

South Australian Fire and Emergency Services Sector

Working together to build safer and more resilient communities

Strategic Plan 2010 - 2015



Government of South Australia

South Australian Fire and Emergency Services Commission



About SAFECOM

The SAFECOM sector consists of the Board, the SA Fire and Emergency Services Commission, the SA Metropolitan Fire Service, the SA Country Fire Service and the SA State Emergency Service.

The SAFECOM Board reports to the Minister for Emergency Services, the Hon. Michael Wright, MP.

“The sector aims to improve its effectiveness by integrating service delivery and focussing on community safety and community service while retaining the unique identities of the service delivery agencies.”



Michael Wright
Minister for Emergency Services

From the SAFECOM Board

The South Australian Government established the SA Fire and Emergency Services Commission (SAFECOM) to govern the emergency services sector. SAFECOM oversees resource allocation, develops strategic direction and policies and sets and reviews performance targets for the sector.

This Sector Strategic Plan highlights our strategies to 2015. Our strategies reflect State and National directions, helping agencies work together to provide the most balanced and effective emergency services to the diverse communities of South Australia with our available resources.

Our sector service delivery is structured across six key focus areas. These areas are the cornerstone for planning our approach, implementing our strategies, monitoring our performance and reporting our outcomes. They are:

- Leadership
- Prevention and Community Preparedness
- Operational Preparedness
- Response
- Recovery
- Business Excellence

In these key areas of activity we work with our agencies and with other key stakeholders to ensure we improve our sector's ability to achieve our vision of a safer and more resilient community. Safety also applies to the way we run our business. Our people's safety is paramount in everything we do.



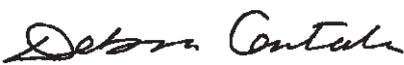
David Place, Chair



Wayne Thorley, Board Member



Grant Lupton, Board Member



Debra Contala, Board Member



Euan Ferguson, Board Member



Susan Caracoussis, Board Member



Matt Maywald, Acting Board Member



Virginia Hickey, Board Member



Joe Szakacs, Board Member

Our major strategies at a glance

Major strategies we will pursue over the next five years to achieve our vision and improve the way we provide services to the community across our six key focus areas are:

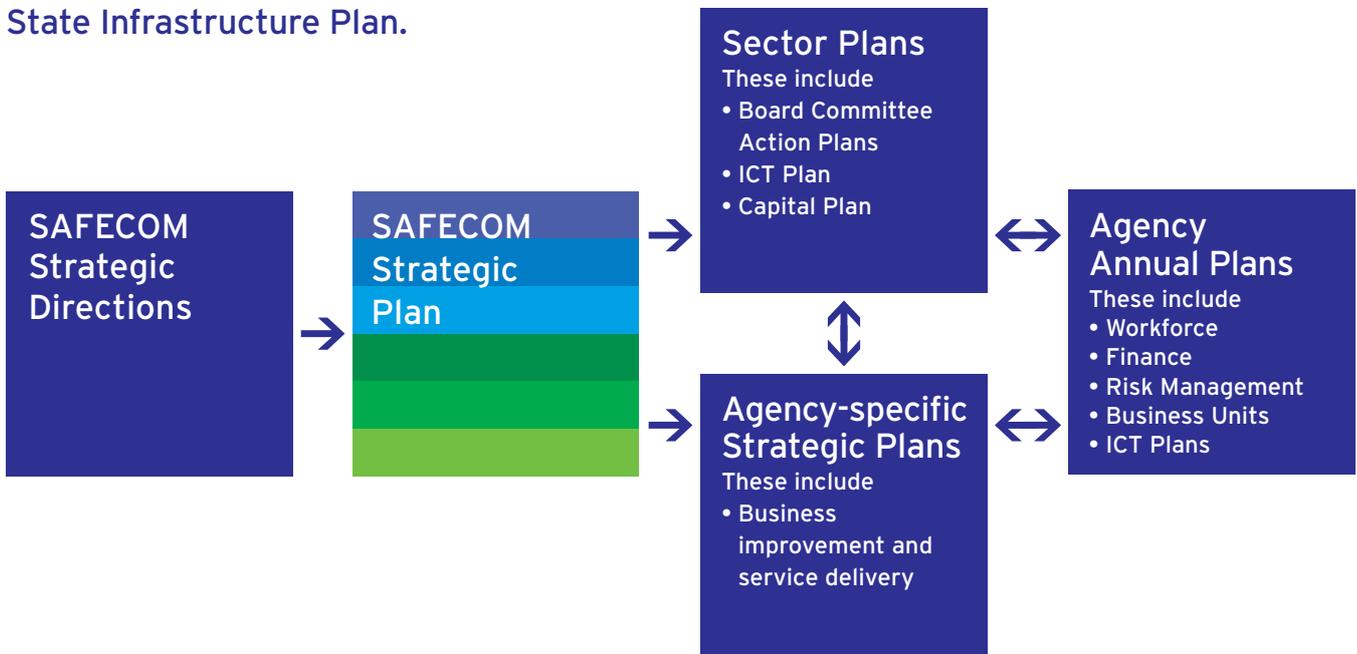
Key Focus Area	Goal	Major Strategies
Leadership	Develop and implement a common direction and shared goals based on community need	<ul style="list-style-type: none"> • Develop new performance measures so that we know we are providing quality services to the community • Improve the integration of our services to ensure the most effective and efficient use of resources
Prevention and Community Preparedness	Minimise the likelihood and consequences of emergencies through regulation, community support and education	<ul style="list-style-type: none"> • Identify the risks associated with fires and other emergencies • Develop a Charter with the community defining community safety targets and report our results • Foster and increase community preparedness and reduce the number of preventable incidents
Operational Preparedness	Be prepared to the highest standards so we can provide excellent emergency services to our communities	<ul style="list-style-type: none"> • Increase collaborative training across the sector • Develop and implement a sector asset management plan • Standardise (where possible) policies, procedures, equipment and appliances
Response	Provide response services that minimise the effects of emergencies on our communities	<ul style="list-style-type: none"> • Develop common response standards and performance measures • Work collaboratively as a sector to provide the most appropriate response • Extend joint planning for specific risks, including those in remote areas
Recovery	Provide recovery services that help restore social, economic and environmental value	<ul style="list-style-type: none"> • Determine our future role in recovery and then build partnerships with other providers of recovery services to ensure we work together • Provide services that help communities recover from emergencies
Business Excellence	Excel in service delivery, innovation, effectiveness and efficiency	<ul style="list-style-type: none"> • Ensure we manage risk and safety in all aspects of our business • Develop a volunteer workforce plan • Implement a health, safety and welfare improvement plan

Planning - the big picture

SAFECOM's Strategic Plan is aligned to the State and Justice Strategic Plans and the State Infrastructure Plan.

Our Strategic Directions provides our priorities and this Strategic Plan informs what we will do to pursue our priorities and meet our vision.

This plan is the header document for our sector with which agency strategic, business and other plans must align.



Our external environment

Our sector faces many challenges from our external environment. Major factors that are expected to impact on the South Australian community over the next decade are summarised below:

Demographic and Social trends

- A slowly increasing population (expected to rise to approximately 1.7M in 2020) with an aged population cohort the oldest in Australia
- Higher density living
- Higher concentration of population in the hills face zone surrounding Adelaide
- Development of satellite communities around Gawler, Playford, Mount Barker and Victor Harbor

- Expected growth in mining communities, particularly Olympic Dam
- Time poor communities putting pressure on volunteer availability
- Increased expectations for information and services
- Increasingly litigious society

Economic, Industry and Government Factors

- Moderate growth is expected, particularly in defence, mining, overseas education and aged care industries
- The impact of the global financial crisis and the Government's commitment to retaining the State's AAA economic rating
- There is an increasing need for compliance, performance evaluation, monitoring and reporting

Environmental factors

- Current trends including extended periods of frequent drought. Warmer, drier weather conditions with shorter more intense rainfall are expected to continue
- Bushfire and flooding/storm events may become more frequent and have greater consequences

Implications

The implications of an ageing, geographically spread population which demands increased information and assistance, coupled with increases in mining activity and climate change are likely to lead to greater demand for our services at a time of resource constraints, an ageing workforce and pressure to maintain volunteers' availability. Our strategies are designed to continually build safer and more resilient communities within this environment.

Our goal, vision, mission, strategic direction and values

Our Overall Goal

Improved Community Safety

Everything we do contributes to achieving our overall community safety goal.

We aim to achieve the following targets:

Target	Current value	Means of verification	Time
SA's fire-related injuries per 100,000 people are below the national three-year average of 16.	22.1 (2005/06-2007/08)	Australian Institute of Health and Welfare fire-related injury records	By 2015
SA's fire-related deaths per million people are below the national three-year average of 5.3.	7.7 (2005-2007)	Australian Bureau of Statistics fire-related mortality records	By 2015

Our Vision

Working together to build safer and more resilient communities

We work for a safer community by providing a cohesive strategic direction to the emergency services sector for service delivery, governance and accountability, to assure Government and the community that our services are appropriate and provide value for money.

Our Mission

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

We lead the delivery of appropriate, effective and efficient emergency services to the South Australian community by fostering strategic collaboration and partnering with emergency managers, while ensuring accountability to Government.

Our goal, vision, mission, strategic direction and values

Our Strategic Direction

Guiding the way we work to achieve our community safety goal

Priority	We follow this by
Community engagement	<p>We will empower and support communities to actively protect the things they value. We will do this by:</p> <ul style="list-style-type: none"> • Actively listening to people and using feedback to improve the way we do things • Respecting the diversity of communities and people • Allocating available resources to areas of greatest need based on risk • Recognising, encouraging and educating all people who help make communities safer, be they staff, volunteers, employers or others.
Seamless integration	<p>We will minimise the harm caused by emergencies by providing a professional and integrated emergency service to all the people and communities of South Australia. We will do this by:</p> <ul style="list-style-type: none"> • Working as one team to support each other in an atmosphere of mutual trust and respect • Making the welfare and safety of team members our highest priority so we all come home safely • Focusing on the common good while respecting both specialisation and diversity • Clearly identifying our priorities and working individually and collectively to improve service delivery in these areas • Responding rapidly to changing circumstances to ensure we have the correct structures, equipment, people and policies to enable us to do the best possible job.
Communication	<p>We will be open and transparent in all areas of activity, actively working to improve our internal and external communication systems. We will do this by:</p> <ul style="list-style-type: none"> • Applying the guiding principle that all information can be shared unless there is a legitimate reason to keep it confidential • Acknowledging that good communication plays a vital part in building safer communities and is important to all areas of our work • Carefully planning all our means of communication so our messages are clear, consistent, and able to be understood by all people • Accepting that honest communication involves acting on feedback in addition to listening and providing accurate information • Identifying barriers that restrict the clear flow of information and actively working to remove those barriers • Encouraging our leaders to set an example by modelling open communication and by actively providing the information needed to do the best possible job.

Our goal, vision, mission, strategic direction and values

Our Strategic Direction

Guiding the way we work to achieve our community safety goal

Priority	We follow this by
Building partnerships	<p>We will actively work to form partnerships and alliances to make our job easier and benefit all South Australian communities. We will do this by:</p> <ul style="list-style-type: none"> • Identifying key partners and actively engaging them in dialogue to ensure mutual cooperation and respect • Working more closely together in all possible areas of operation • Identifying areas where there are duplications or inefficiencies in our sector and proactively working together to eliminate them • Establishing and nurturing trusting relationships which benefit all parties and lead to safer communities • Actively encouraging the sharing of resources across the State, and with our interstate colleagues, with the understanding that we all seek the same outcome – safer communities.
Community resilience	<p>We will empower and support communities to withstand then rapidly and effectively recover from the effects of emergencies. We will do this by:</p> <ul style="list-style-type: none"> • Educating communities about the possible risks they face so they are able to make informed decisions to protect themselves • Helping communities gain the skills needed to prevent avoidable emergencies and to prepare for unavoidable emergencies • Encouraging and supporting communities to recover rapidly through good communication, preparedness and planning • Responding quickly to emergencies to minimise damage, working collaboratively to provide the most effective response possible.
Being accountable	<p>All our decision making will be based on evidence and we will ensure our monitoring and reporting systems are consistent, effective and comparable. We will do this by:</p> <ul style="list-style-type: none"> • Being accountable for our resource use, taking into account environmental and social considerations while ensuring we maximise the effectiveness of our work to make communities safer • Benchmarking critical areas of our work so we are able to set realistic and measurable targets to honestly appraise and improve our performance • Aligning our performance indicators with identified priorities from the State Strategic Plan • Adopting key performance indicators that are consistent across the sector, and comparable with interstate emergency services • Ensuring our performance indicators are appropriate, evidence-based, and applied to all levels of our organisations so every person, position and team is accountable • Embracing feedback, accepting constructive criticism as valuable information that will help us grow, change and improve the way we do things.

Our goal, vision, mission, strategic direction and values

Our Values

Guiding our behaviour and underpinning our relationships

We value	We demonstrate this by
Our People	<ul style="list-style-type: none"> • Recognising our volunteers and career staff as our greatest asset, valuing their diversity • Ensuring a safe place of work • Valuing the cultures and traditions of the emergency services • Meeting personal development and career aspirations • Treating our people as family
Community Engagement	<ul style="list-style-type: none"> • Embracing community safety issues and needs • Fostering the community spirit of volunteerism • Ensuring service is community focussed • Ensuring equitable service delivery • Valuing life, property and the environment • Working with diverse communities to help them protect what they value
Leadership and Teamwork	<ul style="list-style-type: none"> • Leading by example • Collaborating and developing partnerships • Being supportive during times of change
Integrity, Honesty and Ethical Behaviour	<ul style="list-style-type: none"> • Respecting and trusting each other • Promoting open and honest communication • Displaying ethical behaviour
Continuous Improvement	<ul style="list-style-type: none"> • Applying business excellence principles • Striving to be the best at what we do • Promoting and rewarding innovation, safety and efficiency • Promoting a team-based performance culture • Being responsive to reform and change
Governance and Accountability	<ul style="list-style-type: none"> • Identifying and articulating our responsibilities and relationships • Defining who is responsible for what, to whom, and by when • Planning, evaluating, auditing and reviewing our service delivery • Managing our corporate risks • Complying with government accountability and governance requirements

Our integrated framework for improving community safety and resilience



Our strategies

To help achieve our vision we have ongoing strategies we pursue as part of our normal service delivery. This Strategic Plan also sets new strategies to pursue major improvements in the way we operate. These strategies are identified below under the six Key Focus Areas. The leader for each key focus area is responsible for ensuring that progress reporting is provided to the Board although that person may not be responsible for leading all the projects within that key focus area.

Key Focus Area	Goal	Leader
Leadership	Develop and implement a common direction and shared goals based on community need	Chair, SAFECOM Board Strategic Thinking Committee

Our leadership focus area helps us shape and implement strategies to ensure we create the environment required for our service delivery to be successful. This area includes our strategic planning, policy development and leadership development.

Ongoing Strategies

- Establish sector direction, priorities and strategies to meet community needs
 - Develop and maintain consistent and clear strategic policy
 - Develop required plans
 - Identify and acquire the resources needed to deliver the services required by our communities on a sustainable basis
 - Improve the integration of our services to ensure the most effective and efficient use of resources
- Develop the leadership and management skills of our managers and personnel
 - Undertake research and consultation to identify new priorities and required services
 - Develop sustainable and environmentally friendly practices that are consistent with government initiatives and targets

New Strategies

Strategies	Key Performance Indicators	By
1. Develop and implement a sector strategic planning, monitoring and reporting approach.	Strategic plans and action plans in place throughout all organisations and reported against according to Board-approved calendar.	June 11
2. Engage and build partnerships with our communities, defining current and future needs.	Communities verify we've understood their needs and this information is used to improve our planning and service delivery.	June 12
3. Explore governance and business models that may improve community safety using current resources.	Feasible governance and business models compared and contrasted.	June 13
4. Develop performance measures which enable us to better evaluate our service delivery.	Current performance measures reviewed and proposed new measures provided to the Board for consideration.	April 11

Our strategies

Key Focus Area	Goal	Leader
Prevention and Community Preparedness	Minimise the likelihood and consequences of emergencies through regulation, community support and education	Chair, SAFECOM Board Community Prevention, Preparedness, Response and Recovery Committee

Our community safety programs focus on understanding, then engaging the community and other partners to increase awareness and understanding of risk and improve community safety. Key services include community education, incident investigation, and inspection and commissioning of safety systems.

Ongoing Strategies

- Identify the risks to SA communities associated with fires and other emergencies
- Work with government and our communities to develop appropriate legislation and standards

- Foster behaviours that increase community preparedness and reduce the number of preventable incidents

New Strategies

Strategies	Key Performance Indicators	By
1. Explore opportunities for volunteers to further contribute to community education.	Cross-sector plan developed and implemented.	June 12
2. Develop systems and processes for evaluating the impact of prevention and community preparedness programs.	The sector's program evaluation processes are identified and assessed and best practise evaluation methods are implemented.	Dec 11
3. Negotiate a new Charter with our communities that defines and measures community safety and resilience and contains targets and strategies for improvement.	Safety targets as agreed with communities measured and reported publicly.	June 12

Our strategies

Key Focus Area	Goal	Leader Chair
Operational Preparedness	Be prepared to the highest standards so we can provide excellent emergency services to our communities	Chair, SAFECOM Board Operational Prevention, Preparedness, Response and Recovery Committee

Operational preparedness is essential to supporting high quality, effective emergency management. Key components include our learning and development programs, the procurement and management of operational communications systems, information and communications technology and the provision of effective infrastructure, equipment and logistics services.

Ongoing Strategies

- Develop and maintain effective learning and development programs and systems for all sector personnel
- Ensure our infrastructure including appliances and specialist equipment meets the needs of a modern emergency service to minimise emergency risk

- Ensure the development and delivery of effective incident and emergency management systems

New Strategies

Strategies	Key Performance Indicators	By
1. Ensure that the development needs of all sector personnel are provided for within approved learning and development frameworks that meet national standards. Apply evidence-based data to identify roles and the associated skill sets required to treat community risks.	Agency learning and development plans contain documented strategies that address identified skills acquisition and maintenance. Personnel are provided with learning and development opportunities as agreed in individual development plans and in accordance with agency requirements.	June 11
2. Develop and implement a strategy to increase the collaboration between agencies in devising and delivering training, including use of technology where appropriate.	Technical Reference Groups report actions and outcomes. Increased collaborative opportunities used for delivering training. Sector-wide technology strategies developed to support learning and development.	July 12
3. Develop cost-effective capital plans based on levels of community risk.	Rolling 3 year capital plans produced annually and implemented. Ten year property plan developed and implemented.	July June 11
4. Review and, where possible, standardise 1) operational policies 2) procedures, 3) equipment and 4) appliances for our sector.	Report provided to Chief Officers on opportunities for standardisation in each area. Approved recommendations implemented.	Dec 13
5. Implement an efficient and effective sector building maintenance system.	System piloted. System implemented to time, cost and quality schedule.	Oct 10 June 12
6. Develop a sector strategic asset management plan for efficient and effective buildings/ vehicles/appliances/vessels/equipment procurement, maintenance, use and disposal.	Plan for buildings developed following emergency services delivery standards development. Plan for vehicles/appliances/vessels/ equipment developed and implemented.	Dec 11 Dec 14

Our strategies

Key Focus Area	Goal	Leader
Response	Provide response services that minimise the effects of emergencies on our communities	Chair, SAFECOM Board Operational Prevention, Preparedness, Response and Recovery Committee

The South Australian Emergency Services sector measures the number of responses to emergencies and the time taken to arrive at and the time, resources and techniques needed to control each incident. We'll routinely review response and control effectiveness to improve services.

Ongoing Strategies

- Work collaboratively as a sector to provide the most appropriate response
- Minimise the effects of fires and other emergencies by committing appropriate responses to incidents
- Ensure we respond to emergencies within appropriate timeframes to minimise damage

New Strategies

Strategies	Key Performance Indicators	By
1. Identify incident types/communities/exposures that require an integrated response.	Multi-agency operational plans developed, exercised and validated. Standardised systems of incident management are adopted.	May 11
2. Extend joint planning for specialised responses to specific risks, including those in remote areas.	Planned State-wide response coverage. Non-traditional entities e.g. Santos Emergency Services at Moomba are integrated in response planning.	Dec 11
3. Develop common response standards and performance measures.	Emergency Services Delivery Standards developed. Incident management performance measures developed.	June 11

Our strategies

Key Focus Area	Goal	Leader
Recovery	Provide recovery services that help restore social, economic and environmental value	Chair, SAFECOM Board Community Prevention, Preparedness, Response and Recovery Committee

Recovery includes supporting communities in their reconstruction of physical infrastructure and restoration of emotional, social, economic and physical wellbeing (and returning emergency service providers to a state of preparedness after responding to incidents).

Ongoing Strategies

- Provide services that help communities recover from emergencies
- Provide effective post-incident support and development to emergency services

New Strategies

Strategies	Key Performance Indicators	By
1. Define the sector's role in recovery.	Definition accepted by sector agencies and the Board.	Oct 10
2. Conduct an inventory of the sector's recovery activities and map them against the sector's internally and externally defined roles in recovery.	All recovery activities identified and mapped against agreed role in recovery. Any recovery activities outside that role are reviewed, including the impacts of initiating or ceasing such services.	March 11
3. Develop and implement a recovery Improvement Plan for our sector.	Recovery improvement plan approved by Board and implemented within agreed time and budget.	June 11
4. Build partnerships with other recovery stakeholders.	Partnership agreements developed and implemented with specified recovery stakeholders.	June 12

Our strategies

Key Focus Area	Goal	Leader
Business Excellence	Excel in service delivery innovation, effectiveness and efficiency	Chair, SAFECOM Board Business Excellence Committee

Business Excellence includes services we require to deliver emergency services to the community, such as business services and those required to monitor our performance and support our people.

Ongoing Strategies

- Ensure we effectively manage our human, physical and financial resources in line with government policy, standards and guidelines
- Ensure we effectively manage risk and safety in all aspects of our business

- Ensure we effectively manage all required business support services
- Ensure we measure, evaluate and clearly report our performance
- Ensure we market, communicate and continuously improve our community services

New Strategies

Strategies	Key Performance Indicators	By
1. Develop and implement a health, safety and welfare improvement plan that is system based, complementary to the sector health, safety and workforce framework.	Meet the Safety in the Public Sector 2007 - 2010 strategy safety performance targets and WorkCover performance standards and performance measures.	June 11
2. Develop a 3-year ICT plan and implementation strategy.	Plan developed and implemented to schedule.	Dec 10
3. Develop service agreements for major provider/customer relationships across our sector.	Service agreements with measurable KPIs (benchmarked against like services) signed by sector agencies.	June 11
4. Develop and implement a sector-wide policy on charging for our services.	Policy provided to Board and Cabinet Submission submitted.	March 11
5. Revise all sector insurance arrangements to ensure they are risk based.	Sector insurance arrangements are risk based.	May 11
6. Develop and implement a plan to reduce administrative requirements on volunteers, including standard templates for gathering/ distributing information.	Current administrative requirements benchmarked, project plan developed and implemented and KPIs measured.	June 12
7. Develop a volunteer workforce plan including membership requirements, recruitment, personnel development, support and retention strategies.	Plan developed and implemented, personnel descriptions developed for key roles.	March 12
8. Encourage innovation across the sector and reward employees/volunteers for ideas that deliver improved efficiencies and effectiveness.	Scheme established and rewards provided to employees.	Dec 11
9. Develop a computerised grants management capability.	Capability developed and implemented.	Dec 11
10. Develop and implement a sector disability action plan.	Plan meets prescribed standards.	Feb 12
11. Develop and implement a plan to address WorkCover non compliance.	WorkCover assesses the sector's level of compliance at 1C.	May 12

