



If calling please ask for: Rachel Dixon

Telephone: 8115 3906

Reference: ESS-20-902

Level 6,
60 Waymouth Street
Adelaide SA 5000

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Adelaide SA 5001
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Tel 8115 3900
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www.safecom.sa.gov.au

Hon Tammy Franks MLC
Parliament House
North Terrace
Adelaide SA 5000
Franks.office@parliament.sa.gov.au

Dear Ms Franks

I refer to your application made under the *Freedom of Information Act 1991* (the FOI Act) of 20 February 2020 for access to:

'Copy of the report titled 'Analysis of South Australia's Fire Emergency Services, September 2019' and any associated correspondence.'

A search of files has been conducted and thirty (30) documents were located that fall within the scope of your application. The documents are identified in the attached schedule.

In respect of the document, I have determined as follows:

Document 1,2,3,6,8,9,10,11

I have determined to refuse access to these documents. Section 20(1)(a) of the FOI Act provides that an agency may refuse access to a document if the document is exempt.

I consider these internal emails exempt under clause 9(1)(a)(i) and (b) of Schedule 1 of the FOI Act, which reads:

9—Internal working documents

(1) *A document is an exempt document if it contains matter—*

(a) *that relates to—*

(ii) *any consultation or deliberation that has taken place,
in the course of, or for the purpose of, the decision-making functions of
the Government, a Minister or an agency; and*

(b) *the disclosure of which would, on balance, be contrary to the public
interest.*

In applying this clause I am obliged to consider the public interest for and against the release of information.

Factors in favour of release include:

- The public interest in fulfilling the objects of the FOI Act, and promoting openness and accountability within government.
- The public interest in scrutiny of government decision-making.

Factors against release include:

- Ensuring efficient and effective conduct of government functions.
- The low level of public value of these documents.
- The public interest in ensuring the effective conduct of the Agency's functions.
- The need for confidentiality to protect the integrity and viability of government decision-making.

On balance, SAFECOM considers that the public interest is not served in the release of the information.

Document 4,5,6,7

I have determined to refuse access to these documents. Section 20(1)(a) of the FOI Act provides that an agency may refuse access to a document if the document is exempt.

I consider these internal emails and attachments exempt under clause 9(1)(a)(i) and (b) of Schedule 1 of the FOI Act, which reads:

9—Internal working documents

(1) A document is an exempt document if it contains matter—

(a) that relates to—

(i) any opinion, advice or recommendation that has been obtained prepared or recorded; or

in the course of, or for the purpose of, the decision-making functions of the Government, a Minister or an agency; and

(b) the disclosure of which would, on balance, be contrary to the public interest.

These emails and attachments satisfy the provisions of clause 9(1) as documents which makes recommendations for the purpose of the decision-making functions of a Minister (the Minister for Police, Emergency Services and Correctional Services). In applying this clause I am again obliged to consider the public interest for and against the release of information. Again I have considered the reasons set out previously in the above public interest test under clause 9 and concluded on balance, SAFECOM considers the public interest is not served in the release of the information.

Document 12,13,14,17,27,28,29,30

I have determined that these documents are to be released in part.

In regard to these documents, the parts to which I have not granted you access are the names and email addresses (personal information) of non-public sector employees, which are exempt under clause 6(1) of Schedule 1 of the FOI Act.

- (i) The document contains personal information.
- (ii) It would be unreasonable to remove personal information, but not the other information in the documents.
- (iii) Personal information is exempt from disclosure under clause 6(1), which reads:

“A document is an exempt document if it contains matter the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)”.
- (iv) In my view it would be unreasonable to disclose personal information because:
 - (a) Disclosure under the FOI Act is “disclosure to all the world” (Re Sunderland and Department of Defence, (1986) 11 ALD 258; Re Williams and Registrar, Federal Court of Australia, (1985) 8 ALD 814; Re Anderson and the Australian Federal Police, (1986) 11 ALD 355).
 - (b) Re Chandra and Department of Immigration and Ethnic Affairs, (1984) 6 ALN N 257, which has been applied in South Australia, says that I should consider “...all the circumstances including:
 - The nature of the information disclosed;
 - The circumstances in which the information is obtained;
 - The likelihood of the information being information that the person concerned would not wish to have disclosed without consent; and
 - Whether the information has any current relevance” (aN259).

The matters outlined in (a) to (b) above lead me to conclude that it would be unreasonable to names and email addresses (personal information) of non-public sector employees under the FOI Act.

Furthermore, some of these submissions are made by volunteers. I consider it would be unreasonable to disclose the names of individuals who voluntarily perform an important community service and wish to contribute to the sector more widely. I do not consider the interest in identifying who made the submissions overrides the public interest in preserving the privacy of the volunteers.

As it is practicable to delete names and email addresses (personal information) of non-public sector employees and release the remainder of the document in accordance with subsection 20(4) of the FOI Act, I have done so.

Additionally, I have not provided you with the attached report, which is publicly available on the SAFECOM website at: <https://www.safecom.sa.gov.au/site/home.jsp>.

Document 15,16,18,19,20,21,22,23,24

I have determined that these documents be released in part.

In regard to these documents, the part to which I have not granted you access is the names of individuals and personal information considered to constitute personal affairs. I have determined this exempt under clause 6(1), which reads:

“A document is an exempt document if it contains matter the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)”.

I again applied the principle that disclosure under the FOI Act is disclosure to all the world, and the test in *Re Chandra* (set out above). Thus I determined that it was unreasonable to disclose to you the names of individuals and personal information. It is practicable to delete this material and release the remainder in accordance with subsection 20(4) of the FOI Act, I have done so.

Information was not relevant to the application has been removed from Document 21.

Document 25

I have determined to refuse access to this document. Section 20(1)(a) of the FOI Act provides that an agency may refuse access to a document if the document is exempt.

This document is exempt under clause 1(1)(e) and (f) of Schedule 1 of the FOI Act, which reads:

“1 – Cabinet documents

- (1) A document is an exempt document –*
 - (a) If it is a document that has been specifically prepared for submission for Cabinet (whether or not it was submitted).”*

As this document was specifically prepared for submission to Cabinet, it is exempt under clause 1(1)(a) of the FOI Act.

Document 26

I have determined to release this document in full.

Appeal Rights

If you are dissatisfied with this determination, you are entitled to exercise your rights of review and appeal in accordance with section 29 of the FOI Act. To make an internal review application please see attached documentation. For more information about

seeking a review, please contact the Ombudsman SA on telephone (08) 8226 8699 or SACAT on 1800 723 767.

Please do not hesitate to contact the Accredited Freedom of Information Officer on telephone number (08) 8115 3906 if you have any queries.

Yours sincerely

Rachel Dixon
Accredited Freedom of Information Officer

August 2020

Encl: Schedule of documents
 Documents for release
 Application for Review of Determination form

SCHEDULE OF DOCUMENTS

Freedom of Information application from The Hon Tammy Franks MLC – *Copy of the report titled 'Analysis of South Australia's Fire Emergency Services, September 2019' and any associated correspondence.*

Doc No.	Description	Determination
1	SAFECOM internal email and attachment dated 10/12/2019	Document exempt under clause 9(1)(ii) and (b) of Schedule 1 of the FOI Act.
2	SAFECOM internal email and attachment dated 11/12/2019	Document exempt under clause 9(1)(ii) and (b) of Schedule 1 of the FOI Act.
3	SAFECOM internal email dated 11/12/2019	Document exempt under clause 9(1)(ii) and (b) of Schedule 1 of the FOI Act.
4	SAFECOM internal email and attachment dated 30/12/2019	Document exempt under clause 9(1)(i) and (b) of Schedule 1 of the FOI Act.
5	SAFECOM internal email and attachment dated 30/12/2019	Document exempt under clause 9(1)(i) and (b) of Schedule 1 of the FOI Act.
6	SAFECOM internal email and attachment dated 30/12/2019	Document exempt under clause 9(1)(i) and (b) of Schedule 1 of the FOI Act.
7	SAFECOM internal email with attachment dated 21/01/2020	Document exempt under clause 9(1)(i) and (b) of Schedule 1 of the FOI Act.
8	SAFECOM internal email with attachment dated 23/01/2020	Document exempt under clause 9(1)(ii) and (b) of Schedule 1 of the FOI Act.
9	SAFECOM internal email chain and attachment dated 24/01/2020	Document exempt under clause 9(1)(ii) and (b) of Schedule 1 of the FOI Act.
10	Email chain dated 28/01/2020	Document exempt under clause 9(1)(ii) and (b) of Schedule 1 of the FOI Act.
11	SAFECOM internal email dated 30/01/2020	Document exempt under clause 9(1)(ii) and (b) of Schedule 1 of the FOI Act.
12	Email dated 03/02/2020 from SAFECOM to CFSVA re: Analysis of South Australia's Fire and Emergency Services	Document released in part – personal details exempt from disclosure under clause 6(1) of Schedule 1 of the FOI Act. Attachment is a publicly available document.
13	Email dated 03/02/2020 from SAFECOM to SASESVA re: Analysis of South Australia's Fire and Emergency Services	Document released in part – personal details exempt from disclosure under clause 6(1) of Schedule 1 of the FOI Act. Attachment is a publicly available document.

14	Email dated 03/02/2020 from SAFECOM to United Firefighters Union (UFU) re: Analysis of South Australia's Fire and Emergency Services	Document released in part – personal details exempt from disclosure under clause 6(1) of Schedule 1 of the FOI Act. Attachment is a publicly available document.
15	Email dated 03/02/2020 from UFU to SAFECOM re: Analysis of South Australia's Fire and Emergency Services	Document released in part – personal details exempt from disclosure under Clause 6(1) of Schedule 1 of the FOI Act.
16	Email dated 03/02/2020 to SAFECOM re: Thanks	Document released in part – personal details exempt from disclosure under Clause 6(1) of Schedule 1 of the FOI Act.
17	Email dated 04/02/2020 from SAFECOM to Public Service Association (PSA) re: Analysis of South Australia's Fire and Emergency Services	Document released in part – personal details exempt from disclosure under Clause 6(1) of Schedule 1 of the FOI Act. Attachment is a publicly available document.
18	Email dated 04/02/2020 from Public Service Association (PSA) to SAFECOM re: Analysis of South Australia's Fire and Emergency Services	Document released in part – personal details exempt from disclosure under Clause 6(1) of Schedule 1 of the FOI Act.
19	Email dated 04/02/2020 from SAFECOM to SESVA re: Analysis of South Australia's Fire and Emergency Services	Document released in part – personal details exempt from disclosure under Clause 6(1) of Schedule 1 of the FOI Act.
20	Email dated 04/02/2020 from SAFECOM re: Message to All Staff and Volunteers	Document released in part – personal contact details exempt from disclosure under Clause 6(1) of Schedule 1 of the FOI Act.
21	Email dated 07/02/2020 from SAFECOM to CFSVA re: Keelty Review/Analysis of South Australia's Fire and Emergency Services	Document released in part – personal details exempt from disclosure under Clause 6(1) of Schedule 1 of the FOI Act. Information not relevant to the application has been removed.
22	Email dated 11/02/2020 re: Strategic Review	Document released in part – personal contact details exempt from disclosure under Clause 6(1) of Schedule 1 of the FOI Act.
23	Email dated 19/02/2020 from SAFECOM re: Why	Document released in part – personal contact details exempt from disclosure under Clause 6(1) of Schedule 1 of the FOI Act.

24	Email dated 19/02/2020 to SAFECOM re: Analysis of South Australia's Fire and Emergency Services	Document released in part – personal contact details exempt from disclosure under Clause 6(1) of Schedule 1 of the FOI Act.
25	Email chain and attachments dated 02/10/2019	Document exempt under clause 1(1)(a) of Schedule 1 of the FOI Act.
26	Email dated 03/02/2020 to All Staff and Volunteers	Release in full.
27	Email dated 16/02/2020 re: Analysis of SA's Fire and Emergency Services	Document released in part – personal contact details exempt from disclosure under Clause 6(1) of Schedule 1 of the FOI Act.
28	Email dated 18/02/2020 re: Message to All staff and Volunteers – Analysis of South Australia's Fire and Emergency Services	Document released in part – personal contact details exempt from disclosure under Clause 6(1) of Schedule 1 of the FOI Act.
29	Email dated 20/03/2020 re: CFSVA Response to the Analysis of the SA Fire and Emergency Services	Document released in part – personal details exempt from disclosure under clause 6(1) of Schedule 1 of the FOI Act. Attachment is a publicly available document.
30	Email dated 18/2/2020 re: Message to All staff and volunteers - Analysis of South Australia's Fire and Emergency Services	Document released in part – personal details exempt from disclosure under clause 6(1) of Schedule 1 of the FOI Act. Attachment is a publicly available document.

From: Lane, Dominic (SAFECOM)
Sent: Monday, 3 February 2020 8:41 AM
To:
Cc: Seal, Cathie (SAFECOM)
Subject: Analysis of South Australia's Fire and Emergency Services
Attachments: Analysis of South Australia's Fire and Emergency Services.pdf

Dear

Following my appointment as Chief Executive of the Commission, I was asked to review our current capabilities in a strategic context. The 'Analysis of South Australia's Fire and Emergency Services', as attached is a product of this strategic review and it is now available for your review and comment.

As part of progressing a framework for the future, the Chief Officers and I conducted a two-day strategic planning workshop in October 2019 and we have confirmed our position to commence engagement and implementation of the six recommendations which are in the Introduction within pages 1-3. The Board of the Commission have also reviewed the Analysis at its December Board meeting.

Whilst the Analysis is quite lengthy, my review finds the way forward can be summarised as;

1. Effective leadership through a unified emergency services executive team,
2. The Commission Board to administer a joined up approach across the emergency services.
3. Delivery of innovative projects through a program to reduce risks to community and to improve services to better support the health and welfare of all fire and emergency services personnel.
4. Delivery of the highest standards of service which will create a safer community.

I look forward to any comments from the CFS Volunteers Association and I welcome any feedback on the analysis and what is proposed under our framework for the future. Over the coming weeks and months I will be taking opportunities to discuss this strategic review with staff, volunteers and other representative bodies. My offer to meet with the executive of the CFS Volunteers Association is also still available.

Regards,

Dominic Lane
Chief Executive

SA Fire & Emergency Services Commission (SAFECOM)
Level 6, 60 Waymouth Street
Adelaide SA 5000

T (08) 8115 3901 | F 08 8463 4054 | M | E Dominic.Lane@sa.gov.au
Volunteer Recruitment Hotline T 1300 364 587



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South Australian Fire and
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From: Lane, Dominic (SAFECOM)
Sent: Monday, 3 February 2020 8:48 AM
To:
Cc:
Subject: Analysis of South Australia's Fire and Emergency Services
Attachments: Analysis of South Australia's Fire and Emergency Services.pdf

Dear

Following my appointment as Chief Executive of the Commission, I was asked to review our current capabilities in a strategic context. The 'Analysis of South Australia's Fire and Emergency Services', as attached is a product of this strategic review and it is now available for your review and comment.

As part of progressing a framework for the future, the Chief Officers and I conducted a two-day strategic planning workshop in October 2019 and we have confirmed our position to commence engagement and implementation of the six recommendations which are in the Introduction within pages 1-3. The Board of the Commission have also reviewed the Analysis at its December Board meeting.

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4. Delivery of the highest standards of service which will create a safer community.

I look forward to any comments from the SES Volunteers Association and I welcome any feedback on the analysis and what is proposed under our framework for the future. Over the coming weeks and months I will be taking opportunities to discuss this strategic review with staff, volunteers and other representative bodies. I would also welcome the opportunity to meet with the executive of the SES Volunteers Association at any time.

Regards,

Dominic Lane
Chief Executive

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From: Lane, Dominic (SAFECOM)
Sent: Monday, 3 February 2020 9:16 AM
To:
Subject: Analysis of South Australia's Fire and Emergency Services
Attachments: Analysis of South Australia's Fire and Emergency Services.pdf

Dear

As presented at the State Council meeting of the United Firefighters Union of South Australia in December, please find attached my review of current capabilities in a strategic context. The 'Analysis of South Australia's Fire and Emergency Services', as attached is a product of this strategic review and it is now available for your organisation's review and comment.

As part of progressing a framework for the future, the Chief Officers and I conducted a two-day strategic planning workshop in October 2019 and we have confirmed our position to commence engagement and implementation of the six recommendations which are in the Introduction within pages 1-3. The Board of the Commission have also reviewed the Analysis at its December Board meeting.

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I look forward to any comments from the United Firefighters Union of SA and I welcome any feedback on the analysis and what is proposed under our framework for the future. Over the coming weeks and months I will be taking opportunities to discuss this strategic review with staff, volunteers and other representative bodies. I would also welcome the opportunity to meet again with the UFA SA at any time.

Regards,

Dominic Lane
Chief Executive

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From:
Sent: Monday, 3 February 2020 9:30 AM
To: Lane, Dominic (SAFECOM)
Subject: RE: Analysis of South Australia's Fire and Emergency Services

Thanks Dominic,

This paper will be presented to the State Council and considered at our meeting on 13 February 2020.

I will respond after that date.

Regards,

From: Lane, Dominic (SAFECOM)
Sent: Monday, 3 February 2020 9:16 AM
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Dear

As presented at the State Council meeting of the United Firefighters Union of South Australia in December, please find attached my review of current capabilities in a strategic context. The 'Analysis of South Australia's Fire and Emergency Services', as attached is a product of this strategic review and it is now available for your organisation's review and comment.

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4. Delivery of the highest standards of service which will create a safer community.

I look forward to any comments from the United Firefighters Union of SA and I welcome any feedback on the analysis and what is proposed under our framework for the future. Over the coming weeks and months I will be taking opportunities to discuss this strategic review with staff, volunteers and other representative bodies. I would also welcome the opportunity to meet again with the UFA SA at any time.

Regards,

Dominic Lane
Chief Executive

SA Fire & Emergency Services Commission (SAFECOM)
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Lane, Dominic (SAFECOM)

16

From:
Sent: Monday, 3 February 2020 1:55 PM
To: Lane, Dominic (SAFECOM)
Subject: Thanks

Thanks for a fresh set of unbiased eyes to highlight the deficiencies.

Hopefully agencies will accept your review and all emergency services can move forward to working together.

From: Lane, Dominic (SAFECOM)
Sent: Tuesday, 4 February 2020 9:35 AM
To:
Cc: Tsentidis, Anna (SAFECOM); Seal, Cathie (SAFECOM)
Subject: Analysis of South Australia's Fire and Emergency Services
Attachments: Analysis of South Australia's Fire and Emergency Services.pdf

Dear

Following my appointment as Chief Executive of the SA Fire and Emergency Services Commission, I was asked to review our current capabilities in a strategic context. The 'Analysis of South Australia's Fire and Emergency Services', as attached is a product of this strategic review and it is now available for your review and comment.

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I look forward to any comments from the PSA and I welcome any feedback on the analysis and what is proposed under our framework for the future. Over the coming weeks and months I will be taking opportunities to discuss this strategic review with staff, volunteers and other representative bodies. I would also welcome the opportunity to meet with the PSA you at any time.

Regards,

Dominic Lane
Chief Executive

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From:
Sent: Tuesday, 4 February 2020 9:48 AM
To: Lane, Dominic (SAFECOM)
Subject: Re: Analysis of South Australia's Fire and Emergency Services

received thank you Dominic.

On 4/2/20 9:35 am, Lane, Dominic (SAFECOM) wrote:

Dear

Following my appointment as Chief Executive of the SA Fire and Emergency Services Commission, I was asked to review our current capabilities in a strategic context. The 'Analysis of South Australia's Fire and Emergency Services', as attached is a product of this strategic review and it is now available for your review and comment.

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Regards,

Dominic Lane

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This email may contain confidential information, which also may be legally privileged. Only the intended recipient(s) may access, use, distribute or copy this e-mail. If this e-mail is received in error, please inform the sender by return e-mail and delete the original. If there are doubts about the validity of this message, please contact the sender by telephone. It is the recipient's responsibility to check the e-mail and any attached files for viruses.

From: Lane, Dominic (SAFECOM)
Sent: Tuesday, 4 February 2020 1:27 PM
To:
Cc: Watchman, Sadie (SAFECOM)
Subject: RE: Analysis of South Australia's Fire and Emergency Services

Hi

Thanks very much for your feedback. It is important we continue to receive input from volunteers, staff and the community. Your comments are as the leader of the SES VA important and all feedback assists developing out frameworks required to deliver the best fire and emergency services to the communities of South Australia. Hopefully we can catch up soon.

Regards
Dom Lane

From:
Sent: Monday, 3 February 2020 5:05 PM
To: Lane, Dominic (SAFECOM)
Subject: Re: Analysis of South Australia's Fire and Emergency Services

Thanks Don, a bit late already read the paper. I have never had a va email only a sesvolunteer.org. Au one. Some interesting points in your paper but as in past reviews I fear that the UFU will never agree to anyone but a firefighter who has come from their ranks be in charge. That's my personal opinion not the SESVA position. Volunteers just want to be able do what they volunteer to do- help their community in time of needs. Paid staff are to support them. Lately I feel it has been the other way around. Volunteers are there so paid staff can get the glory. Will having a commissioner fix this not sure but what currently exists isn't delivering.
Regards

Sent from my iPhone

On 3 Feb 2020, at 8:53 am, Lane, Dominic (SAFECOM) <Dominic.Lane@sa.gov.au> wrote:

Hi , your VA email bounced so I have sent it to this one.

Dom

From: Lane, Dominic (SAFECOM)
Sent: Monday, 3 February 2020 8:48 AM
To:
Cc:
Subject: Analysis of South Australia's Fire and Emergency Services

Dear

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Regards,

Dominic Lane
Chief Executive

SA Fire & Emergency Services Commission (SAFECOM)
Level 6, 60 Waymouth Street
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Volunteer Recruitment Hotline T 1300 364 587

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From: Lane, Dominic (SAFECOM)
Sent: Tuesday, 4 February 2020 1:31 PM
To:
Cc: Watchman, Sadie (SAFECOM); Seal, Cathie (SAFECOM)
Subject: RE: Message to All Staff and Volunteers

Hi

Thanks very much for your feedback. It is important we continue to receive input from volunteers, staff and the community. Your comments, given your important WHS functions assists to developing the frameworks required to deliver the best fire and emergency services to the communities of South Australia. I would be keen to explore the development of a dashboard reporting tool to give us as a board greater visibility of all matters to do with safety. Hopefully we can all catch up soon.

Regards
Dom Lane

From:
Sent: Tuesday, 4 February 2020 12:42 PM
To: Lane, Dominic (SAFECOM)
Cc:
Subject: RE: Message to All Staff and Volunteers

Dom,

Thank you for the opportunity to provide comment on your strategic review of SAFECOM. I have found from my perspective of 13 years within SAFECOM that your analysis is an accurate reflection of where we have come from and we are now and the road blocks that occurred along the journey.

In the second to last paragraph on page 18 of the review you highlight the requirement of the Board to fully exercise its power it needs to operate within a strong governance framework. I would like to also highlight that the Commission and each member of its Board (as the PCBU of the Emergency Services Sector) under their governance accountability that you mention, they also have responsibility and accountability to meet and be able to demonstrate 'due diligence' as defines in Section 27 Work Health Safety Act 2012.

To assist the Commission & the Board to meet its mandated obligations under the WHS Act, and myself have been discussing the development and implementation of a WHS governance framework to provide the Board a suite of reports to enable them to keep up to-date on WHS matters and to better inform the Board in their decision making processes. A necessary component of this Governance system – is the establishment of a sector wide WHS strategy – from which objectives, performance targets etc are determined. We intend to progress both these initiatives and would be happy to meet with you to expand on how our WHS&IM Branch can further assist the intent of your review for improved outcome.

Regards



Government of South Australia
South Australian Fire and
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From: Lane, Dominic (SAFECOM) <Dominic.Lane@sa.gov.au>
Sent: Monday, 3 February 2020 9:27 AM
To: DL:SAFECOM All Staff <DLSAFECOMAllStaff@safecom.sa.gov.au>
Subject: Message to All Staff and Volunteers

To All Staff and Volunteers

Following my appointment as Chief Executive of the Commission, I was asked to review our current capabilities in a strategic context. The 'Analysis of South Australia's Fire and Emergency Services', as attached is a product of this strategic review and it is now available for your review and comment.

As part of progressing a framework for the future, the Chief Officers and I conducted a two-day strategic planning workshop in October 2019 and we have confirmed our position to commence engagement and implementation of the six recommendations which are in the Introduction within pages 1-3. The Board of the Commission have also reviewed the Analysis at its December Board meeting.

Whilst the Analysis is quite lengthy, my review finds the way forward can be summarised as;

1. Effective leadership through a unified emergency services executive team,
2. The Commission Board to administer a joined up approach across the emergency services.
3. Delivery of innovative projects through a program to reduce risks to community and to improve services to better support the health and welfare of all fire and emergency services personnel.
4. Delivery of the highest standards of service which will create a safer community.

I look forward to your comments and feedback on the Analysis and what is proposed as we develop our framework for the future. Over the coming weeks and months I look forward to any opportunities to discuss this strategic review with staff, volunteers and representative bodies.

Regards
Dom

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Chief Executive

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From: Lane, Dominic (SAFECOM)
Sent: Friday, 7 February 2020 8:16 AM
To: Dilag, Lorraine (SAFECOM)
Cc: Jones, Mark (CFS);
Subject: RE: Keelty Review / Analysis of the South Australia's Emergency Services

Hi

Information on the Keelty review is available at <https://yoursay.sa.gov.au/decisions/yoursay-engagements-independent-review-sa-s-2019-20-bushfire-season/about>

Any comment or feedback on the Analysis is welcome at any time and my offer to meet with the CFSVA Executive to discuss the Analysis or any other matter still stands.

Regards
Dom

From:
Sent: Wednesday, 5 February 2020 4:11 PM
To: Lane, Dominic (SAFECOM)
Cc: Jones, Mark (CFS) ;
Subject: Keelty Review / Analysis of the South Australia's Emergency Services

Hi Dom,

Could you please advise closing dates for submissions for both the Keelty Review and the Analysis of the South Australia's Emergency Services, as the CFSVA is receiving a number of inquiries from CFS volunteers in this regard.

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From:
Sent: Tuesday, 11 February 2020 8:54 AM
To: Lane, Dominic (SAFECOM)
Subject: Strategic Review
Attachments: I have read this strategic review and I feel there are some components that should be challenged.docx; ATT00001.txt

I think I sent the wrong attachment in my haste yesterday.
Please replace with the following
regards

10/02/2020

I have read this strategic review and I feel there are some components that should be challenged.

I can remember when companies were divided into silos or cost centers, with their own budgets and profit responsibilities. The company I was working for at the time separated accounting, sales, purchasing, manufacturing and store into cost centers with the associated obligations. Each cost centre charged the other for items such as lost time, manufacturing mistakes and delivery delays with the idea of improving company efficiency. To our surprise it worked, a good example was in the store where the store area was priced in \$ per square meter per day. Soon the 4 other cost centers reduced their need for waste storage, items were dispatched quickly, which meant invoices were posted earlier, purchased components for manufacturing changed to "just in time" system and in long-term the store was reduced in size to the benefit of manufacturing with additional space gained.

Resistance to the proposed change was intense at times but to the credit and endurance of management the end result became obviously beneficial with improved profitability, additional employment and other advantages.

I wrote this preamble to explain that I am not against any change, in hindsight if senior management had explained their expectations at the inception of the change there would have been less resistance.

To start, my concern is only from my personal CFS viewpoint.

I will start with page 18 of the Analysis

The Marshall Government has ensured the mistakes of the previous government will not be repeated. It has placed new executives into three of the four key roles. It has set an expectation demanding strong

leadership. It expects this leadership to deliver on the government's priorities and to act in the interests of supporting emergency service staff and volunteers through a range of programs. It has made it clear it expects the Board to be the key linkage point that brings the fire and emergency services together. It also expects the Board to provide collective advice on challenges, risks and opportunities for improvement.

It seems that this analysis has spent most of the time blaming previous Senior Public Sector staff, former Chief Executives and former Chief Officers for the lack of progress in delivering the aims of the Fire and Emergency Services Act and now expects the newly appointed Executives to achieve a different result to their predecessors whilst using the same instructions and directions of the Act.

As I see it, if the previous sum of $2+2=4$ why should you expect a different result this time.

Show me where the gains and improvements that will be for the volunteers on the ground, because the last Government that proposed these changes, should they have continued advancing with their intended plan against the general resistance of volunteers would have greatly reduced the numbers of CFS Volunteers.

The end result might be just waiting for the next change of Government.

CFS and SES are both organizations where the majority of labour is volunteer and therefore have a lot in common. The Chief Officers have to rely on members turning up to an incident. Demand, insistence, or threats won't work, the volunteers will turn up to assist anyone who needs help and the CFS leadership currently know they need to lead from the front and their actions are always on show. Brigade members are not slow at highlighting any management faults.

The MFS management knows that they have a fully professional paid emergency workforce ready to respond from any Fire Stations any time. Like any government department expect the response with the numbers to complete the job. It is somewhat easier to command and direct than hope

personnel will be available and respond in time, which is always the result with volunteers.

I take issue with parts of the following statement from page 17.

Operational firefighters and volunteers join their services because of their strong interest in serving their communities.

This may be the reason Operational firefighters join the service, but it is what they do for a living, they get paid, they get overtime, they may risk their necks in their employment, it's a job, it's their living.

Can you see the difference between that and someone voluntarily, leaving their paid employment to fight a fire, giving their own time freely, any time day or night?

CFS and MFS are not the same.

Individually whilst on the fire ground we work together and get on well.

Do I trust their Union or their management? Not a chance in the world.

CFS, SES, MFS do not belong under the same management.

The CFS and SES are comprised of skills from the whole community, including doctors, engineers, shopkeepers, farmers, labours, housekeepers an endless list of abilities, all "can do" people that make the CFS and SES an incredible force.

The previous Government's reform program failed as it did not understand the deeply held cultures within the three emergency services.

And that is the main reason why this latest REFORM won't work again.

The end result might be just waiting for the next change of Government.

It is not their fault that they do not see value in joining up on areas such as consolidated budgets, training systems, collective procurement and

joint information and warning protocols.

I don't know how stupid CFS members are considered to be but I am sure most of us are insightful enough to see some of the common benefits of the aforementioned consolidation, let the Accountants do their thing, but leave operational management alone as problems will occur should MFS personnel start giving directions to CFS members during an incident, in other words volunteers being directed by paid MFS staff and that is the stumbling block that no Government Fire and Emergency Services Act will overcome.

From page 18

The government is also acutely aware of how the world is rapidly changing. People still want to help each other in times of crisis. It may be time to question whether the traditional models and structures of our uniformed volunteers with ranks and chains of command really suit a modern world where big data, multiple channels of messaging and instant information processing mean the current CFS and SES systems and structures seems like something from the past. There is a need to reimagine what we want our volunteer services to look like to not only meet community need but to also fit contemporary community values. The government's mandate is to work closely with the representative bodies of the fire and emergency services, referencing the need to work collectively to make the best possible decisions for the South Australian community.

I have to agree this is a future problem in some areas. If you don't think "big data" and "Instant information processing" should make decision making easier at an incident for those on the ground, I wonder what sort of skill the writer has in mind.

The Government has to remember that currently the CFS is based on a Volunteer ideal, if we don't like any changes numbers will rapidly reduce. Also add into the current mix is the fact that this Federal Liberal Government has extended retirement from 65 years to 70 years old. As I

look around my Brigade there are a number who have joined after retirement age of 65 years.

Maybe the Government expectations need to change before contemplating changes in other areas.

I will draw your attention to a couple of points in the Analysis.

One of the challenges over successive years has been the fragmented approach taken to the receipt of policy advice as it comes from four separate agencies, none of which are of any significant size compared to other portfolio areas such policing, transport, education or health.

I assume the size of portfolio areas is based on accounting numbers and the dollar cost to the State Government Budget, however if a dollar value should be applied to volunteer hours and achievements the policy should be adjusted to suit. Free labour does not mean free of accountable value.

NEW HEADQUARTERS FOR CFS, SES AND SAFECOM

I am concerned that the proposed new headquarters will be usurped by the MSF and once again CFS and SES will be given minimal space.

From: Lane, Dominic (SAFECOM)
Sent: Wednesday, 19 February 2020 8:42 AM
To:
Cc: Watchman, Sadie (SAFECOM)
Subject: RE: Why

Hi

Thank you for your response in relation to the 'Analysis of South Australia's Fire and Emergency Services' which was released on the 3rd of February. I hope you have had time to now read the paper in full, as the paper states, through my role as chief executive I will continue to advocate to improve the safety, support and welfare on all SA Fire and Emergency Service volunteers and staff.

I am calling for improvement and I do firmly believe greater collaboration between the fire and emergency service agencies is necessary. I am not seeking amalgamation. I do not agree with amalgamation. The CFS volunteers can be assured that this remains my position. As I have stated in the report I do not recommend the style of 'sector reform' the previous government attempted.

Regards,

Dom Lane

-----Original Message-----

From:
Sent: Monday, 3 February 2020 11:46 AM
To: Lane, Dominic (SAFECOM) <Dominic.Lane@sa.gov.au>
Subject: Why

Hi

I would like to know why you are hell bent on destroying the CFS starting another sector reform when we were told this would never happen again, what is your motive obviously you do not have the rank and file volunteer in mind sitting in your glass castle Have you ever been a volunteer? I would say not

Sent from my iPhone

From:
Sent: Wednesday, 19 February 2020 4:16 PM
To: Lane, Dominic (SAFECOM)
Subject: Re: Analysis of SA Fire and Emergency Services

G'day Dom,

No, it's not that I expect repercussions, it's just that last time I had an issue (non-delivery of part of a uniform - it was suggested I could follow it up myself), the CFS bureaucrat I contacted got all antsy and CC'd a whole lot of people in on something that was not of their concern and blew the matter out of all proportion, rather than just dealing with the matter and moving on. I can't be bothered dealing with slighted bureaucrats.

Cheers,

From: Lane, Dominic (SAFECOM)
Sent: Wednesday, 19 February 2020 9:18 AM
To:
Cc: Watchman, Sadie (SAFECOM)
Subject: RE: Analysis of SA Fire and Emergency Services

Hi

Thank you for your response in relation to the 'Analysis of South Australia's Fire and Emergency Services' which was released on the 3rd of February. As the paper states, through my role as chief executive I will continue to advocate to improve the safety, support and welfare on all SA Fire and Emergency Service volunteers and staff. Therefore I will be working hard to make sure my efforts make their way to the end of the hose.

The issues you raise are, in my mind all valid, and things that I and the Chief Officer of the CFS need to keep in mind.

I note your request for confidentiality and I can assure you your name will be protected, however I must say I would be very concerned if a volunteer was to suffer repercussions for simply providing practical feedback? I am happy to discuss this point further. I note you cc'd the CFSVA and I have replied just to you (and Sadie who is recording the feedback) but I am more than happy for you to send this response back to Sonia if you choose.

I thank you for taking the time to read the paper.

Regards,

Dom Lane

From:
Sent: Friday, 14 February 2020 2:46 PM
To: Lane, Dominic (SAFECOM) ;
Subject: Analysis of SA Fire and Emergency Services

Hello,

I am a CFS volunteer and have been since 2003.

I have briefly read much of the review document that was sent out recently and must admit that most of this will not affect the person standing at the end of the hose but, rather, those people in Adelaide.

Over the past few years I have seen a lot happening in Adelaide but not a lot happening at the end that matters. The city people need to keep their mind focussed on the things that matter.

Here are some of the things that matter to me:

Uniforms

What an utter waste. Our group officer told us that the powers that be didn't want us turning up at Adelaide airport, or arriving at an interstate airport wearing, as he put it, "Metallica t-shirts". Yes, really. The comment was meant in jest but, as my father-in-law used to say, "many a true word is spoken in jest". I know how much my uniform has cost the taxpayer and I look at some of the basic equipment I could have purchased with that cash and shake my head.

Then I look at the second lot of PPE and wonder when I will use it. In all the years of service, never have I needed a second set. It might be a "nice to have" but is definitely not a "must have".

Putting the obvious waste aside, if we assume that uniforms really are a good idea, take a look at how it's been implemented:

- A real volunteer firefighter is issued with a baseball cap that is, frankly, useless against sun protection and yet is what is supposed to be worn out in the field. The "big hats" (such as the city-based chief officer) get, well, a big hat that they get to wear around the office to protect them from fluorescent light or on those rare occasions when they go visiting. Of course, when they do go visiting, their hat is bigger than ours, reinforcing just how more important they think they are.
- A "big hat" is also entitled to wear their medals/ribbons on their issued uniform - a real volunteer firefighter is not, other than on Anzac Day and other prescribed occasions. Once again, this is just another way for the "big hats" to be perceived as more important.
- If you are going to waste money on useless uniforms, at least give us something that will properly protect us from the sun (and reduce the risk of us making a claim for sun burn brought on by poor equipment supply) and treat us with some respect by allowing us to wear our ribbons/medals.

Spending

As referred to under Uniforms, there is basic equipment that is wanting but for which spending has instead been put aside so that we can leave the Metallica t-shirts at home:

- Thermal Imaging Cameras. On my second night shift at Cudlee Creek, we were told to break up into groups so that at least every group had a TIC to aid in checking for hotspots. The thing is, TICs are not standard equipment but have been either donated to or paid for by individual brigades - technically, if we were to look at their standard equipment list, no group that night should have had a TIC. Clearly, though, the people in charge thought that we should. As it turned out, a TIC saved me from serious injury that night. I was riding point with a hose whilst on the other side of a fence when the person with the TIC told me to stop. He said there was a hot spot right in front of me so I turned the hose on it - the ground immediately opened up into a huge glowing hole right in front of me. One or two more steps and I would have fallen in and likely suffered some significant burns. Given the depth of that hole, I would not have extracted myself by myself. Buy the damn cameras before someone gets seriously hurt.
- Helmet torches. Many still have incandescent bulbs which means that you turn your torch on and still not see very much. Do it with an LED torch and the whole area lights up. Basic safety equipment that I use at least once a week and costs about the same as a blue CFS shirt that I rarely wear at all. Where are CFS priorities? Update - I was actually issued with an LED torch last week and now wonder why I didn't kick up a

bigger stink about not having one earlier - there truly is no comparison. I have been told that these will continue to trickle into the brigade. Frankly, "trickle" is not even close to good enough.

- Truck gear box. The brigade's second truck has been bad for the 4 years I have been at the brigade. It stalls or sticks in gear. Another basic bit of safety that just doesn't seem to want to be paid for.

Headquarters

Seriously, where do your priorities lie? There are brigades that are wanting for basic amenities and safety equipment. During the Cudlee Creek fires I attended some of the stations in the area and was aghast at what they had to put up with. I have absolutely no doubt that any city public servant would be up in arms if they had to work in many of the stations throughout the state and yet here we are upgrading HQ first. I wonder if the old computers, desks and other equipment will be thrown out or otherwise disposed of without even a thought of offering any of it to stations or volunteers?

I get that a new HQ looks good for the Minister and is easier to show to the cameras. It is also a large denomination dollar figure that he gets to throw around. In the meantime, the people that really matter on the end of hoses can't get to the fire because the truck is unreliable, can't see the fire because they don't have a TIC, hurt themselves because their incandescent torch doesn't light the way and then come back to a station that is lacking the most basic amenities that any parliamentarian or public servant would demand before they even set foot in the building. But it's ok, at least we're not wearing Metallica t-shirts.

To end on a positive note - I have heard reports from people who have returned from interstate deployments and from others who live over there and have seen the CFS and RFS in action, side-by-side. It was always obvious to all when the crews attending were CFS crew - the job was always exceptionally well done. Our training is exceptional. I always feel safe with those I serve with and am always confident with the training I receive. I have also seen videos from NSW and Victoria of non-CFS crews in action and wonder at just how more people have not died as I have seen things that we would not even contemplate doing here. We are very good at what we do - this, above all else, makes me proud to be a CFS volunteer.

Thank you for the opportunity to voice my concerns and I trust that the above will be treated with the confidentiality that I would expect.

Regards,

From: Lane, Dominic (SAFECOM)
Sent: Monday, 3 February 2020 9:27 AM
To: DL:SAFECOM All Staff
Subject: Message to All Staff and Volunteers
Attachments: Analysis of South Australia's Fire and Emergency Services.pdf

To All Staff and Volunteers

Following my appointment as Chief Executive of the Commission, I was asked to review our current capabilities in a strategic context. The 'Analysis of South Australia's Fire and Emergency Services', as attached is a product of this strategic review and it is now available for your review and comment.

As part of progressing a framework for the future, the Chief Officers and I conducted a two-day strategic planning workshop in October 2019 and we have confirmed our position to commence engagement and implementation of the six recommendations which are in the Introduction within pages 1-3. The Board of the Commission have also reviewed the Analysis at its December Board meeting.

Whilst the Analysis is quite lengthy, my review finds the way forward can be summarised as;

1. Effective leadership through a unified emergency services executive team,
2. The Commission Board to administer a joined up approach across the emergency services.
3. Delivery of innovative projects through a program to reduce risks to community and to improve services to better support the health and welfare of all fire and emergency services personnel.
4. Delivery of the highest standards of service which will create a safer community.

I look forward to your comments and feedback on the Analysis and what is proposed as we develop our framework for the future. Over the coming weeks and months I look forward to any opportunities to discuss this strategic review with staff, volunteers and representative bodies.

Regards
Dom

Dominic Lane
Chief Executive

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From: Lane, Dominic (SAFECOM)
Sent: Monday, 20 April 2020 3:24 PM
To:
Cc: Watchman, Sadie (SAFECOM)
Subject: RE: Analysis of SA's Fire and Emergency Services

Hi.

My sincere apologies for the late acknowledgement of your email. Thank you for taking the time to read the Analysis and for providing your feedback.

I look forward to the opportunity to meeting with you at some stage into the future once we have all overcome the current challenges we face during the COVID-19 emergency.

Regards

Dom Lane

-----Original Message-----

From:
Sent: Sunday, 16 February 2020 7:14 PM
To: Lane, Dominic (SAFECOM) <Dominic.Lane@sa.gov.au>
Subject: Analysis of SA's Fire and Emergency Services

Dear Mr Lane,

My name is _____ and I am not only a volunteer firefighter with the CFS but also a

_____ This weekend I have completed an assignment which had me critically reviewing current Emergency Services Strategic Plans (and reviewing legislation). As a part of my assignment I wanted to include comments from your recent review and I have read it in great detail as a result.

For what it's worth, I would like to say thank you. Thank you for being the one to step up and be gutsy and call a spade a spade. Your document was incredibly easy to read and I had a smile on my face almost the entire time...finally someone who is willing to speak up and make sense of a flailing and confusing system! I can't tell you how excited I am to see what transpires over the next few years and to see how the consolidation take place.

I won't take up anymore of your time, I wanted to take the time to applaud your efforts thus far and will be watching with great eagerness how you and the rest of the SAFECOM team bring the pieces together.

Cheers,

From: Lane, Dominic (SAFECOM)
Sent: Friday, 21 February 2020 10:44 AM
To:
Cc: Watchman, Sadie (SAFECOM)
Subject: RE: Message to All staff and volunteers - Analysis of South Australia's Fire and Emergency Services

Hi

Thanks for the phone discussion this morning. I would be happy to meet with you and other officers of your Group and I look forward to further discussing the Analysis and receiving feedback from volunteers.

Please email a proposed date/dates to Sadie about when you would like to meet.

Regards

Dom

From:
Sent: Tuesday, 18 February 2020 8:14 PM
To: Lane, Dominic (SAFECOM)
Subject: FW: Message to All staff and volunteers - Analysis of South Australia's Fire and Emergency Services

Good evening Dominic

I read with interest your invitation to discuss the strategic review with volunteers.

I would like to discuss the review with yourself, and myself as we have been an advocate for some form of review for a long time and we would be grateful if you could spare us sometime to discuss the review.

If we could meet at the Lobethal CFS station (which was formally the Onkaparinga SES Unit) one night or late afternoon it would help us with work commitments .

Could give us some dates that may suit you if you would like to meet us.

Cheers

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From:
Sent: Friday, 20 March 2020 4:48 PM
To: Lane, Dominic (SAFECOM)
Cc: AGD:Minister Wingard; Jones, Mark (CFS);
Subject: CFSVA Response to the Analysis of the SA Fire and Emergency Services
Attachments: CFSVA Response -Analysis of SA Fire and Emergency Services.pdf

Good afternoon Dom,

Please find attached the CFSVA response to the Analysis of the SA Fire and Emergency Services.

Kind regards

From:
Sent: Tuesday, 18 February 2020 8:14 PM
To: Lane, Dominic (SAFECON)
Subject: FW: Message to All staff and volunteers - Analysis of South Australia's Fire and Emergency Services
Attachments:

Good evening Dominic

I read with interest your invitation to discuss the strategic review with volunteers.

I would like to discuss the review with yourself, and myself as we have been an advocate for some form of review for a long time and we would be grateful if you could spare us sometime to discuss the review.

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Hi

I totally agree with email below and in fact I also wrote a "Discussion Paper" in 2012 and a survey to back it up, with overwhelming support and also spoke with Minister Wyngard about this subject some time ago.

Happy to send it to you if you wish but reading your email from the CFSVA I get the feeling that it would be a waste of time due to the constant negativity from the CFSVA to "some " form of a review. It is well overdue and would improve the current deficiencies and duplications we currently have within the current Emergency Sector.

Cheers



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From:

Sent: Monday, 10 February 2020 1:56 PM

To:

Cc:

Subject: Re: Message to All staff and volunteers - Analysis of South Australia's Fire and Emergency Services

Hi

Having read SAFECOM's new paper title "Analysis of South Australia's Fire and Emergency Services", I would like to express my support, in principle, for what I believe this paper is setting out to achieve.

Why do I support it? Please see my attached paper, which I have previously submitted to the CFSVA (during 2017 CFSVA Road Show).

Despite popular belief, there are many Volunteers who support much needed change within our sector, unfortunately, we seem to be drowned out by a much more vocal minority of Volunteers who are resistant to any kind of change. I suspect this is partly due to a fear of loss of power, position or title. But also, unfortunately, scaremongering by the vocal minority has put unjustified fear into Volunteers, so when they hear the word "reform" they think the Government is going to come and steal their funding and put an MFS station in every town in South Australia. We all know this is not the case. The reality is that "reform" is EXACTLY what our sector desperately needs.

Much of the new SAFECOM paper discusses high level issues, which to be honest, most Volunteers couldn't really care less about, however, there are two particular sentences that I fully support as needing to be addressed by this process, which if addressed correctly, could have a profound effect on revitalizing our sector for the betterment of our Volunteers, but more importantly the community:

- *"Duplication of response"* - we waste millions of dollars of taxpayer money and thousands of hours of Volunteer time each year duplicating resources and responses, because of patch protection and egos between the services (at both a local and upper management level).
- *"There is a need to reimagine what we want our volunteer services to look like to not only meet community need but to also fit contemporary community values"* - we can not continue the way we are going and have been going for the past 20 years. We have a dwindling, ageing volunteer base, and the Volunteers we do have are finding it harder and harder to commit the necessary time to meet the demands placed on us by modern day society. Don't be fooled by the sudden influx of new CFS Volunteers post the recent Cudlee Creek and KI fires, history tells us that at best, we'll be lucky if 30% of these new members will still be hanging around in 2-3 years time.

I also refer you to the CFSVA's own 2012 discussion paper titled "CFS into the Future" (attached), a paper that generated much support from the volunteers for positive change, that unfortunately seemed to go nowhere without any explanation. These are the exact type of discussions we need to be having and I hope this new SAFECOM review/reform process will be the platform to do so.

I trust the CFSVA will represent all views fairly and not just the vocal minority of those who always seem to be resistant to any kind of change.

Kind regards.

From:

Sent: Monday, 3 February 2020 11:00 AM

To: CFS Volunteer <DL_CFS@sacfsvolunteer.org.au>

Subject: Message to All staff and volunteers - Analysis of South Australia's Fire and Emergency Services

To all Volunteer,

Please find attached the Analysis of the South Australia's Fire and Emergency Services as has been forwarded by Domenic Lane to the sector this morning following the announcement of the review in the Advertiser this morning (Monday 3rd February 2020).

The Advertiser states that "a reform process starts this week as input is sought from staff, volunteer and unions".

The CFSVA only this morning receive the Analysis of South Australia's Fire and Emergency Services and is currently reviewing the document.

The CFSVA encourages all volunteers to provide feedback to the CFSVA so that your position can be truly represented.

The CFSVA also reminds volunteer of the following:

Minister Wingard letter to Volunteer & Staff dated 23 August 2019

"I cannot be any clearer in my message to all volunteers which I have consistently repeated over the past 18 months. I do NOT have a "Piccolo 2.0" reform agenda. The Marshall Government does NOT have a "Piccolo 2.0" reform agenda."

Please read the analysis and you be the judge!



To All Staff and Volunteers

Following my appointment as Chief Executive of the Commission, I was asked to review our current capabilities in a strategic context. The 'Analysis of South Australia's Fire and Emergency Services', as attached is a product of this strategic review and it is now available for your review and comment.

As part of progressing a framework for the future, the Chief Officers and I conducted a two-day strategic planning workshop in October 2019 and we have confirmed our position to commence engagement and implementation of the six recommendations which are in the Introduction within pages 1-3. The Board of the Commission have also reviewed the Analysis at its December Board meeting.

Whilst the Analysis is quite lengthy, my review finds the way forward can be summarised as;

1. Effective leadership through a unified emergency services executive team,
2. The Commission Board to administer a joined up approach across the emergency services.
3. Delivery of innovative projects through a program to reduce risks to community and to improve services to better support the health and welfare of all fire and emergency services personnel.
4. Delivery of the highest standards of service which will create a safer community.

I look forward to your comments and feedback on the analysis and what is proposed as we develop our framework for the future. Over the coming weeks and months I look forward to any opportunities to discuss this strategic review with staff, volunteers and representative bodies.

Regards
Dom

Dominic Lane
Chief Executive

SA Fire & Emergency Services Commission (SAFECOM)
Level 6, 60 Waymouth Street
Adelaide SA 5000

T (08) 8115 3901 | F 08 8463 4054 | M | E Dominic.Lane@sa.gov.au
Volunteer Recruitment Hotline T 1300 364 587



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Dear Minister Piccolo,

24th October 2014

Thank you for your vision, and for the opportunity to provide comment on your planned (and much needed) reform of the emergency services sector in SA.

I write to you from the perspective of a 33 year old member of the responder community, heavily involved in 3 of the state's emergency services: CFS / SES / SAAS (career Paramedic) for more than 18 / 15 / 12 years, respectively. I have held and continue to hold leadership positions within each of these services, and understand very well the culture within the career and volunteer 'worlds' among South Australian emergency responders, as well as having intimate understanding of the successful integration of these within the SAAS culture. With close friends employed as MFS firefighters, I have also trained closely with MFS colleagues for extended periods as part of my roles as a SA USAR Taskforce (inter-agency) team member for 5 years, as well as the state Multi-Agency Response Team (MART), thus have reasonable insight into MFS culture and operations.

I commend the concept of your reform, the rationale and the way forward, but please let's consider it carefully. It does seem, if I may be frank, as though it is already almost 'a done deal', with minimal room for further refinement. Recognising that South Australia is a unique state covering a large geographical area with a limited pool of willing responders (& limited financial funds to support it) – these finite human and economic resources are currently split between 4 emergency services (including SAAS). I believe that the proposed model falls short of what is actually needed for SA – which is, rather, a COMPLETE AMALGAMATION, leading to a SINGLE SERVICE, with a simple 'Chain of Command' from the Chief to the responder on road: a single set of uniforms, simply-badged (& appropriately located) vehicles, pooled and appropriately distributed equipment (based on geographical need), single set of policies & procedures (catering for the various specialty skills that would exist within this single service) etc... The public will be MUCH better protected if under a single banner, with the nearest emergency vehicle responded to their emergency & then specialist crews (from within the SAME service) called in to assist on the occasions where it is necessary. This is such a simple idea that it is bound to be effective. It will reduce much unnecessary duplication of person-hours, effort and response cost than occurs currently (& would likely still occur in the proposed model if services retain their individual entities).

With respect, the current proposal seems to have much potential (indeed likelihood) for confusion, competition, misunderstanding and continuation of the petty 'us and them' mentality that so often distracts from core business now. The public will likely be confused, the responders disenchanted, while a few members can proudly beat their chests that 'their organisation' still stands, as a 'compromised' measure. I would argue, a potentially dangerous compromise, leading to continuing the inefficiencies that we are seeking to eradicate. Best protecting the interests of the public in peril should be the greatest factor in this reform; other motivations should be secondary to the needs of the greater good.

As a single service, 'SAFER' seems an obvious brand name, and does bring with it the appeal, and an exciting new 'image' that is desperately needed by the services (in particular, the volunteer-based services, whose longstanding recruitment and retention issues are well-known). Recognising we will likely lose a few disgruntled stalwarts through reform (due simply to their unfounded fear of 'change'), in contrast - if marketed well - we could instead enjoy a groundswell of NEW membership into a completely NEW organisation. The 'status quo' cannot be maintained longer term, we need YOUNG, NEW members to join en masse,

to share the load (which caters well for the different needs / expectations of Gen X / Y and beyond), enabling them to gain experience to lead in future and replace attrition that we have endured in recent years... Those who have already begun to groan loudly, citing age-old allegiance and the fear of change, seem not to realise that we need to adapt to current and future needs, before the 'old' systems simply, and inevitably, collapse.

Regarding this reform process - just before we otherwise proceed too far down the path towards too late, can we please take just one step back and consider: do we need to retain the 3 services - as their own individual entity, at any level at all - if so, why (who says?), and is this actually supported by the wider community (of responders and also the public)? Please take the time to carefully consider this, before we proceed full-steam ahead down a pre-defined (again, with respect, 'half-hearted') path, as outlined thus far.

There exists, right now, the opportunity for once-in-a-generation change... let's please bite the bullet and do it properly, do it once. Yes, there will be some disgruntled, but there will also likely be many more new members, invigorating a vital sector of our community that has been on the brink of self-destruction for a decade or more now.

It is widely recognised that the two volunteer organisations, have been on the brink of losing their 'critical mass' (in terms of volunteer numbers, and especially daytime crewing) for many years now. There remains an ageing population of responders, with young, fresh new recruits seemingly few and far between - yet these are desperately needed for the future function of SA (if the volunteer model is to be relied upon for decades to follow?).

With reference to the suggestion that 'communities can decide which model they wish to adopt': I ask what community is going to 'decide' that they would prefer to maintain 3 separate services on the frontline, essentially guaranteeing longer waits for a resource to arrive and begin mitigating the risk. When they could, instead, have a single service model, that immediately responds the nearest emergency vehicle to their emergency, whilst responding (when necessary) specialist vehicle/s, equipment/crews from further away (BUT FROM WITHIN THE SAME, SINGLE, STATE-WIDE SERVICE – it just makes sense!). In the meantime, their emergency is being attended to, their job has not been inappropriately 'stacked' for hours on end til it makes its way to the top of a single truck's 'to-do' list (as happens currently). And how exactly would the 'communities' get to decide what model they would operate locally – surely it will just be left up to the responders (not the wider community) to 'sort it out amongst themselves'? – again, this could lead to chaos and inefficiencies, based perhaps on personalities and agenda's, rather than the best protection for the public.

The benefits don't end there – in addition to the obvious massive cost savings that corporate collaboration will bring - all of a sudden, the state's emergency service administrative / management staff, as well as the volunteer and career responders, could all be playing for the same team, with the focus simply being the protection of the community, rather than the significant distraction of inter-service 'competition' that has existed (& only increased) in the past decade or more.

From my unique perspective, through long-term intimate involvement across all agencies, I understand how well this integration and transition has worked within SAAS (where there is a single-service model, state-wide, and no competition for emergency responses - rather a coordinated approach that accurately triages 000 calls, always responds the nearest

available resource to emergencies, and calls in specialist crews when the need arises); this is in contrast to the cultural pitfalls and numerous operational inefficiencies that exist within the SES & CFS organisational identities. As works very well with SAAS, the MFS (paid, career responders, more intensively-trained) coverage can easily be integrated within the same organisation, based on geographical and operational risk. Furthermore, the culture can / will adapt over time such that the career responders (current MFS firefighters) are actually seen as a welcome support mechanism for the volunteer responders (once they are all wearing the same uniform, in the same trucks under a single banner) – as has been the extremely successful culture evolution within SAAS. Yes, there were a few years, early on, where animosity remained as SAAS transitioned into a combined service (with both paid and volunteer staff), yet now it has become a seamless team, successfully providing professional, world-class service to the community, without the distraction of competition

I ask then, simply WHY are we committing to maintain the individual identities of the organisations at the 'coal-face'? - when, in fact, if we do it properly and re-brand, starting afresh as a new entity, 'SAFER', and market it well to the community (make it 'sexy' like the defence force adverts in recent years), we may well shed the cobwebs and dated image that all 3 organisations suffer (evident in the drastic, almost epidemic, decrease of recruitment and retention in recent years), and instead attract a rejuvenation of new members willing to join the new SA service, which advertises the benefits it offers (training, skills, confidence, choice of specialisation/expertise etc)...

I wonder how strong (not loud!) exactly is the voice supporting the retention of the individual services at all – with (ONLY) 70 written submissions received initially (from some purported almost 20,000 members across the 4 agencies) for such an important sector reform, suggests that the vast majority will just go with the flow, whatever the colour of uniform or badge someone else decides they will be wearing. As in every organisation, there will always be a few vocal stalwarts who shout loud and make noise and wave flags in opposition of change. However, if you actually survey the troops, anonymously, and ask them what their main focus really is, then I think you'll find an overwhelming mandate for change and complete amalgamation – as 'poorly-publicised (CFS & SES service-wide) survey results showed some 3 years ago: indicating some 85% support for collaboration (essentially amalgamation) of services. For those few that you might lose, you'll almost certainly gain new members ten-fold; and if someone really only joined for that specific badge and not the outcomes for the community, then do we really need them? – these attitudes are most often counter-productive, even cancerous, and lead to reduced local membership anyway. As long as the individual choice to decide what training for what types of incident response that they want to do (within the single, new organisation), then this should be able to be achieved within a single organisation, from top to bottom, and bottom to top. Anything else will simply get confusing, retain the competition and inefficiencies and create more unnecessary headaches for years to come. Understandably, the Chiefs and senior staff, and indeed the allegedly 'representative' associations that met for the senior roundtable discussions, understandably, would have flown their individual flags and put forward argument to retain their identities... YET, is this really the best thing, is this really what the majority of their members actually want – or, can we give the responders more credit and suggest that they may actually, rather, want what is best for the community overall...? – that is, a single, simple service, operating under one complete system and structure, with a single focus on mitigating the emergency – with specialist streams (within it)

strategically located and responded when required. Apologies for the repetition, but as I understand it, politics is about reinforcing the key message... so, I am staying on message...

Brief response to some specific points from the discussion paper:

Speaking on behalf of the responders that I have canvassed this cause with, they don't want to simply "continue to deliver services to their communities as they do today" – they want to DO IT BETTER, MUCH BETTER...

Case in point: "brigade / unit / station / flotilla" – do we really need to keep using 4 different words to describe the same thing?? Herein lies a simple example of the inefficiencies & confusion that will only continue, widespread across this 'new organisation' if not a complete amalgamation.

Instead of "one organisation, three services" why don't we have 'one organisation, all hazards' (and simply specialise within the one organisation – this has to be a much simpler and more cost-effective approach)...

I would argue that (rather than be "maintained") it is important that the cultures of our organisations actually adapt and embrace the future – 'sexy it up' and encourage the new generation (the future of our existence when we're all done and dusted) to join.. this will not be achieved by doing it 'the same as we've always done' – we have surely proven this to ourselves by now – how many forums have we had to discuss the recruitment and retention / succession planning issues we all have, yet, the problem is exponentially worse since. We need to change. Properly, not half-heartedly.

Please survey the members, as a whole, anonymously, online and see what the results actually are. Perhaps include several concept options, INCLUDING for total amalgamation (with a single service model, which operates specialty services within it, but maintains a defined - again, single - chain of command 'right to the top'). I believe that this 'single, complete chain of command' would go a long way towards alleviating the concerns of many CFS (in particular) leaders who hold fears of 'reaching the top' for dispute resolution.

Selection of managers within the new organisation is of paramount importance. To simply 're-shuffle' could prove disastrous. I agree that those in positions managing volunteers, in particular, need to understand volunteerism (as SAAS understands well). Thus some adaptation will need to occur, but this can easily be achieved.

I read with some concern, the recent letters signed by the Region 2 and Region 4 CFS Group Officers, in response to your discussion paper, and claiming to speak on behalf of (all?) CFS members. Whilst I understand that they harbour fear of the unknown, with quite valid concerns regarding future reporting structures, potential for personality conflict if managed by somebody without volunteer perspective, and the current furore regarding the ESL controversy... what I don't understand is their 'leave us alone' (head in the sand) mentality and suggestion that amalgamation will necessarily be bad... for whom, I'm not sure – for the reasons I have outlined herein.

Thank you for your interest, efforts and careful consideration of how best to protect the community of South Australia into the future. Hopefully the perspective shared in this letter can assist this cause.

Should there be opportunity to provide further advice / perspective / insight into the process to follow, please don't hesitate to contact me. I would welcome the chance to discuss this reform process in more detail with you and / or your advisors in the weeks / months to come.

Yours in service.

Kind Regards,

Deputy Unit Manager – Onkaparinga SES Unit

Firefighter (previously Lieutenant) / Incident Management Team member – Onkaparinga CFS Group

Paramedic / (previously 'Relieving' Regional Team Leader: Adelaide Plains / Lower North / Far North regions of SA) – Woodside SAAS Station

post-script - some further 'food for thought' (taking this reform one step further):

Having worked as the (Acting) SAAS Regional Team Leader for the Far North of the state (essentially from north of Port Augusta to the NT border) for 6 months earlier this year, I do also support the (so far, unexplored) concept of including SAAS (somehow) within the same service delivery model for some parts of regional and remote areas of SA. This model has worked well overseas for decades, and the limited numbers protecting against significant risk across a vast geographical area. Furthermore, we have 425 CFS stations (850 trucks) and 60 SES stations in a similar area that we have (approx) 90 SAAS stations (with a further 18 SAAS stations in metropolitan Adelaide). The interventions that save lives are, for the most part, very simple: perform CPR, put on an automatic defibrillator (AED/Defib), stop bleeding and sometimes put on an oxygen mask. These skills are relatively simple and easily achievable for most emergency service members, all of whom signed up 'to protect life' as their highest priority – it is only the system that currently lets the community down. There are numerous examples where, had the CFS/SES/MFS been responded, then the patient would have had a much faster response time to their emergency (& access to, for example, life-saving AED's and trained first-aiders) than waiting for an ambulance from (often) further away... Again, it is the 'respond the nearest, most appropriate philosophy' that has not been utilised well at all in SA; whereas, overseas, and interstate, this has worked for decades – I suggest, saving many more lives. My own, personal experience, includes perhaps a dozen or more incidents that I have known whereby sending the nearest CFS/SES because SAAS resources were already committed elsewhere, or were simply stationed further away, could have reduced adverse outcomes, including deaths. And my experiences are but one glimpse – it is likely that the 2200 operational SAAS members across the state would each know of several cases themselves where the 'system' could have better protected South Australians.

If we truly want to ensure the best protection of SA, and world-class service delivery, then please activate a 'first responder' system, state-wide, utilising the nearest, most appropriate response to ANY emergency (including medical emergencies, for which CFS/SES/MFS are already well enough trained and can be easily equipped to 'make a bad situation better' while awaiting SAAS arrival). The logistics are already in place, pagers/uniforms/vehicles/strategic locations etc, with minimal (if any) further training and a few more AED's purchased, then the 000 caller can actually have a much better chance of receiving life-saving response, much faster.

Purely by way of example, all 12 CFS & SES trucks in the Onkaparinga (Adelaide Hills) area are equipped with an Automatic External Defibrillator (AED), along with some oxygen kits also, with CFS/SES responders trained to use this equipment. This equipment is not currently responded to assist medical events (including cardiac arrest) in the community, in support of SAAS (when their resources are stretched thin and response times are extended). For example (& one of many that I have personally known) the SAAS response that I drove, lights and sirens, from Wakefield St in the City (as the closest ambulance) to an emergency in the Adelaide Hills town of Woodside just last week – fortunately it was not a cardiac arrest, but it could well have been. Had it been, then the CFS Defibrillator, less than a kilometre away from the patient, would have been MUCH closer than I was in the ambulance – potentially saving a life. The equipment, training and support infrastructure already exists to avoid this unfortunate scenario, but the system does not... yet. Here's hoping that it does, sometime soon.

18 April 2016

Mr. Malcolm Jackman
Chief Executive Officer, SAFECOM
GPO Box 2706
ADELAIDE, SA, 5001

Attention: Mr. Malcolm Jackman – Chief Executive Officer, SAFECOM

Dear Malcolm,

RE: SOUTH AUSTRALIAN FIRE AND EMERGENCY SERVICES STRATEGIC PLAN 2015-2025

I am writing in response to the 'South Australian Fire and Emergency Services Strategic Plan 2015-2025' and the 'Sector Modernisation' initiative. As a reasonably young, but long standing CFS Volunteer of 17 years, I firmly believe that our Sector requires significant "modernisation" and "revitalisation", particularly of our Volunteer Emergency Service Organisations (ESO's), if it is going to have a prosperous and sustainable future.

Although I was a supporter of the former Emergency Services Minister Piccolo's Sector Reform in principle, I believe that his proposed model was not the right fit for our Sector. With all due respect to former Minister Piccolo, I believe the biggest mistake he made with his proposal was that he tried to consolidate our paid SAMFS service with our Volunteer SACFS and SASES services. Although I can personally see the real benefits of a single service model, unfortunately the reality of the situation is that the Sector is just not yet ready for such a significant step change – despite (as a very good comparison, with many concordant synergies) the unquestionable success enjoyed by the SA Ambulance Service since combining their career and volunteer workforces into one harmonious and effective service in 1992. Having said that, right throughout the Sector Reform process, most Volunteers and a large percentage of the Volunteer Leadership Ranks (including the CFS VA) agreed that change was needed to the Sector (and very much still is). I personally attended two round table discussions during this process and a lot of the discussions put forward by Volunteers were very positive towards change and a need to improve and "modernise" the Sector – many quality suggestions were put forward by the Volunteers during these discussions, many of which were captured in the published '*A SAFER COMMUNITY Discussion Paper – September 2014*'. Unfortunately it looked to me like many of these didn't make it to the final proposed model that former Minister Piccolo proposed in late 2014.

A key factor to the demise of former Minister Piccolo's proposed model was the fact that many Volunteers were concerned that the proposed model would mean that SACFS and SASES funding would be allowed to be re-allocated to the SAMFS (under Union influence), further cutting our already inadequate budgets. Whether these fears were justified or not is a matter of opinion and something I am not in a position to comment on, however, the simple fact is that the proposed changes to the Sector were not the right changes, as they did not guarantee an improved Sector for the Volunteers. In addition, at the time former Minister Piccolo was attempting to progress Sector Reform, increases in the Emergency Services Levy (ESL) were taking place, which put many Volunteers, particularly those in the more rural parts of the state, off-side (as was widely publicised at the time). Rejection of any kind of Sector Reform proposal put forward by the Minister was a means of demonstrating their dissatisfaction towards the ESL increases. As such, any Sector Reform initiative, good or bad, would have undoubtedly been hampered by the concurrent ESL hikes.

As a Volunteer, I can tell you for certain, that many of us **do want to see some serious change** as we fear that our Volunteer ESO's are dying a slow death for a number of contributing reasons, many of which I will touch on in the proceeding sections of this paper.

CURRENT STATE OF OUR SECTOR

Lack of Funding & Discrepancy in Equivalent Funding between ESO's

Right from the beginning of the Sector Reform process, former Minister Piccolo made it very clear that there was minimal “new” funding that would be made available for the Emergency Services Sector. Hence, Sector Reform was about streamlining and looking for cost savings and cost efficiencies. Unfortunately, like much of modern day society, many problems or shortfalls stem back to a shortage of funding. In today's current economic climate, a lack of funding will be an ever existing issue. As such, Sector modernisation must focus on cost efficiencies that can be made throughout the Sector to better utilise existing resources and funding that we currently have available. Further sections of this paper will suggest ways that real efficiency gains could be achieved.

One significant issue facing Volunteers is that continual budget cuts is meaning that Volunteers are now often having to fundraise more and more to cover the shortfall for training and equipment which is not viewed as “core business”. Some prime examples I can give you (from an SACFS perspective) are:

- Volunteers are personally paying for their own heavy vehicle licence upgrades (as I myself did) so that they can have the appropriate license to drive fire appliances – basically there is very little SACFS budget allowance for this item due to other competing priorities;
- Volunteer SACFS Brigades are now paying for their own Advanced Resuscitation and Oxygen Therapy training – SACFS provided the equipment and initial training several years ago, but have since removed funding due to budgetary constraints. There are well documented cases of this equipment saving lives and even the lives of our own SACFS Volunteers – just ask the Clayton CFS Volunteer who had a heart attack on a fireground at Clayton in September 2015, who according to the first arriving SAAS paramedics would probably not have survived had it not been for the Oxygen administered by trained SACFS crews;
- Volunteer SACFS Brigades are funding their own Senior First Aid training courses due to the very limiting restrictions on the number of funded positions per Brigade – again, no direct fault of the SACFS; it is simply a budgetary constraint with many competing priorities;
- Volunteer SACFS Brigades are funding their own automatic external defibrillation equipment to equip their appliances and their stations – the need for which is increasing with the ageing demographic of our Volunteers;
- Volunteer SACFS Brigades are even fundraising just so they can repair and upgrade their own rundown and falling-apart stations.

As if the increasing operational demand on Volunteers was not enough of a drain on our time, we now have to push ourselves (more and more) in order to fundraise for what would be reasonably considered to be essential training and essential equipment. The goodwill and generosity of our Volunteers will only stretch so far before they will either burnout or walkaway... how far are we willing to push our Volunteers?

As a matter of key example, I was speaking to a now former senior SACFS Volunteer a few months back that had been a loyal Volunteer of many years' service, but not of the age to be retiring from the service. He told me he had recently resigned from the SACFS and was now Volunteering with the SA Ambulance Service (SAAS) instead. I asked him why he left and his response was that he had had a gut full of being part of an underfunded fire service, where the Volunteers are no longer valued as they were when he first started with the SACFS. I know it is only the opinion of one person, however it was his next sentence that really highlighted to me the significance of his point... he pointed out that there is no discrepancy between Volunteer SAAS and Career SAAS – same uniform, same vehicles, same equipment, one service. It made me think, you never see Volunteer SAAS Units out fundraising money to pay for equipment and training.

Another point I would like to highlight is the disparity and disjointed allocation of funding between Metropolitan SASES and SACFS, which means that examples such as the following exist:

- Metropolitan SASES have unlimited positions made available for Senior First Aid training – in fact it is a mandatory part of gaining active SASES membership; whereas SACFS Brigades are limited to a minimum of 3 and maximum of 11 per Brigade. Arguably much greater risk exists in the SACFS environment, with operations often occurring in areas more remote from medical assistance than that which SASES typically respond.
- Metropolitan SASES Units (none of whom actually perform a designated Road Crash Rescue role) have unlimited positions made available for Road Crash Rescue (RCR) training; whereas SACFS Road Crash Rescue designated Brigades are limited to a minimum of 8 and maximum of 16 per

Brigade. Furthermore, SACFS members in non-Road Crash Rescue designated Brigades are not allowed to be trained at all in this discipline.

With all due respect to Metropolitan SASES Units and their Volunteers, the real problem I have with this is the fact that Metropolitan SASES exist in the same geographical location as full-time SAAS and full-time SAMFS Stations. This means that there are fulltime SAAS paramedics only minutes down the road. Yet, I travel to **rural South Australia**, to locations that either rely on Volunteer SAAS crews (who often have their own crewing difficulties and subsequent delayed response times) or in many cases no local SAAS presence at all (often 2 or 3 towns away – compare 425 SACFS Stations to just under 100 SAAS Stations outside of Metropolitan Adelaide), the limits on equivalent training which is imposed on SACFS is clearly unreasonable. In regards to the second point, Metropolitan SASES are not the designated RCR service in Metropolitan areas (SAMFS are), however they are still provided funding to train their Volunteers in this specialist discipline. These are only two specific examples of many other funding disparities that currently exist within our Sector. A Sector wide risk-based allocation of ESO resources and funding would highlight and resolve such disparities. Again, I give all due respect to Metropolitan SASES, however a very clear example of disparity of current Sector resourcing.

It is also unfortunate that a fire service in a first-world country in the 21st Century still does not have facilities to match. Drive around many areas of the state and you will find rural SACFS stations with little more than a tin shed and a concrete floor, many in excess of 40 years old and in a condition reflective of this age. Many still lack basic indoor toilet facilities, kitchen facilities, air conditioning, running water just to name a few. How can we expect to attract and retain new, let alone new young people to our Sector when we cannot present facilities befitting of a first-world emergency service? Wouldn't a single, state of the art facility (and service) in a town be much more attractive to a new recruit than having to choose between two sub-standard facilities and two, often competing services?

One may attribute a number of the above issues to poor management of the individual ESO's budgets. That may well be so, but an overall shortcoming of funding means that the ESO's have to do the best they can with what they have, which is simply not enough and the cuts have to happen somewhere down the line.

Duplication of Frontline ESO Services

A **significant and very obvious** opportunity that exists is the reduction (or at least partial reduction) of duplicate (and often triplicate) frontline Emergency Services we currently have throughout much (but not all) of South Australia.

Having recently travelled all around the New Zealand South Island, through towns as small as several hundred people, to cities of tens of thousands, the one significant distinction I noticed was that no matter the size of the town/city, I only saw one combined fire and rescue service per location. Conversely, if I were to drive around South Australia I would very readily observe a large disconnect between population size, urban specific risks and the number of frontline emergency services we have in many places.

In today's Sector, there is so much commonality and duplication in the training, equipment and resources that are provided to all three of our ESO's, in particular our two Volunteer ESO's, SACFS and SASES. There is also significant overlap in the type and quantity of responses that SACFS and SASES are attending these days (much more than in days gone by). In some towns, SACFS and SASES are co-located in the same building, but still operate as two independent ESO's. In many other towns, SACFS and SASES are not co-located, so two (often sub-standard) facilities are supported and funded by our Sector. The ironic thing is that you will find that in almost all of these towns, it is the **same group of Volunteers supporting the two ESO's**, regardless of whether they are co-located or not.

Supporting two or more ESO's in the same location means:

- Duplication of facilities, including utilities and maintenance;
- Duplication of vehicles;
- Duplication of specialist fire and rescue equipment – road crash rescue equipment, chainsaws, lighting, generators, first aid equipment, etc. etc.;
- Duplication of communications equipment – fixed radios, portable radios, pagers, etc.;
- Duplication of personal protective equipment and uniforms;

- Duplication of training – general and specialist, including expensive and tedious maintenance of separate, independent Registered Training Organisation (RTO) obligations;
- Duplication of administration and expensive ICT (Information & Communications Technology) systems (which are incompatible with the other services);
- Duplication of hierarchy and support staff, headquarters and regional buildings, on-call staff costs etc.

The principle of “economy of scale” tells you that if you were to merge SACFS and SASES in any location into a single entity, you would not need to maintain the same number of resources as with independent entities. Also consider the fact that SACFS generally has higher utilisation during the summer months and SASES during the winter months. Certainly cost efficiencies could be achieved on many levels from administration, vehicles, equipment, training, facilities, etc.

The final point I would like to make on the duplication of services is the unfortunate local politics and “turf wars” that are created by having duplicate services in the one location – there are well document examples of conflicts between SACFS and SASES in many areas. Why... because it is human nature. As soon as you have two Volunteer fire and rescue services in the one location, there is always going to be conflict of interest, a tendency for competition, a rivalry to be better than one another and very often power-plays by certain individuals. I liken it to being no different to having two football teams in the one town. The difference is, we are not talking about sport, we are talking about the **provision of vital, life-saving fire and rescue services to our Community**. If anyone thinks this doesn't happen, I can guarantee you it does. All this does is creates unnecessary conflict and distraction from our mission of saving lives and property and ultimately leads to the loss of good Volunteers who do not have time to waste on petty inter-service politics. It is unfortunate, **but it is reality** and has been happening for many years and certainly continues to do so today. No matter how well inter-service relationships are managed, there will always exist the potential for inter-service politics when you have two Volunteer fire and rescue services in the one location carrying out very similar, in fact almost identical roles.

Retention of ESO Volunteers

Contrary to popular belief, it is easy to recruit Volunteers, the difficult part is retaining them! I find it rather amusing when I hear and see our Sector throwing around “good news stories” about a massive influx of new Volunteers, which usually just so happens to occur after a large scale emergency e.g. the Sampson Flat bushfire or Cyclone Yasi. What you never hear about is the retention rates of these Volunteers. The TV stations never come back 12 months later to report on how many of these “new recruits” have been retained by our Sector. My experience tells me that actual ESO Volunteer retention rates (>12 months) are probably around the 40% mark (and even that may be a little generous). This is not a fault of the individual ESO Brigades/Units, the simple fact is that Volunteering in our Volunteer ESO's is very often not what people pictured it would be and long after the TV footage and the associated “glamour” of raging bushfires and floods has disappeared from the news, so too have many of these new Volunteers.

If you ignore the glossy TV headlines, and actually look at the statistics, which are well documented, ESO Volunteer numbers across SA are on the decline and have been so for many, many years. There are a number of contributing factors for this decline:

- An ageing demographic – there are many long standing Volunteers who have been the lifeblood of our Volunteer ESO's since the 70's and 80's. Many of them are now reaching an age that is seeing them take a step-back or retire from the service(s);
- An increasing tendency for the younger generations to be drawn from our rural towns to the city for employment opportunities;
- A reduced tendency for people in the Community to want to volunteer and to want to volunteer in an emergency service capacity;
- A reduced ability for those who do volunteer to be able to commit the necessary time due to employment, family, social and cost of living pressures;
- An ever growing operational, training and administrative workload, demanding more and more time of our ESO Volunteers;
- A lack of incentives to make people want to volunteer within an ESO – unfortunately the “feel good” reward of being an ESO Volunteer is simply not enough for the average person compared against modern day living pressures.

I could continue to list many more reasons why our Volunteer numbers are on a decline curve, but they are not going to help solve the problem. **Only a step change in our Sector will arrest this decline.** By way of example, the “sexy” advertising campaign utilised by the Defence Forces in recent years springs to mind, with a targeted advertising push to recruit new, young people into their ranks. A re-brand, with a new service identity would likely have similar success in recruiting and retaining the volunteer members we need if we are to exist with an effective volunteer model into the future.

Administrative Burden on Today’s ESO Volunteers (from an SACFS perspective)

Currently, there is far too much workload being carried by senior Volunteers in our Sector, much more than can reasonably be expected of any one with full time employment and a healthy family/social life. I fear that in the near future as many ageing, senior Volunteers start to retire from the service or take a step backwards, that there are not going to be the younger Volunteers who are prepared to stand up to fill these roles, due to the significant commitment that these roles currently require. You only need to look at the average age of the Volunteer, let alone the average age of most Group Officers and Brigade Captains in the SACFS. I can tell you that a SACFS Captain of a medium sized Brigade would average 3-4 hours per week of administrative workload on top of Operational and standard training commitments. I would estimate a SACFS Volunteer Group Officer would average 4-8 hours per week depending on the time of year.

Unfortunately administrative burden is simply a fact of modern day society and not something that we are not going to resolve. However, there are some things that we should consider, such as paid administrative support at a Group Level, or even at a Brigade level for some of the larger and busier Brigades. Such a concept would require additional funding under our current Sector model, however, under a “modernised” model, where cost savings are realised, such concepts could be feasible and would make a guaranteed impact by way of supporting our frontline Volunteers. For example, a full-time paid Administration Support Officer at a SACFS Group level could fulfil the roles of Training, Equipment, OH&S, Vehicle Maintenance, Administrative Support, etc. If we were really smart, we would base this person at the busiest station in the Group and they would be fully trained in all disciplines as an operational fire-fighter. They perform their paid administrative role Monday-Friday, 9-5, but also fulfil a role as a fire fighter (Volunteer) when the operational need dictates, essentially providing at least one guaranteed, fully qualified daytime crew member every day of the working week (the hardest time to crew for any Volunteer ESO). It is ideas such as this which will make the future of the ESO Volunteer sustainable, but only under a modernised Sector where we can fund it.

Wastage of Emergency Service Organisation Resources

Currently, the complete independence of SACFS and SASES means that very often, SASES resources are dispatched a significant distance to incidents – generally tree/storm related – which require them to drive past 2, 3, sometimes even 4 SACFS Stations (within a given radius of an incident, up to 12 separate SACFS Stations may be CLOSER than the nearest SASES Unit), which are equally equipped and trained to deal with the particular incident type (e.g. tree down, flooding). This is due to the fact that the presence of SASES Units across rural South Australia is far sparser than that of SACFS Brigades (67 SASES Units compared to 425 SACFS Brigades). Also due to the fact that SASES is recognised as the primary resource provider for storm and tempest incidents, despite the fact that SACFS is also trained in much of this discipline and carries much of the equipment required (yet another example of duplication of resources) – and indeed SACFS fulfils this role alone in the large SASES black-spot ‘out of service’ areas (where SASES has no presence at all) across our state. Depending on the ‘priority’ of the incident, determines whether or not the local SACFS Brigade is also dispatched to the incident – only those incidents classed as P1 (priority 1) will dispatch the local SACFS Brigade (in addition to the closest SASES resource). For anything classed as P2 (priority 2) or above, only SASES will be dispatched (i.e. no SACFS resource), which due to the sparseness of SASES Units means that attendance of an ESO appliance can be anywhere up to and exceeding 45 minutes. Furthermore, if the particular SASES Unit dispatched is already busy with other incidents, this call may be ‘job stacked’, meaning attendance can be anywhere up to several hours – **is an ‘incident’ that can wait several hours for an ESO resource to arrive really an emergency?** Meanwhile, the local SACFS Brigade, located only several minutes down the road, adequately trained and equipped by our Sector, sits idly in their station, unaware and unutilised. For anything that is genuinely a very low risk incident, this is probably quite reasonable and acceptable, although one must question the validity of such a low risk incident (to be covered shortly as a separate discussion point).

In complete contrast to the point above, there are also many incidents on the opposite end of the scale, which are unnecessarily attracting a response from two ESO's (SASES and SACFS/SAMFS), these include, but are not limited to:

- Helicopter landings – do we really need to dispatch two ESO's to simply prepare a helicopter landing site? Especially when we routinely dispatch SASES who are often simply located too far away to arrive before the helicopter lands!
- Animal rescues – do we really need to dispatch two ESO's to something that most would consider a job for the RSPCA, not our Volunteers?
- Tree downs – do we really need to dispatch SASES from some distance away, when we have already dispatched local SACFS who are adequately equipped and trained and can immediately make the scene safe for the public?

When we talk about driving cost efficiencies in our Sector, surely the principles that are applied to our current dispatch system need to be addressed in order to remove unnecessary duplication and wastage.

Lastly, every day we see many examples where our SASES Volunteers are being wrongly utilised as a “free labour” service for the public, being responded to incidents that are clearly not emergencies by anyone's definition. For example, trees down over private driveways, trees down in private backyards, trees down over residential streets and footpaths, birds/cats stuck in trees and vehicle recoveries (e.g. 4WD bogged on a beach) to name but a few. A very large percentage of these jobs are in my opinion (and the opinion of many others), the responsibility of Local Council or a private contractor, not an emergency service and certainly not worthy of our ESO Volunteers time. To emphasise this point, an emergency, by definition, is **“a serious, unexpected, and often dangerous situation requiring immediate action”**. We as an emergency services Sector and we as taxpayers should not be funding this “free labour” service. Why? Because it is taking advantage of our ESO Volunteers time and good-will (remember the story of the boy that cried wolf) and consuming ESO budget from other areas of our Sector which are critical for genuine emergency response capability.

I have provided some “everyday” examples of the above mentioned points in Appendix A.

PROPOSED CHANGES TO OUR SECTORS FRONTLINE SERVICE MODEL

So far in this paper I have highlighted the many number of issues currently facing modern day ESO Volunteers and cited specific examples to support these perspectives. At this point you may think that I am painting a picture that is all doom and gloom. I would argue that I am simply providing an honest picture and honest feedback of where our Sector is at and where I think it is heading based on its current course, which concerns me, as it does many others – indeed, I would suggest, this is the overwhelming opinion of the far less-vocal majority of ESO Volunteers across the state. What I would now like to do is share some ideas of how we can **modernise**, streamline and increase the efficiency of our Sector, particularly at the frontline, the part of the Sector that directly affects ALL of our ESO Volunteers and has the biggest impact on them.

The “SA Volunteer Fire and Rescue Service”

The underlying proposal of this paper is the proposed amalgamation of the SACFS and the SASES into a **single, unified Volunteer Fire and Rescue Service**. This amalgamation would be top to bottom, from the Chief Officer level, right down to the frontline responder. Rather than consolidating one service under the name and identity of the other service, it is proposed to re-brand the two ESO's into a new, single, unified brand. As much as we are all very proud of our history and the identity of the SACFS and SASES as they currently stand, we Volunteers don't volunteer just so we can serve under the name of the service, or wear a particular colour of uniform or patch on our arm. We serve to provide the very best Volunteer fire and rescue service to our Community, nothing more, nothing less. The proposed amalgamation of the SACFS and SASES into a single Volunteer ESO, also presents as a great opportunity to re-brand ourselves as a modernised service with a greater appeal to our younger generations – new name, new brand, new mantra. It is certainly not about cleaning out the closet of our long serving, older Volunteers or simply forgetting about our proud history; it is about **setting ourselves up for a sustainable future**. And there are many ways that we could embrace the history and tradition of both services, under our new brand, so that we build upon these, rather than simply discarding them.

Contrary to popular belief, many Volunteers do support such a concept as they realise the efficiencies to be gained from unifying our services and our people at all levels, but particularly at the frontline where it is most important. I would like to bring to your attention a widely-circulated survey that was conducted by Onkaparinga CFS Group Officer and former Onkaparinga SES Unit Manager Peter Wicks in late 2011. 85% of respondents, from both the SACFS and SASES memberships statewide, supported greater collaboration (essentially amalgamation) of Volunteer services. I can tell you for fact that my CFS Brigade responded with overwhelming support for this concept also. It is very unfortunate that nothing more was ever seen or heard of these results at a higher level – I may very well not be sitting here writing this paper had they been. The question I would ask is how hard would it be to conduct such a survey again on a state-wide level in order to find out what the Volunteers really think about such a concept? Sadly, as occurred during former Minister Piccolo's reform agenda, false reliance upon the very narrow minded view of a vocal minority does not provide an accurate perspective of the actual wishes of the very less-vocal majority.

I believe any concerns about Volunteers not wanting to serve under an amalgamated Volunteer fire and rescue service model are not valid. 95% of existing ESO Volunteers will just “go with the flow”, because **they are here to provide a service, not service themselves**. Why... because the “95%” do not care what colour of uniform they wear or what badge they serve under, they care about their Community and their own team of Volunteers. Give them a pager, equipment, trucks and the training they need to do their job and the rest is peripheral and of no real significance to them. Apart from the fact that there are already many joint SACFS and SASES members all over the state, in many areas SACFS Brigades and SASES Units already dual respond due to long standing crewing difficulties. There are also many others that should also do this in the best interests of public safety, but currently do not due to inter-service politics and associated “road-blocks” at many levels.

Unfortunately there is and always will be a small, but very vocal percentage of Volunteers in both Volunteer ESO's, which flatly reject such concepts. This is through fear of loss of power and control under a consolidated service delivery model; basically they are worried about self-preservation. Again, this is unfortunate, but it is human nature and to be expected. I have no doubt that some will walk, if they do, they are probably not in it for the right reasons anyway, so I say let them go. And if they do walk, it will be no worse than the good people who are already walking away from our Sector for the many number of

reasons that have been highlighted in this paper. I am confident that you will find, as those few walk out, many more will walk in to replace them, which is exactly the rejuvenation that we desperately need.

At this point, I would reiterate that this papers' proposed model only involves the consolidation of our two Volunteer ESO's, the SACFS and the SASES. It does not include the SAMFS, who under the proposed Sector model would remain unchanged as the stand-alone paid fire and rescue service. For towns that currently only have a single service (usually SACFS), there would be little change apart from a re-branding. At the end of the day, it will be the same Volunteers, doing the same job, but with a common, focussed, unified effort, working under a cost effective, efficient, common sense operating model.

I have provided a very basic graphical representation of how our ESO services would look like under this proposal – refer to Appendix B.

Benefits of the Proposed Model

The benefits of a single, unified Volunteer fire and rescue service are many, but vary depending on current arrangements and also differ between rural and metropolitan locations.

Rural Towns/Cities with SACFS and SASES

In towns where SACFS and SASES currently exist, the two would merge and be re-branded to the new Volunteer ESO identity. Benefits at a frontline level include:

- Amalgamation of resources – stations, vehicles, equipment, etc;
- Overall reduction in resources due to economy of scale;
- Overall reduction in capital and operating expenses due to a reduction in resources;
- Amalgamation of personnel – bringing smaller groups of Volunteers together to form a larger, stronger, unified team all pulling in the same direction;
- Combining existing knowledge and training;
- Reducing the time burden carried by those who currently serve in both SACFS and SASES;
- Removing the potential for inter-service politics, turf wars and rivalries;
- Reducing wastage of resources – e.g. not dispatching SASES to incidents where they drive past 2-3 SACFS Stations. Simply, the closest, most appropriate resource is dispatched;
- Attract fresh, young Volunteers to a new, re-branded, modernised service.

Metropolitan Adelaide with only SASES

In the Adelaide Metropolitan areas where SASES currently exist (in addition to SAMFS), SASES would be re-branded to the new Volunteer ESO identity, with the major change being the adoption of rural firefighting capability. Benefits at a frontline level include:

- Housing rural fire appliances at existing Metropolitan SASES Units – utilises existing infrastructure to provide surge capacity for large campaign fires (e.g. Sampson Flat, Pinery, Eden Valley etc.)
- Provides the opportunity for current Metropolitan SASES Volunteers to become trained in rural fire fighting – acting as surge capacity for large campaign fires, able to be dispatched anywhere in the state;
- Provides an avenue for Metropolitan based former SACFS Volunteers to join these Metropolitan based Stations as surge capacity rural firefighters – thereby leveraging off of their existing experience, knowledge and training, which our Sector has already invested time and money;
- Attract fresh, young Metropolitan based Volunteers to a new, re-branded, modernised service.

It is of interesting note that SACFS has been considering the concept of setting up State Response Teams (SRT) for at least the past 5 years. Basically SRT's are Metropolitan based SACFS rural fire-fighting Brigades. Only in recent years has it established its first SRT based in the Salisbury CFS Station. I believe the SACFS wants to expand the number of SRT's, but one of the major hurdles is funding and procuring/building facilities around Metropolitan Adelaide to house fire appliances. Our Sector already has the infrastructure throughout much of Metropolitan Adelaide via existing SASES Units, many of which have capacity to house additional appliances, **all we need is the vision and the strategic plan** which brings our two Volunteer ESO's together and **utilises our existing assets and resources to their full potential.**

Rural/Urban Towns with only SACFS

In towns where currently only SACFS exists, there would be very little change to current frontline service models, apart from the re-branding to the new Volunteer ESO identity. The greatest benefit here would be increased Sector funding available due to efficiencies made in other locations where duplication of resources has been removed or at least reduced.

Regional/State Level

At a Regional and State level, the benefits of a single Volunteer ESO include:

- Consolidation of administrative and managerial resources;
- An improvement in the overall staff to volunteer ratio;
- Standardisation of equipment and vehicles;
- Consolidation of separate Regional/State facilities;
- Consolidation of training facilities and resources;
- Consolidation of Registered Training Organisations;
- Consolidation of operational and administrative systems;
- Consolidation of branding, corporate and public relations, etc. etc.

I'm sure there are many more benefits at a State and Regional level than those that I have listed here, all of which equate to substantial cost efficiencies and savings.

Risk Based Allocation and Resourcing

Another significant proposed change would be the establishment of "risk based allocation and resourcing" for our single service Volunteer ESO. Instead of having small towns with both SACFS and SASES and therefore a greater number of resources than larger towns which only has SACFS, under the proposed model, the allocation of all ESO resources would be based on:

- Urban and rural risk profiles;
- Population size;
- Geographical location;
- Call rates;
- Specific risks of an area – e.g. major highways, waterways, cliffs, etc.;
- Existence and proximity of SAMFS and SAAS resources.

These factors would then dictate the size and type of facilities, number and type of vehicles, equipment and training provided to a given town/city. This would allow for consistency of resourcing across our state and remove existing so-called resourcing discrepancies (some examples of which have been provided in this paper), reducing wastage, eradicating over-resourcing in locations as well as under-resourcing and shortfalls in other locations. The principle of risk based allocation and resourcing means that our Volunteers will have the right equipment and training that they need to do their job based on consistent, structured, justifiable means, not based on historic allocations or based simply on which service they belong to (SACFS or SASES).

What Could We Do With The Savings To Improve The Sector For Our Volunteers

Under this proposed model, **real cost savings and efficiencies will be realised**, thereby freeing up existing Emergency Services Sector budget to consider many initiatives that will help to rejuvenate and modernise our Sector, such as those suggested in this paper as well as many others. Some key examples include:

- Providing every Volunteer with Senior First Aid Training – a skill they can also use to help with employment opportunities (this is just a simple, non-financial incentive for our Volunteers) not to mention the obvious benefit of having First Aid trained Volunteers at each and every incident;
- Providing every Volunteer ESO vehicle with medical oxygen and defibrillation equipment – not only to their benefit of the Community, but to our own Volunteers should the worst ever happen;
- Providing paid administrative support at a Group (or equivalent), or even in some instances at a Brigade (or equivalent) level to reduce the excessive administrative burden on the Volunteers;
- Providing increased levels of training, particularly in specialist disciplines – breathing apparatus, road crash rescue, hazardous materials, confined space rescue, heavy vehicle licensing etc. etc.;
- Providing an opportunity for current SASES Volunteers to be trained in and assist with rural fire-fighting – an additional incentive to remain involved as an ESO Volunteer;
- Providing additional paid staff at Regional and State levels to support our Volunteers and reduce the excessive staff to volunteer ratios that currently exist (which are some of the highest in the nation);

- Providing an increase in ESO staff salaries in order to improve staff retention rates;
- Providing funding for publicity and recruitment campaigns to better promote the image and work of our Volunteers within the Community;
- Providing the latest, state of the art fire and rescue equipment to all of our Volunteers;
- Improving all Volunteer Stations and facilities to a level befit of a first class emergency services Sector;
- Reducing the reliance on Volunteers to have to fundraise for equipment and training;
- Consideration of paid Group Officers (or equivalent positions under the new structure);
- Consideration of other ways to provide additional benefits/incentives (non-financial) to our Volunteers, to help attract and retain quality people;
- **Implementation of risk based allocation and resourcing across the entire state.**

CONCLUSION

Under the frontline service model proposed in this paper, we **maintain and preserve the Volunteer ethos and culture** by only consolidating our two Volunteer ESO's (SACFS and SASES), leaving the SAMFS as the stand-alone paid ESO in its current state. As highlighted earlier, this was one of the primary concerns with former Minister Piccolo's proposed Sector reform model, which put-off a lot of Volunteers from the get-go and tainted the good things that Sector Reform could have achieved for our Sector. Under the proposed frontline service delivery model, we combine our personnel, our vehicles, our equipment and our facilities, we eradicate much duplication and wastage, we bring our separate teams together to create, bigger, stronger, unified teams who pull together in the same direction, not against each other and **we all reap the significant benefits to be had via the significant cost efficiencies and savings.** We do this because we want to provide the very best, most professional fire and rescue service to our Community that we possibly can, even in a society where Volunteering is in steep decline and cost constraints are tighter than ever. We should acknowledge and be very proud of our history and identity of the SACFS and SASES, but we should not let it constrain our future...

Why do I think that my proposed model is the right model for our Volunteer ESO's? I think that I am taking a step back and taking a holistic view of the Sector. Coming from a mostly rural SACFS Group, I see the continual struggles and ever increasing frustrations that Brigades and Volunteers are having as our budgets and resources are being squeezed at the same time that public expectations are growing exponentially. Coming from a town with two Volunteer ESO's, I have seen firsthand many of the issues highlighted in this paper. I like to think that as a Degree qualified Engineer, I am able to think logically, identify problems and provide realistically achievable solutions. I think that as a Volunteer who has started as a Cadet at the age of 12 and worked my way through the service to now hold a position of leadership within my Brigade, that I have seen my fair share of good people come and go, have seen loyal Volunteers lose faith in the Sector or burn-out and simply walk away. **The time for real change is now; if we really want to modernise our Sector for a sustainable future until 2025 and well beyond, change needs to happen at the grassroots of our Sector, not in the boardroom...**

Mr Jackman, I please ask that you take the time to at least consider the following actions:

1. *Conduct a statewide survey of our SACFS and SASES Volunteers (not staff, not Volunteer Associations, just the men and women on the frontline) to find out what they really think of a proposed single Volunteer Fire and Rescue Service model or other such alternate service delivery models which promote sustainability, cost efficiency and common sense. Perhaps with a compressed version of this paper attached, to outline the idea and promote discussion?*
2. *Review the proposal recently put forward by the Onkaparinga SES Unit and Onkaparinga CFS Group for a PILOT program in the Lobethal, Balhannah, Woodside and Lenswood Areas where SACFS and SASES operate under a single management structure, utilising existing SACFS and SASES resources and common personnel using a closest, most appropriate resource dispatch principle. It is extremely disappointing to hear that this common sense, cost effective proposal (which was suggested simply as a trial) was rejected by the SASES hierarchy, who would rather see the Onkaparinga SES dissolve and then set up a brand new SASES unit elsewhere in the district – no doubt in another small country town which already has an SACFS Brigade and probably struggles for Volunteers as it is (and no doubt at a greater financial expense to our Sector). Isn't it concepts such as these that are exactly what Sector Modernisation is all about?*

3. *Review and consider the many number of great suggestions that were put forward by our ESO Volunteers during the 2014 Sector Reform consultation process, most of which were documented in the 'A SAFER COMMUNITY Discussion Paper – September 2014', but never progressed any further than this.*
4. *Consider how the 'South Australian Fire and Emergency Services Strategic Plan 2015-2025' and current Sector Modernisation initiative will address the real concerns affecting our Sectors frontline Volunteer responders and how it is going to set us up for a sustainable and prosperous future.*

As always, I welcome the opportunity to meet with you in person and discuss any of these issues and proposals in further detail. I know of several “like-minded” Volunteers who share the same vision as I do, who would be more than willing to be involved in these discussions to also share their ideas and visions. Please find my contact details below. I look forward to receiving your response.

I'd also urge you (if you haven't already done so) to read Paper #74 (dated 24/10/14, authored by [redacted] from the second round of former Minister Piccolo's Sector Reform consultation process... a very good read!

Yours sincerely,

APPENDIX A – EVERY DAY EXAMPLES OF WASTAGE & DUPLICATION OF RESOURCES

I realise it is very easy to take specific incidents out of context (especially from a pager message); however, this is just a snapshot of some example incidents that our Volunteer ESO's are being dispatched to each and every day. They act as clear examples of wastage of resources, duplication of resources and our SASES Volunteers being used as "free labour":

MFS: *CFSRES INC0011 10/02/16 23:34 RESPOND PROVIDE EQUIPMENT P2 : MACDONALDS 27-31 ADELAIDE RD MURRAY BRIDGE MAP:ADL 350 B7, ==CALLER: RICHARD: 0438XXXXXX ==ASIST WITH DAMAGED WINDOW :MRB20 K SNOTIFY E : SES Murray Bridge

Is this not a job for a private contractor, not our ESO Volunteers?

MFS: *CFSRES INC0008 10/02/16 19:36 RESPOND TREE DOWN P1 PETERS CREEK RD KANGARILLA MAP:MLR 120B 8704 , ==CALLER: YVONNE PH 0438XXXXXX == TREE ACROSS HALF OF ROAD == APPROX 3-4 KMS FROM MCLAREN FLAT RD :KANG34 NOTIFY E STR20 F : SES Strathalbyn & CFS Kangarilla

SES has to drive approximately 30km past 2 CFS Stations to attend this incident. Local CFS have chainsaw equipment and appropriate training. Why do we need to dispatch two services to this incident?

MFS: *CFSRES INC0014 11/02/16 16:04 RESPOND TREE DOWN P2 615 SPRINGMOUNT RD INMAN VALLEY MAP:MLR 95C 7375 , ==TREE ACROSS DRIVEWAY ON PROPERTY. **BEEN THERE A WEEK**. KATE 0424XXXXXX :SNOTIFY E YAN20 G : SES Yankalilla

If this is on private property, should it not be a job for a private contractor, not our ESO Volunteers?

MFS: *CFSRES INC0013 20/02/16 21:59 RESPOND VEHICLE RECOVERY P2 ESPLANADE ROBE MAP:SRB 2 G5 , ==APP 300MTS FROM ENTRY TO LONG BEACH WHITE LANCER AARON 0409XXXXXX :KTN20 W SNOTIFY E : SES Kingston

Is this not a job for a private contractor, not our ESO Volunteers?

MFS: *CFSRES INC0017 22/02/16 20:41 RESPOND RESCUE ANAMAL P2 LOT 41 JANICE ST MURRAY BRIDGE MAP:ADL 349 K11 , == DOG CHOKING AT DOG PARK, CHAIN WRAPPED AROUND ITS NECK :MBR721 MRB20 M SNOTIFY E : SES Murray Bridge & MFS Murray Bridge

Why do we need to dispatch two services to this incident? Is this not a job for the RSPCA?

MFS: *CFSRES INC0014 23/02/16 18:23 RESPOND TREE DOWN P3 63 BOTTOM RD GLOSSOP MAP:RLMM 215 5407 , == TREE FALLEN ON FENCE IN FRONT YARD == CALLER: SUSAN 0407XXXXXX :BRI20 D SNOTIFY E : SES Berri

If this is on private property, should it not be a job for a private contractor, not our ESO Volunteers?

MFS: *CFSRES INC0046 06/03/16 18:55 RESPOND VEHICLE RECOVERY P2: @WOOLWORTHS - MOUNT GAMBIER, PENOLA RD 182-210 PENOLA RD MOUNT GAMBIER MAP:MGB 2 D5, ==CARMPERVAN STUCK UNDER AWNING. REQUIRES EXTRICATION :MTG20 K SNOTIFY E : SES Mount Gambier

Is this not a job for a private contractor, not our ESO Volunteers?

MFS: *CFSRES INC0053 06/03/16 20:20 RESPOND TREE DOWN P3 38 KANTALPA GR MORPHETT VALE MAP:ADL 186 J7 , ==TREE TAKEN OUT FENCE AND INTO NEIGHBOURS PROPERTY == MARINA 0408XXXXXX :SNOTIFY C STT20 M : SES Sturt

If this is on private property, should it not be a job for a private contractor? Again SES resource is driving approximately 20km past at least 2 CFS stations to attend this incident.

MFS: *CFSRES INC0061 06/03/16 21:17 RESPOND TREE DOGN P1 HUNT ST/DE CAUX AV PORT WILLUNGA MAP:ADL 223 G4 , ==TREE ON ROAD ON THE CORNER. :ALDB34P YAN20 Y : SES Yankalilla & CFS Aldinga Beach

We have dispatched two services to this incident. Local CFS and SES from 25km away. SES would need to drive past 2 other CFS stations to attend this incident.

MFS: *CFSRES INC0001 09/03/16 09:48 RESPOND TREE DOWN P2 20 BRAESIDE RD STIRLING MAP:ADL 145 J11 , == CHARMAINE 0409XXXXXX LARGE GUM TREE BRANCH :SNOTIFY C STT20 I : SES Sturt

SES has to drive approximately 20km past 3 CFS Stations to attend this incident. All of these CFS Stations have chainsaw equipment and appropriate training.

MFS: *CFSRES INC0009 27/03/16 16:44 RESPOND HELICOPTER LANDING P1 BREAKWATER RD PORT VINCENT MAP:SPV 1 E4 , ==HELI LANDING REQUIRED FOR PATIENT ON BOAT :MLD20 I PTVN34P : SES Maitland & CFS Port Vincent

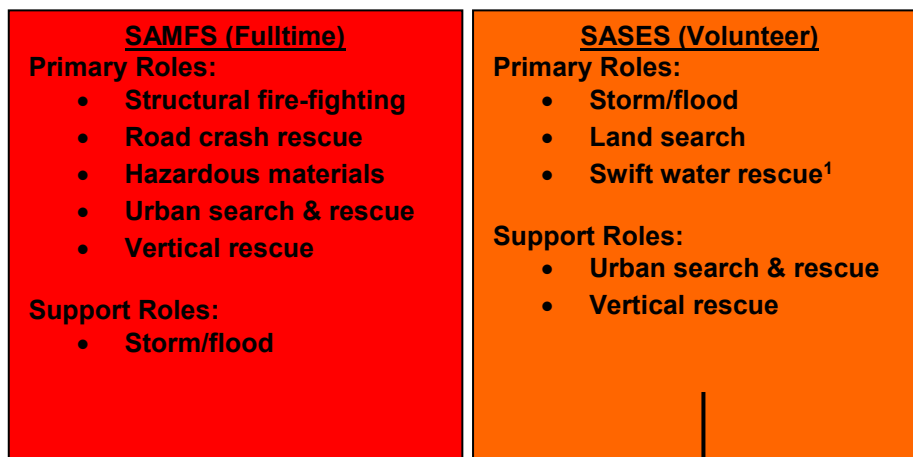
Do we really need to dispatch two services (CFS and SES) to simply land a helicopter?

APPENDIX B – PROPOSED FRONTLINE SERVICE MODEL

For the purposes of this paper, I will refer to the amalgamated Volunteer ESO as the SAVFR (SA Volunteer Fire and Rescue service).

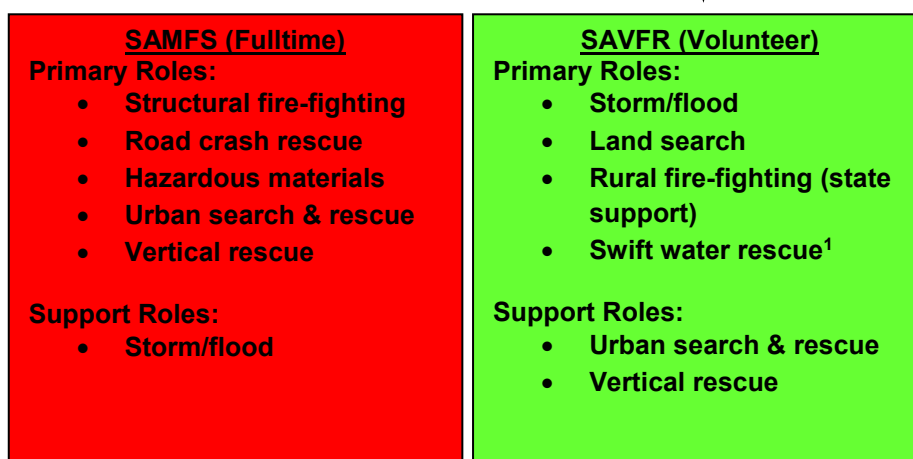
METROPOLITAN ADELAIDE

Current Model (SAMFS and SASES)



¹ If this discipline type is required (determined via risk based resource allocation).

Proposed Model (SAMFS and SAVFR)

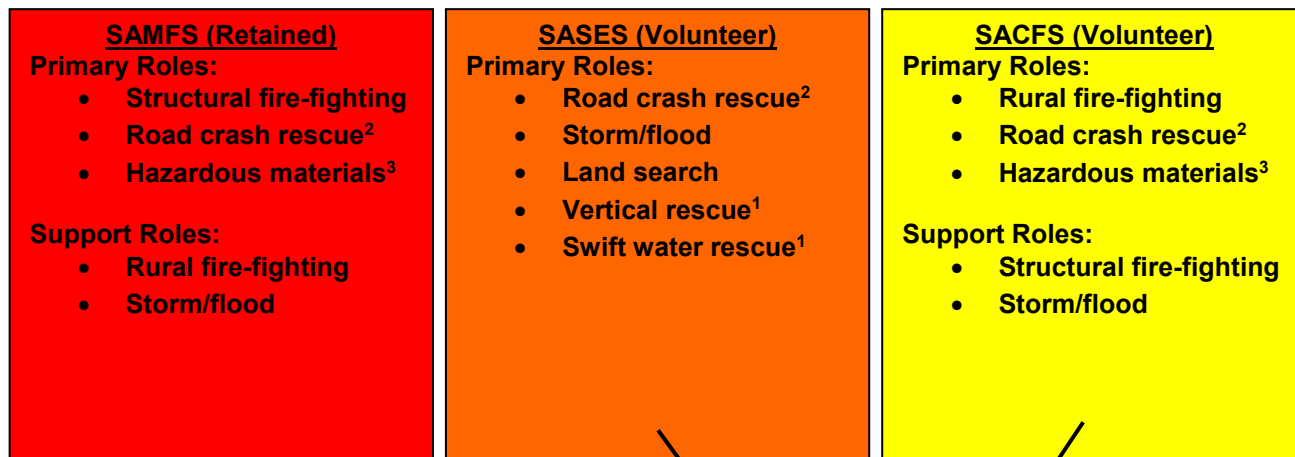


¹ If this discipline type is required (determined via risk based resource allocation).

Under this model, SAVFR would provide most services that current Metropolitan SASES Units do. The difference would now be the provision to provide rural fire-fighting support (surge capacity) for large rural fires anywhere in the state (basically the same concept as the SACFS's State Response Teams).

LARGE RURAL TOWNS/CITIES

Current Model (SAMFS, SASES and SASES)



¹ If this discipline type is required (determined via risk based resource allocation).

² Road crash rescue may be designated as the primary role to either retained MFS, SES or CFS, depending on current arrangements.

³ Hazmat may be designated as the primary role to either retained MFS or CFS, depending on current arrangements.

Proposed Model (SAMFS and SAVFR)



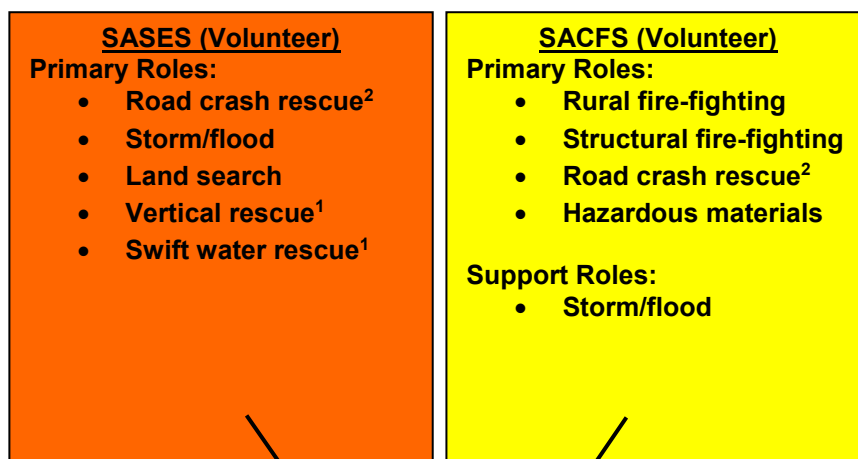
¹ If this discipline type is required (determined via risk based resource allocation).

² Road crash rescue may be designated as the primary role to either retained MFS or SAVFR, depending on current arrangements.

³ Hazmat may be designated as the primary role to either retained MFS or SAVFR, depending on current arrangements.

SMALL/MEDIUM RURAL TOWNS

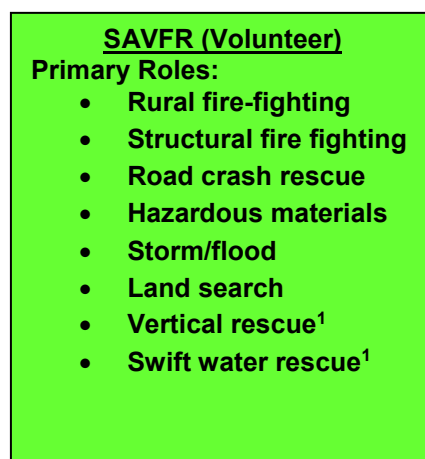
Current Model (SACFS and SASES)



¹ If this discipline type is required (determined via risk based resource allocation).

² Road crash rescue may be designated as the primary role to either SES or CFS, depending on current arrangements.

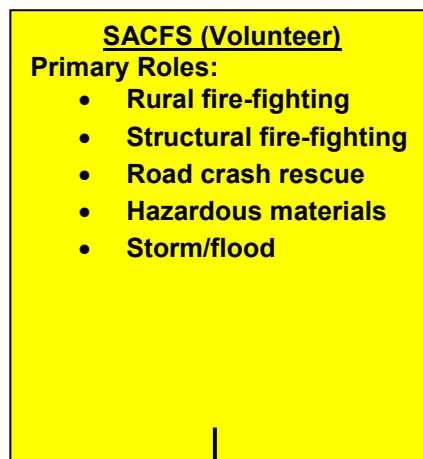
Proposed Model (SAVFR)



¹ If this discipline type is required (determined via risk based resource allocation).

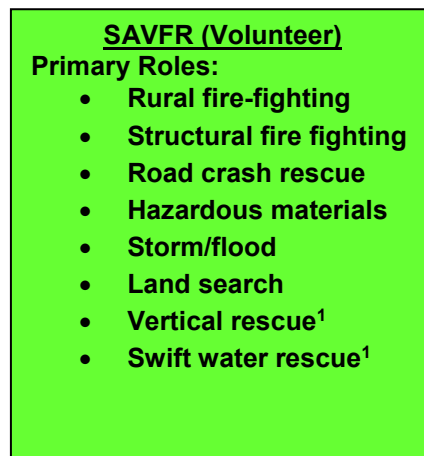
SMALL/MEDIUM RURAL TOWNS (only SACFS)

Current Model (SACFS)



¹ If this discipline type is required (determined via risk based resource allocation).

Proposed Model (SAVFR)



¹ If this discipline type is required (determined via risk based resource allocation).



**Country Fire Service
Volunteers Association**
"Representing the interests of CFS Members"

CFS into the Future

Report on the Discussion Forum held at Salisbury CFS station on
Saturday March 24 2012

Introduction

The Country Fire Service Volunteers Association (CFSVA) represents the 14,000 volunteers of the South Australian Country Fire Service. The Association held a Forum in March to discuss the future of the CFS in terms of sustainability as a purely volunteer model, and possible alternatives that we should perhaps consider. To this end we invited guest speakers both from interstate and from within the CFS to talk to us about their ideas on fire service models.

Why is the Volunteers Association talking about a possible different model for the CFS? Is a change to our volunteer service about to happen?

Well the short answer is no, and we certainly don't want to alarm our members into thinking that is the case. We have in South Australia two fire services, one paid, one volunteer and the SES, all within the sector called the SA Fire and Emergency Services Commission – SAFECOM. However, the Act that governs us all – the Fire and Emergency Services Act 2005 is to be reviewed in 2014. The CFSVA will be providing a submission to that review, and we want to get wide volunteer input into that submission.

And we believe it is time to start the debate about the sustainability of our service into the future. We all know the issues – the ageing volunteer profile, declining volunteer numbers, particularly in rural areas, increased demands on our time particularly with training and the ever burgeoning bureaucratic impost. Day time crewing is a real issue and will likely get worse. Strike teams are getting harder to fill. Farmers talk of it all becoming too hard, and maybe they will just respond to local fires in their private units.

So what do we do? Just ignore the issues and hope that volunteers will continue to provide the incredibly high level of service to the community that they always have – whether they are happy to or not? Or do we start the conversation about our changing needs and develop solutions that can assist in sustaining the Country Fire Service and its proud volunteer ethos into the future. It won't be just one solution – what will assist rural communities will probably not be the solution that the peri urban communities require and vice versa. We need to consider all the issues, educate ourselves as to the

possible solutions and work together so that it is us – the members of the CFS putting forward what we would like for our future and for the communities we protect, rather than risk having change imposed upon us.

We want to start that conversation. In addition we are working on some 40 other CFSVA policies or "position statements". Those position statements will become the blueprint for our campaign to see that the community of South Australia continues to be served by a well trained and equipped CFS that responds to all hazards every hour of every day of every week.

The One Fire Service Model

Presented by Doug Smith, District Manager South Coastal Metropolitan Fire, Fire & Emergency Services Authority of Western Australia.

Doug has worked as a regional officer in CFS before moving to FESA, so he is well qualified to compare the two fire services in terms of the structures.

FESA has some 2,600 volunteers who are supported by career firefighters and FESA staff. It is also supported by the Bushfire Brigades of WA which are managed by each individual Local Government Shire. Doug made the following points:

- Volunteer and paid crews are co - located in townships of around ten to fifteen thousand people, depending on the risk levels in those communities;
- Co-location certainly provides cost efficiencies - one station for both groups and ability for joint training;
- The process for equipping and input into service decision making is not as good for the volunteers as it is for career staff;
- All volunteer training and instruction is undertaken by career firefighters - leading to some volunteer frustration;
- At major events there is limited opportunity for volunteers to participate in incident management teams, and certainly not at the incident controller / planning, operations and logistics officer levels;
- In joint stations FRS volunteer crews attend incidents at 2nd alarm level, which happens frequently, so volunteer crews do get to keep up their skills;
- A culture of "us and them" still exists in some places. It is important to get the culture right before amalgamating a paid and volunteer service.

The Volunteer Service Model

Presented by Phil Koperberg AO, AFSM, BEM, Hon.Dlit(UWS)

Phil Koperberg is a former Commissioner for the Rural Fire Service in NSW. Since retiring from that position, Phil has been a Minister in the NSW state government, he now chairs the NSW State Emergency Committee, he is on the State Disaster Council, and he represents NSW on the National Disaster Council. In addition, Phil has recently take on a new role, that of Executive Director of the Australasian Assembly of Volunteer Fire Brigade Associations (AAVFBA), advocating on behalf of volunteer firefighters around Australia to the federal government.

The NSW Rural Fire Service has around 70,000 volunteers supported by 700 paid staff, and operates throughout NSW in smaller townships, villages and rural areas of the State. It is a separate service to NSW Fire and Rescue (a full time and retained service) undertaking bushfire and structure fire fighting through some 2,100 brigades.

Phil made the following points:

- Throughout his time as RFS Commissioner, he observed an overwhelming temptation on behalf of governments of either side of politics to consider the merits of merging fire services for reasons of cost efficiencies and structural rationalisation;
- Volunteers must be the architects of their futures and any new models. Governments must realise that any new proposed model should have the general support of the volunteers if the structure is to succeed. Failure to recognise this will lead to the loss of or diminished participation of volunteers;
- In his view it is difficult if not impossible to "merge" a paid and volunteer service;
- Industrial and financial frameworks are such that as to ensure that the "paid" service will prevail over the volunteer service. A one fire service organisation is faced with many competing calls for resourcing, leading to a moving away of resources from the volunteer to the paid side;
- Volunteer firefighting services are facing a great number of challenges - an increasing tendency towards a "one size fits all" philosophy, increased bureaucracy, declining populations in some areas, aging volunteer profile, increased training demands and legislative "harmonisation" to name a few;
- The industrial strength of paid firefighter unions is a major issue.
- Solutions to the issues can only be found by "out of the box" thinking. Those solutions will not be appropriate for all brigades from rural to urban, but could include paid assistance, whether that be administrative or firefighter assistance;
- Brigades should be asked what level of service they are willing to provide. Do we ask too much - thereby putting too much pressure on volunteers;
- In any final analysis, any model must ensure the long term viability of volunteer inclusion, in the interests of public safety.

The Integrated Fire Service Model

Presented by

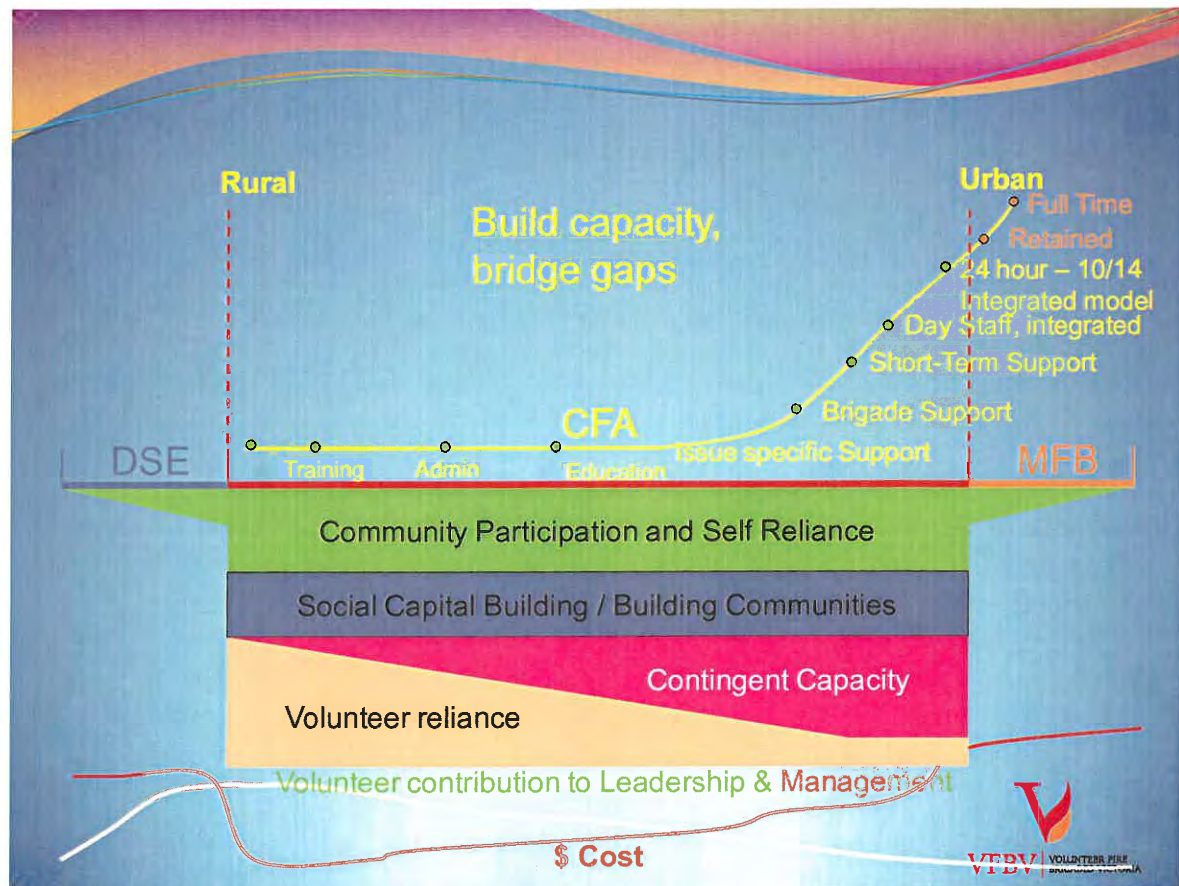
CEO Volunteer Fire Brigades Victoria (VFBV)

The VFBV is the sister organisation of the CFSVA, representing approximately 60,000 volunteers of the Country Fire Authority of Victoria. The CFS "integrated" model comprises of a predominantly volunteer workforce assisted by some 500 paid firefighters and 1,000 members of CFA staff.

Andrew made the following points:

- The CFA service model is volunteer based and community embedded. Legislation explicitly recognises that CFA is first and foremost a volunteer based organisation, in which volunteers are supported by paid staff in a fully integrated manner;
- CFA brigades supported by paid firefighters where service demand requires it;
- It is not a rural service, but takes in about half of the area of metropolitan Melbourne and all of the regional and rural areas of Victoria;
- The issue of a one fire service (combining with Metropolitan Fire Brigades) was pushed by some throughout the Royal Commission hearings;
- There are things that need to happen to improve co-ordination between the services. However, trying to bring together two different cultures of the paid and volunteer based services is very difficult. The cultures issue would need to be fixed first before a one fire service model was attempted. Interoperability and common systems can be changed, but changing cultures is extremely difficult;
- The CFA have managed the problem of increased risk in outer metro and regional cities by supplementing volunteer services with paid assistance, including paid firefighters. This assistance escalates depending on the ability of the brigade to meet the demand;
- CFA does not have, and nor would Andrew recommend, paid only brigades. The busy urban brigades provide the surge capacity through the volunteer component of those brigades;
- Volunteer brigades provide vital community capacity and add to community resilience. That is lost in a fully paid model.

provided the following graph that shows the relationship between volunteer brigades and community leadership/ capacity/resilience. It also demonstrates the CFA model of providing resources to provide assistance to a volunteer brigade for as far along the "risk continuum" as possible. **This very important principle of keeping a volunteer brigade in place for as far along the risk continuum as possible ensures that the community is served by the most cost effective and capacity building model.**



In addition to the three main speakers, three other short presentations were given by CFS volunteers. The first discussed a one fire service as it works in Hamburg, Germany, the second discussed the employment of paid firefighter assistance to brigades experiencing difficulties in such things as daytime responses, and the third discussed the consolidation of SES and CFS volunteers in country areas of the State.

The Hamburg Fire Service - a "One Fire Service Model"

Presented by

Mt Lofty CFS Group Officer

- Formed in 1809 as a collection of volunteer units, moving to the first three paid staffed fire stations in 1872. Hamburg started providing ambulance service after WWII modelled on American "EMT" service provision;
- Hamburg is the third largest city in Germany with 1.8 million residents, covering 755 Sq Km. This equates to approximately 2385 residents per square kilometre. By comparison the greater metropolitan area of Adelaide has 1.2 million residents spread over 1826 square kilometres. This equates to 657 residents per square kilometre;
- Hamburg has 22 full time stations with an average staffing number of 25 per shift (this includes Ambulance staffing). It has 87 Volunteer fire brigades with a minimum of 2 pumpers each. In addition there are 35 "specialist" volunteer units which respond to incidents above 3rd alarm. 17 volunteer units also carry out first responder roles in addition to firefighting;
- Approximately 2320 full time firefighter/paramedics and approximately 2600 Volunteer firefighters. The Hamburg fire service responds to 30,800 fire/rescue calls and 205,000 ambulance calls per year with a combined budget of 177,343,000 Euro;
- Essentially there is a volunteer chief (volunteer position) with three ACO's and 12 "group" officers all command positions are filled by volunteers by election;
- On the fireground the most senior volunteer is in charge until relieved by a staff officer;
- All radio comms and incident control is common and centralised. All training is the same and centralised (recognised throughout Europe). All vehicles, uniform and equipment are common;
- Brigades may "choose" response by time of day/incident type/alarm level etc (vitally important!);
- Staff and volunteer units must be housed separately (not in the same station). Very effective chain of command and incident management due to common SOP's. Great communications due to both staff and volunteers working to the same communications plan;
- Prior volunteer firefighting experience is highly regarded in selection process for full time staff;
- Most importantly it works!! Strong consideration should be given to this model for our own fire services in the future.

Rainer's full power point presentation is available from the CFSVA state office

Staffing of CFS Response Appliances

-Should we be considering paid firefighters within the CFS with either permanent or contracted staff?

Presented by Jim Sandford - CFS Firefighter with Tea Tree Gully Brigade

- At some point in the we may need to consider the employment of paid firefighters to be available at CFS stations - particularly during the day;
- One option is to have the CFS employ directly persons for this purpose. The other is for the CFS to use contracted people employed through a labour hire company;

CFS employed Staff

Persons become
"Government" employees

CFS is responsible for
all training, with no ability
to recover training costs

Personnel discipline issues
will require more CFS
resources to manage

Brigade Captain would be placed in
position in having to refer most
staff matters to a Regional Office

Difficulty is assimilating volunteers
and Paid CFS staff in one station

Potential to have to have a rank of
Regional officer of sorts, which could
lead to Chain of Command issues
within a Brigade

Employment opportunities created

CFS Contract personnel

Persons remain employed
by a contractor

Contractor is responsible
for training

Personnel discipline issues
are the responsibility of the
contractor

Establishment of a contract would require a
Contract Manager to oversee contract

Easier to assimilate contractor staff and
volunteers, as it will be seen that they are
contractors and have to comply with the contract
conditions, which would include financial penalties for
breaches of contract.

Rank of contract staff can be limited to say
that of Lieutenant and they would simply
"fit" into the Chain of Command

Employment opportunities created

Proposal

To introduce paid contract persons to staff CFS stations where a need is identified to ensure crewing of resources can be achieved on every occasion.

Recommendation

To be considered as part of CFSVA policy in staffing / recruitment

paper is available from the CFSVA office

Towards Improved Volunteer Emergency Service Response Capability in the Community

Presented by Deputy Unit Manager – Onkaparinga SES, Firefighter – Oakbank
Balhannah CFS

Paper Prepared by - Onkaparinga SES Unit Manager, Onkaparinga CFS Group Officer

Purpose of the Paper:

To generate discussion on improving volunteer emergency service response capability by consolidating CFS and SES in country areas.

- In many regional and rural areas, there is a diminishing pool of people willing and able to volunteer for emergency services. This pool is being stretched 3 ways – CFS, SES, and SAAS.
- SES has its own dispatching system which does not apply the “nearest most appropriate” rule.
- CFS has the capacity to deal with incidents such as “trees down” which are often put on a waiting list for SES to deal with when they are available;
- CFS and SES manage incidents through AIIMS, but both have limited trained teams. Pooling resources would be beneficial for both.

4 options for consideration

1. Co-badging of resources in country areas
2. Dispatch to incidents using nearest most appropriate
3. Consolidate CFAS and SES regional staff
4. Joint incident management and response capability

Benefits of consolidation

1. Better service delivery to the public
2. Better use of government funds
3. Better utilisation of ES volunteers and staff, and their valuable time.

Conclusion

The CFSVA would like to generate discussion amongst volunteers and staff as to the future sustainability of the CFS. Your comments and suggestions are most welcome, and you can ask for a CFSVA representative to attend your brigade or group meeting to further discuss the issues. You can see the full power point presentations and papers by ringing or emailing

We thank all the presenters for giving their time to assist us with this matter.

Where to from here?

- | | |
|------------|--|
| Step one | Receive the full papers or power point presentations from the state CFSVA office by calling or emailing |
| Step two | Distribute this paper and presentations to your brigade members; |
| Step three | Hold a brigade discussion evening. A CFSVA sate or branch representative will be happy to attend if required; |
| Step four | nominate a brigade contact person to receive further information on this issue as we develop a statewide position. This could be your CFSVA brigade delegate, captain, administrative officer or other brigade member; |
| Step five | Fill in the brigade response form attached to this paper and return it to the CFSVA; |
| Step six | Send representation to future CFSVA branch meetings to hear the progress of the discussion. |

**THANK YOU FOR YOUR PARTICIPATION IN THIS MOST IMPORTANT DISCUSSION
FOR THE FUTURE OF CFS**

THE FUTURE OF CFS IN SOUTH AUSTRALIA

Discussion response on future models for the SA volunteer fire and rescue service

BRIGADE NAME

CONTACT PERSON (for future correspondence on this issue - name, postal address, email and phone)

.....

.....

.....

.....

Our brigade has discussed the future models paper and the majority opinion is:

We support the CFSVA in holding the Forum - volunteers need to think about these issues:

STRONGLY AGREE

AGREE

NEUTRAL DISAGREE

STRONGLY DISAGREE

We believe the CFS should: (please circle more than one box as required)

(a) remain a purely volunteer organisation;

(b) consider ^{merger} ~~a consolidation~~ of CFS and SES in country areas to improve operational capability; ^{into a single service.}

(c) consider the employment of paid fire fighters to assist volunteer brigades in some circumstances; PERMANENT CONTRACTED

- (d) consider moving to a "one fire service" or "one fire and emergency service";
- (e) We would like more time or information before forming an opinion.
- (f) We would like a CFSVA representative to come to a our brigade meeting to further discuss the issue

Comments:

A) MERGE A & B (ABOVE) BASED ON CFS STRUCTURE.

B) ENGAGE AT GROUP LEVEL PAID ADMIN / OPS CO-ORDINATOR.

FAX BACK TO THE CFSVA ON

8244 6400

OR MAIL TO THE CFSVA, PO BOX 2359 REGENCY PARK SA 5942