

STATE EMERGENCY SERVICE BUSINESS PLAN

2021-2022



Department of Police,
Fire and Emergency
Management

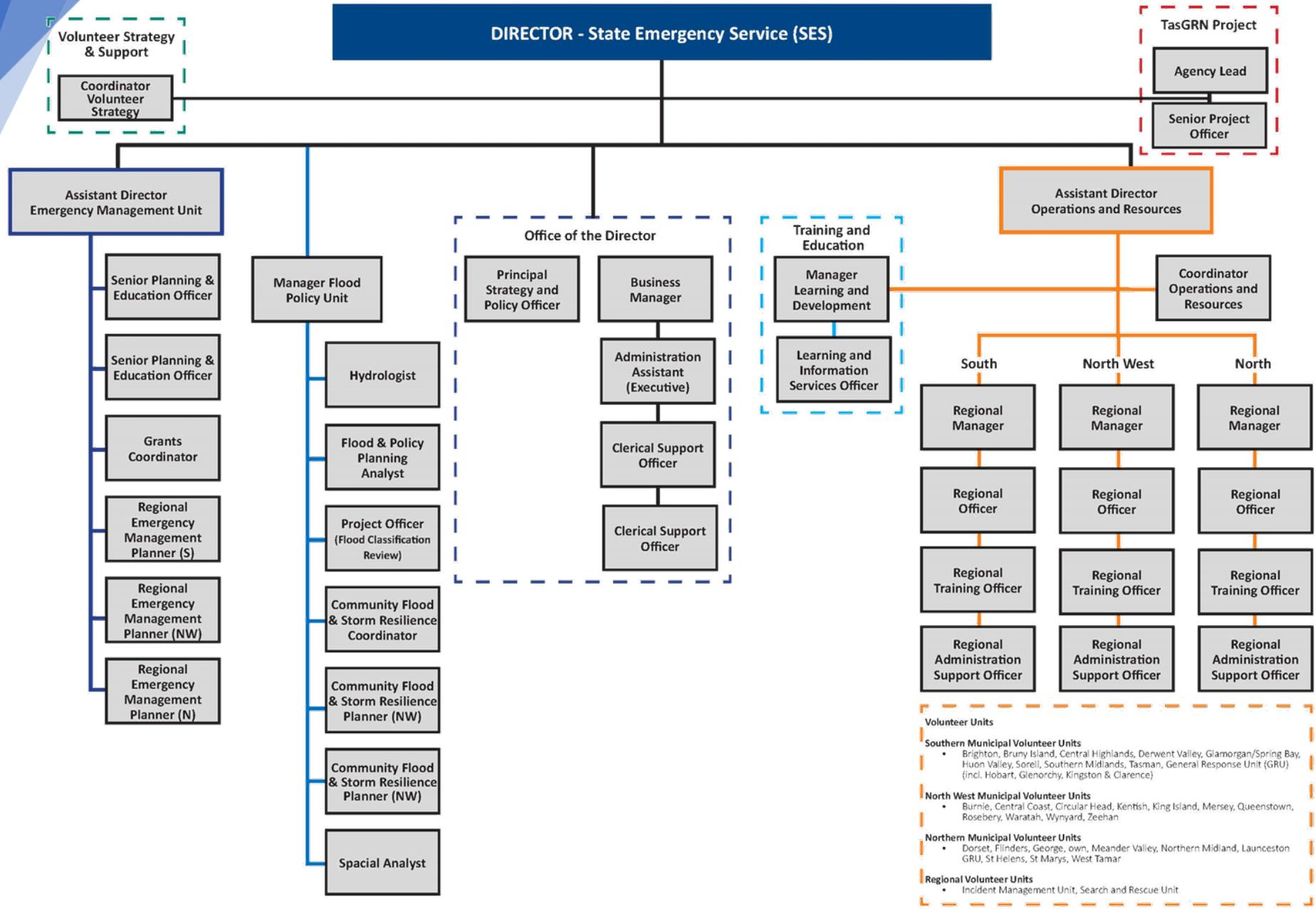


ACRONYMS

Acronym	Means
ADEM	Assistant Director Emergency Management
ADOR	Assistant Director Operations and Resources
AFAC	Australasian Fire and Emergency Service Authorities Council
ANZEMC	Australia-New Zealand Emergency Management Committee
ASQA	Australian Skills Quality Authority
AVETMISS	Australian VET Management Information Statistical Standard
BAU	Business as Usual
BES	Business and Executive Services
BPO	Business Process Owner
COP	Common Operating Picture
DELTA	Development Education Learning Training and Assessment
DPFEM	Department of Policy, Fire and Emergency Management
DSES	Director State Emergency Service
EM	Emergency Management
EMG	Executive Management Group
EMU	Emergency Management Unit
ESCAD	Emergency Services Computer Aided Dispatch
FPU	Flood Policy Unit
KPI	Key Performance Indicator
LGBTI	Lesbian Gay Bi Trans Intersex
LISO	Learning Information Services Officer
MCC	Male Champions of Change
MFPU	Manager Flood Policy Unit
MLD	Manager Learning and Development
MOU	Memorandum of Understanding

Acronym	Means
PC	Project Coordinator
POW	Program of Work
REMC	Regional Emergency Management Committee
RM'S	Regional Managers
RM-N	Regional Manager - North
RM-S	Regional Manager - South
RO'S	Regional Officers
RTO	Registered Training Organisation
RTO'S	Regional Training Officers
SAMP	Strategic Asset Management Plan
SEMC	State Emergency Management Committee
SME	Subject Matter Expert
SHQ	State Head Quarters
SPEO	Senior Planning and Education Officer
TasGRN	Tasmanian Government Radio Network
TASPOL	Tasmania Police
TERAG	Tasmanian Emergency Risk Assessment Guidelines
TFMP	Tasmanian Flood Mapping Project
TFS	Tasmania Fire Service
UTAS	University of Tasmania
VET	Vocational Education Training
WHS	Work Health Safety
WoG	Whole of Government
TasGRN	Tasmanian Government Radio Network

ORGANISATIONAL STRUCTURE



- Volunteer Units**
- Southern Municipal Volunteer Units**
 - Brighton, Bruny Island, Central Highlands, Derwent Valley, Glamorgan/Spring Bay, Huon Valley, Sorell, Southern Midlands, Tasman, General Response Unit (GRU) (incl. Hobart, Glenorchy, Kingston & Clarence)
 - North West Municipal Volunteer Units**
 - Burnie, Central Coast, Circular Head, Kentish, King Island, Mersey, Queenstown, Rosebery, Waratah, Wynyard, Zeehan
 - Northern Municipal Volunteer Units**
 - Dorset, Flinders, George, own, Meander Valley, Northern Midland, Launceston GRU, St Helens, St Marys, West Tamar
 - Regional Volunteer Units**
 - Incident Management Unit, Search and Rescue Unit

DIRECTORS' STATEMENT



Andrew Lea, ESM
Director
State Emergency Service

Department of Police, Fire &
Emergency Management

Tasmania's State Emergency Service (SES) is a statutory service within the Department of Police, Fire and Emergency Management (DPFEM) and is established under the provisions of the *Emergency Management Act 2006*.

The SES maintains a skilled and motivated volunteer work force of over 600 members to provide front line 24/7 emergency services for storm or flood response, road crash rescue, and search and rescue. They also undertake an increasing amount of operational support work for other Response Management Authorities. 36 SES Units respond from 31 locations throughout the State. SES operations, resources, training and administration are supported by career staff located in State Headquarters in Hobart and Regional Headquarters in Hobart, Youngtown (Launceston) and Burnie.

The coordination of policy and planning relating to flood management, mitigation, awareness and community resilience is undertaken by the SES's Flood Policy Unit. The Unit is midway through a major Tasmanian Flood Mapping Project to improve our understanding of flood risk at State, regional and local levels. Flood maps and associated modelling capabilities will significantly enhance flood intelligence and planning. New protection planning resources will support local communities to be more prepared for flood and storm emergencies.

The SES also provides many broader emergency management functions involving planning, education/awareness and the coordination of various projects or programs that help build community resilience against natural disasters. The SES Emergency Management Unit works with multiple agencies and the not-for-profit sector across multiple hazards. SES resources have recently been expanded to provide additional emergency management planning support and development to municipal and regional authorities.

The SES and the Tasmania Fire Service (TFS) continue to align more closely. This brings a number of opportunities to work more closely together in areas of learning and development, policy alignment and legislative reform. Our strategic directions continue to be aligned through the TFS and SES "Framing the Future", which are reflected in this Business Plan. While we retain our distinct SES identity and values, and our functions and associated internal chain of command, we recognise that the alignment will bring many benefits to both fire and SES capabilities in the future. This will include the ongoing review and implementation of an improved and more sustainable SES funding model, which is being undertaken as part of the review of the *Fire Service Act 1979*.

Consistent with our mission "*To deliver reliable and professional Rescue and Emergency Services while also supporting Tasmania's Emergency Management Arrangements*", a concerted effort is required to continue to build a culture of excellence that embodies our SES values of professionalism, respect, commitment and integrity. Through the implementation of this Business Plan, we will directly contribute to a safer and more resilient Tasmanian community.

A handwritten signature in black ink, appearing to be 'A. Lea'.

Andrew Lea, ESM



STATE EMERGENCY SERVICE

EMERGENCY MANAGEMENT ACT 2006

- Sections 8 & 15 – Committee Executive Officers
- Sections 26-28 – SES functions and powers
- Sections 48-49 – SES volunteer unit equipment, training and facilities

• **TASMANIAN DISASTER RESILIENCE STRATEGY**

• **SEMC STRATEGIC DIRECTIONS FRAMEWORK**

TFS & SES STRATEGIC DIRECTIONS “FRAMING THE FUTURE”

1. Supporting community resilience
2. Providing trusted emergency response
3. A collaborative organisation
4. Valued and capable people
5. An efficient and effective organisation

VISION: *A Safe and Resilient Tasmania*

MISSION: *To deliver reliable and professional Rescue and Emergency Services while also supporting Tasmania’s emergency management arrangements*

SES STRATEGIC BUSINESS FUNCTIONS

A. Rescue and Emergency Services:

1. *Effective emergency services and operations (including emergency response operations in storm and flood, road crash rescue, search and rescue, general rescue and emergency support)*
2. *Learning and development of our volunteers and staff*
3. *Maintenance of a motivated and committed volunteer workforce*

B. Flood Policy Planning and Awareness:

1. *Building understanding of flood and storm risk*
2. *Planning and policy for flood and storm risks*
3. *Community education and awareness for flood and storm risks*

C. Emergency Management:

1. *Effective executive, administrative, advisory and other support services to the State and Regional Emergency Management Committees*
2. *Tasmanian and Regional emergency management planning*
3. *Emergency management education and awareness*
4. *Management of the National Partnership Agreement on Natural Disaster Resilience and other risk mitigation funding support programs*
5. *Management of priority emergency management projects relevant to SES*

D. SES Management:

1. *Human and physical resource management*
2. *Budget and financial management*



SES VALUES AND SUPPORTING BEHAVIOURS

Together we value...

This means we...

Professionalism

- Uphold the SES Principles and Code of Conduct
- Diligently pursue ongoing skills development and learning
- Challenge and innovate, take action to fix problems
- Be accountable for your actions
- Protect the good image and reputation of the SES
- Be safety conscious for one and another and the community

Respect

- Contribute towards a united and supportive team
- Communicate well and regularly
- Be compassionate, understanding and empathetic
- Be equitable and value diversity at work and in the community
- Treat all people with dignity, respect and honesty
- Build good working relationships within and outside SES

Commitment

- Commit to helping others – dedication to duty
- Stay proudly connected to your community
- Safely challenge individual and team abilities
- Attend training and operations, but know when to have a break
- Don't just join for yourself, but stay for the team
- Support the volunteer ethos

Integrity

- Communicate clearly, consistently and with accuracy
- Be honest, trustworthy and discrete
- Have realistic expectations of yourself and others
- Lead by example, with honour and strength of character
- Be ethical and values-driven
- Look after yourself and each other, and seek help if you need it

Direction 1	Strategy	Outcomes	Deliverable	Activity	BAU/POW	KPI	Who	When	Comments on Progress (May 2022)
Supporting Community Resilience	1.1 Safer Communities	<ul style="list-style-type: none"> * 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 (fire, flood and storm). 	Flood and storm community programs are being delivered. Performance measures to evaluate outcomes are established.	Develop a Flood Warning System per the Australian Warning System Framework.	POW	SES Flood Alert System fully implemented and live.	Manager – Public Information and Warnings	August 2022	Planning and implementation continuing, led by Perter Middleton, and on track. Warnings publishing system (TasAlert 3) being undertaken by Ionata. New fixed term Stakeholder Engagement Officer currently being recruited for the project (aiming to have on board in June). Operational readiness, communications/education, stakeholder engagement and technical systems components of the project are tracking to plan. Some of the stakeholder engagement components of the project will be on a tight timeframe (partially reliant on recruitment of Stakeholder Engagement Officer mentioned above).
				Support the development of a Rainfall and River Alert System as part of a DPAC managed multi-hazard Tas Alert Mobile App.	POW	Beta trial of national flood and storm app completed and findings provided to DPAC to inform development of TasAlert stage 3.	Manager – Public Information and Warnings	August 2022	The national app trial did not commence in 2021 due to delivery not being able to be undertaken by NSW Government. The national app trial recently commenced with NSW SES. A meeting was held between Peter Middleton and the NSWs Government on the 10 May. Exploring moving this forward in collaboration with TasAlert as a trial. Looking unlikely to move forward as a rainfall and river alert app trial. Looks more likely to move forward aligning with the SES Flood Warnings System. Meetings to being scheduled for late May with DPAC TasAlert to explore feasibility of linking national app trial in with the new TasAlert platform.
				Continue Tasmanian Flood Mapping Project.	POW	Stage 2 of the project completed.	DSES/ Manager TFMP	December 2022	Some delays due to COVID isolation of contractors and need to expand catchment flood calibration work. FPU are working to identify replacement Project Manager.
				Develop TasEMT Stage 2.	POW	Stage 2 - 75% completed.	ADEM	Ongoing	Project was paused in 2021 when the Project Manager was seconded to support the COVID response. Recruitment action complete. Project Manager returning to the role 25 July 2022.
				Complete SEMC Strategic Directions Implementation Project.	POW	Project deliverables completed and project completion report endorsed by SEMC.	ADEM	November 2021	Disaster Resilience Monitoring and Evaluation Framework Report endorsed by SEMC in December 2021
	1.2 Build Community Capacity in the Context of Climate Change (Community Protection, Planning, Promotion and Implementation)	<ul style="list-style-type: none"> * 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. 	The Community Development Plan is refined for community risk assessments. It is developed in consultation with communities and utilises available evidence.	Establish Tasmanian Flood Community Protection Planning Program.	POW	3x Community Protection Planners recruited.	Manager, FPU	January 2022	Recruitment completed
				Develop a capacity to deliver a flood and storm community resilience program.	POW	Staffing strategy includes capacity to deliver a flood and storm community resilience program.	Director	June 2022	3x Community Protection Planner recruitment completed. Their SoD include a small element of community development, however a budget submission for 2022-23 will include a bid for 3 additional Community Development FTEs (by DPAC to support Royal Commission recommendations). A supporting Business Case has been developed.

	1.3 Emergency Management Planning - All-hazards risk management	* Risks identified, mitigation and treatments put in place	Continue mitigation and treatment implementation.	Review the Tasmanian Emergency Management Arrangements (TEMA).	BAU	Draft TEMA Issue 2 circulated to EM agencies for review and comment.	ADEM	June 2022	Resources identified to undertake work. Intent is to provide Draft TEMA to SEMC in December 2022.
			Management of all hazards including emerging risks are reviewed	Undertake the Tasmanian State Risk Assessment.	POW	Project completed.	ADEM	February 2022	Main document of TASDRA complete. Webinars being conducted July 2022.

Direction 2	Strategy	Outcomes	Deliverable	Activity	BAU/POW	KPI	Who	When	Comments on Progress (May 2022)
Providing Trusted Emergency Response	2.1 Adopt a Flexible / Adaptable Service Delivery for Emergency Services	* 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).	A multi-service, all-hazard emergency service delivery model is fully operational.	Continue to contribute the Resource to Risk Outputs.	BAU	SES's SAMP updated and approved by Director SES.	Director	June 2022	
			Capability model informs business planning.	Complete planning for SES Sorell Hub response capability requirements.	POW	SES Sorell Hub response capability plan complete.	ADOR	June 2022	Building construction estimated to be completed early 2023. Volunteer recruitment has commenced. Capability will be established by facility opening. Funding requirements have been included in a DPFEM high priority Budget Submission for 2022-23.
	2.2 Develop a Continuous Improvement Model that Supports a Changing Environment	* Highly flexible and adaptable learning organisation/culture.	An informed organisation-wide learning loop is applied to organisational learning.	Integrate the SES 132500 call for assistance number to the FireComm and dispatch SES resources to multi-hazard incidents.	POW	12-month trial period commenced.	ADOR	September 2021	12-month trial commenced on 6 October 2021
	2.3 Deliver timely and accurate emergency information and intelligence	* A community that is informed to respond in a manner to protect themselves. * Decrease in fatalities. * Warnings and information systems that shape the behaviours of communities during emergencies. * Operational intelligence informs preparedness for	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.	Develop a fully functional State Operations Centre (SOC) that can coordinate and manage strategic intelligence, resourcing and deliver intelligence to support operational decision making.	POW	Flood Intelligence Concept of Operations and development pathway developed.	ADOR	June 2022	Pathway developed. EMG reviewing the requirements of this actions. The project will be segmented in stages. Stage 1 as described below will be completed by June 2022: <ol style="list-style-type: none"> Weekly BoM briefing additional BoM briefing's as required; Intel summary produced after each BoM briefing; Intelligence summary endorsed and distributed; Stand-up protocols for SOC inclusive of Planning and Intel roles; SOC Intel advice on possible impacts to State and Regional Ops Arrangements in place for on ground, remote sensing, and aerial rapid impact assessment;

		anticipated emergency events.	Incident management personnel have access to dynamic data and information to support effective decisions.			Stage 1 of Flood Intelligence Capability functional.			8. Access to Councils' near-real-time flash flood monitoring systems Public Information and Warnings (PIW) is creating a flood capability in the new SOC. Applicable PIW staff were relocated to the SOC in December 2021
2.4 Be a socially and environmentally responsible organisation	* A respected organisation that improves its capacity to measure its impact on the environment. * Policies, systems and procedures are reassessed to gauge their environmental impact.	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.	Improve electronic filing system to reduce our reliance on paper-based documentation.	BAU	Provide Content Manager (CM9/TRIM) training to all staff who need it. SES Business rules developed and communicated to all staff.	Business Manager	June 2022	List of TRIM records established, and training provided as required. New containers are being established in TRIM and records transferred over from shared drives as identified.	

Direction 3	Strategy	Outcomes	Deliverable	Activity	BAU/ POW	KPI	Who	When	Grey - Completed Green – On track Orange – Monitoring Red – Requires attention	Comments on Progress (May 2022)
A Collaborative Organisation	3.1 Adopt Common Operating Systems	* People undertake work efficiently, collaboratively and seamlessly * Operational systems provide the capability to coordinate emergency services across all hazards	Priority operating systems are modified and adopted. WebEOC is embedded and fully utilised.	Utilise WebEOC for SES operations as per SES SOP.	BAU	All SES staff to complete annual refresher WebEOC training.	MLD	June 2021	Delay due to MLD acting ADOR and other priorities. Need further information from WebEOC Administrator to progress. MLD currently seeking required information. The system is currently undergoing redevelopment, training to be withheld until the amended database is released.	
						All identified volunteers to complete annual refresher WebEOC training.	MLD	June 2021		As above, noting that WebEOC training is provided for IMU, but MLD will need to interrogate training records.
						Each Regional IMU conducts a functional exercise to test use of WebEOC.	ADOR	June 2021		As above. Yet to be scheduled.
				Implementation of the Learning Management System (LMS) into business as usual.	POW	VETtrak replaced with LMS in use state-wide.	MLD	February 2021	Some unavoidable delays with cut over. Now expected later in 2022. VETtrak licence extended for 3 months.	
				With TFS, plan and develop a new Warnings Publishing System in collaboration with TasAlert	POW	Project commenced.	Manager - Public Information and Warnings	August 2022	TasAlert new warnings publishing system is on track to go live at end of August/early September in collaboration with go live of the SES Flood Warnings System.	
	3.2 Build a culture that delivers a collaborative approach – Values and behaviours – Policies and protocols – Stakeholder engagement	* Members achieve outcomes collaborating innately within the organisation and with external stakeholders. * Our organisation is receptive to approaches from other organisations to collaborate.	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.	Policies and Guidelines are reviewed and modified to ensure currency.	POW	All SES policies and guidelines reviewed.	Director	June 2022	Having difficulties resourcing. Resources will be resolved with funding to restructure Office of Director, which has been approved by DPFEM. Awaiting approval of new position SoD and Vacancy Management form for new Principal Strategy and Policy Officer.	
				Promote Code of Conduct and values to all members.	BAU	A least twice a year provide information on code of conduct and values to all members through different mediums (shoptalk, Unit Visits, Training etc).	Director	June 2022	<ul style="list-style-type: none"> ShopTalk 01/2022 SES Values promoted on each ShopTalk newsletter and email signature blocks SES Values and Code of Conduct posters provided to all Units and staff workplaces for display Discussed at most unit visits Agenda item on Unit Manager forums. 	
3.3 Engage with other Agencies for Whole of Government (WoG) Reforms	* WoG reforms are appropriate for fire and emergency services	WoG reforms impacting Fire and Emergency Services are adopted.	Undertake TasGRN Project Implementation, business readiness and training	POW	SES to provide Agency Lead and Senior Project Officer to the TasGRN-SES project.	Director	Ongoing	Agency Lead: Anthony Dick Senior Project Officer: Kristy Baker		

		Process for representation and reporting is reviewed.	activities in support of the TasGRN Project.		DSES, BPO and SME represented SES in TasGRN committees	Director	Ongoing	Full representation despite staff vacancies and competing priorities
					Undertake business readiness and implementation activities in line with the TasGRN-SES Project Management Plan	Director	Ongoing	On schedule
					Establish a Project Implementation Team to manage a successful, on time migration to the TasGRN	Director	Ongoing	On schedule
3.4 Participate across the emergency management industry to add value to Tasmania	<p>* Fire and Emergency Services are amongst leaders in contemporary emergency management.</p> <p>* Integrated and seamless operations exist with emergency management partners. National initiatives are utilised to add value for Tasmania.</p> <p>* A vibrant, active, engages and relevant State Fire Management Council (SFMC).</p>	<p>Clear communication channels and documented understanding exists between EM agencies for emergencies.</p> <p>Collaboration occurs with newly identified stakeholders to deliver solutions for the community.</p> <p>TFS and SES utilise research initiatives that enhance services and programs.</p> <p>Strategic Directions Framework is reviewed and relevant.</p>	Management of Natural Disaster Risk Reduction Grant Program.	BAU	Assess and obtain approval for Rounds 3 applications for the program.	ADEM	November 2021	Applications approved in November 2021 – currently going through the process of finalising the Grant Deeds.

Direction 4	Strategy	Outcomes	Deliverable	Activity	BAU/ POW	KPI	Who	When	Grey - Completed Green – On track Orange – Monitoring Red – Requires attention	Comments on Progress (May 2022)
Valued and Capable People	4.1 Develop and implement a Human Resources (HR) Capability Framework	* Engaged workforce * Consistent delivery of service across the organisation * Functionally proficient and diverse workforce * Demonstrated values through behaviours	People Capability Framework implemented including: - revised internal Communication Strategy - Improved system of personnel recognition - Job-specific, incremental leadership program - Sustainable and targeted recruitment program.	Development of an SES Staff Training and Development Plan.	BAU	Plan developed by MLD, and endorsed by EMG.	MLD	June 2022	Green	Commenced draft. Further direction to be sought from EMG.
				Promote the Employer Recognition Scheme.	BAU	Provide information at least annually on Employee Recognition Scheme to all members through different mediums (shoptalk, Unit Visits etc).	Director	June 2022	Grey	ShopTalk 01/2022
				Completion of individual Professional Development Plans.	POW	All staff have a current Professional Development Plan that includes training and development actions.	All Managers	June 2022	Orange	SES HQ admin staff completed PDP's other than new staff member which has been scheduled to be completed. Need to check and audit relevant PDP data. MLD to advise on information capture arrangements from PDP's
	4.2 Develop a Workforce Capability Plan (Culture and Leadership)	* Skilled and capable workforce * Sustainable succession plan * Embedded workplace safety culture * Motivated and engaged workforce * Highly effective volunteer support structure	An effective and targeted recruitment and retention strategy for a functional and fit-for-purpose workforce implemented. WH&S Framework implemented. Values based awareness program implemented. Demonstrate/deliver effective reward and recognition campaign.	Further develop and commit to the SES staff goals that support SES Values and supporting behaviours.	POW	Hold at least 2 staff days per year. Provide a report to all staff on annual progress against SES staff goals KPI's.	Director Director	June 2022 September 2021	Grey	Last field day held at Redbanks in April 2021. 2 nd Staff day held February 2022. Report provided with 2020-21 data trends
				Develop the scope for an SES Workforce Strategy for staff and volunteers, inclusive of structures; service delivery coverage; and recruitment, training, retention.	POW	Scoping document endorsed by EMG.	Director	June 2022	Orange	Having difficulties resourcing. Resources will be resolved with funding to restructure Office of Director, which has been approved by DPFEM. New Coordinator Volunteer Strategy appointed in January 2022 and commencing scoping work for a SES Volunteer Sustainability Strategy For staff workforce strategy, awaiting approval of new position SoD and Vacancy Management form for new Principal Strategy and Policy Officer.
				Development of a professional development pathway for volunteer and career staff	POW	Pathway documented and communicated to all volunteers.	MLD	June 2022	Green	New Coordinator Volunteer Strategy appointed in January 2022 and commencing scoping work for a SES Volunteer Sustainability Strategy – to include development pathway in consult with MLD
	4.3	* Volunteers are valued and utilised for their skills particularly in training, command and local knowledge * Career pathways ensure capability matches service delivery	Volunteers are utilised in operational command roles. Development Program evaluated and key performance measures identified.	Develop a volunteer development pathway.	POW	Pathway documented and communicated to all volunteers.	MLD	June 2022	Green	New Coordinator Volunteer Strategy appointed in January 2022 and commencing scoping work for a SES Volunteer Sustainability Strategy – to include development pathway in consult with MLD
	4.4	* All levels of the organisation participate or contribute to	TFS / SES effectively harness the contribution that can be made by all	Innovatively upgrade Volunteer Unit equipment or facilities using	POW	Funding for Rounds 3 and 4 fully expended.	Business Manager	June 2022	Green	The SES Volunteer Unit Grant Program expenditure is being finalised. All Units have received a grant and all funds should be expended by June 2022.

	innovation	corporate development and growth	members in corporate planning and business processes.	Volunteer Grants Program.					
				Establishment of SES vehicle and equipment standards.	POW	Develop and submit to EMG a list of equipment that requires standards developed.	ADOR	June 2022	Progressing
						Submit a plan to EMG on progressing the development of standards for different equipment categories.	ADOR	June 2022	Progressing

Direction 5	Strategy	Outcomes	Deliverable	Activity	BAU / POW	KPI	Who	When	Grey - Completed Green – On track Orange – Monitoring Red – Requires attention	Comments on Progress (Jan 2022)
An Efficient and Effective Organisation	5.1 Review Emergency Service Legislation	* Appropriate, resourced Emergency Services	Recommendations from the review are agreed and implemented including a revised funding model for SES.	Support development of a contemporary new legislation to replace the <i>Fire Service Act 1979</i> .	POW	SES representation and participation in the development of a contemporary new legislation to replace the <i>Fire Service Act 1979</i> .	Director	June 2022	Green	EMG and TASSEVA workshop held to develop SES submission on Review of FS Act Report, which was lodged in October and discussed with Michael Stevens in December 2021
				Support the review of the <i>Emergency Management Act 2006</i> .	POW	Acceptance of review of Terms of Reference.	Director	June 2022	Grey	Completed.
	5.2 Adopt good structure and governance, corporate risk management and business disciplines that meet changing needs	<ul style="list-style-type: none"> * 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 	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.	Introduction of streamlined workplace practices ensuring state-wide consistency.	POW	Development of an SES Uniform Committee to progress Uniform processes state-wide and documentation including: * 2 meetings of Uniform committee this year * revision of SES Uniform policy/guideline and manual.	Business Manager	September 2021	Grey	Committee established with ToR in September 2021. Committee has met multiple times and current allocations have been endorsed and distributed to all staff.
				Allocate resources to assist with delivery of priority operational projects.	POW	Business Case for Operations Project Coordinator submitted.	Director SES	June 2022	Grey	Position funded and recruitment completed.
				Undertake a strategic review of SES service delivery model.	POW	Business Case for new service delivery model prepared and submitted to AMG for endorsement and support.	Director SES	June 2022	Orange	Having difficulties resourcing. Resources will be resolved with funding to restructure Office of Director, which has been approved by DPFEM. Awaiting approval of new position SoD and Vacancy Management form for new Principal Strategy and Policy Officer.
				Business continuity framework is operating effectively Change management is embedded in methodologies and mature change management is adopted across services.						
5.3 Develop an appropriate funding model to enable service delivery	* KPIs developed to enable the organisation to measure performance	A funding model for SES is established and legislated.	Support development of a contemporary new legislation to replace the <i>Fire Service Act 1979</i> .	See 5.1				Green		
5.4 Increase Efficiencies through integration opportunities	* Organisation operating efficiently in an integrated business and executive environment	A shared recording mechanism is identified and implemented.	Review data collection and reporting arrangements, including investigating the feasibility to capture operational response data from ESCAD.	POW	Review, including recommendations, provided to EMG for endorsement.	Business Manager	June 2022	Green	With the transition of 132500 calls to CAD a review of data captured will be reviewed and other sources of data assessed to ensure the best option for ongoing data capture and reporting is utilised.	