance
- Adopting key performance indicators that are consistent across the sector, and comparable with our interstate emergency service colleagues
- Ensuring our performance indicators are appropriate, evidence-based, and are applied to all levels of our organisations so every person, position and group is accountable
- Aligning our performance indicators with identified priorities from the State Strategic Plan
- Embracing feedback and regarding constructive criticism as valuable information that will help us grow, change and improve the way we do things.

Community Engagement

We will empower and support communities to actively protect the things they value.

Objective 1: Growing Prosperity - Customer and client satisfaction (T1.7)
Objective 5: Building Communities - Boards and Committees (T5.1, T5.2)
- Volunteering (T5.6) - Aboriginal leadership (T5.7)
Objective 6: Expanding Opportunity - People with disabilities (T6.22)
- Women (T6.23) - Aboriginal employees (T6.24)

Seamless Integration

We will minimise the harm caused by emergencies by providing a professional and integrated emergency service to all the people and communities in South Australia.

Objective 1: Growing Prosperity - Performance in the public sector
– Administrative efficiency (T1.9)
Objective 2: Improving Wellbeing - Healthy weight (T2.2)
- Sport and recreation (T2.3) - Healthy South Australians (T2.4)
- Greater safety at work (T2.11) - Work life balance (T2.12)

Communication

We will be open and transparent in all areas of activity, and we will actively work to improve our communication systems both internally and externally.

Objective 1: Growing Prosperity - Customer and client satisfaction (T1.7)
Objective 4: Fostering Creativity and Innovation - Broadband usage (T4.8)
Objective 5: Building Communities - Boards and Committees (T5.1, T5.2)
- Volunteering (T5.6) - Aboriginal leadership (T5.7)
Objective 6: Expanding Opportunity - People with disabilities (T6.22)
- Women (T6.23) - Aboriginal employees (T6.24)

Building Partnerships

We will actively work to form partnerships and alliances that will make our job easier and benefit all South Australian communities.

Objective 2: Improving Wellbeing - Road safety – fatalities, serious injuries (T2.9, T2.10)
Objective 3: Attaining Sustainability - Use of public transport (T3.6)
- Ecological footprint (T3.7) - Energy efficiency – dwellings (T3.14)
Objective 4: Fostering Creativity and Innovation - Public expenditure (T4.9)
Objective 5: Building Communities - Multiculturalism (T5.8)
Objective 6: Expanding Opportunity - Aboriginal housing (T6.9)

Community Resilience

We will empower and support communities to rapidly and effectively recover from the effects of emergencies.

Objective 6: Expanding Opportunity - Aboriginal wellbeing (T6.1)
- Non-school qualifications (T6.19) - VET participation (T6.21)

Being Accountable

All of our decision making will be based on evidence, and we will ensure our monitoring and reporting systems are consistent, effective and comparable.

Objective 1: Growing Prosperity - Performance in the public sector – government decision-making, administrative efficiency (T1.8, T1.9)
Objective 3: Attaining Sustainability - Greenhouse gas emissions (T3.5)
- Ecological footprint (T3.7) - Zero waste (T3.8) - Renewable energy (T3.12)
- Energy efficiency – government buildings (T3.13)