Our strength as an organisation is our people, our systems and our culture. The strength of our Strategic Plan is the investment it makes in every CFS member and operational system to achieve a safer and more resilient South Australian community.

Greg Nettleton – CFS Chief Officer
The volunteers and staff who make up the South Australian Country Fire Service are committed and dedicated to ensuring the community of South Australia and visitors to our state are kept as safe as possible. We do this through our community engagement strategies and our community focussed activities. When people call for our help we respond quickly and professionally.

Australia’s emergency services sector continually evolves to meet new challenges and threats in order to meet changing community expectations. The lessons learnt from our nation’s recent natural and man-made disasters shape the way we communicate and operate and we must always be prepared for these changes. The lessons from the 2009 Victorian bushfires called for a different approach to informing our communities before, during and after major incidents. This shaped our last strategic plan that resulted in changing the focus and structure of CFS to recognise the importance of information operations in a modern, connected and information-hungry community. Those changes have been tested in battle over the last three fire seasons and have contributed significantly to a safer and better informed community.

Our next challenge is to embrace the new directions for South Australia’s fire and emergency services sector. In an ever constrained fiscal environment we need to ensure we deliver public value by achieving maximum efficiency to maintain our high levels of service delivery for the communities we serve and protect. This can be achieved by greater harmonisation, alignment and modernisation of our sector in South Australia but also across the nation. Our communities expect and deserve a professional, coordinated and consistent level of service delivery irrespective of the incident type or location.

Our Strategic Plan for 2016 - 2020 closely follows the national Strategic Directions for Fire and Emergency Services in Australia and New Zealand and the South Australian Fire and Emergency Services Strategic Plan 2015 - 2025. Our focus on delivering frontline services to the community will continue and will be supported by strong and coordinated enabling programs. Strong leadership and governance will deliver the priorities and principles set out in this strategic plan in our journey to our desired future state.

Greg Nettleton
CFS Chief Officer
Vision
A trusted and effective community based fire and emergency service.

Mission
An integrated and trusted fire and emergency service, contributing to safer and more resilient communities.

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

Our People
• Dedicated volunteers and staff serving our communities
• Respected yet respectful
• Courageous, caring and careful
• Proud of what we do
• Valuing the diversity of our people

Our Community Value
• Responsive to our communities needs
• Contributing to safer and resilient communities
• Skilled, committed and accountable for our actions
• Efficient, effective, agile and innovative

Our Way of Working
• Putting our communities first
• Treating people with respect and understanding
• Strong leadership with well trained volunteers and staff

Our Behaviours
• Trustworthy and ethical
• Fair and honest
• Courage to do the right thing
• Supportive and compassionate
• Safety First

Leadership
• Collaborating and developing partnerships and teamwork
• Being supportive during times of change
• Leading by example and working together for the community

Volunteering
• People giving freely to serve the community
• Recognised for delivering services and being supportive
Our Operating Principles
The Country Fire Service (CFS) is an all hazards agency providing response and prevention services to bushfire and structure fires and response services to motor vehicle fires, road crash rescue and hazardous material spills. Supporting our values are the sector’s operating principles which guide the application of emergency management systems and shape the delivery of efficient and effective services to the communities of South Australia. Our operating principles underpin the valuable work undertaken to prepare and protect our communities from the threat of landscape fires.

Our Context
The plans and legislation under which we operate include:
- Emergency Management Act 2004
- Fire and Emergency Services Act 2005
- Native Vegetation Act 1991
- Public Sector Act 2009
- Return to Work Act 2015
- State Procurement Act 2004
- State Records Act 1997
- Work Health and Safety Act 2012
- Fire and Emergency Services Regulations 2005
- Native Vegetation Regulations 2003
- Treasurer’s Instructions
- South Australia’s Strategic Plan
- Fire and Emergency Services Strategic Plan 2015-2025
- EPA Guidelines for Burning
SAFECOM provides sector leadership and assumes a coordination role for emergency service organisations in South Australia including SA Country Fire Service, Metropolitan Fire Service, State Emergency Service and Volunteer Marine Rescue.

CFS is working to integrate the alignment, harmonisation and modernisation into all facets of our business. This includes:

- the alignment of structure with strategy in order to continue to deliver on our strategic directions;
- strengthening governance and accountability to improve service quality; and
- applying a continuous improvement approach to complement and support business as usual.

Proactively addressing and driving improvement in everything we do and ensuring alignment, harmonisation and flexibility are built into everyday business provides an environment which is agile and quick to respond to emerging opportunities.
The role of the CFS Executive Leaders is to set strategic direction and govern the delivery of effective and efficient frontline services and its support functions. CFS’ governance model integrates input from internal and external stakeholders into the strategic and business planning and governance frameworks and processes.

Key considerations include the Australasian Fire and Emergency Service Authorities Council (AFAC) Strategic Directions, South Australian Fire and Emergency Services Strategic Plan 2015 – 2025, South Australian Strategic Plan, South Australia’s Seven Strategic Priorities and South Australia’s Ten Economic Priorities.

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1 Strategic Intelligence is defined as the collection, processing, analysis and dissemination of intelligence that is required for forming policy and plans and pertains to qualities that equip leaders to be effective strategists.
2 Strategy Development is the internal and external analysis and the making of decisions in relation to the future state of the organisation.
3 Strategic Planning is the process of setting directions and priorities for the organisation’s future state.
The South Australian Country Fire Service is an all hazards fire and emergency service provided by dedicated volunteers delivering professional responses to calls for assistance in the event of fire, hazmat, road crash and other emergencies to communities of South Australia. Since 2013, CFS has continued to embrace two essential operational functions: Frontline Services and Frontline Services Support. This has enabled CFS to more effectively deliver sustainable frontline emergency services to the South Australian community.

**Frontline Services**

**Preparedness Operations**
- Bushfire Management Planning
- Development Assessment Services
- Preparedness Compliance

**State Operations**
- Information Operations
- Operational Systems
- State Aviation Operations
- State Operations

**Regional Operations**
- Six regions comprised of 55 groups and 14,000 professionally trained volunteers
- Risk and Response Planning
Frontline Services Support

Operational Capability Planning
- Operational Doctrine
- Risk and Lessons Management
- Standards of Fire and Emergency Governance
- Strategy and Governance

Operational Infrastructure and Logistics
- Firefighter Safety
- Operational Facilities
- Telecommunications
- Vehicles and Equipment

Training and Professional Development
- Command, Leadership and Curriculum Development
- Professional Development
- Rural Firefighting
- Specialist Advance Firefighting Skills
- Training Delivery Support
Priorities and Principles
Supporting Resilient Communities through Risk Reduction

The Objectives and Outcomes are:

**Community Engagement**
- Build capacity in individuals and communities to accept responsibility to understand and mitigate risk and take positive action

**Empowering Community**
- Support skilled CFS people within communities to contribute to social capacity and self-reliance

**Community Preparedness**
- Lead and support planning for community preparedness and risk reduction

**The Future State**

**Priorities**

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**The Future State**

- Communities are accepting and understanding of shared responsibilities
- Communities are informed and educated with timely, relevant and accurate information, to empower them to make informed decisions
- CFS is engaging with communities to build preparedness and risk reduction for all hazards
- Risks of individuals and at risk communities are identified to maintain understanding

- Volunteerism will be entrenched within local communities and be part of the community fabric through local involvement
- Support and tools will be available to build the capacity of individuals and communities

- Risks across landscapes, communities and assets are identified and measured in partnership with stakeholders (conservation and land management groups and state and local government agencies)
- Risk mitigation strategies are identified using best practice sustainable treatments
Providing trusted response

The Objectives and Outcomes are:

- **Trusted Response**
  - Provide a trusted service to the community

- **Innovative**
  - Be a future focussed organisation

- **Value People**
  - Empower valued and capable people

The Future State Priorities:

- **Trusted Response**
  - Doctrine is aligned to ensure consistency of operations across the service
  - Resources and activities are applied to ensure there is capability to meet risk profiles

- **Innovative**
  - Current and emerging risks to community safety are identified and responded to
  - A comprehensive capability plan is developed to ensure effective and efficient whole of life management of resources
  - A learning culture that recognises the value of acquiring new knowledge and expertise is supported
  - Mechanisms are established to support proactive innovation

- **Value People**
  - Safety management systems are established to ensure a safe and supportive workplace is provided and maintained
  - A people plan and long term employee and volunteer workforce development strategy is developed
The Source of Credible and Timely Information

The Objectives and Outcomes are:

Information Flow Management

Ensure focus on information as an operational capability

Priorities

- Information is actively shared within and between agencies and timely decisions are made
- Information from multiple sources is gathered and validated
- Communities are informed by maximising technology
- People take action on received warnings and information
Effective Governance and Resource Management

The Objectives and Outcomes are:

Resource Management:
- Positive and efficient use of resources

Governance:
- Increase corporate effectiveness and efficiency
- Effective governance is implemented through appropriate planning and reporting in order to demonstrate public value

Public Value:
- Ensure public value through efficiencies in resource management
- Flexible and modern risk based resource allocation models are enhanced for optimal service delivery

Safety and Welfare:
- Value the safety and welfare of our people
- A focus on workforce and community safety is maintained to minimise work health and safety risk and community impact

The Future State:
- Our people are trained and developed to lead innovative, contemporary and integrated emergency services
- The management of capital resources will be holistic across the sector
- Infrastructure is assessed for suitability and scheduled for replacement
Informed by Research

The Objectives and Outcomes are:

**Partnering**
Partner with organisations to support and provide research

**Informed Decision Making**
Use evidence and data to support our decisions

**Priorities**

- A framework that fosters partnerships to access data and information in the CFS is established and implemented to improve research outcomes
- A culture that embraces partnerships with researchers is supported

**The Future State**

- Data that is required to make decisions that support the development of capability at all levels of CFS is collected, integrated and accessible
Goals 2016 – 2020

During 2016 – 2020, CFS will:

- enhance our workforce strategy for our volunteers to address their changing demographic and to take advantage of the greater cultural diversity in our community;
- develop our paid workforce to deliver integrated business functions and corporate governance to support our volunteers to deliver fully effective services;
- equip our volunteers appropriately to respond safely to community needs;
- enhance our incident management capabilities to respond to the changing environment and frequency of complex incidents;
- continue our community engagement actions in terms of preparation and resilience, and when incidents occur with warnings and alerts;
- collaborate across the sector to ensure the CFS delivers public value;
- remain agile to ensure the optimisation of technology for our business through innovation; and
- ensure effective multi-agency integration to achieve intelligence dividend for our operations.