Functional Support for the Emergency Services Sector (ESS)

Vision, Mission, Values

Vision: "trusted fire and emergency services sector building safer and more resilient communities".

Mission: "delivering first class cost effective emergency management services for South Australia to minimise loss of life and property damage".

Values:

- *We achieve outcomes through our people*
- *We do what we do because we believe in our communities*
- *Our achievements are the result of working together*
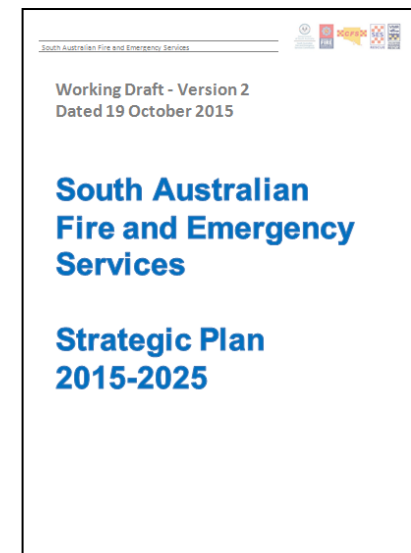- *We will be judged by what we do rather than what we say*

"Good people doing good things for good reasons."

SP2025

- Align, harmonise and modernise our operational capability and capacity

- Maintain our reputation in the community and the trust of all South Australians

- Consistent planning and performance framework

- Sector wide plans for Finance, People ,Capability , ICT & Public Information

- Need to have the right " back office"

- Efficacy of Function Support to the ESS is paramount

South Australian Fire and Emergency Services

Working Draft - Version 2
Dated 19 October 2015

**South Australian
Fire and Emergency
Services**

**Strategic Plan
2015-2025**

Supporting the sector.. What and how

- Supporting the ESS and SAFECOM ..17000 people, 425 CFS brigades, 36 MFS stations, 67 SES Units

- Functional support across Finance, People ,Capability , ICT & Public Information

- SAFECOM support for Governance, Board & Executive Support; PMO; Emergency Management

Critical Issues

- Living within our means and staying within budget

- Managing expectations as to what can be delivered

- Ensuring functional support delivers what the ESO's want

- Determine how budgeted expenditure is allocated

- Aligning the right skill sets to the work

- Pursuing process improvement

- Allocating functions by central corporate, business partnering, agency & SSSA

- Ensuring SAFECOM doesn't become an "easy target" for cost savings

- Communication of implementation plans and consultation

- Understand we are "starting a journey".

Future State of Service Delivery

- Align resources into five functions to deliver support from SAFECOM to ESO's - Finance, People, Capability, ICT & Public Information

- Appoint Lead for each function

- Create three work streams to provide support across the sector - Governance, PMO & Emergency Management

- These structural changes needs to be considered as "the beginning of a journey" for functional support in respect to our plans for Harmonisation, Modernisation and Alignment.

- Determine what each ESO requires/needs in terms of functional support and how budgeted expenditure will be allocated

- Establish service level agreements for each area of functional support

- Develop and implement an appropriate structure within each function to deliver the required level of service.

Future State of Service Delivery (continued)

- Create a "virtual organisation", in the immediate term, and a matrix management model to deliver the service level rather than moving people within the ESS

- Determine opportunities for process improvement in each function

- Determine opportunities to outsource activities within SA Government which provide opportunities for improved service and/or reduced costs

- Look to shift from a fixed cost mentality to a variable cost mentality

- Progressively reduce SAFECOM headcount to the 50 FTE cap.

- Review ESS financial performance in Q4 to optimise performance versus budget in FY16

- Move to a sector-wide funding model in FY17 but retain individual OPEX/CAPEX budgets for SAFECOM and ESO's

Finance - Finance Manager, SAFECOM

- **Strategic direction**
- **Finance policies and procedures**
- **General accounting**
- **Fixed asset accounting**
- **Cost accounting and control**
- **Capital project accounting and reporting**
- **Incident Finance Support**
- **Financial reporting**
- **Internal controls**
- **Accounting and Financial Management IT Systems**
- **Credit cards**
- **Debt collection**
- **Planning / budgeting / forecasting**
- **Budgeting and cost analysis**
- **Advisory Services**
- **Shared Services interface**
- **AP and expenses**
- **Revenue accounting**

- Re-define service delivery to a full "integrated service" model with staff/functions allocated on either:
  - ➢ Agency (CFS/MFS/SES)
  - ➢ Central Corporate (SAFECOM)
  - ➢ Shared Services (SSSA)
  - ➢ Business Partnering
- Review staffing/function and adjust structure accordingly. Moderate headcount adjustment.
- Implement process of harmonisation, alignment and improvement (reporting, BASWARE, Card Management, BI).
- Determine future state for managing insurance claims
- Develop and implement integrated business planning (Priority 4.D)
- Implement sector-wide management reporting (Priority 5.C).

People - Anna Geromichalos, HR Manager, SAFECOM

- **HR framework (incl. strategy, policy and delegations)**
- **Recruitment and selection**
- **Employee and volunteer retention and recognition**
- **Re-deployment and retirement**
- **Workforce reporting**
- **Manage employee data**
- **Employee and volunteer welfare services**
- **Work Health & Safety (WHS)**
  - *Reporting & compliance*
  - *Audit*
  - *Injury Prevention*
- **Volunteer Management**
  - *Youth programs*
  - *Advice/Support*
  - *Annual returns*

- **Employee and industrial relations**
- **HR advisory and consultancy**
  - *Remuneration and classification advice*
- **Grievances and disputes**
- **People and performance management**
- **Injury management**
- **Training and Development**
- **Employment contracts**
- **TVSP coordination**
- **Commonwealth Paid Parental Leave Scheme**
- **HR Forms – develop/create**

- Create a new ESS "People" function covering HR, Volunteers and Safety.

- Review service delivery model for Workers Compensation claims management, Injury Management and RTW

- Redefine the level of functional support required from the "people" function in conjunction with CO's and ESO's

- Develop and implement sector wide people plan together with long term employee/volunteer workforce development strategy (Priority 2.C)

- Reorganise staff functions based on People Plan and functional support deliverables. Training to remain within ESO's. Note training was included by EY.

- Look to develop common training modules that can be delivered across the ESS for areas of common activity (e.g. road crash rescue, incident management, leadership etc.)

- Develop harmonised principle based people policies and processes for the sector to ensure consistent 'best practice' approach to HRM

- Establish workforce analytics and metrics to pro-actively identify people issues and assist to make informed fact-based business decisions to build sector wide capability and support achievement of sector wide business strategies.

Capability - Glen Benham ACFO, MFS

- **Strategic Infrastructure and Resourcing Plan**
- **Identifying asset needs**
- **Acquisition of assets**
- **Disposal of assets**
- **Fleet Management**
- **Manage asset records**
- **Order materials and Services**
- **Appraise and develop suppliers**
- **Project Management**
- **Asset maintenance**
- **Consultation process**
- **Facilitates**
- **Record assets in databases**
- **Develop sourcing strategies**
- **Major infrastructure projects**
- **Communications equipment**

- Create a new sector wide "Capability, Acquisition, Sustainment, Availability" function
- Develop and implement a comprehensive Capability Plan for the sector (Priority 2.D)
- Ensure the capability plan is "cross referenced" to the people plan and the five year funding model in terms of resourcing
- Capability Plan will drive the business planning and budgeting process for the ESS
- Capability Plan will deliver resourcing (property, plant and equipment) for the CO's and ESO's to meet legislative requirements in terms of PPRR
- Partner with the CO's and ESO's to determine the most appropriate structure to manage capability, acquisition, sustainment and availability across the ESS.

ICT – Chris Beattie, Chief Officer , SES (to act as ESS CIO)

- **IT Policies and procedures**
- **Manage IT function**
- **IT customer relationships**
- **IT contracts and external relationships**
- **Incident Management Support**
- **Manage enterprise information / content**
- **IT solutions / systems**
- **IT asset hardware / software procurement / replacement**
- **Helpdesk support (L1)**
- **Desktop support (L2)**
- **Technical support (L3)**
- **Business continuity and risk**
- **Deploy IT solutions**
- **GIS / Spatial Systems**

- Manage ICT Opex and Capex across the ESS to maximise commonality, inter-operability, efficiency and effectiveness.
- Adjust delegations for ICT Opex and Capex expenditure.
- Re-define service delivery to a full "integrated service" model.
- Review staffing/function and adjust the structure accordingly. Moderate headcount adjustment.
- Implement process harmonisation, alignment and improvement (interoperability, solution development, training, support).
- Develop and implement wide ICT strategy and roadmap (Priority 4.E).

Public Information - Fiona Dunstan, CFS

- **Manage operation of information lines**

- **Online communications**

- **Social media**

- **Event management**

- **Media Liaison**

- **Public Relations**

- **Marketing and awareness campaigns**

- **Community engagement**

- **Public information and warnings**

- **Stakeholder communication**

- **Internal communications**

- Create a new ESS Public Liaison/Communication, Community Engagement and Media function to optimise communications with the community and within the sector.

- Define how best to manage/deliver Public Information, Community Engagement and Media in conjunction with the CO's and ESO's

- Staff and Functions of SACAD are to remain under the operational control of MFS and are not considered part of the functional support model. Note SACAD was included by EY.

- Consider where Emergency Alert & Alert SA should best reside.

- Develop a sector-wide Communications Plan (Priority 3.A).

- Implement Priorities 3.B, 3.C and 3.D.

SAFECOM

Governance, Board & Executive Support

- Board and Committee Support
- Executive support
- Ministerial Liaison
- Policies and procedures
- Strategic Risk Management and Compliance
- Records Management
- Legal Support/Coordination
- Freedom of Information

Project Management Office (PMO)

- Project Management
- Project Support
- Business Analytics

Emergency Management (EM)

- Leadership and high level policy advice for EM
- National & State EM Committees
- Lead & manage EM projects
- NSDR Implementation
- EM training & exercises
- EM partnerships
- Local government integration to state EM arrangements

ESS Leadership

ESS Executive

- Chief Executive SAFECOM (Chair)
- Chief Officer, CFS
- Chief Officer, MFS
- Chief Officer, SES

ESS Leadership Team

- Chief Executive SAFECOM (Chair)
- Chief Officer, CFS
- Chief Officer, MFS
- Chief Officer, SES
- Function Lead, Finance
- Function Lead, People
- Function Lead, Capability
- Function Lead, ICT
- Function Lead, Public Information

Next Steps

- CFS, MFS & SES to manage communication within each ESO
- Functional Leads to ascertain the "user requirements & budget" with the Chief Officers
- Determine structure and work functions
- Consult prior to determining virtual organisation
- Start work on 'The Plans':
  - ➢People
  - ➢Finance
  - ➢Capability
  - ➢ICT
  - ➢Public Information