SOUTH AUSTRALIAN STATE EMERGENCY SERVICE

STRATEGIC DIRECTIONS 2017 – 2020

MESSAGE FROM THE 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.

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

The service faces a number of challenges, with changing risk profiles in extreme weather and responding to increasingly significant events which at times involves multiple hazards. Identified issues and priorities stemming from extreme weather events experienced in South Australia in 2016 are of particular relevance. Findings from the SA Government's independent review, as well as SASES' internal review, into the Sept-Oct event indicate community need for reliable information; increased pressure on incident management teams and other resources; and the importance of timely access to flood intelligence and comprehensive flood response planning.

Changes to the marine legislation will affect the requirements for training for marine rescue personnel in the future. While an exemption exists for vessels and crews that were operating on 1 July 2016, as from 30 June 2018 new crew members and those wishing to progress to a skipper role will be subject to certain training and qualification requirements.

A decline in volunteerism across all sectors in society over recent years puts increased pressure on SASES to maintain an effective volunteer workforce. This will continue to be a priority - not only in recruitment, but also with strategies to ensure that volunteers are supported to strengthen retention rates.

This plan provides guidance on the service's priority strategies in light of its growing operational commitments. 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.

The goals and objectives contained in this plan will drive and focus the efforts of staff and volunteers to meet the challenge of serving the people of South Australia, ensuring that SASES continues to grow its reputation as a reliable and trusted volunteer based organisation building safe and resilient communities.

Chris Beattie
Chief Officer

SASES ROLE

Vision

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

Mission

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

Role

SASES has a number of legislative roles, including exercising responsibilities as 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
- urban search and rescue (USAR)
- land search
- air observation
- animal rescue
- vertical rescue of all forms (cliffs, caves and structures)
- marine search and rescue (rivers, lakes and sea)
- swiftwater rescue
- incident management
- operations and logistics support
- base camp and staging area management.

In addition to volunteer response training and operations, SASES is also involved in community education 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.

SASES roles and associated outcomes/ goals can be summarised as follows:

ROLE	OUTCOME/ GOAL
Emergency management and Hazard Leader	Disaster resilient communities
Emergency service and Control Agency	Coordinated, well-managed emergency response
Volunteer based organisation	Sustainable, well-trained volunteer workforce
Responsible government agency	Ethical, well-managed agency

GOALS, OBJECTIVES & PRIORITY STRATEGIES 2017-2020

National Strategic Policies and Directions Serving the Nation

SASES' strategic plan is aligned with the South Australian Emergency Services Sector Strategic Framework which identifies those policies and priorities at both National and State level shaping our sector.

State Strategic Policies and Directions Serving South Australia

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

Goal: Disaster resilient communities

Objectives	Priority Strategies 2017 - 2020
1. Risks identified, understood and managed	• Support Zone Emergency Management Committees and Local Government to undertake long-term emergency management planning
2. Communities educated and prepared	• Develop and implement a Community Engagement and Resilience Program
3. Hazard plan in place	• Update the hazard plan for extreme weather

Goal: Coordinated, well-managed emergency response

Objectives	Priority Strategies 2017 - 2020
4. Emergency events/incidents responded to and managed effectively, efficiently and in a timely manner	• Build incident management capacity
	• Develop SASES response plans
	• Enhance daytime response capacity
5. Timely and effective public information and warnings	• Build public information capability and resources
6. Required systems and resources provided for effective response	• Review/upgrade flood response capability
	• Further develop operational management systems
	• Enhance community interface for service requests
7. Emerging service possibilities pursued	• Support VMR services
	• Extend SASES footprint to meet service gaps

Goal: Sustainable, well-trained volunteer workforce

Objectives	Priority Strategies 2017 - 2020
8. Volunteer workforce supported and sustained	• Develop and implement a flexible volunteering model
	• Develop and implement volunteer retention strategies
	• Develop and implement volunteer recruitment strategies
	• Provide training to improve skills in managing volunteers
9. Volunteers prepared with skills required	• Review/update training content and materials
	• Implement programs to prevent loss of existing volunteer skills
	• Expand the range of competencies held by individual SASES volunteers

Goal: Ethical, well-managed agency

Objectives	Priority Strategies 2017 - 2020
10. Effective governance systems in place	• Update the agency's governance framework
11. Continuous improvement and innovative solutions pursued	• Improve customer service
	• Increase evidence-based decision making
	• Develop and implement strategies to capture citizen and stakeholder feedback
12. Values-based work culture embedded	• Promote diversity and inclusion in SASES
13. Safe working environment maintained	• Enhance mental health and wellbeing
14. Physical and human resources are well-managed	• Implement the Capability Management and Resource Allocation frameworks
	• Establish a strategic assets and infrastructure plan

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
- T62 Adaptation

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

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's 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 Reporting and Review Group
- **SAFECOM Board Monthly Report** – which provides monthly performance and activity data to the SAFECOM Board
- **Annual Report** – which reports on business priorities and performance against budget.

A new schedule of SASES performance indicators and measures will be developed during 2017-18 to assist in monitoring the outputs and outcomes associated with this plan.

OUTPUTS *Technical efficiency indicators* will measure the efficiency with which annual business actions are delivered

OUTCOMES *Performance effectiveness indicators* will measure the effectiveness of the three-year priority strategies to achieve SASES' objectives
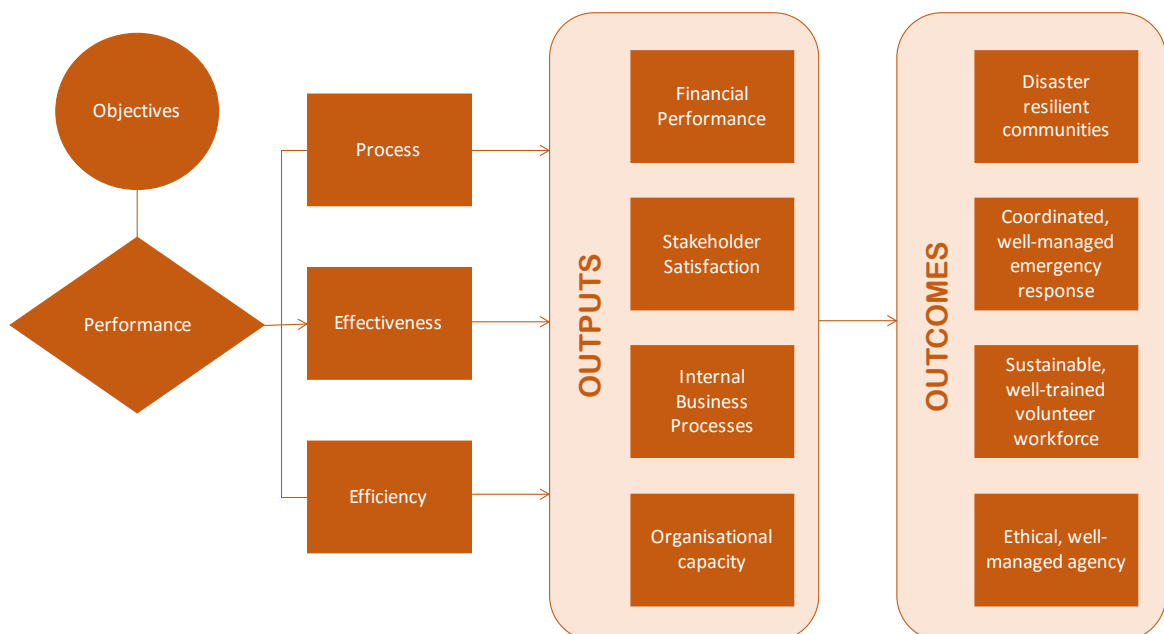
VALUES

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. Our values guide and support our people; and strengthen public confidence in the service. They align with the South Australian Government's Public Sector Values and Behaviour Framework and are supported by the SASES Code of Conduct.

Service

- Prioritise the needs of the community in the design and delivery of services.
- Uphold the rights of each individual to access services as easily as possible.
- Establish service standards that apply to all customers.
- Collaborate with business and community partners to improve service delivery and respond to complaints.

Professionalism

- Promote best practice in leadership and management, and prioritise employee performance management.
- Build impartial relationships with the Government of the day.
- Encourage pride in the profession of public service.
- Foster a culture that drives innovation to improve service and productivity.

Trust

- Establish strong partnerships between organisations.
- Create organisational structures that give employees the greatest possible freedom and autonomy.
- Establish collaborative work practices through strategically and culturally aligned work places.
- Build a systematic approach to establishing and enhancing the community's trust.

Respect

- Applying empathetic people management skills to bring out the best in employees and prioritise their wellbeing.
- Implement programs that reward and recognise excellent outcomes.
- Educate employees about diversity's role in strengthening our workplaces and communities.
- Promote respect for the impact of decisions on the lives of employees and the community.

Collaboration & Engagement

- Build systems and processes that strengthen partnerships with all sectors of the community.
- Facilitate closer relationships within and across public sector organisations, including other service providers.
- Create systems that enable open feedback and transparent decision making.
- Encourage open dialogue to understand the diverse needs of the community.

Honest & Integrity

- Implement and uphold the Code of Ethics for the South Australian Public Sector.
- Create a culture that encourages openness and transparency.
- Ensure all decisions and actions can withstand scrutiny.
- Create a culture that promotes frank and honest discussion.

Courage & Tenacity

- Develop people to think innovatively about policy, services, and people management.
- Help employees to be resilient in challenging times.
- Minimise unnecessary bureaucracy and be flexible in the approach to solving problems.
- Build systems that encourage innovation and accept occasional failures as a necessary part of progress.

Sustainability

- Design structures, systems and services to consume resources more efficiently over time.
- Take collective action to improve productivity and maximise the impact on limited resources.
- Promote the use of business cases and cost-benefit analyses to ensure the most efficient use of tax-payer resources.
- Work together to leave a lasting legacy for future generations of South Australians.