

SOUTH AUSTRALIAN STATE EMERGENCY SERVICE



CORPORATE PLAN ***2015-2018***

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Corporate Plan 2015-18

ISBN 978-0-9923171-4-0

ISSN 1444-3341

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MESSAGE FROM CHIEF OFFICER



The South Australian State Emergency Service (SASES) exists to minimise the loss of life, injuries and property damage from emergencies and natural disasters.

SASES is a volunteer-based organisation established by the *Fire and Emergency Services Act 2005* and provides an emergency response service across the state. SASES units are particularly active in providing response services for floods, storms, rescues and road accidents. They also provide significant operational support to SA Police, SA Country Fire Service and the SA Metropolitan Fire Service.

SASES consists of 66 units and approximately 1700 volunteers and is supported by a small cadre full time staff. The service also supports South Australia's volunteer marine rescue (VMR) organisations, their 14 flotillas and approximately 600 operational volunteers strategically located along South Australia's coastline.

The SASES is part of the fire and emergency service sector and is supported by the SA Fire and Emergency Services Commission (SAFECOM). The sector has commenced implementation of its Strategic Plan 2015-2025 which provides high level directions and outlines priority strategies to align, harmonise and modernise the sector's organisational arrangements. This is with an ultimate view to delivering operational and business excellence and achieving budget sustainability.

Whilst there is still much to be done to progress the sector reforms, this corporate plan describes how SASES will contribute to the reform process, respond to emerging priorities and address its challenges over the coming four years.

This document provides direction and guidance to allow planning at all levels within the organisation. It sets our direction and priorities for the coming three years and provides a blueprint for building safer more resilient communities. Importantly it outlines the strategies that will allow the service to enhance public value and community safety outcomes through improvements to organisational capability and a focus on disaster resilience enablers.

This will require a focussed effort to deliver strategies that enable the service to support communities build resilience through risk reduction, provide a trusted response during times of emergency and crisis and be widely accepted as a source of credible and timely information. This will rely on our ability to leverage research and data to inform decisions and strong governance and resource management strategies.

Importantly, the goals and objectives contained in this plan will drive and focus efforts of staff and volunteers regardless of broader sector reform processes.

The service is blessed with first class staff and volunteers and working together the SASES will be up to the challenge and will continue to grow its reputation as a reliable and trusted volunteer based organisation building safe and resilient communities.

OUR WORK

Our Vision

A reliable and trusted volunteer based organisation building safe and resilient communities.

Our Mission

To minimise the loss of life, injuries and damage from emergencies and natural disasters.

Our Role

SASES has a number of legislative roles, including exercising responsibilities as a Functional Service and Control Agency for flooding, extreme weather and structural collapse. SASES is also a Hazard Leader for extreme weather including storms and heatwaves.

Operational functions include responding to floods and storms; assisting police, health, and the two fire agencies in dealing with any emergency; as well as assisting in carrying out prevention, preparedness, response and recovery operations and undertaking rescues.

The rescue and support services SASES volunteer units provide include:

- storm damage and flood mitigation
- general rescue
- road crash rescue
- structural collapse and confined space search and rescue
- land search
- animal rescue
- vertical rescue of all forms (cliffs, caves and structures)
- marine search and rescue (rivers, lakes and sea)
- operations support
- incident management support
- aerial observation and logistics support
- base camp support operations (bushfire response staging areas).

In addition to volunteer response training and operations, SASES is also involved in community education (through the work of the Community Engagement Unit) and emergency management activities including planning, training and support to zone emergency management committees.

At the strategic-level the service is focused on building community resilience to natural disasters and continues to support the implementation of the National Disaster Resilience Strategy. This strategy recognises that an integrated, coordinated and cooperative effort is needed to enhance Australia's capacity to prepare for, withstand, and recover from disasters. While the national strategy focuses on priority areas to build disaster resilient communities, it also recognises that disaster resilience is a shared responsibility for individuals, households, businesses and communities, as well as for governments and emergency services.

OUR VALUES

Members of SASES exercise authority on behalf of the South Australian Government and manage significant financial, physical and human resources on its behalf. The community demands high standards of behaviour and ethical conduct from the people entrusted with this responsibility. Behaving ethically is critical in the SASES and our values guide and support our people; strengthen public confidence in the service and set out the standards of behaviour and conduct. They align with the South Australian Government's Public Sector Values and Behaviour Framework and are supported by the SASES Code of Conduct.

Service

Collaboration & Engagement

Professionalism

Honest & Integrity

Trust

Courage & Tenacity

Respect

Sustainability

These values inform our day to day activities and underpin individual and collective approaches to sustaining a positive values based culture – our people, our way of working, our behaviours and our community value.

Culture – good people doing good things for good reasons

OUR PEOPLE

- Dedicated staff and volunteers serving our communities
- Respected yet respectful
- Courageous, caring and careful
- Proud of what we do

OUR WAY OF WORKING

- Putting our communities first
- Treating people with respect and understanding
- Strong leaders with well trained staff and volunteers

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 BEHAVIOURS

- Trustworthy and ethical
- Fair and honest
- Courage to do the right thing
- Supportive and compassionate

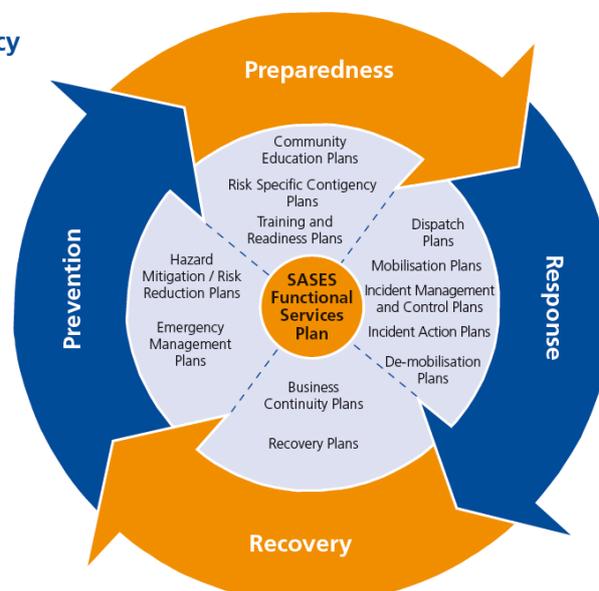
OUR OPERATING PRINCIPLES

Supporting our values are the agency's operating principles which guide the application of our emergency management systems and shape the delivery of efficient and effective response services to the community:

- **Flexibility** – Although responsible for the management of extreme weather and flooding emergencies the service adopts an all hazards approach to building its capabilities. Our incident management and response systems must be able to support the community across the full spectrum of emergency incidents. Our people take a risk based approach to the application of our procedures and remain focussed on achieving the mission during all operational decision making.
- **Management by Objectives** – We deal with emergencies by focussing on the desired outcomes and communicating clear and unambiguous objectives to ensure all incident personnel and partner agencies are working towards the same end.
- **Functional Management** – Effective response to an emergency requires all responding to understand what role they play, who they need to communicate with, and what level of decision making is expected of them.
- **Unity of Command** - It is imperative that there is a single recognised management authority at all times. This ensures clarity and unity of effort, promotes timely and effective decision-making, and avoids potential conflict in strategy or direction. This principle applies to both the day-to-day management structure as well as during operations where separate incident management structures are implemented.
- **Span of Control** – During emergencies a rapidly changing environment can become dangerous if not managed effectively. We optimise our span of control to reflect the scale and complexity of an emergency and maintain the ability of our supervisors to effectively task, monitor and evaluate performance.

SASES' operating principles are underpinned by concepts of adaptability and scalability, uniform terminology, defined incident management structures, a common operating picture, clearly defined roles and responsibilities and clearly defined information flows. They inform and strengthen the agency's emergency planning across the four domains of prevention, preparedness, response and recovery.

SASES emergency planning and the emergency management framework



OUR PLANNING CONTEXT

Our plans and strategies have been developed to address community needs and the strategic priorities of government.

Identified issues and priorities stemming from recent interstate operational experiences are also of relevance including the increasing frequency and magnitude of significant events, across multiple hazards. There is an emerging body of evidence that such events are leading to:

- increased pressure on incident management teams and other resources
- pressure to provide public warnings and to resource the capability
- a propensity towards warnings fatigue within the community
- increased complexity for community preparedness and operational response on the rural urban interface where communities have a city mentality but are facing rural hazards.

All jurisdictions are increasingly reliant on interagency support as well as interstate resources for major events and there is a burgeoning demand for products and services delivered by the Bureau of Meteorology to support operations and the delivery of warnings.

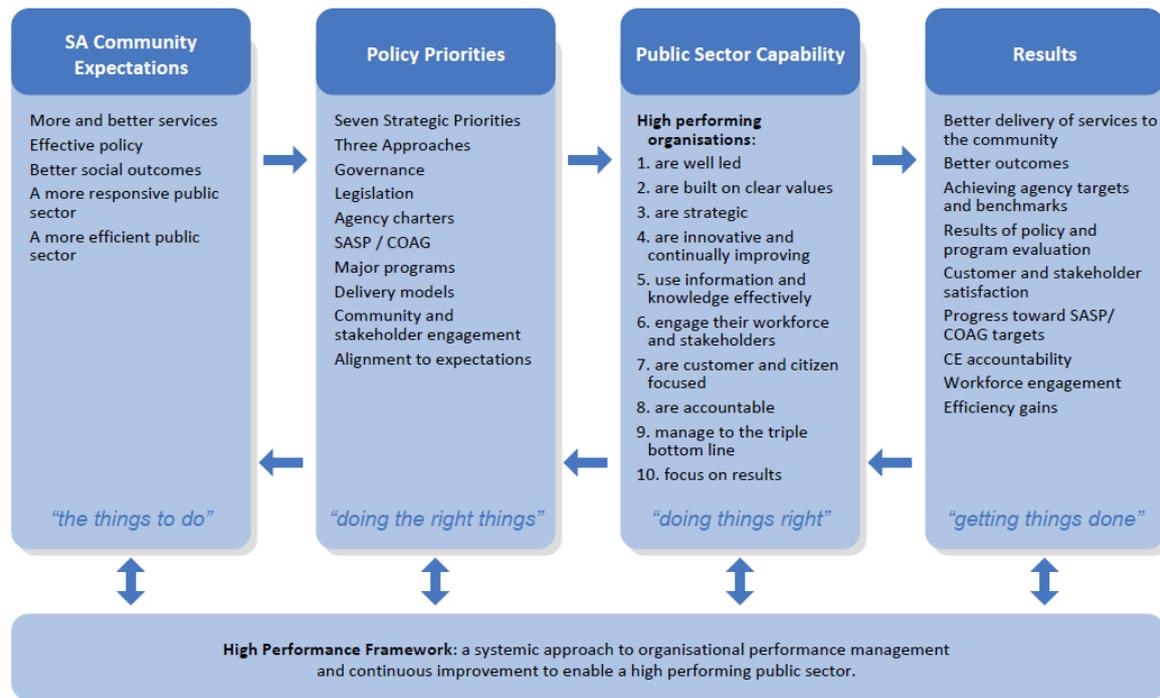
There is also a clear imperative for SASSES to undertake further work towards building an agreed framework for situational awareness that can be utilised at the operational and strategic levels of incident management.

In parallel with these priorities, SASSES will need to contribute to the current sector alignment, harmonisation and modernisation process and position the agency for change. This requires strong leadership, flexibility and will demand that strategies are not contingent on any particular organisational structure for their delivery.

This plan provides guidance on the service's priority strategies in light of its continuing operational commitments which are growing annually. The service's focus and training efforts must continue to respond to both forecast and unforeseen challenges. In this regard, the service will maintain a primary focus on supporting its frontline people and the communities they serve - while working towards consistent sector-wide doctrine and contemporary integrated support services.

OUR PLANNING FRAMEWORK

SASES has adopted South Australia’s High Performance Framework (HPF) to influence its Corporate Plan and guide internal planning. The HPF is a systematic approach to organisational performance management and continuous improvement and supports high performance by assisting to align strategies, budgets, culture, practice, leadership and accountabilities with organisational goals and the priorities of government. This Corporate Plan is driven by community expectations, policy directions and the mandate to build a high performing agency.



Over the next three years the goals and objectives in this plan will inform annual business plans, workforce plans, team plans and ultimately individual priorities. Collectively they seek to build community resilience by aligning strategies that generate value, delivery of agency operational capabilities and programs, and building legislative, community and political acceptance and support for the agency’s approach.

SASES aligns its corporate and business priorities with the five strategic directions for the fire and emergency services industry. These directions have also been adopted by the draft South Australia Emergency Services Sector Strategic Plan 2015-2025 and this approach encourages unity and consistency.

Direction 1: Supporting resilient communities through risk reduction

Direction 2: Providing trusted response

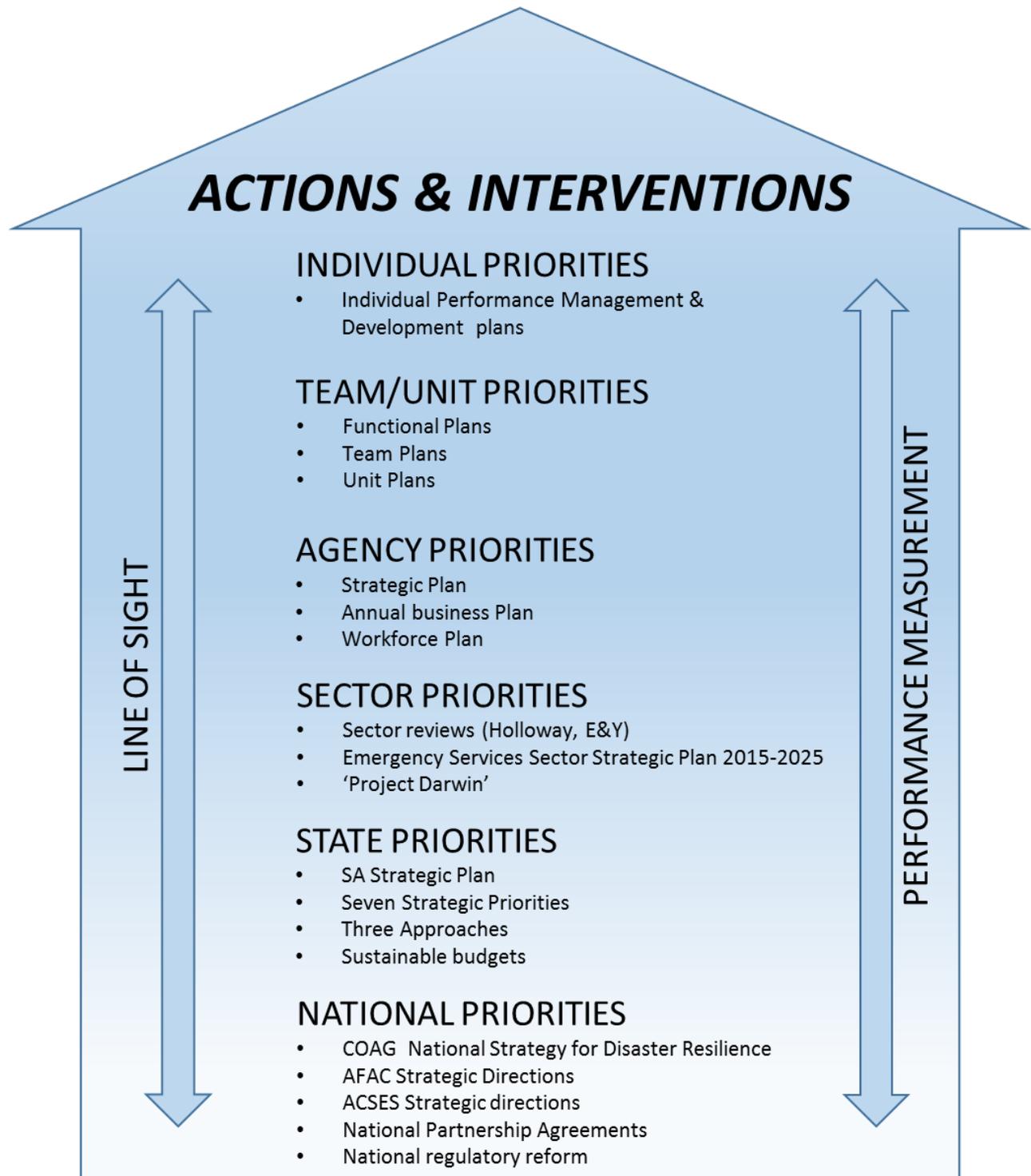
Direction 3: The source of credible and timely information

Direction 4: Effective governance and resource management

Direction 5: Informed by research

The service also adopts a planning approach that emphasises line of sight planning and allows alignment of purpose and effort to national and state priorities,

PUBLIC VALUE SAFE & RESILIENT COMMUNITIES



OUR GOALS AND OBJECTIVES

Supporting resilient communities through risk reduction

SASES is responsible as Hazard Leader for the provision of advice, education and information to the community to understand and respond to emergency risks associated with extreme weather. We will strive to build a sound knowledge and understanding of the risks that storms, extreme heat and flooding pose to our communities. Our strategies are focussed on increasing community awareness, preparedness and risk reduction.

Objectives

- Communities, households and individuals are better prepared for extreme weather and flooding through improved delivery of education and engagement programs
- Flood risk information and maps for South Australia are developed and publically available on the internet
- SASES has a sustainable program that allows it to work with communities and businesses to identify and communicate emergency risks from storms, heatwaves and flooding
- Operational SASES units provide coordinated community engagement and education services to their communities
- SASES has a rolling evaluation program that monitors the effectiveness of its education and awareness activities.

Providing trusted response

During times of crisis the community looks to the emergency services for help, advice and reassurance. Our response capabilities are delivered through having highly trained people, modern equipment and facilities, contemporary incident management systems and integrated doctrine. Sustaining stakeholder and community trust in our ability to respond to emergencies in a timely and professional manner is central to achieving our mission and vision.

Objectives

- SASES has a completely integrated operational incident management system
- SASES' staff and volunteers are professionally and appropriately trained
- SASES' Capability Management Framework is fully implemented
- SASES's volunteer workforce is sustained, appropriately supported and resourced
- Routine exercising and programmed capability audits are used to validate operational capabilities.

Source of credible and timely information

SASES recognises the importance of adopting a people-centred approach to emergency preparedness and strives to create a culture of prevention, rather than a culture of short-term response. Providing an effective and credible system of emergency warning and information is crucial in achieving this, and can empower people to make informed decisions and act in order to prevent hazards from becoming emergency events. SASES is accountable for the provision of credible and timely warnings and information during extreme weather and flooding emergencies.

Objectives

- SASES has a fully integrated flood intelligence and information management and warning system
- SASES engages media entities through partnering programs to maximise information flow
- SASES has strong partnerships and professional working relationships with agencies and stakeholders involved in the management flooding and extreme weather
- SASES has appropriate numbers of staff and volunteers trained and accredited for public information and warning roles
- SASES Intelligence and Information Management System (SESIIMS) consolidates and delivers information and intelligence to local government and partner agencies

Effective Governance and Resource Management

SASES is accountable to the Government and South Australian community for the effective and appropriate management of the agency's resources. The service strives to embed a culture of high performance and achieve continuous improvement by aligning strategies, budgets, culture, practice, leadership and accountabilities with the organisational goals and priorities of government. Central to the agency's approach is a clear and unambiguous focus on the creation of public value and the maintenance of effective controls and assurance processes to drive performance and underpin accountability.

Objectives

- Volunteer Marine Rescue (VMR) associations are integrated into the emergency services sector and supported by appropriate legislative powers and protections
- SASES has an ongoing program that sustains a positive culture based on the SA Fire and Emergency Service Values and the Public Sector Values and Behaviours Framework
- An integrated support services model is adopted in partnership with sector agencies
- SASES' Resource Allocation Framework informs budgeting and investment decisions for units and state-capabilities
- SASES has contemporary governance and risk management systems that drive high performance and maintain exemplary standards of financial management and compliance
- SASES has a contemporary performance management framework that monitors lead- and lag indicators for outputs and outcomes
- SASES provides a safe working environment for volunteers, staff and contractors.

Informed by research, data and lessons learned

SASES values evidence based research and analysis and the positive effects it has on improving volunteer and staff safety and welfare, operational capabilities and community resilience. SASES actively contributes to the national research and development agenda and partners with a range of organisations and research groups to validate current practice, explore and challenge new approaches and provide an evidence base to support better decision making. Managing and sharing knowledge and lessons learned is central to the agency's continuous improvement strategy. SASES will continue to drive targeted research to address specific challenges and capability gaps.

Objectives

- SASES has a fully integrated lessons learnt and knowledge management framework
- SASES contributes to national and state-level research efforts to ensure outcomes are focussed on agency requirements and community safety objectives.
- SASES sustains partnerships and networks to collaborate and identify solutions and options for priority challenges
- SASES has a program that allows for routine review and analysis of data and research to enhance community and responder safety, improve understanding of the risk environment and improve information, education and awareness programs thereby enhancing resilience in communities.
- SASES partners with stakeholders to invest in strategic research priorities

OUR APPROACH TO MONITORING AND EVALUATION

Better information improves agency accountability and contributes to improved community safety outcomes by driving better service delivery within SASES.

The SASES is committed to continuous improvement of its performance reporting by improving the quality and scope of data collection and data definitions and investigating and resolving data comparability issues in performance indicators. The agency' current reporting framework includes data collection and analysis for:

- **Report on Government Services** - a national report which informs improvements to the effectiveness and efficiency of government services
- **ACSES Performance Indicators** - national report on highlight performance measures for SES agencies from each state and territory
- **South Australia Strategic Plan** - a central planning document that sets targets for whole of government priorities
- **Budget Paper No. 4 Agency Statements** - which presents the State Government's current and estimated revenue, expenses and performance measures by agency
- **Organisational performance reporting** - which provides monthly performance and activity data to the SASES Governance Review and Reporting Group
- **SAFECOM Board Quarterly Report** – which provides quarterly performance and activity data to the SAFECOM Board
- **Annual Report** – which reports on business priorities and performance against budget.

Current performance indicators have however, drawn on the framework used for the previous SASES Strategic Directions which provided for six focus areas of covering Leadership, Community Prevention and Preparedness, Operational Preparedness, Response, Recovery and Business Excellence. Over the next three years the SASES aims to further develop its performance indicators to cover key aspects of the agency performance within this plan.

A new SASES performance model has been adopted (depicted below) and this will inform the development and implementation of new performance measures with a view to improving lead and lag indicators for both outputs and outcomes associated with this plan.

