



Government
of South Australia

South Australian Fire and Emergency Services Commission

Strategic Plan 2022

South Australian Emergency Services Sector Strategic Framework

Sector structure

- The Emergency Services Sector (ESS) consists of three operational public facing Emergency Service Organisations (CFS, MFS and SES) and a sector-wide support agency (SAFECOM)
- Funding for the ESS is provided from the CESF with some additional funding coming through grants and supplementary income being generated by ESO's. Funding is constrained in that the ESL is the sole government source of funding with the levy rate being determined by the Treasurer as is the allocation of funding to each ESO
- SAFECOM will develop and maintain a strategic and policy framework across the ESS
- Volunteers comprise the major component of the ESS workforce

Sector core principles

- Commitment to achieving sector harmonisation, alignment and modernisation to maximise public value in terms of effectiveness and efficiency in meeting community expectations
- Strategic planning that incorporates the National Principles and Five priorities articulated in the "Strategic Directions" document
- Adoption (where possible) of agreed standards to maintain national interoperability
- Community safety models based on the principles of Prevention, Preparedness, Response and Recovery (PPRR) to deliver a comprehensive approach to risk management
- Increased emphasis on Prevention and Preparedness
- Ongoing commitment to building community resilience
- Evidence based strategic decisionmaking and prioritisation of better community outcomes. Evidence will include use of data, community consultation, decision-making tools, inquiry recommendations and other evaluations
- "Change ready" and keen to embrace continuous improvement
- Recognition that our strength is our people. Our plans place appropriate emphasis on the wellbeing of our staff and volunteers, their career development, their recognition and the observance of high ethical standards
- Neither gender nor diversity will be a barrier to employment or career progression within the ESS

Sector roles

- To support the vision of "we are safe in our homes, community and at work" contained within the South Australian Strategic Plan
- To protect life, property and environmental assets while ensuring the safety, health and wellbeing of our workforce
- To meet the statutory obligations and responsibilities under the FES Act 2005, EM Act 2004 and other applicable Acts and regulations
- To fulfil obligations as a Hazard Leader, Control Agency or Support Agency defined within the State Emergency Management Plan
- Each ESS agency (incl SAFECOM) will develop, maintain and implement agency specific strategic and business plans
- SAFECOM will provide functional support to each ESO
- ESOs will provide its own frontline support



South Australian Emergency Services Sector

Our Strategic Framework is shaped by...

Our Values

Harmonising behaviours and guiding everything we do

- Service
- Professionalism
- Courage & Tenacity
- Collaboration & Engagement
- Honesty & Integrity
- Respect
- Trust
- Sustainability

National Strategic Policies and Directions. Serving the Nation

National Partnership on Natural Disaster Resilience -conferring a collective responsibility for:

- Risk assessments
- Reduced risk from the impact of disasters
- Appropriate emergency management capability and capacity
- Support for volunteers

National Strategy for Disaster Resilience - harmonising national principles for safer communities

- Better understanding of disaster risk
- Comprehensive approach (PPRR) All hazards
- Integrated approach
- Adaption and innovation
- Partnerships
- Shared responsibility

National Strategy for Disaster Resilience - shaping priorities for focus

- Leading change and coordinating effort
- Understanding Risks
- Communicating with and educating people about risks
- Empowering individuals and communities
- Reducing risks in the built environment
- Supporting capabilities for disaster resilience
- Partnering with those who effect change

AFAC Strategic Directions-professionalising emergency services, modernising doctrine and enhancing capability

- Supporting resilient communities through risk reduction
- Providing trusted response
- Source of timely and credible information
- Effective governance and resource management
- Informed by research

Australasian Interagency Incident Management System - aligning principles and driving interoperability

- Flexibility
- Management by Objectives
- Functional Management
- Unity of Command
- Span of Control

State Strategic Policies and Directions. Serving South Australia

Legislation - enabling and legitimising our roles, functions, powers and resources

- Fire and Emergency Services Act 2005
- Emergency Management Act 2004
- Emergency Services Funding Act 1998

State Emergency Management Plan - aligning principles to underpin a resilient South Australia with robust EM arrangements

- Coordinated all agency approach
- Comprehensive approach (PPRR)
- All-hazards
- Structured governance and accountability
- Collective Responsibility

SA Strategic Plan - We are safe in our homes, community and at work - driving citizen focussed performance

- T20 Bushfire preparedness
- T24 Volunteering
- T22 Road safety
- T23 Social Participation
- T32 Customer and client satisfaction
- T62 Climate change adaption

SA's Seven Strategic Priorities

- Creating a vibrant city
- An affordable place to live
- Every chance for every child
- Growing advanced manufacturing
- Safe communities healthy neighbourhoods
- Realising benefits of the mining boom for all
- Premium food and wine from our clean environment

SA Government's Three Approaches - modernising the sector

- Innovation and enterprise
- Solutions that are economically, socially and ecologically sustainable
- A respectful relationship between government and citizens with shared responsibility to the broader community



South Australian Fire and Emergency Services Commission (SAFECOM)

SAFECOM is established under the *Fire and Emergency Services Act 2005* to provide for the Commission's role in the governance, strategic and policy aspects of the emergency services sector (ESS).

SAFECOM is subject to the control and direction of the Minister for Emergency Services.

SAFECOM may give direction to the Metropolitan Fire Service (MFS), Country Fire Service (CFS) and State Emergency Service (SES) with regard to governance, strategy and policy but may not give direction in respect to procedures relevant to responding to an emergency or in dealing with any matter arising at an emergency.

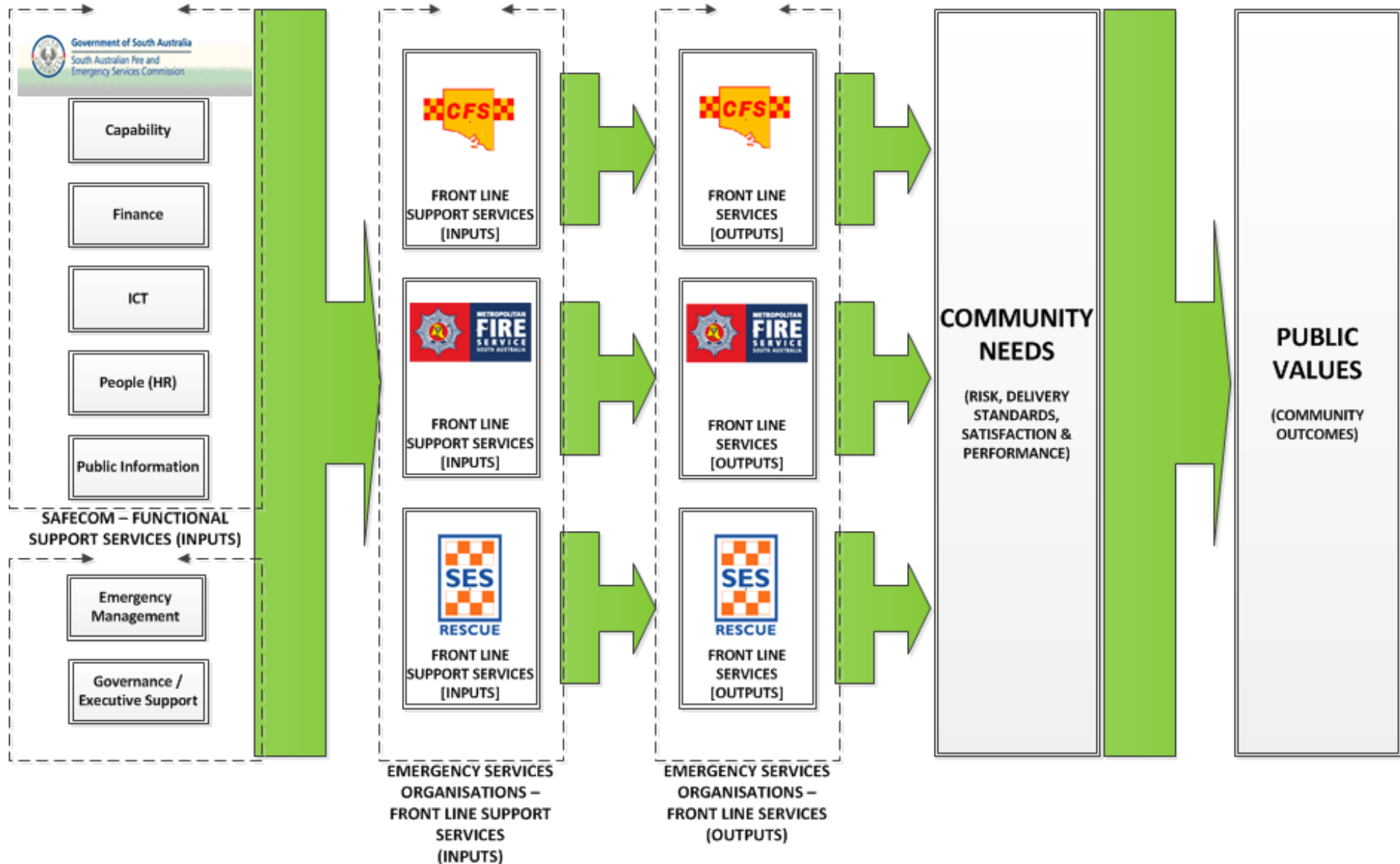
SAFECOM has the following functions:

- to develop and maintain a strategic and policy framework across the emergency services sector;
- to develop and implement a framework of sound corporate governance across the emergency services sector;
- to ensure that appropriate strategic, administrative and other support services are provided to the emergency services organisations;
- to ensure that appropriate strategic and business plans are developed, maintained and implemented across the emergency services sector;
- to provide for the effective allocation of resources within the emergency services sector;
- to ensure that the emergency services organisations have appropriate systems and practices in place—
 - to provide for effective management and planning; and
 - to monitor management performance against plans and targets, and to take corrective action as necessary;
- to ensure that the emergency services organisations maintain appropriate risk-management systems and practices;
- to ensure that the emergency services organisations regularly review, and revise as necessary, their plans, structures, systems, targets and practices to address changing circumstances and to improve the provision of emergency services and business practices;
- to ensure that the emergency services organisations meet their statutory responsibilities and comply with the provisions of this or any other relevant Act;
- to ensure the observance of high ethical standards within the emergency services sector;
- to foster and support career development opportunities for officers and staff within the emergency services sector;
- to support and encourage voluntary participation in CFS and SES, and to foster and support personal development opportunities for members of the emergency services organisations;
- to recognise outstanding achievements of persons who are involved in the provision of fire and emergency services, or who take action or assist at the scene of any fire or emergency or who otherwise support the objectives or activities of the emergency services sector (or any part of that sector), within any part of the State;

- to ensure that there is effective consultation with the community in relation to the operation of this Act;
- to disseminate knowledge in the field of fire and emergency services in order to advance community safety;
- to undertake a leadership role from a strategic perspective with respect to emergency management within the State and to maintain an appropriate level of liaison with other bodies responsible for the management of emergencies in the State;
- to provide regular reports to the Minister on the activities and performance of the emergency services sector;
- to provide to the Minister reports or advice in relation to the operation of this Act or the provision of emergency services under this Act;
- to perform any other function assigned to the Commission by or under this or any other Act.

The Commission may, for the purpose of performing its functions, exercise any powers that are necessary or expedient for, or incidental to, the performance of its functions
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SAFECOM's role in meeting community needs and in delivering Public Value



STRATEGIES

Finance

- Assist the Emergency Service Organisations (ESOs) in the preparation, coordination and monitoring of agency operating and capital budgets.
- Perform regular evaluation of financial performance through monthly, quarterly and annual financial, executive and Treasury reporting.
- Provide effective forecasting and reporting on budget risks and cost pressures for the ESOs.
- Provide cost analysis, financial advice and support to Emergency Services Sector (ESS) business planning, Cabinet Submissions, State Budget process, business cases and projects.
- Review and improve internal controls across the ESS.
- Develop and maintain financial policies and procedures in accordance with Australian Accounting Standards, government accounting and financial policies, procedures and guidelines.
- Work closely with Shared Services SA to manage accounting services in the areas of revenue, fixed assets, accounts payable, government purchase cards, taxation and preparation of financial statements.
- Provide incident finance support to the ESOs and produce regulatory reports and returns for external bodies.
- Manage the Community Emergency Services Fund (CESF).

People

- Develop current and compliant people policies reflective of legislation and South Australian public sector requirements that support and build a positive work environment.
- Improve the management, performance and development of our people.
- Ensure consistent and accurate application of employment terms and conditions in accordance with agency policy and relevant industrial instruments that support efficient and productive work practices.
- Attract, recruit and retain high quality emergency service volunteers to meet current and future workforce needs, representative of and responsive to the community it serves.
- Improve mental health and promote mental resilience amongst first responders (includes all employees and volunteers).
- Continue to integrate Work Health Safety and Injury Management (WHS&IM) into core business practices across the ESS.

Information Communications Technology (ICT)

- Improve the security posture of the ESS against the Top 10 Cyber Security, Resilience and Preparedness Objectives defined by the Department of the Premier and Cabinet (DPC).
- Provide project leadership for Information Technology (IT) projects within the ESS to ensure a consistent approach, common system methodologies and to embed strong IT governance in all projects.
- Work closely with SA Government service providers and support ESOs to identify and implement cost effective network infrastructure to support the growing needs of the ESS.
- Ensure efficient and effective IT assistance to all staff and volunteers throughout the transition to the End User Computing (EUC) transition process.
- Provide the appropriate blend of on-premise, Cloud and Software as a Service (SaaS) application and storage infrastructure to support all ESS IT solutions and services.

Public Information and Warnings (PIAW)

- Work with ESOs to communicate and promote PIAW services within the ESS and the wider South Australian community.
- Enhance PIAW reporting mechanisms to monitor services and improve decision making.
- Monitor and evaluate National and State standards to inform PIAW services in South Australia.
- Engage and work with ESOs to assist them to implement and apply best practice PIAW services.
- Enhance capability and carry out continual improvement activities of PIAW services to contribute to increased resilience in South Australian communities.

Capability

- Follow and provide advice to ESOs regarding South Australian Government policies, procedures and guidelines in relation to procurement, construction, asset management, facilities management and property tenure.
- Work with ESOs to communicate and promote clear and concise procurement and contract management processes in line with State Procurement Board (SPB) policies.
- Identify and facilitate cross agency procurement strategies.
- Provide effective forecasting and reporting to the SPB on behalf of ESOs.
- Develop and maintain procurement policies and procedures in accordance with SPB, Office of the Industry Advocate, and other government procurement related procedures and guidelines.
- Provide ESOs with advice in consultation with Department of Planning, Transport and Infrastructure (DPTI) Project Management on construction, major and minor works processes and procedures.
- Identify, negotiate, coordinate and manage land and building leases, acquisitions and/or sales on behalf of the ESS.
- Coordinate and project manage construction of station and associated facilities on behalf of the ESS.
- Provide accurate reporting to Government on assets, including financial statement requirements, at the end of the financial year on behalf of the ESOs.
- Manage all facilities including maintenance, lease payments and contractor engagements across the ESS.

Emergency Management

- Actively participate in national emergency management activities including coordination of South Australia's input into national policy and strategies, and implementation of nationally agreed policy in SA.
- Provide strategic leadership in whole-of-government emergency management within South Australia through formal and informal engagement with key stakeholders.
- Lead implementation of the National Strategy for Disaster Resilience (NSDR) by actively engaging with state, local government and non-government sectors to build community resilience.
- Administer Commonwealth and state government disaster resilience grant funding programs on behalf of the Minister for Emergency Services.
- Manage and coordinate the Logistics Functional Support Group (LFSG) capability.

Governance, Board and Executive Support

- Provide a Policy and Procedure Framework for the ESS including drafting of policies, procedures and guidelines.
- Ensure compliance with the *Freedom of Information Act 1991*, making determinations for SAFECOM, MFS and SES.
- Assist the ESS to operate within its regulatory environment and meet its legislative requirements.
- Support frontline services through risk reduction.
- Champion records management across the ESS to increase the number of business units complying with the *State Records Act 1997*.

GOVERNANCE

The functions and powers of SAFECOM are met under the direction of the Minister and the supervision and guidance of the Board.

The Board has approved Terms of Reference for four Board Committees:

- Sector Advisory Committee
- Audit and Risk Committee
- ESS Executive
- ESS Leadership

The ESS Executive has approved Terms of Reference for eleven management committees:

1. Sector Risk Forum
2. Finance Meeting
3. ICT Committee
4. Human Resources Committee
5. Safety and Wellbeing Forum
6. Volunteer Services Branch Governance Group
7. Collaborative Procurement Group
8. Media and Communications Committee
9. Public Warnings Committee
10. Community Engagement Committee

The Chief Officers of MFS, CFS and SES collectively approve the Terms of Reference for the Sector Strategic Operations Committee.

Emergency Services Sector Governance Structure

