



**The Country Fire Service  
Volunteers Association**  
*"Representing the interests of CFS Members"*

**Working together with  
CFS REGIONAL  
COMMITTEES**

## UPDATE

### SECTOR HARMONISATION, MODERNISATION AND ALIGNMENT

November 2015

Recently Mr Malcolm Jackman (CEO SAFECOM) released the Functional Support for the Emergency Services Sector (ESS) paper and also the South Australian Fire and Emergency Services Strategic Plan 2015-2025.

Under the Government plan, SAFECOM will become a "virtual" agency capped at 50 full time staff, which will need to deliver functional support in a way that drives the agenda for Modernisation, Harmonisation and Alignment. The approach being taken will be achieved by aligning functional support into 5 streams in a "virtual" organisation under 5 Functional leads. SAFECOM will provide support across Governance, Project Management and Emergency Management, with change and evolution undertaken in an environment of tight budgets and with strong financial management discipline.

Below is a summary of the Functional Support for the Emergency Services Sector (ESS) paper. The CFSVA asks volunteers to read the information carefully and then consider the questions posed by the CFSVA at the end of this update. Some key points which may impact on CFS volunteers have been highlighted in **bold**.

**Complete copies of both documents are available at:**

**South Australian Fire and Emergency Services Strategic Plan 2015 2025**

<http://www.safecom.sa.gov.au/public/download.jsp?id=83877>

**Functional Support for the Emergency Services Sector PPT**

<http://www.safecom.sa.gov.au/public/download.jsp?id=83874>

In summary, the Functional Support for the Emergency Services Sector (ESS) paper states:

**That the scope of the strategic plan is to:**

- 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**
  - **Information Communication and Technology**
  - **Public Information**
- **Need to have the right "back office"**
- Efficacy of functional support to the Emergency Service Sector is paramount

**SAFECOM's role is to provide functional support for:**

- Governance, Board and Executive Support
- **Emergency Management**
- **Project Management** (for delivery of Strategic Plan 2015-2025)

**Critical issues identified in the Functional Support for the Emergency Services Sector (ESS) paper includes:**

- **Living within our means**
- Managing expectations as to what can be delivered
- Ensuring functional support delivers what the Emergency Service Organisation's want
- **Determining how budgeted expenditure is allocated**
- **Aligning the right skill sets to the work**
- **Allocating funds by central corporate, business partnering, agency and Service Level Agreements**
- 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, Information, Communication Technology (ICT), and Public Information**
- Appoint a '**Lead**' for each function
- **Create three work streams** to provide support across the sector – Governance, **Project Management Office** and 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 Emergency Service Organisations 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**
- **Create a virtual organisation in the immediate term, and a matrix management model to deliver the service levels rather than moving people within the ESS**
- Determine opportunities for process improvement in each function
- Determine opportunities to outsource activities within SA Government which provides opportunities for improved service and/or reduced costs
- **Look to shift from a 'fixed cost' to a 'variable cost' approach**
- **Review ESS financial performance in Financial Year 15 Quarter 4 to optimise performance versus budget in Financial Year 16**
- **Move to a sector-wide funding model in Financial Year 17 but retain individual Operating Expenses (OPEX) /Capital Expenses (CAPEX) budgets for SAFECOM and Emergency Service Organisations**

## **FIVE FUNCTIONAL AREAS WILL BE:**

<b>Finance:</b>	Finance Manager- SAFECOM
<b>People:</b>	Anna Geromichalos – HR Manager SAFECOM
<b>Capability:</b>	Glen Benham ACFO – MFS
<b>Information, Communication &amp; Technology:</b>	Chris Beattie – SES Chief Officer (to act as ESS CIO)
<b>Public Information:</b>	Fiona Dunstan – CFS

## **SAFECOM WILL ALSO OVERSEE:**

- **Governance, Board and Executive Support**
- **Project Management Office**
- **Emergency Management**

The people named above will lead these functional areas together with Malcolm Jackman (CEO SAFECOM), Greg Nettleton (CO CFS), Greg Crossman (CO MFS) and Chris Beattie (CO SES) will form the **Emergency Services Sector Leadership Team**

## **NEXT STEPS**

CFS, MFS, SES to manage **communications** within each Emergency Service Organisation  
**Functional leads to determine the “user requirements and budget” with the Chief Officers**  
**Determine functional structure and work functions**  
**CONSULT PRIOR TO DETERMINING VIRTUAL ORGANISATION**  
**Start work on sector-wide Plans for each of the five functional areas**

## **PARLIAMENTARY SELECT COMMITTEE ON THE EMERGENCY SERVICES SECTOR REFORM**

In April 2015 a Parliamentary Select Committee was formed to review Minister Piccolo’s Sector Reform process. At the time evidence in relation to the management of the reform process was taken from key witnesses including the 3 Chief Officers (CFS, MFS, SES), David Place (former CEO of SAFECOM), the CFSVA and SESVA.

Subsequently the Minister’s reform process was stopped.

Last week the Parliamentary Select Committee reconvened to take further evidence from witnesses including Malcolm Jackman and Pamela Lee.

## **POINTS FOR CONSIDERATION BY CFS VOLUNTEERS:**

- What advantages do you see for regional communities in the 2015-2025 Emergency Services Sector (ESS) Strategic Plan?
- How do you see that the 2015-2025 ESS Strategic Plan will benefit CFS volunteers and improve service delivery?
- How do you consider that the 2015-2025 ESS Strategic Plan differs from the Minister Piccolo Sector Reform?

The CFSVA is seeking your feedback, which can either be provided directly to Sonia St Alban Email: [sonia.stalban@cfsva.org.au](mailto:sonia.stalban@cfsva.org.au) and / or your CFSVA Branch President or delegate. Your feedback is important to ensure that your interests are represented.

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