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This document also available from: fire.tas.gov.au
Emergency services today face considerable challenges. Chief among these are climate change, terrorism and economic downturn. This presents a dichotomy: on one hand we are confronted with more frequent large and protracted emergencies whilst on the other we are continuously competing for funding and resources to better manage emergencies. Service collaboration or integration is one broad solution to this challenge, which is now reflected in our plans. Others strategies such as bolstering voluntarism, more disciplined financial accountability all form new directions that the State Fire Commission are keen to pursue.

Government leaders, through the Council of Australian Governments, now consider it much wiser to invest in community resilience rather than continuously spending millions of dollars in community recovery costs.

From a front-line service delivery perspective it is much more efficient to support community prevention programs and take a pro-active response approach (for example, through community risk modelling, operational planning and readiness) so we are intervening as early as possible in emergencies rather than relying on the traditional ‘wait and see’ response model that often leads to protracted, costly and time consuming campaign events. Of course, when catastrophic conditions or terrorist activities quickly develop into major events we must be well prepared to seamlessly escalate operations to the highest level. This means that over time, we must work together with other agencies and develop common operating methodologies and systems.

This Strategic Direction also reflects the transfer of responsibility for the SES to the State Fire Commission and the opportunity that this brings for closer collaboration and resource sharing whilst preserving the important identities and cultures of both the TFS and the SES. The actions detailed within this document frame the future of emergency services in Tasmania by capitalising on the operational synergies of TFS and SES. I therefore commend it to you.

The Tasmania Fire Service (TFS) and the Tasmania State Emergency Service (SES) aspire to stand out as major contributors to Tasmania’s and Australia’s emergency management sector. This Strategic Direction document represents an important step in our journey towards a common understanding of goals and objectives and will guide us in our collective efforts to do this.

Chris Arnol
Chief Officer
This Strategic Direction has been developed with the operational environment and associated corporate risks to fire and emergency services in mind. It maps out our direction for the next decade but has been purposely framed in terms of four year Horizons to help everyone understand how their efforts today link to longer term outcomes as we build on initiatives over time.

Strategy also informs structure. To be effective, our organisational structure must be properly aligned to deliver on our strategies. That is, we should have people with the right skills in the right place in our organisation to support or enable the best front line service delivery that we can provide.

Combining organisational direction with an enabling structure forms essential elements of good governance which include:

- setting clear corporate goals, policies and strategies;
- establishing internal control/accountability mechanisms to ensure that the goals and strategies are met;
- establishing clear accountability and responsibility for decision making;
- ensuring compliance with laws, regulations, policy and processes;
- accepting responsibility and accountability for corporate performance, through clear disclosure to oversight agencies; and
- establishing and maintaining appropriate ethical standards.

It is important that all organisational decisions around the allocation of financial, physical and human resources are be informed by strategies. The five strategic directions contained within this document, along with their associated deliverables and outcomes provide a sound foundation for the Business Plans of all individual directorates or portfolios within TFS and SES.

The Deliverables in each of our five Strategic Direction will drive the annual Program of Works. All projects contained within the TFS/SES Program of Works must be faithfully aligned to organisational strategies otherwise our time, money and efforts are being misdirected and wasted.
WE SHOULD HAVE PEOPLE WITH THE RIGHT SKILLS IN THE RIGHT PLACE IN OUR ORGANISATION TO SUPPORT OR ENABLE THE BEST FRONT LINE SERVICE DELIVERY THAT WE CAN PROVIDE.
Collectively our primary purpose is to minimise the social, economic and environmental impact of fire and other emergencies on the Tasmanian community. This is achieved through Tasmania Fire Service (TFS) and State Emergency Services (SES) implementing strategies that develop community self-reliance to prevent and prepare for fires, floods and storms backed by effective response to emergencies.

TFS and SES are as diverse as the Tasmanian communities that they protect. Our people are a mix of career, retained and volunteer members and support staff. With a combined workforce of over 6,000 career staff and volunteers, more than 230 brigades and 31 SES Units, TFS and the SES are not just major employers and service providers, but combine as a community of its own, committed to achieving its strategic goals for a safe and resilient Tasmania. Our combined workforce provides a multifaceted service. Community risk reduction planning, community education and all-hazard response are key service delivery areas.

TFS operational personnel are equipped and trained for structural firefighting, bush firefighting and fuel mitigation, vehicle and transportation incidents, road crash rescue, urban search and rescue, hazardous materials and the effective deployment of resources and information through our dispatch/communications centre. Our community fire safety personnel contribute directly to the resilience of the state through education and community engagement.

SES provides front line emergency response to storm or flood events, road crash rescue, search and rescue and other specialist support functions such as communications. SES also provides broader emergency management planning and support functions and the coordination of various projects that help build community resilience against natural disasters.
TFS VISION
Our vision is a Tasmanian community safe from and resilient to the impact of fire and other emergencies.

TFS MISSION
Our role is to protect life, property and the environment from the impact of fire and other emergencies by:
• Promoting fire safety across the community;
• Focussing on community resilience; and
• Providing an effective response to emergencies.

TFS CORE VALUES
Service
We Value:
• Serving the Tasmanian community;
• Being responsive to community needs; and
• Being progressive and delivering quality services.

Professionalism
We Value:
• Dedication and pride in our organisation;
• Being skilled, efficient, committed and innovative;
• Using our collective capabilities to deliver an excellent service; and
• Being accountable for our actions.

Integrity
We Value:
• Being trustworthy and ethical;
• Treating each other fairly and honestly; and
• Having the courage to do the right thing.

Consideration
We Value:
• Each other;
• Working together to achieve our goals;
• Treating each other with respect and understanding; and
• Being supportive, compassionate and helping each other.

SES VISION
A safe and resilient Tasmania.

SES MISSION
To deliver quality emergency management services that focus on community safety, resilience and well-being.

SES CORE VALUES
Integrity in our People
• Respect the contribution of every individual;
• Promote the wellbeing and development of all SES people; and
• Communicate well and regularly

Equity and Professionalism
• Strength in relationships across and beyond SES;
• Be the best I can; and
• Make SES proud, make Tasmania proud.

Accountability and Performance
• Challenge and innovate;
• Be cost conscious;
• Fix problems, take action; and
• Drive decision making down.
Strategic Planning Framework

9 YEAR OBJECTIVES AND OUTCOMES

Strategic Direction 1: Supporting Community Resilience
Strategic Direction 2: Providing Trusted Emergency Response
Strategic Direction 3: A Collaborative Organisation
Strategic Direction 4: Valued and Capable People
Strategic Direction 5: An Efficient and Effective Organisation

STRATEGIES

HORIZON OUTCOMES

2017: Horizon 1
2021: Horizon 2
2025: Horizon 3

ANNUAL BUSINESS PLANS

PROGRAM OF WORKS

BUSINESS AS USUAL
Our strategies are:

We will achieve the following outcomes in the long term:

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Safer Communities</td>
</tr>
</tbody>
</table>

- Increased resilience of at-risk communities.
- Understanding risks.
- Tools and programs to manage risk are developed.
- Decreased risk of death, injury and loss due to natural hazards.

We will deliver the following key milestones over time:

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Year 1</th>
<th>Deliverables</th>
<th>Year 2-5</th>
<th>Deliverables</th>
<th>Year 6-9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capability to establish and deliver all-hazards (fire, flood and storm) community development and community protection planning programs.</td>
<td></td>
<td>Risk and evidence based community fire programs are delivered.</td>
<td></td>
<td>An all-hazard community development and protection planning strategy is delivered.</td>
<td></td>
</tr>
<tr>
<td>Key stakeholders are engaged. Common understanding of roles and responsibilities is established.</td>
<td></td>
<td>Flood and Storm community programs are being delivered.</td>
<td></td>
<td>All-hazard strategies are embedded within urban development frameworks.</td>
<td></td>
</tr>
</tbody>
</table>
Our strategies are:

We will achieve the following outcomes in the long term:

We will deliver the following key milestones over time:

<table>
<thead>
<tr>
<th>Strategy</th>
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<th>Deliverables Year 1</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1.2. Community Protection, Planning, Promotion and Implementation</td>
<td>Appropriate emergency response from households, communities and agencies. Stakeholders are more aware of risks and enabled to manage risks. Decreased risk of death, injury and loss due to natural hazards. Effective management of bushfire related risk throughout Tasmania. Lower net costs to Government, individuals and businesses.</td>
<td>A Community Development Plan is formulated. Strategies are in place for the continuation of the Fuel Reduction Unit. A communications strategy is developed to facilitate broader community support for planned burning. The Fuel Reduction Unit (FRU) is actively planning and mitigating bushfire risk. Fire Management Area Committees continue to develop and maintain Fire Protection Plans.</td>
<td>The Community Development Plan is refined for community risk assessments. It is developed in consultation with communities and utilities available evidence. The FRU activities are sustained. Fire protection plans are being implemented in a sustainable collaborative way prioritised by risk.</td>
<td>The Community Development Plan is integrated across all community planning initiatives with strong support for community risk mitigation strategies. The FRU activities are mature.</td>
</tr>
<tr>
<td>1.3 Emergency Management Planning – All-hazards risk management</td>
<td>Risks identified, mitigation and treatments put in place.</td>
<td>Fire, flood, storm and tsunami risk treatments identified and mitigation plans developed.</td>
<td>Continue mitigation and treatment implementation. Management of all hazards including emerging risks are reviewed.</td>
<td></td>
</tr>
</tbody>
</table>
## STRATEGIC DIRECTION 2

### Providing Trusted Emergency Response

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Outcome</th>
<th>Deliverables Year 1</th>
<th>Deliverables Year 2-5</th>
<th>Deliverables Year 6-9</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1 Adopt a seamless and all-hazards approach to the delivery of emergency services</strong></td>
<td>Evidence based resource allocation. A capability model for core emergency service delivery is mapped to inform departmental business planning. Efficient use of available resources. Informed future workforce plan and strategic asset management plan. Identify opportunities for improvement (technology, processes).</td>
<td>Complete and implement a state-wide resource to risk analysis. Current resource assignments against risks are reviewed. A long term plan for aviation service delivery is developed.</td>
<td>A multi-service, all-hazard emergency service delivery model is fully operational. Resource design allocation plan (technology and knowledge procedures, personnel, equipment) completed. Capability model informs business planning. Aviation service delivery is synchronised with other agencies to optimise whole of government capability.</td>
<td>Plan for improved resource allocation implemented state-wide. Report on effectiveness of Fire and Emergency Services resource allocation to State Fire Commission and State Emergency Management Committee.</td>
</tr>
<tr>
<td><strong>2.2 Consolidate learnings from After Action Reviews and other experiences</strong></td>
<td>Highly flexible and adaptable learning organisation/culture.</td>
<td>Consistent process/model to capture, review and implement learnings is developed and utilised.</td>
<td>An informed organisation-wide learning loop is applied to organisational learning.</td>
<td></td>
</tr>
</tbody>
</table>
Our strategies are:

We will achieve the following outcomes in the long term:

We will deliver the following key milestones over time:

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</tr>
</thead>
<tbody>
<tr>
<td>2.3</td>
<td>Deliver timely and accurate emergency information and intelligence</td>
<td>A community that is informed to respond in a manner to protect themselves. Decrease in fatalities. Warning and information systems that shape the behaviours of communities during emergencies. Operational intelligence informs preparedness for anticipated emergency events.</td>
<td>Dissemination of emergency information is consistent with the national approach. A ‘Vulnerable People’ strategy is developed. Consultation with the community in relation to information dissemination is completed. The approach to meet community needs and technological developments is reviewed and modified. All operational intelligence needs are identified.</td>
<td>The community is engaged to ensure they are receiving relevant information. A ‘Vulnerable People’ Strategy is implemented. Operational intelligence cell is formed at State level to enhance operational awareness and response. Incident management personnel have access to dynamic data and information to support effective decisions.</td>
</tr>
<tr>
<td>2.4</td>
<td>Be a socially and environmentally responsible organisation</td>
<td>A respected organisation that improves its capacity to measure its impact on the environment.</td>
<td>Policies, systems and procedures are reassessed to gauge their environmental impact.</td>
<td>Respect built between community and emergency services through communication and consultation regarding environmental indicators relevant to emergency services. Ways to measure and review environmental indicators are established.</td>
</tr>
</tbody>
</table>
Our strategies are:

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<tbody>
<tr>
<td>3.1</td>
<td>Take opportunities to integrate common operating systems</td>
<td>People undertake work efficiently, collaboratively and seamlessly. Operational systems provide the capability to coordinate emergency services across all hazards.</td>
<td>Common operating systems are: – Identified, including gaps – Reviewed – Risk-assessed – Prioritised. Underpinning characteristics/principles for new Common Operating Platforms (COPs) are agreed.</td>
<td>Priority operating systems are modified and adopted. WebEOC is embedded and fully utilised.</td>
</tr>
<tr>
<td>3.2</td>
<td>Build a culture that delivers a collaborative approach – Values and behaviours – Policies and protocols – Stakeholder engagement</td>
<td>Members achieve outcomes collaborating innately within the organisation and with external stakeholders. Our organisation is receptive to approaches from other organisations to collaborate.</td>
<td>Characteristics of current culture are identified and measured. Behaviours that support collaboration are described and communicated. Training and education options to enable members to collaborate are identified.</td>
<td>Policies and protocols are reviewed and modified to ensure they support collaboration. Training / education regarding opportunities collaboration is completed. Tools are available to assist collaboration. Operating systems are integrated.</td>
</tr>
<tr>
<td>3.3</td>
<td>Participate and inform Whole of Government (WoG) reforms</td>
<td>WoG reforms are appropriate for fire and emergency services. WoG reform participation is identified and prioritised. A process for ensuring representatives are able to present a Fire and Emergency Services position and report on progress established.</td>
<td>WoG reforms impacting Fire and Emergency Services are adopted. Process for representation and reporting is reviewed.</td>
<td>Fire and Emergency Services effectively collaborate and influences relevant WoG reforms.</td>
</tr>
</tbody>
</table>
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<tr>
<td>3.4</td>
<td><strong>Participate across the emergency management industry to add value to Tasmania</strong></td>
<td>Fire and emergency services are amongst the leaders in contemporary emergency management. Integrated and seamless operations exist with emergency management partners. National initiatives are utilised to add value for Tasmania. A vibrant, active, engaged and relevant State Fire Management Council (SFMC).</td>
<td>Clear communication channels and documented understanding exists between EM agencies for emergencies. Collaboration occurs with newly identified stakeholders to deliver solutions for the community. TFS and SES utilise research initiatives that enhance services and programs. Strategic Directions Framework is reviewed and relevant.</td>
<td></td>
</tr>
</tbody>
</table>

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</tr>
</thead>
<tbody>
<tr>
<td>4.3</td>
<td>Development of a professional development pathway for volunteer and career staff</td>
<td>Volunteers are valued and utilised for their skills particularly in training, command and local knowledge. Career pathways ensure capability matches service delivery.</td>
<td>Programs focussing on operational performance measures are developed and implemented. Key performance measures are developed.</td>
<td>Volunteers are utilised in operational command roles. Development Program evaluated and key performance measures identified.</td>
</tr>
<tr>
<td>4.4</td>
<td>Establish mechanisms to support proactive innovation</td>
<td>All levels of the organisation participate or contribute to corporate development and growth.</td>
<td>Mechanisms are established to enable staff and volunteers to provide input into strategy and planning (innovation portal).</td>
<td>TFS/SES effectively harness the contribution that can be made by all members in corporate planning and business processes.</td>
</tr>
</tbody>
</table>
### STRATEGIC DIRECTION 5

**An Efficient and Effective Organisation**

<table>
<thead>
<tr>
<th>Strategy</th>
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<th>Deliverables Year 6-9</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Review Emergency Service Legislation</td>
<td>New Emergency Service legislation that complements emergency management with contemporary administration and governance.</td>
<td>Fire Service Act, 1979 review process is agreed with government and the review commenced.</td>
<td>Recommendations from the review are agreed and implemented including a revised funding model for SES.</td>
</tr>
<tr>
<td>5.2</td>
<td>Adopt good governance, corporate risk management and business disciplines that meet changing needs</td>
<td>Reduced organisational risk. Delivery of organisation priorities. Accountable and transparent reporting. Strategic approach to managing assets. Better management of finances. A new organisational structure is in place that is adaptable and responsive.</td>
<td>A corporate risk management framework is developed. KPIs for service delivery are developed. A Strategic Asset Management Plan (SAMP) is established. An organisational structure that is aligned to the corporate direction is implemented. A business continuity framework has been established. An information governance framework has been developed and endorsed.</td>
<td>Risk mitigation and reporting implemented. Robust project management methodology is adopted to manage corporate projects. An integrated suite of systems is designed and implemented to enable consistent tracking of project information, financial and human resourcing. Detailed asset planning is occurring which delivers assets consistent with operational needs. Business continuity framework is operating effectively. Change management is embedded in methodologies and mature change management is adopted across services.</td>
</tr>
</tbody>
</table>
Our strategies are:

We will achieve the following outcomes in the long term:

<table>
<thead>
<tr>
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<th>Deliverables Year 6-9</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3</td>
<td>Develop an appropriate funding model to enable service delivery</td>
<td>Appropriate, resourced Emergency Services.</td>
<td>Operating costs of Emergency Services are identified.</td>
<td>A funding model for SES is established and legislated.</td>
</tr>
<tr>
<td>5.4</td>
<td>Develop and implement outcomes based reporting tools</td>
<td>KPIs developed to enable the organisation to measure performance.</td>
<td>Current KPIs/ measures and existing tools are reviewed.</td>
<td>A shared recording mechanism is identified and implemented.</td>
</tr>
<tr>
<td>5.5</td>
<td>Establish a comprehensive and compliant suite of policies and procedures</td>
<td>The organisation is legislatively compliant.</td>
<td>All policies and procedural documents reflect legislative requirements where relevant and are contemporary and compliant.</td>
<td>All policies and procedures are in place.</td>
</tr>
<tr>
<td>5.6</td>
<td>Implement an effective communication framework</td>
<td>Communications framework optimises information flow between internal and external stakeholder groups.</td>
<td>A corporate communications strategy is developed.</td>
<td>Digital and social media are used to compliment traditional communication methods to maximise timeliness and coverage of public information.</td>
</tr>
</tbody>
</table>

We will deliver the following key milestones over time:

- Robust budget in place and operating, which is clearly linked to strategic outcomes and initiatives.
- System outputs inform resource allocations.
These strategic directions are also designed to mitigate the following corporate risks:

**Strategy and Resource Allocation**
- Strategy is unclear or not consistent with public or political expectation and there are potential impacts on resource planning and development, including the workforce.

**Governance Structure**
- Inability to efficiently and effectively manage governance, accountabilities, and oversight in a complex and multi-governed organisation.

**Stakeholder Management**
- Failure to meet public and political expectation, leading to a loss in confidence and support.

**Project Management**
- The risk that significant projects do not deliver their objectives, preventing the Department from transforming its services.

**Fraud Risk**
- Intentional misconduct by officers for self-gain or interest.

**Unsafe Workplaces and/or Practices**
- Failure to provide a safe working environment for the Organisation’s staff, contractors or sub-contractors, or volunteers.

**Legislative Framework**
- Inability to influence the legislative framework.

**Legal and Compliance Obligations**
- Inability to fairly interpret, administer and manage legislation and/or failure to comply with legislation that is applicable.

**Business Continuity**
- Concern that critical business and information systems will fail.

**Data Security and Management**
- Not having sufficient records to adequately undertake duties to protect the community.
- Records management systems may not adequately secure information held by the Department.

**Financial Sustainability**
- The current model of service delivery is not sustainable or efficient in the long term.

**Disaster Recovery**
- The organisation may not sufficiently or efficiently respond in the event of an emergency, which impacts the Organisation’s facilities, resources or capability.

**Asset Management**
- That assets employed by the organisation to deliver core services may not be fit for purpose for the delivery of current or future objectives/priorities.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFAC</td>
<td>Australasian Fire and Emergency Service</td>
</tr>
<tr>
<td></td>
<td>Authorities Council</td>
</tr>
<tr>
<td>DPFEM</td>
<td>Department of Police, Fire and</td>
</tr>
<tr>
<td></td>
<td>Emergency Management</td>
</tr>
<tr>
<td>FMAC</td>
<td>Fire Management Area Committee</td>
</tr>
<tr>
<td>FRU</td>
<td>Fuel Reduction Unit</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>KPIs</td>
<td>Key Performance Indicators</td>
</tr>
<tr>
<td>SAMP</td>
<td>Strategic Asset Management Plan</td>
</tr>
<tr>
<td>SES</td>
<td>State Emergency Service</td>
</tr>
<tr>
<td>SFC</td>
<td>State Fire Commission</td>
</tr>
<tr>
<td>SFMC</td>
<td>State Fire Management Council</td>
</tr>
<tr>
<td>SFOC</td>
<td>State Fire Operations Centre</td>
</tr>
<tr>
<td>TFS</td>
<td>Tasmania Fire Service</td>
</tr>
<tr>
<td>WebEOC</td>
<td>Web Emergency Operations Centre</td>
</tr>
<tr>
<td>WH&amp;S</td>
<td>Work Health &amp; Safety</td>
</tr>
<tr>
<td>WoG</td>
<td>Whole of Government</td>
</tr>
</tbody>
</table>

Tasmania Fire Service and State Emergency Service Strategic Direction 'Framing the Future'