

27 OCT 2014

**Labbozzetta, Joe (DCS)**

**From:** Chris Smith <quigybo@internode.on.net>  
**Sent:** Friday, 24 October 2014 5:45 PM  
**To:** DCS:Minister Piccolo  
**Subject:** FW: Review of white paper

Sent but bounced back 2<sup>nd</sup> send

---

**From:** Chris Smith [<mailto:quigybo@internode.on.net>]  
**Sent:** Thursday, 23 October 2014 9:32 PM  
**To:** 'ministerpiccolo@sa.gov.au.'  
**Subject:** Review of white paper

I acknowledge that change within the emergency services in SA is required but I am concerned as to the path that is being taken will not result in the best outcomes for the community. Recently the position that has been tabled by minister has raised discontent with the volunteers and combined with the ESL discussion any restructure looks certainly threatened.

The emergency services current models currently in place are the product of the legislation that consecutive governments that have not had the appetite to change I am sure based upon the upset that would be raised by the volunteers. I commend the work done by these people but I am also concerned for the service provision to the community.

I see that the vision that the proposed changes are aiming to achieve is to provide a better fire and emergency service to the community have not been held in the forefront. All emergency service personnel that take on this role should hold this as their pledge, but I feel the current approach that this is being smeared by personal interests and position power. The path that the minister is perusing is meeting resistance from the volunteers association as their concerns reflect the effect the restructure will have to their members, not once have I heard them talk about the community the tax payers who contribute to the levy.

It is a built into contemporary management that to build an effective business requires that you first set what outcome you want to achieve and then build the structure you need to meet the desired goals. I see that this outcome approach has not been the communicated aim in this review. Our aim is to ensure that South Australia has an effective and efficient fire and rescue service built to meet the State and community needs. We need to set protecting lives, property, the environment and the economic value of the state as our value then build the organisation to do this. The model that is being tabled starts from an organisation chart point of view, not from an outcome base philosophy.

To address these issues I see the path raised by the Holloway review as a staged approach may be a more palatable approach.

A suggested approach may be to dissolve the ineffective SAFECOM board and it replaced with a Chief Officers board consisting of the current 3 chiefs with 2 independent members, the new Commissioner placed as its chair and a minister's representative with a mandate to over a set time frame a restructure to achieve an effective fire and emergency service for the state. Their mandate would be to build the staged roll out with the aim to provide a structured, managed and sequenced change of the state's emergency services. Throughout the implementation there would be the opportunity for volunteer and permanent staff input.

RECEIVED  
Taking into account the current volunteer position, it may be pertinent to review the approach and model a restructure staged with an outcome based model over a number of more palatable changes rather than the structures tabled.

The current approach from the media reviews I have read is facing severe volunteer backlash. A continuation would be to aim to effect the backroom amalgamations to provide efficiencies but not affect the "Front Line Staff" in the first instance, then build a with a graduated approach in the future to the amalgamation of the services. This would be the applied mandate to the new Emergency Services Board.

A further area of concern is that the reform is not strong on is that the service delivery models must take into account the risk profiles of the regional areas under review. Our regional township centres deserve the same level of coverage as does the metropolitan area but it is recognised that this is not always economically and practically this is not possible. To apply a volunteer response model to major townships will not provide the requires response within desired response timeframes to save life, property, the environment and reduce the economic flow on effects to the local community.

Chris Smith